

**Employer Branding and its Impact on Retention of Healthcare Staff – A Study of
Nurses in NABH Hospitals in Northern India**

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DECLARATION

I, **Ridhya Goyal** hereby declare that the thesis entitled '**Employer branding and its impact on retention of healthcare staff - a study of nurses from NABH hospitals in northern India**' submitted to Thapar Institute of Engineering & Technology (Deemed to be University), Patiala, in fulfilment of the requirements for the award of the degree of **DOCTOR OF PHILOSOPHY** in **Human resources**, is a record of the original research work carried out by me under the supervision of **Dr. Gurvinder Kaur**, Associate Professor, School of Humanities & Social Sciences, Thapar Institute of Engineering & Technology. The matter embodied in this thesis has not been submitted in part or full to any other institute for the award of any degree.

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CERTIFICATE

This is to certify that the thesis entitled '**Employer branding and its impact on retention- a study of nurses from NABH hospitals in northern India**' which is being submitted by Ms. Ridhya Goyal, in fulfilment of the requirements for the award of the degree of **DOCTOR OF PHILOSOPHY** in **Human Resources**, is a record of the candidate's original research work carried out under our supervision and guidance. The matter embodied in this thesis has not been submitted in part or full to any other institute for the award of any degree.



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ABSTRACT

In the complex world of healthcare, nurses are essential in providing quality care to patients and ensuring hospitals run smoothly. However, the retention of nursing professionals is a critical issue in the healthcare sector, particularly in India. Population growth, aging of the population, and changing healthcare needs are all contributing to an ongoing rise in the requirement for healthcare services. Hospitals and healthcare organizations are working hard to recruit and keep a qualified nursing workforce to meet this demand. With a focus on a study carried out under the framework of NABH (National Accreditation Board for Hospitals) accredited private hospitals in Northern India, this thesis explores the critical interface between employer branding and nurse retention with the mediation of organizational culture, employee engagement, and career development. Retaining skilled nursing staff is a significant challenge for the healthcare sector in the northern region. This emphasizes the significance of employer branding and how it can influence nurse retention. Thus, this study aims to find out what influence the employer branding tactics of private hospitals with NABH accreditation have on nurse retention rates. In order to determine the relationship between employer branding initiatives and nurse retention, the study takes a multifaceted approach that combines an in-depth literature review, data collection using interviews and surveys, and statistical analysis. A sample of 628 nurse respondents with varying designations from various departments of private hospitals in northern India was included to test the hypothesis using a structured questionnaire. The effects were examined using structural equations through Partial Least Square Structural Equation Modelling. In addition, the study aims to compare different employer branding strategies that bring forth three strategies in terms of social, economic, and developmental aspects. The results demonstrated that, when employee engagement, organizational culture, and career development were taken into account as mediators, there was a complementary mediation relationship and a positive impact of employer branding on retention.

This research aims to identify the impact of employer branding and its strategies that contribute to the retention of nurses working in these accredited private hospitals by investigating the perceptions and experiences of the nurses there using a sound theoretical base of social identity and self-determination theory. The theoretical foundations of employer

branding, its applicability in the healthcare industry, and the distinctive dynamics of nurse retention in NABH-accredited private hospitals are some of the major topics covered in this thesis. The findings are anticipated to provide healthcare administrators, human resources professionals, and policymakers with practical insights that will help them develop strategies to improve employer branding and ultimately reduce nursing workforce turnover. This study adds to our understanding of employer branding and nurse retention while providing healthcare organizations with valuable guidance on how to improve retention of their healthcare workforce. It also adds to the larger discussion on health care management and employee retention tactics in the area by addressing this important issue in the context of NABH private hospitals in North India. Finally, it integrates empirical results with theoretical contributions and managerial implications.

CONTENTS

Declaration	i
Certificate	ii
Acknowledgement	iii
Abstract	iv
Chapter 1. Introduction	1
1.1 Background	1
1.2 Healthcare Sector- An overview	2
1.3 Statement of problem	5
1.4 Research questions	5
1.5 Significance and contribution of the study	6
1.6 Organization of the thesis	7
1.7 Summary of the chapter	8
Chapter 2. Theoretical framework and hypotheses development	9
2.1 Theoretical Underpinning	10
2.2 Definition of study variables	11
2.3 Studies related to variables	14
2.4 Research hypothesis	18
2.5 Research gaps	23
2.6 Conceptual framework	24
2.7 Summary of chapters	25
Chapter 3. Research Methodology	26
3.1 Objectives of the study	26
3.2 Research Design	27
3.3 Participants	28

3.4 Research Instrument	31
3.5 Tools and Techniques	33
3.6 Summary of Chapter	37
Chapter 4. Results and Discussion	38
4.1 Descriptive statistics	38
4.2 Reliability and Validity	42
4.3 Hypothesis Testing	44
4.4 Model Assessment	45
4.5 Analysis of variance (ANOVA)	49
4.6 Discussion	50
4.7 Summary of Chapter	52
Chapter 5. Implication, Limitations and Future Directions	53
5.1 Theoretical implication	54
5.2 Practical implication	55
5.3 Limitations and Future Research Directions	56
5.4 Summary of Chapter	57
References	58
Publications and conferences attended	77-78
Appendix	79

LIST OF TABLES

S no.	Table Name	Page no.
1	Descriptive statistic table	30
2	Measurement of study construct	32
3	Descriptive statistics of variables	40
4	Reliability and Validity	44
5	Path Coefficients of Structural Model	47
6	Model Explanatory power	48
7	Effect size	48
8	Blindfolding – Q^2	48
9	Analysis of variance (ANOVA)	49
10	Summary of hypothesis testing	49

LIST OF FIGURES

S no.	Figure Name	Page no.
1	Conceptual framework	25
2	PLS Model	46

LIST OF ABBREVIATIONS

Abbreviation	Full form
ANOVA	Analysis of variance
AVE	Average variance extracted
CR	Composite reliability
EB	Employer branding
EE	Employee engagement
DOF	Degree of freedom
HTMT	Heterotrait-Monotrait
M	Mean
OC	Organizational culture
PLS-SEM	Partial least squares structural equation modeling
SD	Standard deviation
SEM	Structural equation modeling
SPSS	Statistical package for social sciences
SRMR	Standardized root mean square residual
VB-SEM	Variance-based structural equation modeling
VIF	Variance inflation factor

CHAPTER 1

INTRODUCTION

1.1 Background

Nurses are crucial to providing high-quality care in medical facilities, and given their widespread presence globally, they act as a point of focus in achieving priorities for health care. The success of all SDGs was attributed to nursing, according to numerous articles (Dossey et al., 2019; Wilson et al., 2016; Rosa et al., 2019). Yet, a global scarcity of nursing personnel has emerged during the past few decades (Marufu et al., 2021). Studies on professional nurse turnover and organizational turnover are scarce (Falatah, 2021). Most studies on nurse retention have focused more on planned turnover than on real turnover (Nei et al., 2015). The absence of nursing staff can lead to inadequate delivery of patient care services, which can further pave the way to adverse events like lack of care and even patient death (Griffiths et al., 2019). In Southeast Asia, there is only one nurse for every 559 individuals, and in India, there are only 1.7 nurses for every 1000 people, according to the WHO, which is significantly fewer than the recommended minimum of three (Maiti and Das, 2022). This illustrates how the issue with the Indian healthcare industry has become far more serious. Due to the shortage of nurses, healthcare organizations must evaluate their engagement strategies, organizational cultures, and career development plans to ensure that they are consistent with their efforts to retain nurses (Maczuga, 2021). In the upcoming ten years, a global shortage of nurses is expected to occur (Moloney et al., 2018). It shows how important it is for the healthcare sector to retain nursing staff. Employee turnover not only results in financial losses for employers but also deprives organizations of valuable knowledge and expertise that may be challenging to replace promptly.

Over the past ten years, the idea of an employer brand has gained popularity. Human resource managers use it extensively because it helps them attract and retain highly skilled and competitive employees. A lot of HR managers contend that a company's human capital is its most valuable asset. Hence, for businesses to remain competitive in the modern global market, they must be able to attract and retain top talent (Aldousari et al., 2021). Healthcare organizations have begun to view talent retention as increasingly strategic and essential to their sustainability. The ability of the organization to develop and maintain (i.e., manage)

talent in both stable and turbulent times is its greatest competitive edge (Michaels et al., 2001). Considering the values that every company holds, employer branding has become one of the most comprehensive instruments for retention, as organizations now must set themselves apart from one another to gain a competitive edge in the market (Reis et al., 2021). It's a multifaceted procedure that consists of a few carefully chosen components that help the employer demonstrate themselves to prospective and current workers in the most effective manner (Lukic and Lazarevic, 2022).

Examining the interaction of various employer branding determinants has been hampered by a lack of empirical research and an inadequate theoretical foundation (Aldousari et al., 2021). Thus, it is essential to identify organizational elements like employee engagement, organizational culture, and career development that mediate the link between the employer brand and the outcomes of the organization, such as retention, as well as the methods by which this mediating influence is exercised, to gain a deeper understanding of this impact (Aldousari et al., 2021). The effect of employer branding on retention in conjunction with these mediating factors has not yet been the subject of any research. Theories such as social identity and self-determination confirm that they serve as a theoretical base for employer branding as existing workers seek affiliation with entities that enhance their self-image and determination, which further promotes their retention (Mouton and Bussin, 2019; Biswas and Suar, 2016).

1.2 Healthcare Sector – An overview

Health is a fundamental human need, and having access to it is a fundamental human right. The 47th article of the Indian constitution obliges the state to raise the level of public health as one of its primary responsibilities. India accounts for 17% of the world's population and carries 20% of the burden of all diseases (Thayyil and Jeeja, 2013). Today, healthcare is one of India's largest sectors, both in terms of revenue and employment. It includes medical facilities, clinical trials, devices, outsourcing, medical tourism, health insurance, medical equipment, and telemedicine. The expansion of coverage, services, and increasing expenditure by both public and private players are all contributing to the rapid growth of the Indian healthcare industry. Despite numerous government initiatives to enhance the quality of public healthcare, the private sector has dominated most Indian states (Rout et al., 2021).

The private sector has become an important player in India's healthcare sector, giving it recognition on a national and international scale. It accounts for almost 74% of the total national healthcare expenditure (IBEF June 2020). Due to their high labor costs, healthcare organizations invest a lot of money into attracting and retaining a skilled, diverse workforce (Nayak et al., 2016). As a result, finding and keeping qualified professionals is quickly becoming an issue for all hospitals (Bhattacharya and Ramachandran 2015). The complexity of healthcare sector processes at their core has made providing healthcare services more difficult (Berg and Toussaint, 2003). The health of a country's citizens frequently has an impact on its wealth. India is a large country with many social issues, one of which is ensuring that everyone has access to high-quality, affordable healthcare (IIPSMI, 2007). Up to 70% of people in urban areas and 60% of people in rural areas rely on private healthcare providers (Malik et al., 2017).

Challenges faced by Health care sector in India

- Paucity of Doctors, Nurses & Administrative Staff

The lack of qualified workers is one of the biggest problems in the healthcare sector, particularly in general and private hospitals. The talent that possesses the necessary skills needed by hospitals is incredibly scarce (Lancet, 2020). Doctors, nurses, and to some extent other paramedical staff are most affected by the shortage (Meesala and Paul, 2018). There are many medical schools, but their course content is not always in line with what the market demands. Therefore, the hospitals must retrain the doctors by offering pertinent instruction. Similarly, nurses need to be taught new or additional skills. The process of conducting these trainings takes a lot of time and money.

- Sky High Rate of Attrition

Attrition is a phenomenon that exacerbates the issue of a labor shortages. In the industry, attrition rates are astronomically high, especially among doctors and nurses. These two professionals have a wide range of career options available to them in the modern world, and they are using them more than ever, such as choosing to work abroad. This has increased the attrition rate for these two types of employees therefore making it the highest in the nation for any industry (Basu et al., 2017).

- Limited Openness to Digitalization

The industry also must deal with the limited readiness of hospital staff to digitalize. Hospitals must keep up with the digitalization of work cultures if they are to offer patients better care and services. Work cultures are quickly becoming digital. The management's push for digitization has encountered some resistance from medical professionals who may be too accustomed to working independently and lack enthusiasm to explore the new digital tools (Nedungadi et al., 2018).

- Soft skill and patient interface training deficit

The management is also challenged by the hospital staff's lack of soft skills, who may not have received as much training in their colleges or institutes (Barker et al., 2017). The hospital must set up training sessions on a variety of topics, including how to handle a patient with care, how to deal with irate patient relatives, and other related topics. The staff must be trained to treat patients with the utmost respect. The administrative personnel and nurses working in private hospitals will particularly benefit from these training sessions. Special course modules must be developed for them.

- Relocation from urban to rural

The difficulty of deputing qualified staff, especially doctors, in smaller cities is a significant challenge for hospital chains that are widely dispersed across different cities (Kingma, 2018). For various reasons, including the education of their children, medical staff prefer to remain in major cities. Finding the right expertise for hospitals in any tier 2 or tier 3 city is never simple, and moving them there is no exception.

As a crucial element in the development of a healthcare facility, both potential and present employees are proficient in interpreting the Employer Branding (EB) (Maczuga, 2021). Consequently, it is vital for healthcare professionals to differentiate themselves in the job market as part of the "war for talent" (Hogan, 2002), that is possible through EB. Even though there is no significant theoretical support for it, more organizations are implementing the EB strategy (Aldousari et al., 2017). The use of EB method may be widespread in businesses, but there is less research on the subjects especially health (Rzemieniak and Wawer, 2021; Cham et al., 2020).

1.3 Statement of the problem

Despite a dearth of theoretical support, more organizations are employing the EB strategy (Aldousari et al., 2017). Although methods of EB may be common in businesses, little research has been done on the subject (Rzemieniak and Wawer, 2021). Additionally, the healthcare industry has not conducted extensive research on it (Cham et al., 2020). Consequently, this research builds on previous studies to better comprehend how retaining nursing personnel can benefit the healthcare industry through EB. Because of the shortage of nurse, healthcare firms need to evaluate their organizational cultures and career development plans to ensure that they are consistent with their efforts to retain nurses (Maczuga, 2021).

Thus, the impact of EB on nurse retention needs to be explored, as well as how employee engagement, career development, and organizational culture affect this association.

Based on this information, targeted strategies and interventions can be created to increase nurse retention rates, which will ultimately improve patient care and organizational performance. With a focus on the role of EB and its mediating effects through employee engagement, career development, and organizational culture, the study aims to address and provide insightful information into the complex dynamics of nurse retention in healthcare organizations.

1.4 Research Questions

The following three research questions were intended to be addressed by the study:

RQ1: What impact does Employer branding have on retention of nurses?

RQ2 Does the variables, employee engagement, career development and organization culture mediate the relationship between employer branding and retention?

RQ3 Is there a significant difference between employer branding strategies?

1.5 Significance and contribution

This research is among a few empirical studies that emphasize the significance of EB impact within the framework of a very reliable industry, such as healthcare. It also examines the as-yet-unexplored mediating roles of career development (CD), employee engagement (EE) and

organizational culture (OC) in the relationship between EB and nurse retention. Through this study, knowledge gaps in the fields of EB, CD, EE, OC, and nurse retention will be filled. These gaps consist of in-depth knowledge.

Our understanding of several important factors is aided by this study.

- Improved nurse retention: The study's emphasis on nurse retention, a persistent problem in healthcare organizations, and this is one of its main contributions. Serious consequences for patient care and financial burdens on the organization can result from high nurse turnover rates. This study shed light on effective methods to lower turnover and enhance continuity of care through investigating how EB impacts nurse retention.
- Understanding EB: The study clarifies EB in the context of healthcare. EB describes a company's reputation and appeal as a place to work. Healthcare organizations can identify the specific brand components that can be enhanced to attract and keep talented nursing professionals by understanding how it affects nurse retention.
- Mediating Factors: By considering EE, OC, and CD, this study goes beyond the direct effects of EB. The study offers a thorough understanding of the mechanisms through which EB can affect nurse workforce stability by examining how these variables mediate the association between EB and nurse retention.
- Employee satisfaction and sustainability within the organization are significantly shaped by OC, EE and CD. In order to retain their nursing workforce, healthcare organizations can identify these aspects that need to be improved by considering how these three variables mediate the relationship between EB and nurse retention.

1.6 Organization of thesis

The thesis is organized into five chapters.

Chapter 1: Background

The first chapter provides the background of the study and an overview of the healthcare sector along with description of EB and retention of nurses in NABH hospitals. The chapter

showcases the research problem that the study aims to address. The chapter highlights the research questions of the present research. The chapter also demonstrates how the study's findings will uphold importance for academicians, human resource professionals and the healthcare sector.

Chapter 2: Literature Review and Hypothesis Development

An overview of the theories pertinent to the study is provided in the second chapter. This chapter reviews the body of research in the field of EB and explores the results of empirical studies, particularly in the healthcare industry. The chapter includes published studies that examine the effects of EB, EE, OC, CD, and EB strategies on employee retention. The study's hypotheses, based on the body of prior research, are also presented in this chapter. The chapter focuses on the knowledge gaps regarding EB and nurse retention in the healthcare industry. Based on this we proposed a conceptual framework.

Chapter 3: Research Methodology

The methodology employed for this study is covered in detail in the third chapter. It is highlighted why India was chosen as the subject of this study. The method of data collection and analysis is explained in detail in this chapter. In particular, the chapter provides information about the stimuli, participants, process, measurement scales, and data analysis tools.

Chapter 4: Results and Discussion

The fourth chapter provides information on descriptive statistics, data analysis tools like SPSS, and PLS-SEM. The chapter addresses the examination of the research hypotheses. According to the study's goals and hypotheses, the results are presented. The study's results are contrasted with those of earlier studies. The chapter discusses the status of every hypothesis considering the study's findings.

Chapter 5: Implications, Limitations and Future Direction

The implications both theoretical and practical are presented in this chapter. For academics, policy makers, marketers, and content creators, the study's findings have several significant ramifications. This chapter also identifies the shortcomings in the methodological approach

and discusses the potential areas for future study. Future research can address the limitations of this study.

1.7 Summary of the chapter

Along with the study variables, the first chapter provides an overview of the healthcare industry. In this chapter, the value of EB and nurse retention in the healthcare industry has been highlighted. The chapter focuses on the research issue that the study seeks to solve. The chapter lists the objectives of the current study and mentions the research questions. The importance of the study for academics, policy makers, human resource specialists, and content creators is highlighted in this chapter. Finally, the chapter describes how the thesis is structured.

CHAPTER 2

THEORETICAL FRAMEWORK AND RESEARCH HYPOTHESES

Before the emergence of the term EB, branding was just limited to products or services and attracting customers, but now that the times have completely changed, the concept of EB has emerged as a powerful tool that distinguishes them in the market and can create an image inside and outside the firm. The digital era has contributed a lot to forming branding strategies. Also, in this modern market, the aim is not just profitability anymore but becoming a market leader in their respective fields. Though this concept is not very old, as it emerged in the late 1990s, EB is still evolving, leaving scope for research. A significant obstacle that any company must overcome is placing the right people in the right positions and managing to keep the best employees in this technologically advanced world where resources are in short supply and competition is fierce. A successful company needs not to focus only on recruiting, but once the employee is on board, he should be nurtured and retained to achieve the organizational objectives. It basically targets current employees and their retention in the respective organization.

One of the most crucial components of any research is the review of the existing literature. The literature review synthesizes and evaluates previously published data on a research topic. The main objective is to compile and organize the information that is already available. It aids in learning in-depth information about a particular subject and comprehending the contributions made by various researchers over time. The previous findings aid in determining the area of potential future study. As a result, it provides a solid framework for further research on the subject at hand and makes theory development easier. The literature that informed the creation of the research model and research hypotheses is reviewed in this chapter. The current study reviews the literature available on the study variables.

There are five sections in the chapter. Section 2.1 is regarding theories pertinent to this study. These theories aid in developing the research framework and providing an in depth understanding of the research topic. The review of previous studies and the creation of research hypotheses are covered in the following sections: The literature that is currently available is categorized and summarized. Section 2.2 focuses on the definitions and literature of the study variables, i.e., EB and nurse retention, with mediating variables including OC,

EE, and CD. Section 2.3 demonstrates the formation of research hypotheses with the help of available previous literature.

2.1 Theoretical underpinning

2.1.1 Social identity theory

The relationship between EB and retention is further supported by social identity theory (SIT). According to SIT, an individual's perception of self is derived from associating with a specific social class (Tajfel, 1982). Our perception of ourselves is affected by the standing of the group we are associated with (Underwood et al., 2001). Additionally, it exemplifies how EB raises a company's attractiveness and retention since both prospective and present workers seek out organizations that strengthen their sense of identity (Biswas and Suar 2016). The investigation of social identity looks at how and when individuals identify as belonging to a group (Zeugner et al., 2015). Tanwar and Kumar (2019) pointed out the importance of understanding the impact of social identity theory (SIT) in enhancing understanding of the literature of EB. A stronger EB may lead to lower recruitment costs due to simpler application procedures and the fact that retaining current employees' costs are way less than substituting them (Biswas and Suar, 2016). According to the social identity nexus, CD has demonstrated that it can improve employees' identification as well as reduce their intentions to leave (Tatar and Ergun, 2018). The process by which individuals and groups identify themselves with a culture of work is known as employee identification (Balmer, 2008). The efficacy of such a strategy has been defended in existing literature, which has discussed the subject from the perspectives of workers and consumers (He and Balmer, 2007; Cardador and Pratt, 2006; Brown et al., 2006). SIT is also associated with employee engagement (Carmeli et al., 2017). SIT argues that EB may influence how staff identify with a company, especially when there is a sense of cohesion and belongingness (Ashforth and Mael, 1989), which probably affects employees' decisions to quit their jobs (Neill and Gaither, 2007; Mael and Ashforth, 1992; De Moura et al., 2009). Because firms are social entities, the theory also serves as a solid framework for the current investigation.

2.1.2 Self-determination theory

The theoretical framework for this study is self-determination theory (SDT), which covers how all three variables are related to one another. Hundreds of empirical studies conducted over the past 40 years have demonstrated the validity of SDT principles, in contrast to most employee engagement initiatives that do not have evidence-based backing for their methodologies. Self-Determination Theory (SDT) is a well-known and influential psychological framework that examines the variables affecting people's motivation and behavior. According to the SDT, which Deci and Ryan created in the 1980s, individuals possess inherent psychological requirements for autonomy, relatedness, and autonomy.

According to SDT, people are more likely to have innate drive when these basic needs are met, which promotes greater wellbeing and personal development. Individuals may, however, display more external and regulated forms of motivation when their requirements are not met, which could compromise their general well-being and effectiveness. SDT has a wide range of applications because it provides insightful information on how to assist people in promoting their own intrinsic drives and overall flourishing in a variety of contexts, including education, the workplace, health, and sports. This theory has made a significant contribution to our comprehension of human behavior as well as the design of environments that support wellbeing and individual growth. People are the focus of SDT, and the workplace environment, including culture (Gagne et al., 2008), engagement (Wiedemann, 2016), and career development (Chen, 2017), can either encourage or inhibit a person's motivation. It is an evidence-based engagement strategy that supports the social trend toward personal development (Rigby and Ryan, 2018). SDT and employee retention are related concepts (Bock, 2015; Fowler, 2014).

2.2 Definitions of study variables

2.2.1 Employer branding

EB is the distinctive group of traits that enables an organization to set itself apart from competition (CIPD, 2007) when a company uses it as a tactical instrument to gain a sustained competitive advantage (Butt et al., 2020). According to a survey on the importance of EB, Indian businesses are starting to appreciate its effects, with about 72% of respondent entities placing it as their number one priority (Backhaus, 2016). The efficacy of EB is being frequently researched because it has piqued researchers' interest as a human resource

management strategy. It has also become evident that EB has a significant influence on the level of influence among employees (Tanwar and Prasad, 2016b; Tanwar, 2016; Matongolo et al., 2018). Some claim that EB not only aids in luring in the top applicants but also aids in keeping them engaged for an extended period of time (Rana and Sharma, 2019).

Wahba and Elmanadil (2015) defined it as a method for the internal expression of a unique set of characteristics to showcase the identity of an organization as an employer for attracting and retaining both potential and current employees. EB has been investigated as a strategy to assist businesses in finding their own niche in the talent market (Backhaus and Tikoo, 2004). As per Priyadarshi (2011), managing EB's reputation is more crucial than ever because of the competition for standing out as a company brought on by a lack of skilled workers and a variety of options.

2.2.2 Retention

According to Kossivi and Kalgora (2016), one can methodically operate to establish and cultivate a workplace environment that supports employees to stay within the job by putting rules and procedures in place that respond to the many needs of employees. Employee retention, put simply, is the desire of a worker to remain with the company. This goal may be actively employed, or it may emerge gradually because of multiple external variables influencing the employee. In today's highly competitive marketplace, it can be difficult to keep competent employees (Kim and Kim, 2021; Oludayo et al., 2018). They observed that by looking at the rate of conversion and indicators of risk for job turnover among freshly appointed nurses, healthcare facilities should use retention strategies to lower turnover rates. As a result, retention implies the steps a firm takes to motivate staff to remain in the same units and continue engaging in or working in the area of expertise of the same kind by changing techniques or regulations.

2.2.3 Employee Engagement

The concept of EE was first advanced by Kahn (1990) as the self-employment and expressing oneself of individuals in their professional lives—the tying of the identities of organization members to their job responsibilities. He defines engagement as being physically as well as mentally present while performing a task within an organization. Some

definitions of EE include a person's commitment to the business on an intellectual and emotional level. (Richman, 2006; Baumruk, 2004; Shaw, 2005). Truss et al., (2007) described worker engagement as 'passion for work'. While performing an organizational function in engagement, physical and physiological presence are required. (Kahn, 1990) and makes it possible for companies to grow and compete in the market (Welch, 2011). According to Pass and Ridgway (2022), organizations should consider how to create future procedures and projects around trust-building in order to maximize engagement and endurance in the face of possible future volatility. Harter et al., (2002) found that increased satisfaction with clients, commitment, productivity, and profit are all related to higher levels of EE in the workplace. Additionally, they assert that every staff member has the capacity for engagement and that businesses have an influence on it. Gadolin and Andersson (2017) suggested three key factors- organizational structure, professions, and interpersonal relationships that impact the willingness of staff members to participate in delivering high-quality healthcare and came to the view that three of them positively impact EE.

2.2.4 Organizational culture

An OC can be compared to an organization's character because it represents the way its life is expressed. According to Edgar H. Schein (1984), "culture is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems." Edgar Henry Schein gave three different levels of OC: "artifacts and behaviors, espoused values and assumptions." In addition, he said that changing an organization's culture is the most challenging thing to do. Norms and values that govern behavior encourage behaviors that represent OC (Bennett, 2021). Thokozani and Maseko (2017) believed that OC is a firm's focus on its internal stakeholders, which establishes the basic principles that guide employees' behavior. Odor (2018) considers a key component of all descriptions of culture to be the idea that it is transmitted and learned. As per Divyarajaram (2014), OC is essential in motivating staff to uphold a code of actions, supporting motivation through recognition, fostering self-satisfaction, and acting as a role model for staff behavior.

2.2.5 Career Development

CD is the process of enhancing one's employability so that they can pursue their ideal career. To be able to embark on the career of one's choice, CD is a method of increasing one's employability (Adnyani and Dewi, 2019). The purpose of CD is to provide employees with more responsibility, demonstrate the value of their work, and give them the opportunity to improve their careers. Every employee hopes their manager will motivate them to work well (Afiyati, 2018). The purpose of CD is to help people plan for future positions with the company so that both the company and the employees associated with it can reach their full potential (Jumawan and Mora, 2018). It is also regarded as a tool that businesses can use to boost employee productivity and prepare workers for particular career paths (Cedaryana et al., 2018). Methods that assist individuals in achieving their professional targets while also organizing those ambitions with the requirements, opportunities, and organizational objectives are used in career growth initiatives (Schultze and Miller, 2006).

2.3 Studies related to variables

2.3.1 Studies related to employer branding in healthcare

Gapp and Merrilees (2006) highlighted the importance of internal branding and its alignment with management practices in order to achieve excellence and an appropriate level of internal relations management and investigated the necessity of employee involvement in order to achieve competitive advantage by using the qualitative method of data collection from hospital staff based in Queensland. Heilmann et al., (2010) discussed external branding that impacts recruitment in healthcare companies in Finland using qualitative data by conducting group interviews of recruiting professionals, identified five factors for improving brand image in the healthcare sector, and gave various suggestions regarding the use of modern technology, compensation, etc. Berry and Martin (2019) conducted an exploratory and content analysis of the public healthcare sector, comprising four major realms, i.e., biotech, managed healthcare, medical and equipment supplies, and pharmaceuticals, by compiling studies from the career pages of the Forbes 2016 list of the world's biggest companies. Because of this study, a pie chart was presented showing the contents and their aggregate percentages in all four realms. The author also discussed how large healthcare companies communicate EB through their career pages. Furthermore, this study resulted in determining

ten major themes of content and revealed that healthcare EB is often communicated about stakeholder, organization, and advancement. Slatten et al., (2019) have determined the role of organizational attractiveness and focused upon internal marketing culture with respect to turnover intentions of frontline workers, i.e., nurses, in 4 hospitals in Norway using the questionnaire method, investigated their personal aspects, which consist of employee attitude and beliefs to an extent, and determined the active role of managers that needs to be played on a day-to day basis to promote attractiveness. Wielicka and Ganczarzyk (2019) have focused on the importance of creating a brand image and how it influences personnel, which is further helpful in the recruitment and retention of qualified staff as well as developing loyalty towards the organization. The study is carried out through secondary data in Polish hospitals, identifying various factors that help in brand creation and public relations.

2.3.2 Studies related to retention in healthcare

Shukla and Deb (2017) emphasized evaluating the reasons for attrition in the healthcare sector from the perspective of existing as well as leaving employees using a cross-sectional study conducted in 150-bed hospitals in Ahmedabad, India. The research further concluded with reasons such as poor recognition, monotonous work, and improper assignment of tasks that lead to attrition, and gave organizational initiatives like promotion, a supportive environment, and career growth to retain employees. Slatten et al., (2019) developed a conceptual model of organizational attractiveness and tested it in a quantitative study through a survey of nurses in public hospitals in Norway. The research revolved around variables such as employee engagement, culture, service quality, and turnover intentions of employees and determined the areas to focus on by the hospital managers in order to make the hospital a great place to work. Behera et al., (2019) have depicted the issue of retaining medical staff consisting of doctors and nurses in rural areas of Odisha, India, with the help of the WHO's four major policy domains, which are education, regulation, financial incentives, professional and personal support, and sixteen recommendations under these domains. Qualitative research was being carried out and came to a conclusion regarding the efforts taken by the government in order to retain staff as well as adhering to policies with the limitation of considering only doctors and nurses and leaving the scope for research on other

medical workers.

Rex and Devi (2015) had worked on the details of EB and its key benefits in recruiting and retaining employees in the healthcare sector using secondary data and covered aspects in terms of challenges faced by HR in EB, diversity concerns, and recent developments in EB.

2.3.3 Studies related to mediating variables in healthcare

Organizational culture based

Davies et al., (2000) demonstrated how to sharpen thinking on organizational culture in the healthcare sector using secondary data and the NHS (National Health Service) framework. The secondary research covered both USA and UK healthcare cultures in the study and concluded with remarks such as that clinical culture should be identifiable and based on performance and other cultural attributes, leaving a scope for empirical research. Carroll and Quijada (2004) focused on organizational culture in the healthcare sector in the USA by using the Edgar-Schein framework and quoting examples from existing literature on healthcare culture. He gave detailed analysis and suggestions about fundamental and cultural change within the organization by understanding the nature of sources and the functioning of culture. Williams et al., (2015) highlighted five stages of the scoping review approach by Levacat et al., (2010). In determining organizational barriers to the implementation of evidence-based practice in healthcare. This study is based on secondary data and included forty-nine articles, which were analyzed, and further five broad organizational barriers were identified, i.e., workload, management not supportive of EBP, lack of resources, lack of authority to change practice, and workplace culture resistant to change. The study further recommended reviewing the policies and procedures of healthcare along with these 5 barriers before taking EBP.

Parmelli et al., (2011) focused on highlighting the effectiveness of strategies that were used in changing the culture of healthcare organizations using secondary data from two CBA's (controlled before and after), RCT's (randomized controlled trials), CCT's (controlled clinical trials), and ITS (interrupted time series) studies that evaluated personal outcomes as well as clinical ones. The author concluded with a lack of evidence that generalizes the effectiveness of strategies to change the organizational culture.

Employee Engagement Based

Lowe (2012) focused on the concept of engagement in the Canadian healthcare sector by taking sixteen hospitals and targeting over ten thousand employees. The researcher used the OHA quality healthcare workplace model and identified four outcomes, i.e., retention, quality of patient care, patient safety, and culture, using empirical confirmation. The result of the study showed a strong relationship between employee engagement and organizational performance and further gave an evidence-based definition of engagement that is relevant to healthcare. Gadolin and Andersson (2017) proposed three main conditions that influence the employees in engaging in providing quality healthcare on the basis of the study, i.e., professions, work structure, and work relationships, by using qualitative methods of case study and interviews and observations in medium-sized Swedish hospitals, where data was analyzed using abduction and the conclusion was derived that all three conditions influence employee engagement in different positive ways, leaving the scope for further research in a systematic approach regarding supporting relationships in healthcare.

Career Development Based

Woolnough and Fielde (2014) focused on two key themes, i.e., career development and personal development, in a UK-based mental health nurse's research by initiating an 18-month program covering both aspects and, on the basis of which, a longitudinal qualitative study based on semi-structured telephonic interviews was conducted in order to derive the impact of it based on the outcomes of both career and personal development (promotions, self-confidence, and job satisfaction), with the limitation of empirical research in this area. LaPierre and Zimmerman (2012) highlighted the assessment of gender differences in career advancement by analyzing the impact of organizational, individual, and family variables. The study also explored the difference between the aspirations for senior management in USA healthcare management. The research was based on secondary data. 2006 data as well as primary data based on a questionnaire survey of six hundred eighty-five respondents, with the limitation of taking a single national organization and being specific to one industry, i.e., healthcare.

Macaden et al., (2017) highlighted the importance of continuous professional development, its facilitators, and its barriers. The study was conducted in two large healthcare

organizations (non-profit organizations) in remote areas of India, targeting nursing staff through the survey questionnaire method, followed by the cross-sectional quantitative method, and found that development priorities such as professional development, personal interest, professional engagements, and barriers including geographic distance, low staffing levels, and cost were the major factors influencing the staff.

2.4 Research hypothesis

Employer branding and employee retention

Previous research investigations have shown that the EB approach is becoming more popular in the fiercely competitive world (Yameen et al., 2021), and there is less research on the employee retention topic (Bharadwaj and Yameen, 2021; Tanwar and Prasad, 2016a). While this is the case, very little research has examined how company branding may account for significant variation in the favorable impact of staff retention on employees (Hadi and Ahmed, 2018; Matongolo et al., 2018). As discussed by Ahmad and Daud (2016), Given an organization's reputation as a chosen brand, employers can attract and retain personnel of particular importance. When employers provide distinctive job possibilities that are highly regarded by EB, intentions for staff turnover can be reduced (Kashyap and Verma, 2018). Consequently, it could be stated that an EB method that provides a succinct list of unique qualities and characteristics could promote employee connection on a mental and emotional level, increasing their likelihood to stay for an extended period (Raj, 2020).

EB consists of both intangible and tangible perks that a business offers to attract and retain employees. (Tanwar and Prasad, 2017). There is a concerted effort to enhance EB as a result of the realization that it may increase retention. (Biswas and Suar, 2016). Due to its potential as a workable intervention to address the root causes of the difficulty in locating and retaining competent workers, research studies in previous years have indicated that EB is significant. (Chambers et al., 1998). If an employer breaks the employer commitment for fresh hires and new recruits seek to confirm their employment decision, employee post-entry efficiency is likely to suffer and staff turnover will increase (Schein, 1984; Backhaus and Tikoo, 2004). Kucherov et al., (2012) imply that firms with distinguished EB had lower turnover rates. Hence, from the above literature review we can hypothesize that:

H1: Employer branding has a positive impact on retention.

Employer branding and employee engagement

As noted by Vercic (2021), who primarily sees successful EB tactics as engagement drivers, there have been relatively few studies that link workplace branding and engagement. As per Kunerth and Mosley's (2011) findings, motivation for employees comes from organizational initiatives that improve an employer's reputation. While acknowledging that it is still not clear why various staff members would react with distinct degrees of engagement, Burawat et al., (2014) state that businesses that are dedicated to meeting expectations for staff use EB for better employee engagement. Employee engagement and EB have a positive relationship. Harter et al., (2002) concluded that high levels of dedication, efficiency, and revenue are directly related to employee engagement in the workplace. Additionally, they make the case that all workers have the capacity to participate and that organizations have an impact on the level of engagement. This statement emphasizes the connection between the EB and employee engagement, which is a significant conclusion. Thus, we hypothesize that:

H2: Employer branding has a positive impact on employee engagement.

Employer branding and organizational culture

According to Khan et al., (2021), EB entails a set of traits, often not tangible, that emphasize a company's distinctiveness, offer employment opportunities, and attract people who perform best in its culture. As per Raj (2020), in order to foster a brand-driven culture where employees identify emotionally with an organization's brand, management support has been investigated. Additional studies revealed that the factors influencing the EB of choice image were organizational characteristics that have long been linked to organizational appeal, such as positive relationships, possibilities for development, corporate image, and recognition (Bellou et al., 2015). EB messages also affect organizational culture via the mechanisms of similarity attraction and self-selection (Byrne and Neuman, 1992). A strongly distinctive brand message can entice comparable candidates who, as new employees, will shape the culture and give prospective employees an impression of life at the company (Kucherov et al., (2012) internal EB could improve corporate culture. EB statements that are culturally incongruous frequently have more negative effects. Thus, we can hypothesize that:

H3: Employer branding has a positive impact on organizational culture.

Employer branding and career development

The relationship between EB and CD has relatively little research (Ibrahim et al., 2018). Gupta et al., (2014) demonstrated that EB supports CD, which may lead to excellent hires. The improved state of the organization is a result of a strong workforce. All organizations must actively promote their organizational policies on social media for the purpose of achieving organizational growth and employee overall advancement (including CD). EB has been connected to career advancement. This also has to do with aspects of career development, training, and growth (Yaqub and Khan, 2011). By means of factor analysis of the components of EB and career advancement, Srivastava and Bhatnagar's (2010) instruments' scope identified one of the most important factors. Given this, it makes perfect sense to conduct a hypothesis test in the context of the Indian nurses is as follows:

H4: Employer branding has a positive impact on career development.

Organizational culture and retention

Tsarenko et al., (2018) stressed the importance of adopting supportive behaviors that can help employees feel more inclined to stick with a company. Similarly, Arasanmi and Krishna (2019) emphasized that businesses with EB strategies that incorporate a positive workplace can keep their top employees over the long term. If workers believe that the new organization shares their values, they are inclined to stay with the company (Hoffman and Woehr, 2006). The work atmosphere is impacted by OC, which has an impact on nurses' decisions to remain in their positions or not (Hutchinson et al., 2008). Marufu et al., (2021) provide an updated summary of the study on the variables that influence nurse retention within medical settings, considering OC in their analysis. The themes found in this research are recurrent, pervasive, and have been a cornerstone of the long-standing paradigm of nurse shortages for decades. According to Draper et al., (2008) the support of the OC is essential for the ability to recruit and keep employees. Based on this, we hypothesize that:

H5: Organizational culture has a positive impact on retention.

Employee engagement and retention

According to Quek et al., (2021), employees might get more engaged, satisfied at work, and committed to their employer if they feel encouraged to foster and carry through grassroots projects. These enable more efficient management of problems like high employee turnover, a lack of skilled workers, and retention of employment. Wholeheartedly engaged employees have favorable opinions of their employer and related organizational elements, as reported by Steiner et al., (2020). Highly engaged employees are far less inclined to consider leaving their current employer. Consequently, we hypothesize that:

H6: Employee engagement is positively related to retention.

Career development and retention

Wane (2016) asserts that since employee retention is highly valued by all organizations, establishing personnel retention plans boosts the probability of long-haul representatives. Implementing development strategies will increase the profitability of the business because additional tasks will get done as a result of happier, more productive employees. According to Takase et al., (2016), the possibility of professional growth has a negative relationship with nursing turnover. Producing new knowledge acquired through research and development, such as a health care educational route for nursing staff that improves opportunities for professional growth, is one tactic for drawing in and keeping nursing talent (Marufu et al., 2021). Research illustrating that the desire to build an occupation that is rewarding was the second most frequently mentioned reason for nurses seeking to leave the field supports this (Philippou, 2015). It has been revealed that career opportunities have a significant impact on nurse retention. This emphasizes how important it is to give nurses' professional development top priority as a retention strategy (Gregorka et al., 2020). Hence, we hypothesize that:

H7: Career development has a positive impact on retention.

Employee engagement, organizational culture and career development as mediators between employer branding and retention

A statistical and logical method called mediation is used in research to identify the fundamental mechanisms or procedures that underlie the association between two variables.

When a third variable, referred to as the mediator, aids in elucidating the nature of the relationship between an independent variable (the cause) and a dependent variable (the effect), this is called mediation in a research setting. By determining whether the mediator can fully or partially explain the observed relationship, mediation analysis attempts to provide answers to the "how" and "why" of a specific relationship. It offers insightful information into the causal chains and enables researchers to pinpoint the variables that pass along the effects of independent variables to dependent variables. The foundation of social science and business research are mediational models, which are frequently referred to as "vital to theory development," "important to the scientific credibility of the field," and "an indispensable tool" to gain a deeper understanding of the processes affecting the interaction of exogenous and endogenous variables (Pieters, 2017; Rucker et al., 2011). Because prior research has demonstrated a connection between EB and retention (Bendaraviciene, 2015; Matongolo et al., 2018), researchers have found that experimental validation of the relationships between EB and employee retention is necessary (Yameen et al., 2021) providing the study with additional cultural and organizational contexts (Matongolo et al., 2018). Earlier studies have investigated the association between EB and employee-related results, but have not addressed this issue. Due to the paucity of theory-driven empirical research, this study seeks to provide fresh perspectives on how EB traits may increase retention through OC, EE, and CD. Therefore, in keeping with the literary trend, this study argues that OC, EE, and CD, is likely to influence the relationship between EB and retention (refer to Figure 2.1). So, we hypothesized that:

H8: Employee engagement mediates the relationship between employer branding and retention.

H9: Organizational culture mediates the relationship between employer branding and retention.

H10: Career development mediates the relationship between employer branding and retention.

Social, economic, and developmental strategies of employer branding

In recent years, EB has undergone a significant transformation, which has been largely

facilitated by the incorporation of social media strategies. In the words of Levit (2019), "Employer branding is not just about the image you project; it's about the culture you create and the narrative you share." A properly implemented social strategy can humanize a business and make it more relatable to employees. According to Cascio (2006), making investments in employees economically not only lowers the upfront costs of hiring and training new employees but also protects against the loss of company intellectual property and promotes a stable and effective workplace. Offering attractive benefits packages consisting of salary hikes, performance-based bonuses, and the sharing of profits arrangements is one such tactic, which acts as a potent inducement for workers to stay with the business. In-depth employee training and development programs are also a common investment for many businesses. Noe et al., (2010) found that employees are more likely to stick around if they perceive opportunities for skill advancement and professional development within their current organization. Companies can retain staff by satisfying their career objectives and exhibiting a dedication to their growth by providing opportunities for ongoing learning and advancement.

EB strategies have been divided into three aspects comprising of social strategies, economic strategies and developmental strategies which are discussed above. So far, no study has made comparison between these three strategies. Based on which we can formulate the hypothesis.

H11: There is a significant difference between employer branding strategies of different hospitals.

2.5 Research gaps

Finding research gaps through an extensive literature review is essential to conducting meaningful research. The literature review provides knowledge of what has previously been investigated and what areas are still unexplored, serving as the basis for a research study. It assists researchers in identifying knowledge gaps or areas where prior research is contradictory or out of date. This procedure is like a map that points the researcher in the direction of uncharted territory and presents an opportunity to add to the body of existing knowledge. In essence, a well-done literature review not only informs the investigator about the current state of the field but also opens the door for addressing these gaps, making it easier to develop pertinent and important research questions and hypotheses. It is important

for researchers to recognize gaps in their field of study's body of knowledge. Methodological, empirical, and theoretical gaps are just a few examples of the various types of gaps in research that may exist. In order to create a research agenda, it is crucial to identify research gaps. In order to design a study to close these gaps, it can be useful to identify them and then translate them into specific research objectives. We have determined the following research gaps based on the review of the literature.

- There is a dearth of studies on EB with respect to retention in the Indian healthcare sector.
- Till now, no study has examined the mediational effect of organizational culture, employee engagement and career development between EB and retention.
- No comparison has been made between EB strategies in the respective studies so far.

2.6 Conceptual framework

A study's theoretical underpinnings are laid out in a conceptual framework in research. The key ideas, variables, and connections that researchers want to investigate are defined by the structural underpinnings of their research. In order to comprehend, evaluate, and interpret the research findings, this framework offers a road map. It frequently entails a group of related concepts, theories, or models that aid in the interpretation of data and the development of useful hypotheses. A conceptual framework allows researchers to contextualize their research questions, hypotheses, and methodologies within a current reservoir of knowledge, ensuring that their work is theoretically sound and advancing a particular field. Fundamentally, a strong conceptual framework is a crucial component of any research project. The conceptual framework in research is comparable to the theoretical framework that holds up a study. Outlining the major ideas, variables, and connections between them gives the research a theoretically sound foundation. This framework aids researchers in conceptualizing the scope and direction of their study, facilitating an enhanced comprehension of the phenomena being studied. In essence, a strong conceptual framework allows for the exploration of new dimensions or perspectives while ensuring that a research project is firmly grounded in existing knowledge. It is an important tool that not only influences the design of the study but also aids in the interpretation of the results. Figure 2.1

indicates the proposed connections between various variables in accordance with the literature review and the study's hypotheses.

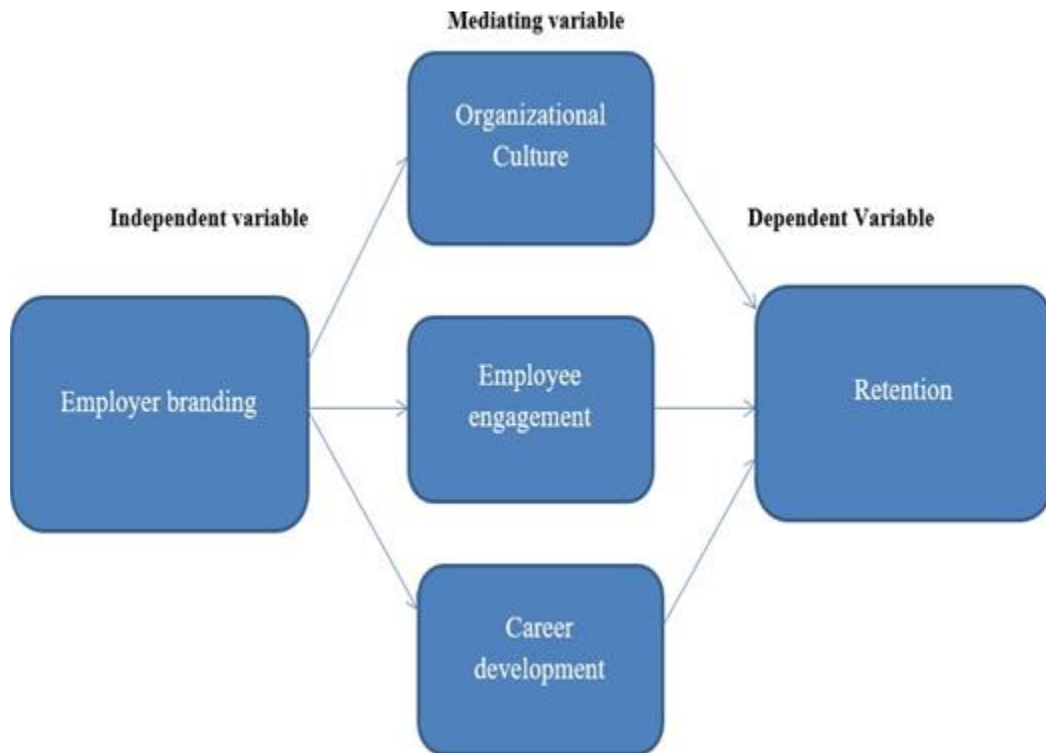


Fig 2.1 Conceptual framework

2.7 Summary of chapter

An overview of the theories pertinent to the current study is provided in the second chapter. The chapter covers the theoretical underpinnings, which can help in explaining the relationships and research hypotheses as well as the proposed framework for the study. This chapter reviews the extant literature and discusses the findings of empirical studies that have been undertaken in the field of EB and retention in the healthcare sector. The chapter includes existing studies focusing on the impact of EB in the healthcare sector, the impact of nurse retention, and the mediating variables of the study, including OC, EE, and CD. Based on the existing theories and studies, eleven research hypotheses are formulated. The chapter highlights the gaps identified in the current state of knowledge about EB in the Indian healthcare sector. The last part of the chapter presents the proposed conceptual framework for the study.

CHAPTER 3

RESEARCH METHODOLOGY

Research methodology refers to the organized structure and instruments required to carry out thorough and dependable investigations. It serves as the framework for all research activities. In order to collect and evaluate data, researchers use a variety of methods, procedures, and theoretical frameworks to address open research questions and test hypotheses. The validity of the study and the ability to derive meaningful and accurate conclusions are both dependent on a well-designed research methodology. Depending on the field and the particular goals of the study, research methodologies can take many different forms. These include empirical or observational designs, surveys, interviews, or content analysis, as well as quantitative or qualitative approaches and data collection techniques. The nature of the research problem, the kind of data needed, and the resources available all influence the choice of research methodology. A strong research methodology addresses potential biases and limitations, specifies the study's scope, and describes the procedures for gathering and analyzing data. It is an essential step in the research process that, when carried out well, adds to the reliability and validity of the research findings, making them reliable and accurate. In the end, research methodology serves as the foundation of scientific investigation, offering the crucial framework that permits researchers to investigate, comprehend, and add to the body of knowledge that is constantly growing in their specialized fields.

3.1 Objectives of the study

- To examine the contribution of employer branding strategies in retaining the nurses in selected NABH accredited hospitals in Northern region.
- To examine the role of mediating variables (organization culture, employee engagement, career development) between employer branding & retention of nurses.
- To compare employer branding strategies of different NABH hospitals.

To accomplish its research objectives, this research used primary data. A questionnaire was utilized to gather the necessary data for this empirical study, which was carried out in the

northern region of India. The main reason for considering the Northern Region is the tremendous growth in the private healthcare sector (Sharma and Prinja, 2018). In addition the following reasons are mentioned below:

- **Diversity and Density of Population:** With an array of ethnicities, cultures, and socio-economic backgrounds, Northern India is one of the world's most densely populated regions. Investigating healthcare disparities and the effects of diverse groups on health outcomes are two areas in which research in this field can be helpful.
- **Healthcare Infrastructure:** Northern India includes both rural areas with poor access to healthcare and urban areas with state-of-the-art healthcare facilities. Studying the efficacy of medical care models and their influence on health outcomes is made possible by this dichotomy.
- **Health Policy and Governance:** Improving the Northern Indian healthcare system requires an understanding of the policy environment and how it affects healthcare quality, affordability, and access.
- **Global Relevance:** The results of healthcare research conducted in Northern India may be applicable worldwide, especially in areas with comparable socio-demographic characteristics and healthcare needs.

3.2 Research Design

The plan that directs the organization and conduct of a research study is known as the research design. It functions as the framework that describes the general approach and plan for looking into a problem or research question. This design establishes the procedures for gathering, evaluating, and interpreting data, guaranteeing a meticulously structured and targeted investigation. It includes a number of components, including the kind of study (qualitative, mixed-methods, or quantitative), the particular techniques for gathering and analyzing data, the process for choosing subjects or participants, and the overall plan for carrying out the study. The type of research question, the resources at hand, and the intended results all influence the research design selection. A strong research design is crucial because it directs investigators' efforts to collect pertinent and significant data. It ultimately contributes to the validity and reliability of the outcomes by helping to control any possible

prejudices, variables that confound, and inaccuracies in the study. The findings' generalizability to wider populations or contexts is also influenced by the design. As a result, a carefully thought-out research design is essential to guaranteeing that a study achieves its goals, yields informative results, and makes an important impact to the discipline of study. The present research investigation evaluated the relationship between EB and nurse retention using a cross-sectional design.

3.3 Participants

The population is the group of people who are the subject of the study. Gathering feedback from every member of the population is not practical. For this reason, a sample—a smaller portion of the population—is chosen to carry out the study. Sampling is the process of collecting samples to comprehend the characteristics of the population. The chosen sample needs to accurately represent the population from which it is taken to draw reliable conclusions. There are two types of sampling techniques: non-probability sampling and probability sampling. Each participant of the group of interest has an equal chance of being chosen in a probability sampling. This is not the case when sampling without probability. In research, sampling is an essential methodological strategy that makes data collection more effective and efficient. To draw conclusions and generalize about a larger group, researchers choose a representative subset, or sample, as opposed to analyzing the entire population, which can be time-consuming and frequently impracticable. Ensuring the validity and reliability of the study is contingent upon this process.

The population being studied, the goals of the study, and the resources at hand all influence the selection of a particular sampling strategy. By separating the population into subgroups or strata and then choosing samples from each stratum, stratified sampling, on the other hand, makes sure that characteristics are fairly represented. A study's external validity is increased when sampling is done correctly because it makes it possible for researchers to generalize their results to a larger population. By cutting down on the amount of effort required for data collection, it also helps to make research more cost-effective. Nonetheless, it is critical to be aware of the potential drawbacks and biases connected to various sampling techniques. Researchers should carefully weigh the trade-offs and make sure the strategy they choose is in line with their objectives and research questions. Sampling is fundamental to research

design because it allows researchers to draw meaningful conclusions from a manageable amount of data, thereby bridging the theory-practice gap.

The population of interest for the study comprised of nursing staff from different departments of 33 NABH hospitals from Punjab, 1 NABH hospital from Himachal and 34 NABH hospitals from Haryana region of North India respectively. The distinct healthcare environment, obstacles, and heterogeneity found in Punjab, Himachal Pradesh, and Haryana render these areas highly valuable for conducting healthcare research. Researchers can help improve healthcare outcomes, address disparities, and inform policies and interventions that could benefit not only these states but also healthcare systems around the world by carrying out research in these areas. Because the accreditation process compares a hospital's performance to predetermined standards of quality, NABH hospitals were chosen for the study due to their credibility (Brubakk et al., 2015). This quality-improvement approach has been established with the assumption that the certification process will improve clinical governance and quality of care (Flodgren et al., 2011). The list of hospitals used for the survey was provided by the NABH official website. The institution's ethical committee provided a letter of authority and ethical approval for the data collection. The four nursing departments found in the majority of hospitals were education, critical care unit, operation theater, and ward nursing. To ensure equal representation from all types of departments, a random sample of nurses was selected by lottery from each department where a total of 628 nurses agreed to participate in the research with a promise of keeping their details strictly restricted to academic research. On the basis of aforementioned reasons, the use of nurses as research participants was deemed appropriate. The demographic details of the participants are presented in Table 1. Among the 628 participants, 207 (33%) were male nurses and 421 (67%) were female nurses. Approximately 72% of the participants were aged 21–31, followed by those aged 32–42 (26%) and 42 above (1.6%). For education level, 503 (80.1%) had a bachelor's degree, 124 (19.7%) had a master's degree and 1 (0.2) had a doctorate degree. With majority of staff nurse constituting 461 (73.4%), supervisor/in-charge 148 (23.6%) and Head of department 19 (3%). For annual income, 408 (65%) had less than three lac INR, 199 (31.7%) had three-five lac INR and 21 (3.3%) had more than five lac INR.

Table 1. Descriptive Statistics

		Frequency	%	Mean	SD
Gender	Female	421	67		
	Male	207	33		
Age group	21-31	452	72		
	32-42	166	26.4		
	42 above	10	1.6		
Marital status	Single	430	68.5		
	Married	198	31.5		
Qualification	Graduation/Diploma	503	80.1		
	Post-Graduation	124	19.7		
	Doctorate	1	0.2		
Designation	Staff nurse	461	73.4		
	Supervisor/In charge	148	23.6		
	Head Nurse	19	3		
Total Experience	Less than 3 years	350	55.7		
	3-6 years	212	33.8		
	6-9 years	53	8.4		
	9 above	13	2.1		
Income(pa)	Less than 3 Lac	408	65		
	3-5 Lac	199	31.7		
	Above 5 Lac	21	3.3		
Employer branding				2.43	0.654
Employee engagement				1.98	0.642
Organizational culture				1.98	0.897
Career development				1.97	0.896

Retention

2.58

0.764

Source: Compilation using SPSS

3.4 Research Instrument

The proposed relationships were placed to the test using a structured questionnaire. English was used in the development of this survey. Since English is the national foreign language of India and is used extensively in educational institutions, it is appropriate for the current study (Muralidharan et al., 2017; Muralidharan et al., 2016). Existing scales were used in the study to assess the constructs. To fit the context of the current study, the statements were modified slightly though. Every question had a closed ended answer. The constructs were measured using five-point scales. It is simpler to interpret study results when the scale values used to measure the constructs are the same (Wong and Merrilees, 2007). Five-point rating systems increase response rates while lowering respondents' levels of frustration (Leong et al., 2020). According to Pai and Huang (2011), respondents' opinions may be negatively impacted by three-point scales, and they may become confused by seven-point scales.

As described in Table 2. the EB items, which illustrate the importance of brand, company image, and brand association, were taken from Berry and Martin (2019) and Shukla and Deb (2017). The CD items were taken from Behera et al., (2019) and dealt with professional development; the OC items were taken from Parakh (2019) and dealt with interpersonal relationships in the workplace; the EE items were adapted from Shendge (2020) and Lindholm (2013). The researcher added a few items to these that were pertinent to nursing and hospital branding strategies. To investigate the intention to leave the hospital, retention items were modified from studies by Alam and Mohammad (2010) and Zopiatis et al., (2014).

Table 2 Measurement of study constructs

Construct	Description of scale	Source
Employer Branding	Nine statements were assessed on a five-point scale where 1 denoted “strongly disagree” and 5 denoted “strongly agree”	Adapted from a study conducted by Berry & Martin(2019) and Shukla & Deb(2017)
Employee Engagement	Nine items were assessed on a five-point scale where 1 denoted “strongly disagree” and 5 denoted “strongly agree”	Adapted from a study conducted by Shendge, M. R. (2020) and Lindholm, R. (2013).
Organizational Culture	Nine items were rated on a five-point scale where 1 denoted “strongly disagree” and 5 denoted “strongly agree”	Adapted from studies conducted by Parakh et al., (2019)
Career Development	Nine statements were rated on a five-point scale where 1 denoted “strongly disagree” and 5 denoted “strongly agree”	Adapted from a study conducted by Behera et al., (2019)
Retention	Five items were rated on a five-point scale where 1 denoted “strongly disagree” and 5 denoted “strongly agree”	Adopted from a study conducted by Alam and Mohammad (2010) and Zopiatis et al., (2014)
Employer branding Strategies	Fifteen items were rated on the same five-point likert scale.	Adopted from a study conducted by Tamoniene,D. (2015)

3.5 Tools and Techniques

The field of research has two main methods: qualitative research and quantitative research. The methods used for gathering and analyzing data differ between the two approaches. Every strategy has advantages and disadvantages of its own. The methodology that researchers choose must consider the goals of the study. Research that does not rely on statistical methods yields results that are known as qualitative research. Numerous research techniques, including observer observation, cases, focus groups, and in-depth interviews, are used in qualitative research to gather data. A thorough understanding of various viewpoints can be attained with the aid of this research methodology. The main drawback of this research strategy is how easily the researcher's personal prejudices can influence the findings. The process of conducting quantitative research involves gathering measurable data and applying statistical methods to analyze it. Surveys and polls are two structured methods used to gather quantitative data. Because these techniques necessitate the use of closed-ended questions, data analysis is relatively simple. The obtained results are objective and broadly applicable to the whole population.

To accomplish the study's objectives, a quantitative research methodology was used. IBM's statistical package for social sciences (SPSS) version 25.0 and Smart PLS GmbH's Smart PLS version 3.0 were the two software programs used to analyze the cross-sectional data. The first research objective was to examine the contribution of EB in retaining the nurses in selected NABH accredited hospitals in Northern region which constitute the hypothesis 1(H1). The Second objective covered examination the role of mediating variables (organization culture, employee engagement, career development) between EB and retention of nurses forming hypothesis 2-10 (H2-H10). The third and last research objective was to compare EB strategies of different hospitals forming the last hypothesis 11(H11).

Since the current research used two parts in objectives first being the proposed model of variables and second part comprising of EB strategies within the subject's experimental design, it was not possible to fulfill all the objectives using a single tool or technique. Therefore, to test the research hypotheses, different techniques were implemented. For testing hypothesis H1-10, structural equation modeling (SEM) was used and for the last objective forming the hypothesis H11 Analysis of Variance (ANOVA) was performed. Because it

facilitates the analysis of relationships between numerous independent and dependent variables, the SEM approach is frequently used in data analysis. Variance-based structural equation modeling, or VB-SEM, and covariance-based structural equation modeling, or CB-SEM, are the two variations of SEM. In order to test models with multiple latent variables, VB-SEM is preferred over CB-SEM. (Henseler et al., 2015). Furthermore, there are less restrictive assumptions in VB-SEM (Talwar et al., 2021) as well as higher in statistical power (Hair et al., 2019) as compared to CB-SEM. In VB-SEM techniques, partial least squares structural equation modeling (PLS-SEM) is now frequently employed tool by researchers for testing. When researchers want to effectively predict or explain outcomes, they frequently use this method, which puts an emphasis on predictive power. Since its introduction by Wold (1982), the PLS-SEM technique has become increasingly popular in a number of research areas, including psychology, social sciences, and business. Through the identification of complex connections and patterns in the data, it provides a versatile and effective method for evaluating and improving theoretical models, enabling researchers to make significant advances in their fields.

It becomes simple to handle both formative and reflective constructs with variance-based PLS-SEM (Hair et al., 2019; Matthews et al., 2018). While previous research has shown that PLS-SEM is effective when applied to small sample sizes, it can also be applied to large sample sizes (Hair et al., 2019; Lou and Yuan, 2019; Matthews et al., 2018). Hence, using PLS-SEM was found appropriate.

3.5.1 SEM

SEM has emerged as one of the most popular methods for data analysis among scientists. This method aids in the testing of intricate models. When a research model contains several independent (exogenous) and dependent (endogenous) constructs, the technique is very useful. Despite having some functions that are similar to those of multiple regression, the SEM technique differs significantly from multiple regression. Multiple relationships, including ones in which a dependent construct turns into an independent construct in a subsequent connection within the same analysis, can be tested simultaneously using SEM. It is also capable of considering several dependent variables at once. This method's primary benefit is that measurement errors are taken into account (Steenkamp and Baumgartner, 2000). It

offers a flexible framework that allows researchers to test and improve theoretical models, especially in the social sciences, psychology, and economics. By evaluating both observed and latent (unobservable) variables at the same time, SEM surpasses conventional statistical techniques and enables the investigation of complex cause-and-effect relationships.

Fundamentally, structural equation modeling (SEM) entails creating a path diagram to illustrate potential relationships between variables, which is subsequently quantified using mathematical formulas. There are two steps involved in PLS-SEM model testing.

First, to assess the reliability and validity of the constructs. A drop of items or indicators occurs according to the outer loading values. The validity and reliability of the constructs are examined after the items and indicators are removed. Secondly, an evaluation of the structural model is conducted to ascertain how one construct affects another. Path analysis is involved in this step. The path coefficients and statistical significance of the relationships is used to make conclusions.

3.5.2 Analysis of Variance (ANOVA)

One commonly used statistical method that is essential to research and data analysis is analysis of variance (ANOVA). The purpose of an ANOVA is to look into variations in group means and assess if they are statistically significant. This is achieved by dividing the overall variance seen in a dataset into two parts: the variance within groups and the variance between groups. Through the application of ANOVA, researchers can ascertain whether significant differences exist between the groups under investigation by comparing the ratio of within-group variance to between-group variance. This is a parametric test for analyzing data. ANOVA comes in a number of forms, each suited to a particular research design, such as one-way, two-way, and repeated measures ANOVA. The dependent variable for this method needs to have a normal distribution. When comparing the means of three or more groups, the technique is applied (Mishra et al., 2019). Using the analysis of variance, conclusions are drawn regarding means. ANOVA is utilized to compare means between independent groups in both one-way and two-way fashions. Two-way ANOVA is utilized when there are two categorical independent variables, whereas one-way ANOVA is used when there is only one. At least three categories should be present in the categorical independent variable of a one-way ANOVA. At least two categories should be present in the

categorical independent variables of a two-way ANOVA. Using a two-way ANOVA, the primary goal is to examine how both independent variables together affect the dependent variable. There are within and between-subjects factors in repeated measures ANOVA. When comparing the means of three or more dependent groups, repeated measures ANOVA is utilized.

3.6 Summary of Chapter

The methodology for this study is covered in detail in the third chapter. The research design and methodology chapter cover all of the fundamentals of planning and carrying out empirical research, with an emphasis on using two potent statistical methods: Analysis of Variance (ANOVA) and Partial Least Squares-Structural Equation Modeling (PLS-SEM). The research design is covered in this chapter, with a focus on the necessity of an organized strategy to successfully address research questions and hypotheses. It emphasizes how critical it is to have a precise and well thought out framework to direct the investigation and ensure that data gathering and processing meet the goals of the study. As a whole, the research design and methodology chapter offers a thorough grasp of the fundamental elements and statistical instruments required for the effective preparation and implementation of empirical research. Giving researchers the ability to select the best method (PLS-SEM or ANOVA) according to their goals and the features of their data will help them produce solid and trustworthy research results. The chapter provides a detailed explanation of the tool and techniques used for the study. Additionally, the procedure for gathering and analyzing data is described. The participants, process, measurement scales, and instruments and methods for data analysis are all covered in detail in this chapter.

CHAPTER 4

RESULT AND DISCUSSION

The process for collecting of responses is covered in detail in the preceding chapter. The analysis of the replies and the analysis of the findings are covered in this chapter. Both descriptive and inferential statistical methods are used in the response analyses. Using numbers or graphs, descriptive statistics indicate the features of responses (Sondhi and Sandhu, 2020). They serve as a source of sample information and serve as the foundation for response analyses. Several statistical methods can be applied to the analysis of the answers. Techniques for inferential statistics can be parametric or non-parametric. Parametric inferential statistical techniques include the T-test, ANOVA, and ANCOVA (Delattre and Colovic, 2009; P. Mishra et al., 2019). Non-parametric inferential statistical techniques include the Mann-Whitney U test, the Kruskal-Wallis test, and bootstrap (Delattre and Colovic, 2009; Henseler et al., 2016; Tudoran, 2019). According to P. Mishra et al., (2019), inferential statistics offer information on the statistical importance of differences or the statistical relevance of relationships between variables.

For example, if the p-value is below 0.05, we can state that, at the 95% confidence level, either the difference or the relationship between the variables is statistically significant. Inferential statistics are used to determine if a hypothesis should be accepted or rejected. As a result, conclusion and inferences regarding the overall population of which the data set is taken are aided by inferential statistics.

4.1 Descriptive Statistics

When it comes to describing and comprehending the properties of the variables in a dataset, descriptive statistics are indispensable instruments. The mean is a prominent statistical measure that denotes the average value of a variable among the other measures. The computation involves the summation of each individual data point and its division by the total number of observations. A simple way to visualize a variable's central tendency is to use its mean. By measuring the variability or distribution of data points within the mean, the standard deviation enhances the meaning of the mean. A high standard deviation denotes a

wider distribution, whereas a low standard deviation shows that the data points are tightly clustered around the mean. This metric is essential for evaluating a variable's volatility and variability because it sheds light on the degree of risk or uncertainty attached to it.

Skewness and kurtosis provide additional insight into the distribution's shape. The distribution's asymmetry is measured by skewness, which shows if the data is positively or negatively skewed (to the left). A longer right tail is implied by positive skewness and a longer left tail by negative skewness.

Recognizing the overall equilibrium of the distribution and spotting possible outliers are made easier with the help of skewness. Kurtosis, on the other hand, expresses how flat or peaky the distribution is. Whereas a low kurtosis denotes a flatter distribution (platykurtic), a high kurtosis demonstrates a more topped distribution (leptokurtic). In order to evaluate the distribution's tails and determine whether or not extreme values are more or less probable than those found in a normal distribution, one must have a solid understanding of kurtosis.

Table 4.1 illustrates the descriptive statistics for the variables that were taken into consideration for the research. Descriptive statistics like mean, standard deviation, skewness, and kurtosis are crucial. The mean, which is the total of all the values divided by the total number of values, is a measure of central tendency. The dispersion or variation of a data set in relation to its mean is represented by the standard deviation. Skewness is a metric used to quantify data distribution asymmetry. If the distribution is skewed to the left or right, the coefficient of skewness is, correspondingly, negative or positive. Kurtosis is a statistical measure of a distribution's tail shape. There are outliers in both tails. Data values that deviate noticeably from the average are known as outliers. Outliers are indicated by long tails when they are present and by short tails when they are scarce. An indicator of outliers is provided by the kurtosis coefficient. Large kurtosis values typically point to an outlier issue.

To summarize, incorporating the concepts of mean, standard deviation, skewness, and kurtosis yields a thorough understanding of the distribution's central tendency, variability, and shape. For researchers, analysts, and decision-makers looking to glean meaningful insights from data and form well-informed opinions regarding the properties of a particular variable, these descriptive statistics are essential resources.

Table 4.1 Descriptive statistics (N=628)

Construct	Mean	Std. Dev.	Skewness	Kurtosis
Employer Branding				
EB1	2.39	0.859	1.450	1.855
EB2	2.51	0.899	1.060	0.765
EB3	2.50	0.854	1.301	1.352
EB4	2.50	0.906	1.257	1.048
EB5	2.39	0.868	1.235	1.641
EB6	2.42	0.847	1.301	1.583
EB7	2.49	0.883	1.209	1.173
EB8	2.43	0.862	1.462	1.912
EB9	2.46	0.898	1.347	1.462
Employee Engagement				
EE1	1.93	0.841	0.845	0.365
EE2	1.99	0.892	0.685	-0.217
EE3	1.99	0.870	0.727	0.050
EE4	2.04	0.924	0.777	0.047
EE5	2.04	0.924	0.850	0.301
EE6	1.94	0.908	0.802	-0.019
EE7	1.95	0.877	0.775	0.019
EE8	1.95	0.891	0.864	0.357
EE9	1.98	0.912	0.721	-0.236

Career Development				
CD1	1.98	0.904	0.833	0.115
CD2	2.00	0.894	0.769	0.040
CD3	1.96	0.864	0.783	0.185
CD4	1.94	0.854	0.739	0.036
CD5	1.97	0.933	0.880	0.228
CD6	1.98	0.879	0.922	0.653
CD7	1.98	0.882	0.835	0.365
CD8	2.01	0.942	0.907	0.356
CD9	1.97	0.916	0.896	0.303
Organizational Culture				
OC_1	1.96	0.875	0.786	0.066
OC_2	2.00	0.901	0.739	-0.057
OC_3	1.98	0.859	0.782	0.165
OC_4	1.94	0.895	0.843	0.205
OC_5	2.00	0.938	0.790	-0.023
OC_6	1.94	0.870	0.755	-0.015
OC_7	2.05	0.921	0.781	0.022
OC_8	2.00	0.889	0.735	-0.077
OC_9	1.96	0.915	0.846	0.073
Retention				
R1	2.50	0.842	1.221	1.149
R2	2.50	0.867	1.246	1.228
R3	2.55	0.924	1.079	0.609

R4	2.63	0.945	0.876	-0.048
R5	2.56	0.899	1.025	0.492
<hr/>				
Social Strategies				
SS1	1.95	0.900	0.763	-0.119
SS2	1.94	0.863	0.816	0.182
SS3	1.90	0.881	0.807	-0.006
SS4	1.94	0.913	0.803	-0.042
SS5	1.92	0.893	0.797	-0.053
<hr/>				
Economical				
Eco1	2.53	0.872	1.313	1.077
Eco2	2.51	0.888	1.379	1.205
Eco3	2.49	0.878	1.386	1.479
Eco4	2.40	0.815	1.250	1.590
Eco5	2.42	0.870	1.345	1.549
<hr/>				
Developmental				
Develop1	2.55	0.882	1.175	0.696
Develop2	2.47	0.911	1.217	1.173
Develop3	2.50	0.901	1.023	0.793
Develop4	2.44	0.901	1.158	1.209
Develop5	2.47	0.916	1.099	0.980

Source: Compilation using SPSS

4.2 Reliability and Validity

It is essential to verify the validity and dependability of the research tool. The primary issue with studies that use questionnaires is reliability. According to Hammersley (1987) and Heale and Twycross (2015), reliability is the degree to which a scale for measurement produces

consistent results. Cronbach's alpha and composite reliability (CR) have been determined for each construct in order to evaluate the measurement scales' dependability (Table 4.2.1). The internal consistency metrics Cronbach's alpha and CR are used to assess consistency (Hair et al., 2020; Niclasen et al., 2013). Given that Cronbach's alpha and CR values were greater than 0.7, the measurement scales' reliability was deemed satisfactory (Aggarwal and Rahul, 2018; Hair et al., 2020; Nunnally, 1978).

The degree to which a measurement scale produces accurate results is known as its validity (Hammersley, 1987; Heale and Twycross, 2015). Scholars are concerned with various forms of validity. Three types of validity exist: construct, face, and content validity. The content and face validity were determined, as was indicated in section 3.4. Assessing whether an instrument for research measures what it is supposed to measure is known as face validity (Heale and Twycross, 2015). Whether the questionnaire assesses what it is supposed to measure is a matter of opinion. Whether the measurement scale accurately captures the construct in both scope and content is determined by content validity (Heale and Twycross, 2015; Johnston et al., 2014). The thorough analysis of the questionnaire items is the basis for determining the content validity. Three English-speaking subject-matter experts examined the questionnaire prior to its distribution. They evaluated the items' representativeness and relevance to the study's constructs. A handful of items were removed in consideration of the expert responses. Following that, sixty nurses who were part of the study's target population participated in a pilot test of the questionnaire. They were asked to complete the questionnaire in its entirety and to comment on the items' language, clarity, and comprehensibility. Some questions have been modified in light of the responses. Furthermore, a few grammatical errors were found and fixed. This task aided in determining the questionnaire's face validity and content. To understand regarding construct validity, convergent and discriminant validity were evaluated. The average variance extracted (AVE) values were used to verify convergent validity (Johann et al., 2022). Due to low factor loadings that resulted in a lower Average Variance Extracted (AVE), four items from the organizational culture and three from the employee engagement category had to be eliminated. All of the AVE values and factor loadings of the individual items of the reflective constructs that were kept were found to be above 0.6 after these items were dropped (Chin, 1998). Since construct's AVE value was greater than 0.5, convergent validity was verified

(Hair et al., 2020).

The heterotrait-monotrait (HTMT) criteria were used to evaluate discriminant validity (Table 4.2.2). In present studies, the HTMT criterion is being used more and more frequently to evaluate discriminant validity. This method is frequently applied in research that use the PLS-SEM technique. The association between the constructs serves as the foundation for the HTMT criterion. The HTMT ratios in this criterion must be below the predetermined cutoff of 0.85 (Henseler et al., 2015). According to Fornell and Larcker (1981), the square root of a construct's AVE value in a particular model should be higher than its correlation coefficients with other constructs in the model. The current study's discriminant validity has been determined because the requirements were satisfied.

Table 4.2.1 Reliability table

	Cronbach's alpha	Rho A	AVE
Career Development	0.813	0.814	0.517
Culture	0.758	0.758	0.508
Employee Engagement	0.809	0.81	0.512
Employer Branding	0.887	0.888	0.525
Retention	0.841	0.842	0.611

Table 4.2.2 HTMT

	Career Development	Culture	Employee Engagement	Employer Branding	Retention
Career Development					
Organizational Culture	0.92				
Employee Engagement	0.922	0.949			

Employer Branding	0.814	0.87	0.85	
Retention	0.821	0.851	0.841	0.903

4.3 Hypotheses Testing

The first objective is to examine the contribution of EB in retaining the nurses in selected NABH accredited hospitals in Northern region. Hypothesis H1 is related to first objective. The second objective of the research is to examine the role of mediating variables (OC, EE and CD) between EB and retention of nurses. Hypothesis H2- H10 are related to second objective. The third and final objective is to compare EB strategies of different hospitals. Hypothesis H11 is related to this objective.

4.4 Model Assessment

In PLS-SEM, the causal connections between latent variables which stand for underlying constructs and their observable indicators are included in the structural model. The computation of path coefficients, which measure the strength as well as the course of the associations between latent constructs, is a defining feature of this model. PLS-SEM gives researchers a comprehensive grasp of the underneath structural relationships in a particular research context by enabling them to assess both the direct and indirect impacts of latent variables on one another. The impact of each construct on each other was evaluated using the structural model. 5000 subsamples were used in the bootstrapping process. The proposed relationships between the various constructs are shown in Figure 2. The sign and magnitudes of the path coefficients were used to analyze the relationships between various constructs. The t-value and p-value were used to assess a relationship's statistical significance. Path of the structural model Tables 4 show the coefficients and the quality standards for the explanatory power of the model, respectively. The Standardized Root Mean Square Residual (SRMR) value, which at 0.048 is below the 0.08 threshold value as recommended by Hair et al., (2021), indicates a good model fit. This is the basis for the model fit assessment. Every path coefficient was discovered to be significant, providing an indication for every relationship in the model that had been proposed. The results demonstrate the positive relationship between EB and retention supporting H1 and accomplishing first objective. Interestingly, the findings showed the significant positive relationship between

EB and the three mediating variables i.e EE, OC and CD paving the way for supporting the hypotheses H2, H3, H4. The results of the study also indicated the positive relationship between EE and retention, organizational culture and retention, finally CD and retention fulfilling the proposed hypotheses H5, H6 and H7.

The second objective is to determine the mediational role of EE, OC and CD between ED and retention. The mediating effect has been verified by the analysis. Table 4.4.1 indicates that the direct impact of EB on Retention was determined to be significant, as were the three particular indirect effects in the model. The findings revealed the significant positive relationship between the variables and thus occurrence of partial mediation/complementary mediation. Therefore, H8-H10 is partially supported.

Strong explanatory power of the model is demonstrated by the R² and Adjusted R² values of the intended dependent variable of Retention being above 0.6 (Table 4.4.2). Based on threshold values of 0.02 for small, 0.15 for medium, and 0.35 for large effects, respectively, EB has a medium-large effect size, while CD, EE and OC have small effect sizes on the explanation of variance in the retention variable (Cohen, 1988) (Table 4.4.3). Using the Q² value derived from the blindfolding process, the predictive accuracy of the PLS model employed for the study was also evaluated (Sarstedt et al., 2014). The blindfolding procedure results for the more complex model of the study are displayed in Table 4.4.4. Q² values greater than zero, 0.25, and 0.50 represent the PLS-path model's small, medium, and large predictive relevance, respectively (Hair et al., 2019). For the study's PLS model, which shows medium predictive power, all the values for Q² have been found to be above 0.25.

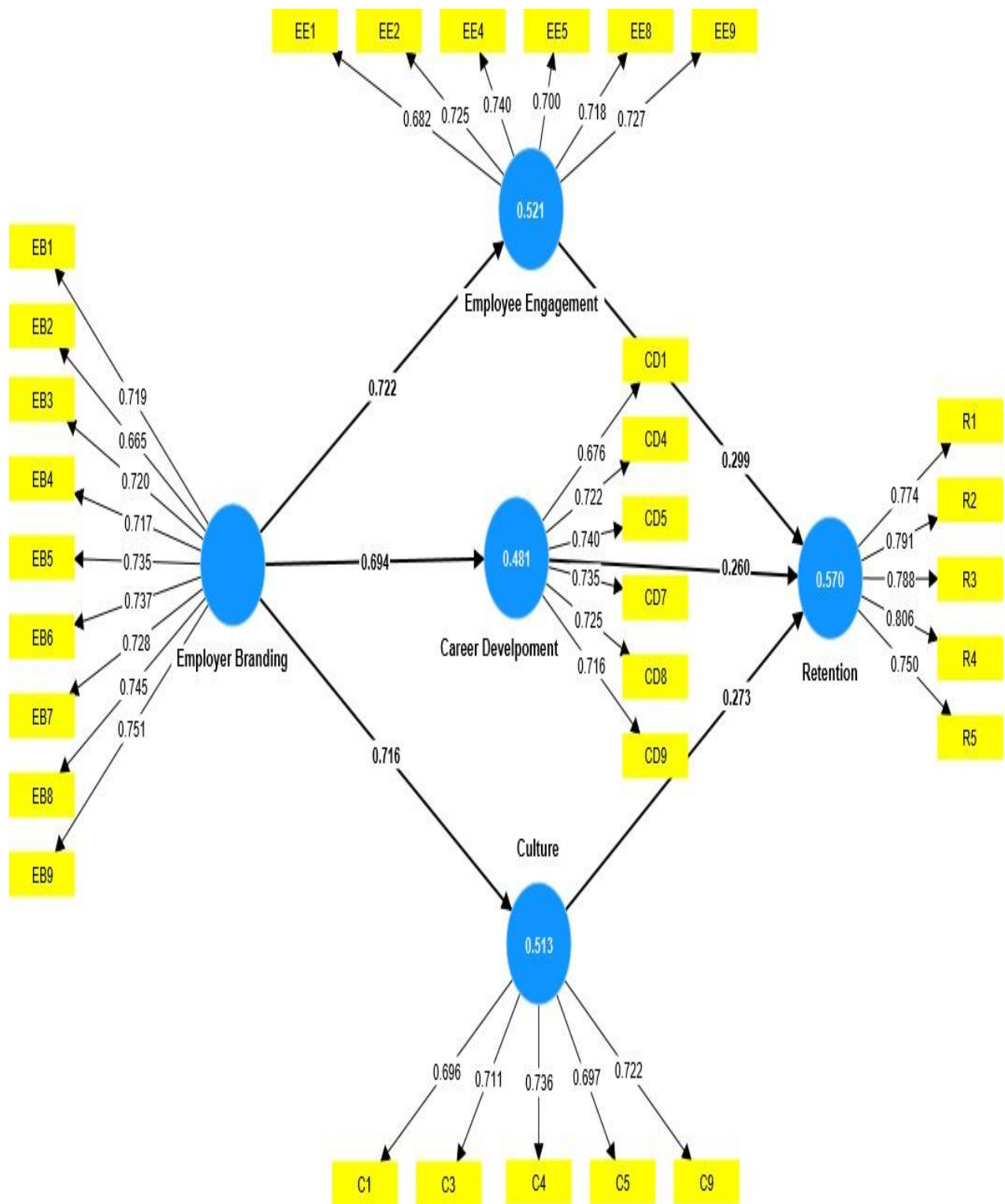


Fig2. PLS Model

Table 4.4.1. Path Coefficients of Structural Model

DIRECT EFFECTS			
Path	Coefficient	T Statistics	P Values
Career Development -> Retention	0.26	4.398	0.001
Employer Branding -> Career Development	0.695	29.947	0.001
Employer Branding -> Organizational Culture	0.717	29.848	0.001
Employer Branding -> Employee engagement	0.723	31.808	0.001
Organizational Culture -> Retention	0.273	5.221	0.001
Employee Engagement-> Retention	0.299	5.136	0.001
INDIRECT EFFECTS			
Path	Coefficient	T Statistics	P Values
Employer Branding -> Employee Engagement -> Retention	0.239	4.679	0.001
Employer Branding -> Organizational Culture -> Retention	0.214	4.21	0.001
Employer Branding -> Career Development -> Retention	0.166	3.478	0.001
Total Indirect Effect			
Employer Branding -> Retention	0.619	26.316	0.001

*Note. * shows significant at 1%*

Table 4.4.2 Model Explanatory power

Explanatory Power: R Square		
	R-square	R-square adjusted
Career Development	0.481	0.48
Culture	0.513	0.512
Employee Engagement	0.521	0.52
Retention	0.57	0.568

Table 4.4.3. Effect Size: f Square

	Career Development	Culture	Employee Engagement	Employer Branding	Retention
Career Development					0.059
Culture					0.067
Employee Engagement					0.073
Employer Branding	0.927	1.054	1.088		
Retention					

Source. Compilation using PLS-SEM

Table 4.4.4 Blindfolding – Q²

Construct	Q²	Model fit
Retention	0.573	
Organizational Culture	0.509	
Career Development	0.477	
Employee Engagement	0.517	
SRMR		0.048

Source. Compilation using PLS-SEM

4.5 Analysis of variance (ANOVA)

EB strategies were divided into three sub categories i.e. social strategy (SS), economical strategy (Eco), and development strategy (Dev). To test the hypothesis H11, ANOVA technique was employed wherein the results revealed that there is a significant difference between EB strategies (Table 4.5).

Table 4.5 ANOVA

Between Groups	df	Mean Square	F	Sig.
SS-Eco	19	8.336	44.774	.000
Eco-Dev	19	10.180	57.011	.000
SS-Dev	15	12.010	60.325	.000

Source. Compilation using SPSS

Table 4.6 Summary of hypotheses testing

Hypotheses	Outcome (based on data analysis)
H1: Employer branding has a positive impact on retention	Supported
H2: Employer branding has a positive impact on employee engagement	Supported
H3: Employer branding has a positive impact on organizational culture	Supported
H4: Employer branding has a positive impact on career development	Supported
H5: Organizational culture has a positive impact on retention	Supported
H6: Employee engagement is positively related to retention	Supported
H7: Career development is positively related to retention	Supported
H8: Employee engagement mediates the relationship between employer branding and retention.	Partially Supported
H9: Organizational culture mediates the relationship between employer branding and retention.	Partially Supported
H10: Career development mediates the relationship between employer branding and retention.	Partially Supported
H11: There is a significant difference between employer branding strategies of different hospitals.	Supported

4.6 Discussion

In health facilities, EB should be seen as a strategic, well thought out human resource approach aimed at improving working conditions for current staff members (Maczuga, 2021).

Organizations can retain top talent and gain a competitive edge by building a strong company brand (Graham and Cascio, 2018). Employers ought to strive to make sure that workers are content in their roles (Nandialath et al., 2018). Positive relationships with the company's brand encourage employees to join and remain with the organization, leading to employee

brand loyalty (Mwanzi et al., 2017). Given that research had to demonstrate a connection between branding and retention, this study revealed the function of EB in nurse retention. The results of the study show that EB and nurse retention have a complex relationship. It becomes clear that nurse retention rates are significantly improved by an EB that is both compelling and positive. Retaining nursing staff is more likely for healthcare organizations that make the investment in developing a strong EB, which includes a positive workplace culture, supportive leadership, and opportunities for professional growth. This is consistent with the body of research on organizational behavior, which highlights how crucial a happy workplace is to keeping employees on board. Based on reasserting the concept provided by social identity and self-determination theory, our results show that the impact of EB on nurse retention increases with EE, OC, and CD, indicating that employees would like to stay in an organization. The examined EB variable did, in fact, reveal both direct and indirect relationships that clearly play a critical role in career development, culture, and nurse retention. The current study's theoretical foundations support the notion of social identity and self-determination among employers and workers. There are areas where SIT and SDT overlap, even though they focus on distinct facets of human psychology. The significance of social context in influencing an individual's behavior is recognized by both theories. Social identity, for instance, may have an impact on the SDT-identified sources of motivation. The social component of identity formation in SIT and the requirement for relatedness in SDT are complementary. Furthermore, a person's motivation and general well-being can be greatly impacted by the social groups to which they belong. The perspectives offered by Social Identity Theory and Self-Determination Theory complement each other and shed light on how people view themselves, interact with others, and find motivation in different social settings. Comprehending the dynamic between social identity and motivational elements can yield significant knowledge for scholars, instructors, psychologists, and professionals in various domains.

The findings of this study supported the existence of a positive relation between all the variables of the proposed framework, and expressed a complementary mediation (Zhao et al., 2010). This implies that EE, OC, CD and retention will all increase with EB. Also, higher mediating variables i.e EE, OC, and CD will promote retention. The study also demonstrates the comparison between the EB social, economic and developmental strategies depicting a

significant difference between them. As a result, organizations that offer a range of services related to EB, EE, OC, and CD tend to encourage their staff members to live and become brands. This increases the likelihood that they will stay with the company longer.

With a focused approach, EB helps manage the perspectives of both present and future employees (Sullivan, 2004) where employees are more likely to engage with businesses that have high EB (Aldousari et al., 2017) that further leads to retention. Employees are more likely to identify with a company and be keen to go beyond what is required when they feel that its measures beneficial effects both the community as a whole and their coworkers (Biswas and Suar, 2016). The best employees are discerning about their companies and base their choices on the employer's value proposition (Maczuga, 2021). EB makes it less difficult to keep talented workers who bring value to the company (Basha et al., 2020). In conclusion, the thesis's discussion section on EB and its effect on nurse retention emphasizes how closely organizational branding initiatives and nurse retention are related. Emphasizing the findings' practical applications, it offers insightful information to the dynamic and demanding field of healthcare management, assisting with both academic and practical considerations.

4.7 Summary of the chapter

The examination of the study's hypotheses is covered in the fourth chapter. Details on reliability, validity, model assessment and descriptive statistics are presented in this chapter. The research objectives and hypotheses are taken into consideration when presenting the findings. The chapter discusses each hypothesis's current status in light of the study's conclusions.

CHAPTER 5

IMPLICATION, LIMITATIONS AND FUTURE DIRECTIONS

EB is viewed strategically as being important to increase employee retention. EB enables the company to create the perception that the company is a desirable place to work. This research showed that employee retention is directly impacted by EB (Sutherland and Jordaan, 2004). When it comes to human resources, EB in healthcare facilities ought to be seen as a carefully thought-out strategic approach aimed at improving working conditions for current staff members (Maczuga, 2021). Organizations can gain a competitive edge and retain top talent by building a strong company brand (Graham and Cascio, 2018). Positive associations with the company's brand encourage workers to join and remain with the organization, leading to employee brand loyalty (Mwanzi et al., 2017). The aforementioned findings confirm the theories, as EB under investigation identified both direct and indirect relationships that unquestionably have a key role in EE, OC, CD and employee retention. The idea of social identity and self-determination between employers and employees is supported by the theoretical framework of the current study, which helps to explain why companies that offer varying degrees of EB typically have greater success retaining their employees for protracted periods of time. Employee loyalty increases the brand's strength and further improves it since they feel more committed to the company. The significance of EB in an organization's strategy cannot be emphasized, given its profound effect on employee retention. The perception of a company as an employer, both from the inside and outside, has a direct impact on its capacity to draw in and keep top talent. An organization with a strong employer brand not only draws in candidates who share its values and culture, but it also lowers recruitment expenses by attracting a larger pool of qualified candidates. Additionally, since workers who identify with their employer's brand are more likely to find purpose and fulfillment in their work, it promotes higher levels of engagement, culture, development, job satisfaction, and loyalty. EB is essentially the key to improving work conditions, boosting employee loyalty, and eventually raising retention rates—a major win for the company and its employees. Employees are more likely to identify with a company and be willing to go above and beyond when they feel that its actions benefit both community and their coworkers (Tanwar and Prasad 2016b; Biswas and Suar, 2016). The best employees are picky about the

companies they work for and make their selection based on the employer's value proposition (Maczuga, 2021). According to Basha et al., (2020) EB helps retain talented workers with abilities that add value to the company. As a result, EB introduction is now required rather than an option (Reis et al., 2021).

Research has significant implications for many different fields. Research is the backbone of innovation and knowledge expansion in academia, propelling advances in the development of human understanding across a wide range of disciplines from the arts and social sciences to science and medicine. It contributes to the development of evidence-based policies that advance society and informs educational curricula. Research is essential to business strategy decision-making, market evaluation, and creation of goods. It helps businesses to remain competitive, adjust to shifting market dynamics, and innovate to satisfy changing client demands. Moreover, technological research facilitates advancements that revolutionize various sectors and daily existence. Research in the medical field results in the development of novel therapies and treatments that save lives and raise standards of care.

5.1 Theoretical Implications

An essential component of any research project is its theoretical implications, which broaden our understanding of a given field and its limits. The broader, frequently abstract, intellectual ramifications of results of study, theories, or concepts are what they entail. Research may challenge established assumptions and inspire new perspectives by providing fresh perspectives or refining existing theories. These ramifications can help us understand complicated phenomena more fully and lay the groundwork for future research and invention. Within academia, theoretical implications play a significant role in the development of disciplines and intellectual terrain by providing innovative approaches to problem-solving and analysis. A deeper understanding of underlying principles can lead to the growth of new technologies or strategies, which are examples of practical applications driven by theoretical implications outside of academia. Theoretical implications are, in essence, the cornerstone of academic progress; they propel the growth of human understanding and the evolution of thought, which has profound effects on a multitude of human endeavors.

On the basis of existing literature, this study proposed a conceptual framework to investigate

the role of EB on retention of nurses along with the mediating variables and made a comparison between different EB strategies. The study establishes the relationship between EB and retention in addition to the mediation of EE, OC and CD. It also ascertains the impact of EB on the retention of nurses from NABH hospitals using social identity and self-determination theory as the foundation, establishing an opportunity for more writing to be added to the body of existing literature. Along with other medical professionals, nurses play a significant role, and their occupation is extremely important. Therefore, EB along with the mediating variables form the major aspect of gaining importance for retention of nurses in healthcare sector.

5.2 Practical Implications

The term "practical implications" describes how findings from studies, theories, or concepts are applied and affected in the actual world. They fill the void between academic understanding and its real-world applications to daily living and decision-making. Research is valuable and relevant to people, organizations, and the community at large because of its practical implications. In the healthcare industry, for example, research may demonstrate the efficacy of a specific treatment, resulting in better patient outcomes and care. Research on successful teaching strategies can also improve student learning and classroom practices in the field of education. These real-world applications highlight the transformative potential of research because it not only broadens our understanding but also has a direct impact on our daily lives, careers, and decision-making, ultimately promoting advancement and improvement in a variety of spheres of our lives.

The study's practical implications are advantageous for human resource professionals and both established and emerging organizations. Since employees are the company's most valuable asset, this study can help develop an effective brand as well as what it can provide to survive in this unpredictable and competitive environment. An outbreak like the COVID-19 pandemic emerged as an unprecedented trial for every country and a global eye opener, identifying the significance of health care framework and employees in an economy. This was especially true when discussing the healthcare industry, which is a vital component of every nation. Furthermore, COVID-19 put an unparalleled burden on the global health care workforce and infrastructure (Koch et al., 2020). For management, the COVID-19 pandemic

has brought up a number of difficult paradoxes pertaining to industrial challenges (Carlsson et al., 2022). As a result, businesses need to create and execute specific talent management plans that concentrate on luring, retaining, and growing employees (Valverde et al., 2013). The study's findings demonstrated the value of EB and the way it affects nurse retention, which is important for making strategic decisions and achieving the organization's objectives.

5.3 Limitations and Future Research Directions

Research limitations are inherent to the scientific method and are significant indicators of the validity and relevance of study results. Understanding the research's boundaries and constraints requires an understanding of its limitations. Numerous limitations that researchers encounter may have an impact on the breadth and applicability of their findings. Thus, research limitations are a necessary component of the scientific method that drive researchers to produce more thorough and precise understandings.

This research has certain limitations, despite its attempt to address the question of how EB affects retention. First, more study should concentrate on the fundamental distinctions between different organizational forms based on the industry sector, degree of competition, location, national structure, and general economic circumstances. Secondly, the study was limited to nursing staff, and the majority of participants in the sample were female rather than male. Future research can therefore include the perspective of male nurses in addition to other departments. Third, by adding more variables, future research can focus on a more thorough analysis of the EB elements and their connections based on the conceptual model developed in this study. Fourth, the study limited its consideration of data collection to NABH private hospitals with 100 beds or more, thereby excluding public hospitals.

Thus, this study concentrated solely at the private health care sector in northern India, which may not be indicative of all health care organizations, even though it found that EB and nurse retention are important. This indicates that in order to deepen their comprehension of EB, researchers ought to broaden their study to encompass more industries and ethnic groups. Fifth, rather than measuring it explicitly, our arguments relied on the theory of social identity and self-determination. Future studies may examine the measurement of social identity in organizations. Moreover, because this study was cross-sectional and included three

mediating variables, it leaves room for future research that includes additional variables and takes into account the perspectives of healthcare professionals other than nurses. This could open up opportunities to learn more about the significance of workplace branding and value. Longitudinal data would also improve understanding of how strategies affect workers' attitudes and behaviors in fulfilling successful brand promises and retaining staff over the long run.

5.4 Summary of the chapter

The theoretical and practical implications are presented in the fifth chapter. The results of the study have consequences for content creators, academics, marketers, and policymakers. The chapter also identifies the shortcomings of the current investigation and makes recommendations for further research. Future investigations can tackle the constraints of this study.

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PUBLICATION

Sno.	Title of the paper, Name of the journal, year, Vol., pp.	Authors	Impact Factor in SCI/SCIE/SSCI List	Proof of it being in SCI/SCIE/SSCI list, as attachment
1	Determining the role of employee engagement in retention of nurses along with the mediation of organizational culture, Healthcare, 2023, 11(5), 760	Dr. Gurvinder Kaur and Ms. Ridhya Goyal	3.1	P1
2	Identifying the impact of employer branding in the retention of nurses: the mediating role of organizational culture and career development, Humanities & Social Sciences Communications, 2023, 10,338	Dr. Gurvinder Kaur and Ms. Ridhya Goyal	2.7	P2

Conference Attended

S. No.	Title of paper	Year	Name and place of conference
1.	Engaging nurses towards retention along with the mediation of organizational culture.	2022	Aims International conference, IIM Kohzicode, Kerala
2.	Healthcare staff intent to quit and role of internal branding on it.	2023	European Public Health conference by Scientific Meditech, Paris

ANNEXURE

Healthcare sector plays a vital role in every economy. It is the health of an individual that determines his or her country's future. Today, Covid-19 outbreak has paved the way for all of us to realize the importance of “**Retention of Nurses**” therefore, I request you to fill the questionnaire. This task and the information entered will strictly be kept confidential and will be used for academic & research purpose only. Thanks in advance!

Ridhya Goyal

Research Scholar, School of Humanities & Social Sciences

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Part A- Personal Information

1. Name :	2. Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female
3. Mobile/Email:(optional)	Age Group : <input type="checkbox"/> 21-31 years <input type="checkbox"/> 32-42 years <input type="checkbox"/> 43 & above
Marital status: : <input type="checkbox"/> Single <input type="checkbox"/> Married	Qualification: <input type="checkbox"/> Graduation/Diploma <input type="checkbox"/> Post-Graduation <input type="checkbox"/> Doctorate (Kindly mention your highest degree)
Current Designation: <input type="checkbox"/> Staff Nurse <input type="checkbox"/> In-charge/Supervisor <input type="checkbox"/> Head Nurse	8. Current Hospital Name:
9. Date of Joining in current hospital:	10. Total years of experience in nursing: <input type="checkbox"/> less than 3 year <input type="checkbox"/> 3-6 years <input type="checkbox"/> 6-9 years <input type="checkbox"/> 9 above
Income Per Annum: <input type="checkbox"/> < 3 Lac <input type="checkbox"/> 3-5 Lac <input type="checkbox"/> 5 Lac Above	

Part B

Please read the statements carefully & mark the following on Likert scale (1=Strongly disagree & 5=Strongly agree):

Employer Branding

S no.	Statement					
12	Brand name played an important role in joining this hospital.					
13	I am able to manage both personal as well as professional life.					
14	I am satisfied with the increment and promotion.					
15	I am satisfied with the job security in the hospital.					
16	Hospital implements covid-19 control measures(infection control system, timely sanitization, temperature check of employees etc.).					
17	I am satisfied with the facilities (food, water, medical insurance, safety equipment etc.) provided.					
18	I am rewarded fairly with the respect of industry standards.					
19	I am proud to be associated with this Hospital brand.					
20	I would recommend my nursing friends to join this hospital.					

Employee Engagement

S no.	Statement					
21	I understand the vision of the hospital.					
22	I feel strong & vigorous at my job.					
23	I feel enthusiastic about the challenges at work.					
24	Hospital conducts engaging activities(for example: games, role play etc) at regular basis.					
25	I am satisfied with engaging activities conducted.					
26	I collaborate with my coworkers to achieve work goals.					
27	My team is my inspiration at work.					
28	Hospital environment inspires me to give my best performance at work.					
29	I feel committed to this hospital.					

Career Development

S no.	Statement					
30	I am satisfied with the opportunity for professional growth.					
31	I am updated with the latest skills from time to time through organization training.					

32	I continuously strive to achieve my work goals.					
33	I am satisfied with the job-related training hospital offers.					
34	I am satisfied with the steps taken by the hospital for our nursing education.					
35	Supervisor mostly provides feedback in order to improve.					
36	Hospital offers task variety and opportunities to learn.					
37	Hospital is dedicated to employee's Professional development.					
38	Hospital provides foundation for future higher designation.					

Organizational Culture

S no.	Statement					
39	I can always talk with someone at work if I have work related problem.					
40	My Seniors treat me with respect.					
41	Hospital provides flexible work arrangements.					
42	Hospital adapts change quickly.					

43	My supervisor recognizes and rewards my effort.					
44	My Relationship with colleagues is friendly as well as professional.					
45	There are no unresolved conflicts between colleagues in the hospital.					
46	Other departments are helpful to my work unit whenever required.					
47	HR policies (work policy, leave policy etc)are clearly defined and understood by me.					

Retention

S no.	Statement					
48	I see my future in this hospital.					
49	I do not intend to leave the hospital in near future.					
50	Presently, I am not searching for job in another hospital.					
51	It is unlikely that I will look for a job in near future.					
52	I will continue to work in this hospital despite of being offered by other hospital.					

- The following strategies that make your hospital a strong brand to work for:

S no.	Social strategies					
53	Good working relations with colleagues.					
54	Good working relations with Seniors.					
55	Supportive & encouraging colleagues.					
56	Support from seniors.					
57	Happy work environment.					

S no.	Economic strategies					
58	An above average basic salary.					
59	Timely Increment.					
60	Job Security within organization.					
61	Non-Monetary benefits like Medical Insurance, Crèche for Childcare, discounted parking etc.					
62	Monetary benefits like Bonus & Allowances etc.					

S no.	Developmental strategies					
63	Promotions					
64	Career Enhancement					
65	Recognition/appreciation from management					
66	Increase in Self confidence					
67	Nursing Educational skills					