

Exploring the Relationship between Employer Brand and Employees' Retention

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Abstract— Due to the fact that employer brand is important in recruiting the best applicants besides retaining the current employees, the purpose of this article is to explore the relationship between employer brand and employees' retention. For this purpose, Iran Melli Bank was chosen as statistical population and the branches of the Bank in the City of Tehran were chosen as the sample which was divided into five regions: center, north, south, east and west by cluster sampling method. Moreover, in every region, some branches were selected randomly and 530 questionnaires were distributed among bank employees and 380 questionnaires were collected totally. Then, structural equations modeling based on partial least squares for data analysis was used. According to the findings, there is a positive and significant relationship between employer brand and its dimensions including compensation, brand and reputation, authority, work environment, corporate social responsibility and employees' retention.

Index Terms— Employer Brand, Dimensions of Employer Brand, Employees' Retention, Smart-PLS, Employer, Brand, Human Resource Management

1 INTRODUCTION

As a result of globalization and liberalization, competition of labor market has increased and the war for talents has intensified. In addition, employment and retention of the new talent has been significant in continuous growth of an organization [1–8]. The main reason is that the human capital creates value for the firm and enhances the organizational performance [2, 4, 5, 7, and 9]. For this reason, employer branding has been drawn considerable attention recently [9–19]. As a matter of fact, it is essential to identify the relationship between employer brand and employees' retention as a technique of retention management [20–23].

Due to the important role that employer brand plays in attracting as well as retaining the talented individuals and since few research have studied the relationship between employer brand and employees' retention, there is a theoretical gap in this area and this kind of relationship should be explored carefully.

2 RESULTS AND DISCUSSION

2.1 Employer Brand

Attraction, employment and retention of the best talented people are always a challenge for organizations. Human resource is considered as one of the most significant organizational resources. According to Tanwar and Prasad [24, 25], it is necessary that organizations develop strategies to confront with shortage of applicants and increasing turnover rates. Employer branding is a strategy that can be used to overcome

the problems of attraction and retention of talents [26–33].

Employer brand is a concept derived from marketing in human resource. Employer brand describes the company's personality as a preferred employer in order that people may apply to that company instead of its competitors [30–33]. Ambler and Barrow [34–39], the first people who proposed the idea of employer brand, defined employer brand as 'the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company' [40–44]. Employer brand is the firm's long term strategy for employing and retaining the employees [45–49].

Employer branding can be defined as a targeted, long term strategy to administer the awareness and comprehensions of employees, potential employees, and related stakeholders regarding a particular firm. Backhaus and Tikoo supposed that employer brand differentiates the firm's attributes as an employer from its competitors [50–56].

Employer brand involves internal and external aspects. External brand is the assortment for persuading potential employees to enter the firm and creating the image of the best place to work for the firm. Internal brand is the assortment among current employees, which is the promise made by the firm to the employees, is not only the kind of relationship between the firm and employees, but also indicates that the firm is able to provide the unique work experiences for current and potential employees [57–63].

Organizations with employer brand can reduce the cost of human resources and improve recruiting performance and work relations; retain employees; offer less payments to employees compared with organizations without employer brand; and strengthen the corporate culture [64–69].

2.2 Employees' Retention

Retention describes the situation in which the employees decide to work and stay in the organization. Retention concen-

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trates on retaining the employees who play an important role in organization's success. Retention programme should be arranged so as to identify the reasons why people work in an organization, leave an organization and choose other organizations [70-75].

The conventional assumption of turnover suggests that organizations which cannot retain talented employees will not succeed. Hence, the main responsibility of retention management is avoiding turnover [76, 77].

As a matter of fact, the main reasons for the importance of employees' retention are shortage of skilled and professional staff, the lack of work force for the sake of demographic changes, alteration of the new work force expectations, variety of work force, entrepreneurial actions, insufficient educational programmes and increase in competition. In fact, all of these reasons accentuate the importance of the employees' retention [78-81].

Actually, due to the important role that employer brand plays in employees' retention, the main hypothesis of this research is explained as follows:

Main Hypothesis: there is a positive and significant relationship between employer brand and employees' retention.

2.3 Dimensions of Employer Brand

Based on the Cable and Turban's study (2003), organizations which have better reputation attract more job applicants [82-84]. Based on a research, applicants accept approximately seven percent less salaries from organizations with positive reputations than organizations with negative reputations. According to the employer branding institute, main dimensions of employer brand are compensation, work-life balance, corporate culture, work environment, strength of product or company's brand [85, 86].

The most common factors which have been identified as important job attributes are compensation, career, attractive work/mind challenge, professional advancement, job security, work environment/ corporate culture, responsibility, work schedule flexibility, corporate social responsibility, and company's prestige [87, 88].

Based on Tanwar and Prasad's (2016) research, the organization can develop strong employer brand by providing work-life balance, healthy work environment, corporate social responsibility and learning opportunities for employees. In addition, with strong employer brand, the organization is capable of retaining the talented work force.

Goswami and Agarwal (2015) indicated that it is essential to provide good work environment and organization's reputation for employees' retention.

Alnaçık et al. (2014) proposed that progress opportunities in the organization and base salary above average are important aspects of employer brand from the employees' perspectives.

Alnaçık and Alnaçık (2012) concluded that career, good relationship with supervisor, organization's support from creativity, promotion opportunity in an organization, manager acknowledgement, and job security are important dimensions of employer brand.

Kucherov and Zavyalova (2012) realized that organizations that have employer brand obtain various economic benefits

thanks to the low rate of employees' abandonment and human resource investment in employees' training and advancement. Furthermore, training programmes and monetary incentives are common in such organizations and employees participate actively in decision making and managerial processes.

Sokro (2012) suggested that it is necessary to provide good work environment and create growth opportunities in order to attract and retain employees. Moreover, employees choose reputed organizations for working.

Agrawal and Swaroop (2009) reached the conclusion that authority, compensation, and geographic location of the organization are important dimensions of employer brand.

Based on the most repeated dimensions of employer brand in previous studies, dimensions that are studied in this paper are as follows:

2.4 Compensation

Individuals are attracted to employers who offer higher salary in comparison to those in the same industry and provide them with good compensation package [89-91]. Compensation is the most important preferred organizational feature for employees [92-97]. Therefore, we can expect that:

H1. There is a positive and significant relationship between compensation and employees' retention.

2.5 Flexible Working Conditions

Nowadays, organizations place the strategies of flexible working conditions in their employer brands. Such strategies not only help employees to integrate and adjust the work and non-work aspects of their lives, but also help organizations to improve their employer brand that will lead to employees' retention. McDonald, Brown and Bradley (2005) identified flexible working conditions as one of the important dimensions in terms of the factors that influence employer attractiveness. Organizations are able to ameliorate their employer brand image by introducing flexible working hours [98-100]. Therefore, we propose that:

H2. There is a positive and significant relationship between flexible working conditions and employees' retention.

2.6 Job Security

Job security and retention policies are important for many people. Hewlett, Sherbin and Sumberg (2009) found that forty five percent of employees expect to work with their current employer in the rest of their work life (Ito, Brotheridge & McFarland, 2013). If employees feel secure at their job, they will dedicate their physical and mental energy to the organization and it will not be afflicted with human tensions. There are subjects such as job changes, losing job, and lack of availability of appropriate job in the concept of job security [101-103]. Thus, we suggest that:

H3. There is a positive and significant relationship between job security and employees' retention.

2.7 Career Path

Career path is a professional advancement path and is limited to job groups with formal hierarchical advancement. Career path is an arrangement of work experience of every person

over time [101, 102]. The opportunity to be promoted in the career path is the extent to which employees have a chance to be promoted in their career or they have a clearly-defined career path [102, 103]. Therefore, career path is considered as a dimension of employer brand:

H4. There is a positive and significant relationship between career and employees' retention.

2.8 Brand and Reputation

Brand is a symbol that summarizes the associations of the name and many things that can have trade mark, including the company itself [102, 103]. Brand is one of the most important preferred organizational attributes for employees [99-103]. Reputation is defined as external perceptions of how much an organization is considered good. Reputation shows the company's prestige and situation [100-103]. Reputation is a perception of company's previous actions and future perspective which defines the whole company's attractiveness for all key elements in comparison to its other competitors [84-94]. Reputation plays an important role in increasing employees' morale and productivity and improving recruitment as well as retention [95-103]. Therefore, we can assume that:

H5. There is a positive and significant relationship between corporate reputation and brand and employees' retention.

2.9 Culture

Organizational culture is defined as a set of values, beliefs, assumptions and symbols that describes the way in which the organization operates its business [96-103]. Culture evolves continuously and performs as a guide for employees in order to adapt their behaviors with those of other employees [94-103]. Culture is one of the most substantial preferred organizational features for employees [91-101]. Thus:

H6. There is a positive and significant relationship between corporate culture and employee's retention.

2.10 Authority

Authorization is defined as power transmission from employer to employees. This shows that manager should give authority to his or her employees so that they can be motivated, committed as well as satisfied and help the organization to reach its goals [90-100]. Organizations that use authorization as a strategy for involving employees have more employer attractiveness [70-84]. Consequently, we can expect that:

H7. There is a positive and significant relationship between authority and employees' retention.

2.11 Work Environment

In relation to exploring the dimensions of employer brand, work environment has been reported as an important dimension which leads to the strength of employment brand [23-47]. Organization's work environment should be healthy. In fact, lack of such an environment causes employees to look for other job opportunities. In fact, employees should feel comfortable and relaxed in their work environment and enjoy their work [64-73]. As a result, we suppose that:

H8. There is a positive and significant relationship between work environment and employees' retention.

2.12 Corporate Social Responsibility

Corporate social responsibility is related to voluntary social and environmental measurements of the organization in its business operations and in interactions with stakeholders [75-87]. It is defined as organizations' aids to the society instead of just focusing on maximizing their profits [83-93]. In fact, it helps the organization to attract, motivate and retain its talented employees. Therefore, organizations can improve their employer brand by implementing social responsibility [33-57]. Therefore, we can assume that:

H9. There is a positive and significant relationship between corporate social responsibility and employees' retention.

2.13 Conceptual Model

Based on the literature, the research model is presented in the Figure (1). As a matter of fact, the model indicates that compensation, flexible working conditions, job security, career, corporate reputation and brand, corporate culture, authority, work environment and corporate social responsibility have a direct link with employees' retention.

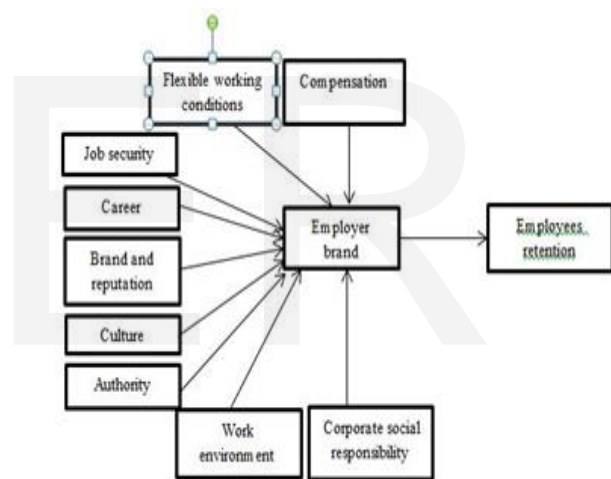


Fig. 1. Research conceptual model.

2.14 Method

The present research is an applied research in terms of goal and has been conducted based on survey. Questionnaire was used for collecting data and content and construct validity was used for its validity confirmation. To be more precise, questionnaire was scrutinized with the help of professors for content validity and finally after required corrections, it was distributed among intended sample. In addition, convergent and discriminant validity were used for measuring the construct validity of the questionnaire. Furthermore, Cronbach's Alpha was calculated for reliability determination. With regard to the fact that Cronbach's Alpha more than 0.7 is acceptable, it can be concluded that the questionnaire of this study for which Cronbach's Alpha was equivalent to 0.9 had good reliability.

Table 1. Cronbach's Alpha.

Variable	Cronbach's Alpha
Compensation	0.76
Flexible working conditions	0.90
Job security	0.72
Career	0.80
Corporate brand and reputation	0.70
corporate culture	0.85
Authority	0.95
Work environment	0.79
Corporate social responsibility	0.79
Employees' Retention	0.69
Total	0.90

2.15 Statistical Population

The quantitative research was conducted in Iran Melli Bank, which is the most important and the largest state bank in Iran. In fact, in Iran Melli Bank, there is not a problem in the area of attracting individuals without any experience with high educational degree from reputed universities but there is a problem in current employees' retention. The main issue is that even those who graduate from universities merely enter this bank to gain experience and after obtaining work experience, they leave the bank. To be more precise, the bank spends lots of money to train them for gaining the required expertise but when the work force should reach productivity and use their expertise for the bank, they leave the bank and are attracted to other organizations. There are evidences that prove this claim including the number of employees of Iran Melli Bank was 38000 in 2013 which has been decreased to 36000 in 2017. Actually, work force reduction is related to the bank's employer brand problem since the employees incline to be attracted to private banks with higher employer brand.

2.16 Sampling and Data Collection

Statistical population of this study was employees of Iran Melli Bank branches in the City of Tehran that 380 employees were selected among them as a sample based on the Morgan Table. In addition, sampling method was clustering. In that way, first, bank branches in Tehran were divided into five sections: center, north, south, east, and west. What's more, in each section, some branches were selected randomly, 530 questionnaires were distributed among all of their employees and 380 correct and flawless questionnaires were collected in total.

2.17 Descriptive Statistics

In Table (2), statistical information about the studied sample is given. As Table (2) shows, most respondents are men and in age group of above 31. Moreover, most of them hold bachelor's degree and their length of employment is 16 to 20 years.

2.18 Inferential Statistics

In this paper, structural equations modeling based on partial least squares and Smart-PLS software was used for data analysis and hypotheses testing. In order to accurate analysis of data and hypotheses testing, the model was converted to two separate parts that the main hypothesis was tested in the first part and subordinate hypotheses were tested in the second part.

2.19 Main Hypothesis Testing

By drawing and calculating the model in the Smart-PLS software which is shown in Figure (2) and based on its results, reflective and formative measurement models, structural model and general model were tested and the result of main hypothesis testing was indicated.

Table 2. Descriptive statistics (in percent).

Age rank					Gender					
22-25	26-28	29-31	>31	Male	Female					
0.5	0.8	7.1	91.6	84.7	15.3					
Education					The length of employment					
High school	diploma	Associate's degree	Bachelor's degree	Master's degree	1-5	6-10	11-15	16-20	21-25	>25
1.6	26.1	12.1	46.6	13.7	2.1	7.1	23.7	32.6	22.4	12.1

reflective measurement model has the ability to forecast employees' retention's components by the amount of employees' retention's variable.

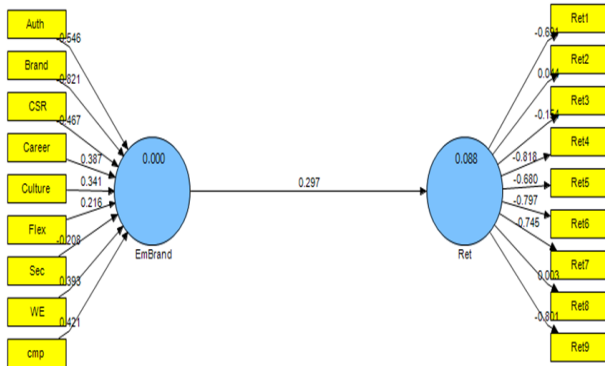


Fig. 2. PLS algorithm report.

According to Table (3), for testing the reliability of observable variables, absolute value of outer loading of each variable of employees' retention: Ret2 (turnover due to the external pressures), Ret3 (stress at work) and Ret8 (transferring to other banks owing to the payment of more salary and benefits) corresponding to their latent variables are less than 0.4 and they are not significant in the intended significance level. Thus, these variables are removed from the model to increase the reliability of the model. Therefore, it can be concluded that turnover due to the external pressures, stress at work and transferring to other banks owing to the payment of more salary and benefits are not suitable variables for measuring employees' retention.

In addition, composite reliability for employees' retention's variable is 0.89 that indicates internal consistency of the reflective measurement model.

For testing the convergent validity, based on the software report, the amount of AVE index for employees' retention's variable is 0.58 that represents the convergent validity of this variable. This means that employees' retention's variable is explained by its items. Furthermore, results of Table (3) show that based on cross loadings test, all variables have good discriminant validity because the outer loading of each observable variable over its latent variable is at least 0.1 more than the outer loading of the same observable variable over other latent variables.

According to the Fornell-Larcker criterion, the amount of square root of AVE was placed in the main diagonal of the latent variable correlations table which resulted in the formation of Table (4). The results of Table (4) show that the AVE square root of employees' retention construct is more than its correlation coefficients with employer brand which represents the discriminant validity of the constructs.

According to the results, CV Com index for reflective variable of the model, i.e. employees' retention, is 0.57. Therefore, the quality of the measurement model is proved. In other words,

Table 3. Outer loadings, cross loadings, T-Value, VIF.

	Outer Loadings	Cross Loadings		T-Value	VIF
		Employer brand	Employees retention		
Ret1 (meeting expectations after employment)	-0.69	0.219453	0.692155	-	-
Ret2 (turnover due to the external pressures)	0.04	-	-	-	-
Ret3 (stress at work)	-0.15	-	-	-	-
Ret4 (job satisfaction)	-0.81	0.183398	0.827145	-	-
Ret5 (satisfaction with salary and benefits)	-0.67	0.123795	0.685472	-	-
Ret6 (satisfaction with corporate culture and work environment)	-0.79	0.232216	0.803456	-	-
Ret7 (staying in organization forever)	-0.74	0.180002	0.750172	-	-
Ret8 (transferring to other banks owing to the payment of more salary and benefits)	0.002	-	-	-	-
Ret9 (advising to friends for working in the organization)	-0.80	0.291982	0.803223	-	-
Authority	-0.23	0.270527	0.074864	2.42	1.32
Corporate brand and reputation	-0.56	0.569744	0.162	4.29	3.49
Corporate social responsibility	-0.46	0.469201	0.133411	2.06	1.22
Career	-0.02	0.042218	0.012004	1.29	1.21
corporate culture	-0.022	0.048346	0.013746	1.18	-
Flexible working conditions	0.21	-0.188059	-0.033472	1.12	-
Job security	-0.11	0.143098	0.040689	1.04	-
Work environment	-0.01	0.023736	0.007315	1.71	1.34
Compensation	0.34	-0.325024	-0.092418	2.36	1.29

Table 4. Placement of square root of AVE in the main diagonal of the latent variable correlations.

	Employer brand	Employees retention
Employer brand	0.762453	
Employees retention	0.284338	0.762453

Based on Table (3), variables of corporate culture, flexible working conditions and job security are not significant in the 90 percent confidence level whose minimum value is 1.64, so they should be removed from the model. In other words, these variables do not contribute to the employer brand creation.

In addition, according to Table (3), in order to multi-collinearity of observable variables test, the results of VIF calculations for all observable variables are less than 5 which indicates the validity of the formative measurement models.

According to PLS report, coefficient of determination (R^2) for employees' retention's variable is 0.07 which shows the positive relationship with employer brand. This means that the change in employer brand leads to a changes in employees' retention. Furthermore, CV Red index for employer brand and employees' retention is 0.13 and 0.03 respectively. Hence, the quality of the model is proved. Finally, path coefficient is 0.26 and significance is 6.19 which accordingly, the main hypothe-

sis is supported i.e. there is a positive and significant relationship between employer brand and employees' retention. Based on the PLS report, communality for employer brand and employees' retention is 0.136185 and 0.581536 respectively. As a result, according to the GOF formula, the amount of goodness of fit index is 0.16 that represents the average goodness of the model.

2.20 Subordinate Hypotheses Testing

By drawing and calculating the model in the Smart-PLS software which is shown in Figure (3) and based on its results, reflective measurement models, structural model and general model were tested and the result of subordinate hypotheses testing was indicated.

According to PLS Algorithm Report, outer loadings of reflective model variables are as follows: making decision about how to plan work 0.59, making decision about the order of doing the work in job 0.62, using initiative or personal judgment in doing the work 0.90, independence in making decision 0.81, making decision about using methods for completing the work 0.75, independence and freedom in how to do the job 0.82, familiarity with the brand 0.89, familiarity with the services 0.89, high reputation in the society 0.83, attractive advertising for services 0.74, being the first choice for high quality services 0.67, benefiting the society 0.47, charity activities 0.92, helping non-profit organizations 0.89, offering perspectives for future 0.70, opportunity for reaching the permanent position -0.03, reaching the leadership role -0.41, growing to the operations with more independence -0.06, growing to the operations with more responsibility -0.09, informal culture 0.22, friendly atmosphere 0.59, encouraging the manager to develop the talents 0.72, encouraging the manager to think independently 0.64, assignment of challenging responsibilities 0.17, encouraging the manager to propose initiative schemes 0.61, diversity at work -0.15, not necessarily being all the times at work 0.73, work at home 0.64, making decision about time of working at home 0.70, determining the beginning and ending time of the work day 0.78, freedom at changing the work days 0.85, making decision about rest time between works 0.76, meeting expectations after employment 0.68, turnover due to the external pressures 0.07, stress at work 0.27, job satisfaction 0.79, satisfaction with salary and benefits 0.68, satisfaction with corporate culture and work environment 0.78, staying in organization forever 0.75, transferring to other banks owing to the payment of more salary and benefits 0.12, and advising to friends for working in the organization 0.77, providing job security 0.06, long term contract -0.79, exciting work environment 0.79, feeling to be at home 0.01, reliance of group members on each other 0.26, group members' interest to each other 0.63, group members collaboration with each other 0.44, team working 0.41, basic salary level 0.85, flexible salary level like bonus scheme 0.92, and benefits such as welfare facilities and training 0.76. For testing the reliability of observable variables, absolute value of outer loading of each variables Career2 (opportunity for reaching the permanent position), Career3 (reaching the leadership role), Career4 (growing to the operations with more independence), Career5 (growing to the operations with more responsibility), Culture1 (informal cul-

ture), Culture5 (assignment of challenging responsibilities), Culture7 (diversity at work), Ret2 (turnover due to the external pressures), Ret3 (stress at work), Ret8 (transferring to other banks owing to the payment of more salary and benefits), Sec1 (providing job security), WE2 (feeling to be at home), WE3 (reliance of group members on each other) and WE6 (team working) corresponding to their latent variables is less than 0.4 and they are not significant in the intended significance level. Thus, these variables are removed from the model to increase the reliability of the model.

In addition, composite reliability for variables of authority, corporate brand and reputation, corporate social responsibility, career, corporate culture, flexible working conditions, employees' retention, job security, work environment and compensation is 0.9, 0.9, 0.83, 1, 0.84, 0.88, 0.89, 1, 0.77 and 0.88 respectively that are more than 0.7 and indicates internal consistency of the reflective measurement models.

For testing the convergent validity, based on the software output, the amount of AVE index for variables of authority, corporate brand and reputation, corporate social responsibility, career, corporate culture, flexible working conditions, employees' retention, job security, work environment and compensation is 0.6, 0.66, 0.63, 1, 0.58, 0.56, 0.58, 1, 0.55 and 0.71 respectively. Since the amount of this index is more than 0.5, this represents the convergent validity of these variables.

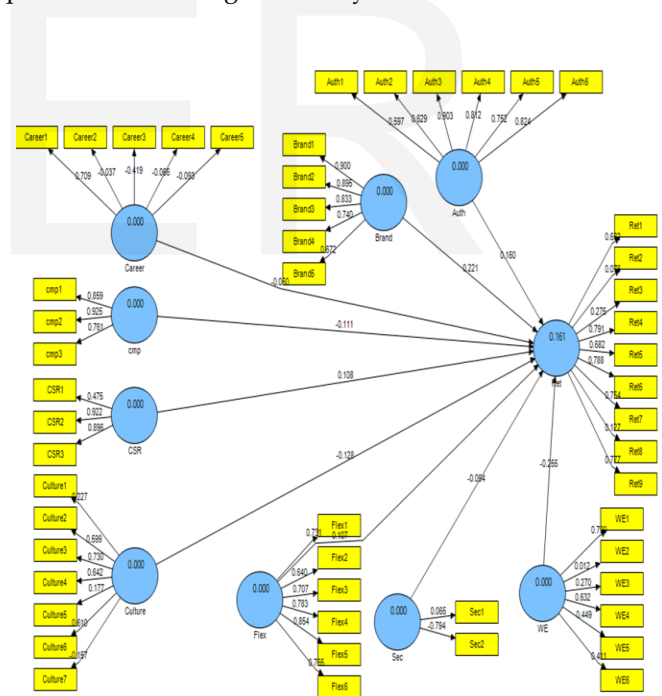


Fig. 3. PLS algorithm report.

For testing the discriminant validity, results of PLS report represent that all variables have good discriminant validity based on cross loadings test. Furthermore, According to the Fornell-Larcker criterion, the amount of square root of AVE was placed in the main diagonal of the latent variable correlations

table which resulted in the formation of Table (5). The results of Table (5) show that the AVE square root of each construct is more than its correlation coefficients with other construct which represents the discriminant validity of the constructs.

Table 5. Placement of square root of AVE in the main diagonal of the latent variable correlations.

	authority	Brand and reputation	Corporate social responsibility	career	culture	Flexible working conditions	Employee retention	Job security	Work environment	compensation
authority	0.77978									
Brand and reputation	0.30026	0.81574								
Corporate social responsibility	0.378939	0.380685	0.797433							
career	0.374681	0.301175	0.13374	1						
culture	0.3323	0.449358	0.337987	0.466184	0.70333					
Flexible working conditions	0.34888	0.133566	0.230725	0.213975	0.297073	0.74829				
Employee retention	0.09387	0.174021	0.140002	-0.082687	0.022943	-0.082179	0.763276			
Job security	0.333558	0.290213	0.212398	0.398394	0.37599	0.140181	0.718702	1		
Work environment	0.535287	0.38132	0.420305	0.359385	0.52884	0.265279	-0.068066	0.285323	0.743952	
compensation	0.182897	0.282226	0.855	0.306445	0.387836	0.27107	-0.105264	0.279478	0.243356	0.844557

According to the PLS report, CV Com index for authority, corporate brand and reputation, corporate social responsibility, career, corporate culture, flexible working conditions, employees' retention, job security, work environment and compensation is 0.44, 0.5, 0.34, 0.08, 0.36, 0.41, 0, 0.11 and 0.43 respectively that the amount of all variables is positive. Therefore, the quality of the measurement model is proved. Moreover, according to the PLS report, coefficient of determination for employees' retention's variable is 0.12 that shows the positive relationship with employer brand. This means that change in employer brand leads to a change in employees' retention. Furthermore, CV Red index for authority, corporate brand and reputation, corporate social responsibility, career, corporate culture, flexible working conditions, employees' retention, job security, work environment and compensation is 0.6, 0.66, 0.63, 1, 0.54, 0.55, 0.06, 1, 0.54 and 0.71 respectively which the amount of all variables is positive, hence, the quality of the model is proved. Finally, according to Table (6), the subordinate hypotheses were tested.

Table 6. Subordinate hypotheses testing.

hypothesis	Path coefficient	significance	Result of hypothesis testing
There is a positive and significant connection between compensation and employees retention.	-0.104	1.870	supported
There is a positive and significant connection between flexible working conditions and employees retention.	-0.091	1.029	refuted
There is a positive and significant connection between job security and employees retention.	0.086	1.331	refuted
There is a positive and significant connection between career and employees retention.	-0.088	1.421	refuted
There is a positive and significant connection between corporate reputation and brand and employees retention.	0.230	3.782	supported
There is a positive and significant connection between corporate culture and employees retention.	-0.087	0.904	refuted
There is a positive and significant connection between authority and employees retention.	0.189	2.122	supported
There is a positive and significant connection between work environment and employees retention.	-0.203	1.843	supported
There is a positive and significant connection between corporate social responsibility and employees retention.	0.121	1.803	supported

Based on the PLS report, communalities for authority, corporate brand and reputation, corporate social responsibility, career, corporate culture, flexible working conditions, employees' retention, job security, work environment and compensation is 0.6, 0.66, 0.63, 1, 0.58, 0.56, 0.58, 1, 0.55 and 0.71 respectively. As a result, according to the GOF formula, the amount of goodness of fit index is 0.28 that represents the average goodness of the model.

3 CONCLUSION, PERSPECTIVE AND FUTURE STUDIES

Few of the available literature on employer brand have explored the relationship between employer brand and employees' retention. This paper explores the relationship between employer brand and employees' retention and the dimension of employer brand that affect employees' retention. The reason is that identifying the dimensions of employer brand helps employers to gain competitive advantage through retaining the talented employees. With regard to the results of the main hypothesis testing that its significance is 6.19, it can be concluded that there is a positive relationship between employer brand and employees' retention. This result is compatible with Tanwar and Prasad's (2016) finding that the organization can retain the talented employees with strong employer brand.

Additionally, confirmation of the first subordinate hypothesis with significance of 1.87 represents that there is a positive relationship between compensation and employees' retention. The main reason could be that the high salary and benefits cause employees to feel useful in the organization. Therefore, employees do not intend to leave the organization. Singh and Rokade (2014) also suggested that compensation leads to employees' retention.

Refutation of the second subordinate hypothesis with significance of 1.02, shows that there is not a positive relationship between

flexible working conditions and employees' retention. This result is in contrast with some previous studies. For instance, Singh and Rokade (2014) proposed that flexible working conditions are important for single parents or members of dual-career families and eventuate in employees' retention. Likewise, Tumasjan et al. (2011), who studied flexible working condition in start-ups and among entrepreneurs, considered it as an important factor and stated that lack of flexibility is the main contributing factor in employees' intention to leave their job. In fact, it is clear that these researches studied flexible working conditions in special groups of employees. Therefore, role of flexibility in employees' retention cannot be generalized to all other employees.

The results of the third subordinate hypothesis testing, which its significance is 1.33, indicate that there is not a positive relationship between job security and employees' retention. By the same token, Saini, Gopal and Kumari (2016) suggested that job security does not affect intention to select a job.

The fourth subordinate hypothesis testing results with significance of 1.42 demonstrates that there is not a positive relationship between career and employees' retention. One of the reasons for this could be that this research was done in a public bank and employees of public organizations automatically reach the least job promotion along with increase in their length of employment, while job promotion in private organizations is based on more accuracy in employees' evaluation. Hence, it can be concluded that ongoing effort for improving work quantity and quality is more important for employees in private organizations and it is better to explore the relationship between career and employees' retention in private sectors and see if the results are different. However, this result is in contrast with Singh and Rokade's (2014) study that suggested that career growth results in employees' retention.

The results of fifth subordinate hypothesis testing with significance of 3.78 illustrate that there is a positive relationship between corporate reputation and brand and employees' retention. The reason could be that employees feel very proud of working with their organizations because of the reputation of their organizations in the eyes of the public. This result is compatible with Sokro's (2012) finding that employees prefer reputed organizations for working.

Based on the sixth subordinate hypothesis testing with significance of 0.9, there is not a positive relationship between corporate culture and employees' retention. One of the reasons for this could be that this research was done in the bank and the cultural atmosphere besides bilateral or multilateral relations of employees during the office hours have no effect on employees' motives for staying in the organization since the nature of the bank work has been basically designed and implemented in a way that none of the employees have a chance to communicate with each other out of the bank's custom.

The seventh subordinate hypothesis testing results with significance of 2.12 indicate that there is a positive relationship between authority and employees' retention because if an employee has authority and independence in work planning, order of doing works and methods for doing work, he or she feels self-actualization and this results in more provocation and staying in

the organization. Previous studies confirm this result. For example, Tumasjan et al. (2011) proposed that authority is the most important dimension of employer brand that affects employees' retention.

The results of eighth subordinate hypothesis testing with significance of 1.84 represent that there is a positive relationship between work environment and employees' retention because a healthy work environment has a direct impact on employee's morale during the work and leads to increase in productivity. Likewise, Singh and Rokade (2014) stated that healthy work environment contributes to employees' retention.

Finally, the results of ninth subordinate hypothesis testing with significance of 1.8 show that there is a positive relationship between corporate social responsibility and employees' retention because employees are not apart from the society members and they have all human temperaments. Likewise, App et al. (2012) concluded that corporate social responsibility increases employer attractiveness which in turn improves attraction and retention of talented employees.

Actually, the sample of this study was related to employees of the bank which limited the research to the banking industry. Therefore, other researchers can test the conceptual model of this study in other industries including public and private sectors and see if the results differ. Furthermore, others can add other dimensions such as geographic location, profitability of the organization and job characteristics to employer brand and test this model again. Lastly, authors can explore the relationship between employer brand and productivity, job satisfaction, commitment and employees' loyalty.

Employers can affect employees' retention by offering good compensation such as base salary in level of the industry or higher, incentive pay, bonus, sharing profits with employees, retirement programmes, insurance, medical benefits, maternity leave and leave with pay.

In order to manage the brand and reputation, advice is offered to employers such as organization's positioning as pioneer and leader of the market, offering diverse services, designing the attractive advertising for people's awareness and familiarity with new products and services, participating in social networks, and tracing online matters that are said about the organization and its services.

It can be recommended to employers to increase authority by training employees for knowledge and skill development, flattening the organizational structure, designing the organizational structure in order to increase the independence of units, substituting work teams for hierarchy, responsibility delegation, involving employees with offering ideas and suggestions, providing the opportunity for employees to decide about how to plan their work, using initiative and independence in how to do the work.

There is some recommendation about goodness of the work environment such as providing the workplace with enough lightning, creating clean place with beautiful decoration, ergonomic design of workplace, using flowers and plants, applying gentle fragrance in workplace, allocating a place for rest, and encouraging collaboration.

The organization should invest in activities that result not only in

profitability but also in improving the general conditions of the society. That is, it should do activities for its corporate social responsibility such as protection of the environment and observation of moral principles, taking part in affairs such as charity, supporting the public works, supporting athletes and artists, sponsoring the academic and professional conferences and conventions, helping needy population and hurt people from natural disaster.

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