

Impact of Organizational Culture and Employer Branding on Long-Term Employee Retention

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Abstract: *This study examines the impact of organizational culture and employer branding on long-term employee retention, with employee engagement acting as a mediating factor. A quantitative research approach was adopted, and data were collected from employees across different industries using a structured questionnaire. Structural Equation Modeling (SEM) was applied to analyze the relationships among the variables. The findings reveal that organizational culture and employer branding significantly influence employee retention by enhancing employee engagement, commitment, and workplace satisfaction. The study highlights the importance of supportive workplace culture, effective communication, and strong employer branding strategies in improving employee loyalty and reducing turnover intentions. The research provides valuable insights for organizations seeking sustainable employee retention strategies.*

Keywords: Organizational Culture; Employer Branding; Employee Engagement; Employee Retention; Organizational Commitment; Workplace Culture; Talent Retention.

I. INTRODUCTION

In the modern business environment, organizations increasingly consider employees as valuable strategic assets whose retention is essential for achieving long-term organizational success and sustainability. Rising competition, technological transformation, and changing employee expectations have created significant challenges for organizations in retaining skilled and experienced employees. Consequently, organizational culture and employer branding have emerged as critical factors influencing employee satisfaction, engagement, commitment, and long-term retention. Organizational culture represents the shared values, beliefs, norms, and practices that shape employee behavior within the workplace, whereas employer branding refers to the organization's reputation and attractiveness as an employer in the perceptions of current and prospective employees.

Recent studies have highlighted the strategic importance of employer branding in strengthening employee retention and organizational performance. Azhar et al. (2024) [4] stated that employer branding significantly improves organizational performance by enhancing employee commitment and workplace satisfaction. Similarly, Jaffari et al. (2024) [8] explained that effective employer branding strategies create positive employee perceptions and strengthen organizational relationships in service industries. Hein et al. (2024) [7] further emphasized that employee predispositions and organizational attractiveness significantly determine the effectiveness of employer branding practices.

Employee retention has become closely associated with employer branding and employee engagement in contemporary organizations. Chopra et al. (2024) [5] found that employer branding positively influences talent retention, with employee engagement acting as a mediating factor. Likewise, Yousf and Khurshid (2024) [14] reported that strong employer branding enhances employee commitment and reduces turnover intention through improved employee engagement. Sharma et al. (2024) [12] also observed that human resource practices positively contribute to employer branding and strengthen employee engagement and loyalty toward organizations.

Organizational culture plays an equally significant role in influencing employees' long-term association with organizations. A supportive and inclusive organizational culture promotes trust, collaboration, communication, and employee satisfaction, which ultimately strengthens employee retention. Kaur et al. (2024) [10] examined the relationship between organizational culture and employer branding in the banking sector and found that a positive organizational culture enhances employee brand equity and organizational attractiveness. Similarly, Confetto et al. (2023) [15] emphasized that diversity and inclusion practices embedded within organizational culture significantly improve employer branding perceptions among employees.

Internal communication and organizational support have also been identified as important contributors to employer branding and retention outcomes. Fernandes et al. (2023) [16] highlighted that transparent communication practices and employee-centered organizational policies positively influence employer branding effectiveness. Santos et al. (2023) [23] further concluded that strong internal communication systems improve employee trust, engagement, and organizational identification, thereby strengthening employee retention. These findings suggest that organizations that maintain supportive communication practices and healthy workplace relationships are more successful in retaining employees over extended periods.

Technological advancement and digital transformation have further reshaped employer branding and talent management practices in recent years. Nair et al. (2025) [2] found that digital leadership and technology-driven human resource practices significantly improve employer branding and talent retention in the banking sector. Likewise, Bhawna et al. (2025) [1] reported that gamification, intrinsic motivation, and job autonomy enhance employer branding effectiveness and employee engagement in startup organizations. These innovative organizational practices contribute significantly to long-term employee retention by improving employee experiences and workplace satisfaction.

Several researchers have also emphasized the psychological and emotional dimensions associated with employer branding and retention behavior. Nazish et al. (2023) [19] stated that employer branding indicators contribute to psychological contract fulfillment, which strengthens employee trust and commitment toward organizations. Qamar and Soomro (2023) [20] further observed that social media branding and organizational trust positively influence employer branding outcomes and employee attitudes. Sandeepanie et al. (2023) [22] highlighted that talent management practices and psychological contracts play an essential role in strengthening employer branding and employee retention intentions.

The growing importance of employee well-being and work-life balance has also attracted attention in retention studies. Sharma (2024) [13] found that employee well-being, job satisfaction, and work-life balance significantly affect employees' intention to remain within organizations. Ta'Amnha et al. (2025) [3] further observed that sustainable employer branding practices positively influence employee engagement and organizational commitment. These findings indicate that organizations emphasizing employee well-being and supportive workplace cultures are more likely to maintain stable and committed workforces.

Moreover, Sarabdeen et al. (2023) [24] confirmed that employer branding significantly contributes to workforce management effectiveness and employee retention. Karkhanis et al. (2023) [17] also found that employee perceptions regarding employer brands vary across business cycles and organizational practices. Saini (2023) [21], in a critical review of employer branding literature, emphasized the need for integrated research examining organizational culture, employer branding, and employee retention simultaneously.

Despite the increasing body of literature on organizational culture and employer branding, limited studies have comprehensively examined their combined influence on long-term employee retention. Most previous studies have analyzed employer branding and organizational culture separately, with relatively less attention given to their integrated impact on employee retention behavior. Therefore, the present study aims to examine the impact of organizational culture and employer branding on long-term employee retention. The study seeks to provide deeper insights into how supportive organizational culture, employer branding strategies, employee engagement, and organizational commitment collectively influence employees' intention to remain with organizations over the long term.

II. LITERATURE REVIEW

Bhawna et al. (2025) [1] investigated the role of gamification, job autonomy, and intrinsic motivation in enhancing employer branding within startup organizations. The study revealed that innovative workplace practices significantly improve employee engagement and organizational attractiveness. The authors concluded that organizations promoting autonomy, recognition, and gamified work environments develop stronger employer brands, which positively influence employee commitment and long-term retention. The study further emphasized the importance of employee-centered organizational culture in retaining skilled talent in modern workplaces.

Sharma (2024) [13] examined the impact of remote work on employee well-being, job satisfaction, and work-life balance. The findings indicated that employee well-being significantly affects organizational commitment and retention intention. Employees experiencing supportive work environments and flexible work arrangements demonstrated higher levels of job satisfaction and stronger intention to remain with their organizations. The study highlighted that organizations prioritizing psychological well-being and employee support systems are more successful in maintaining long-term employee retention.

Sharma et al. (2024) [12] analyzed the relationship between human resource practices, employee engagement, and employer branding. The study identified employer branding as a mediating variable between HR practices and employee engagement. The findings revealed that organizations implementing employee-centered HR policies, recognition systems, and career development opportunities experience higher employee engagement and organizational loyalty. The authors concluded that effective employer branding strategies contribute significantly to workforce stability and reduced turnover intentions.

Kaur et al. (2024) [10] studied the effect of organizational culture on employer branding and employee brand equity in the private banking sector. The findings showed that a supportive organizational culture positively influences employer branding and strengthens employees' emotional attachment toward organizations. The study concluded that workplace values such as collaboration, trust, inclusiveness, and communication significantly improve employee perceptions regarding employer attractiveness and organizational commitment.

Kanwal and Van Hoyer (2024) [9] explored the role of employer brand process attributes in understanding employees' reactions toward organizations. The study emphasized that employer branding effectiveness depends not only on brand content but also on fairness, transparency, communication quality, and organizational support. The findings demonstrated that employees respond positively to organizations maintaining ethical practices and supportive workplace environments. The study concluded that employer brand processes significantly influence employee satisfaction, organizational trust, and retention intentions.

Karkhanis et al. (2023) [17] analyzed employee perceptions regarding employer branding across different business cycles using structural topic modelling. The findings revealed that employees' perceptions toward employer brands vary according to organizational stability, economic conditions, and workplace experiences. The study concluded that supportive organizational practices, leadership communication, and positive workplace culture significantly shape employer brand perceptions and employee retention outcomes.

Fernandes et al. (2023) [16] examined the role of internal communication in strengthening employer branding and human resource management practices. The study emphasized that transparent and effective communication within organizations enhances employee trust, organizational identification, and workplace satisfaction. The authors concluded that organizations maintaining strong communication systems are more successful in developing positive employer brands and improving employee retention. The study further highlighted that internal communication acts as an important link between management and employees, thereby strengthening organizational culture and employee engagement.

The reviewed literature indicates that organizational culture, employer branding, communication practices, employee engagement, and employee well-being are strongly interconnected factors influencing long-term employee retention. Although previous studies have examined these variables individually, limited research has focused on their combined

influence on employee retention. Therefore, the present study seeks to bridge this gap by examining the integrated impact of organizational culture and employer branding on long-term employee retention.

Objectives of the Study

- To examine the impact of organizational culture on long-term employee retention.
- To analyze the influence of employer branding on long-term employee retention.
- To evaluate the relationship between organizational culture and employer branding.
- To investigate the mediating role of employee engagement between employer branding and long-term employee retention.
- To assess the combined effect of organizational culture and employer branding on employee commitment and retention intentions.

Hypotheses of the Study

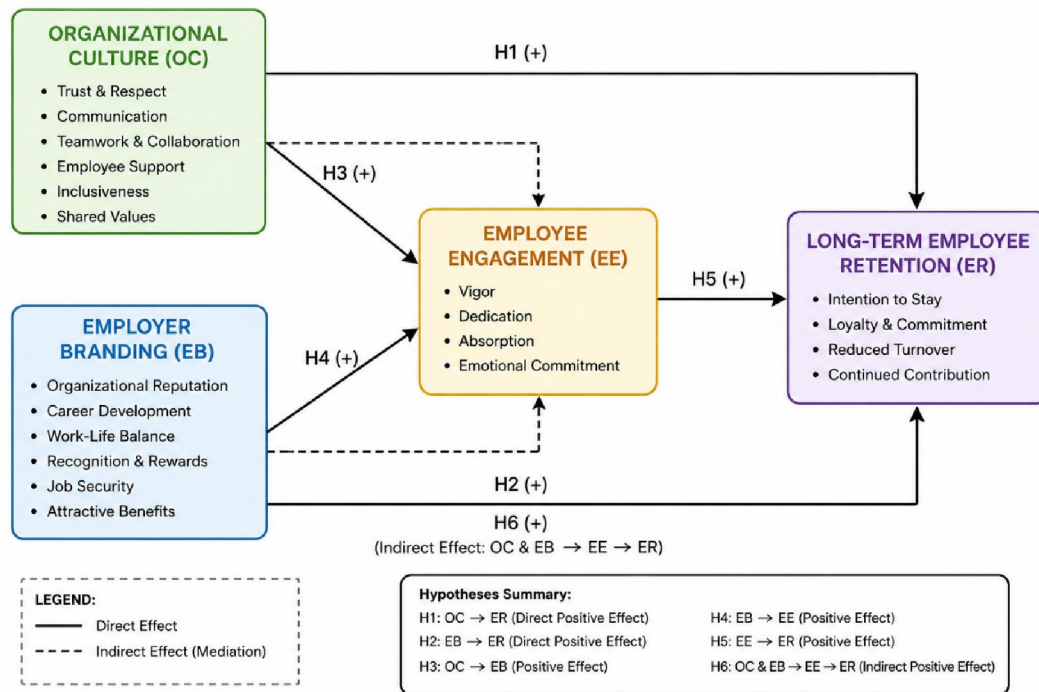
H1 Organizational culture has a significant positive impact on long-term employee retention.

H2 Employer branding has a significant positive impact on long-term employee retention.

H3 Organizational culture has a significant positive influence on employer branding.

H4 Employee engagement significantly mediates the relationship between employer branding and long-term employee retention.

H5 The combined influence of organizational culture and employer branding significantly enhances employee commitment and retention intention.



Sample Characteristics

Table 1 presents the demographic profile of the respondents included in the study. A total of 400 questionnaires were distributed among employees working in different industries, out of which 350 valid responses were collected and used

for analysis. Among the respondents, 60% were male and 40% were female. The majority of participants belonged to the private sector and had work experience ranging from 3 to 10 years. In terms of age distribution, 55% of respondents were between 25 and 35 years old, while 45% belonged to the 36 to 50 years age group. Before collecting the responses, participants were assured that their responses would remain anonymous and confidential, and the collected information would be used solely for academic research purposes.

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Table 1: Demographic Profile of the Sample

Demographic Variable	Category	Frequency	Percentage
Gender	Male	210	60%
	Female	140	40%
Age Group	25–35 Years	193	55%
	36–50 Years	157	45%
Work Experience	3–10 Years	225	64%
	Above 10 Years	125	36%
Sector	Private Sector	240	69%
	Public Sector	110	31%
Total Respondents		350	100%

Reliability and Validity

The reliability of the constructs was examined using Cronbach’s Alpha and Composite Reliability (CR). The values of all constructs namely Organizational Culture (OC), Employer Branding (EB), Employee Engagement (EE), and Long-Term Employee Retention (ER) were found to be above the recommended threshold value of 0.70, confirming strong internal consistency and reliability of the measurement scales.

Table 2: Reliability Statistics

Construct	Cronbach’s α	Composite Reliability (CR)
Organizational Culture (OC)	0.89	0.91
Employer Branding (EB)	0.87	0.90
Employee Engagement (EE)	0.88	0.91
Employee Retention (ER)	0.91	0.93

The Measurement Model

Confirmatory Factor Analysis (CFA) was conducted to assess the validity of the measurement model. All factor loadings exceeded the acceptable threshold value of 0.60, confirming indicator reliability. The goodness-of-fit indices indicated that the measurement model achieved satisfactory fit and was appropriate for further structural analysis.

Table 3: Measurement Model Fit Indices

Fit Index	Value	Threshold
χ^2/df	2.04	< 3.00

CFI	0.95	> 0.90
GFI	0.88	> 0.85
TLI	0.94	> 0.90
RMSEA	0.046	< 0.08

Convergent and Discriminant Validity

Convergent validity was assessed through Average Variance Extracted (AVE), and all constructs reported AVE values above the recommended value of 0.50. Discriminant validity was confirmed as the square root of AVE for each construct was greater than its inter-construct correlations.

Table 4: AVE and Discriminant Validity Matrix

Construct	AVE	\sqrt{AVE}	OC	EB	EE	ER
OC	0.68	0.82	1.00	0.61	0.56	0.64
EB	0.66	0.81	0.61	1.00	0.59	0.67
EE	0.70	0.84	0.56	0.59	1.00	0.69
ER	0.72	0.85	0.64	0.67	0.69	1.00

Structural Model

The structural model demonstrates the relationships among Organizational Culture (OC), Employer Branding (EB), Employee Engagement (EE), and Long-Term Employee Retention (ER). The findings indicate that Organizational Culture and Employer Branding have both direct and indirect effects on Employee Retention, while Employee Engagement acts as a mediating variable. All hypothesized relationships were found to be statistically significant and aligned with theoretical expectations.

III. DISCUSSION AND FINDINGS

The findings of the present study provide significant insights into the influence of organizational culture and employer branding on long-term employee retention. The structural equation modeling analysis supported all proposed hypotheses and demonstrated that organizational culture and employer branding play critical roles in improving employee engagement, commitment, and retention intentions.

Organizational Culture and Employee Retention

The analysis revealed a strong positive relationship between Organizational Culture (OC) and Employee Retention (ER) (H1), indicating that supportive workplace cultures significantly enhance employees' intention to remain with organizations for longer durations. Organizations characterized by transparency, teamwork, trust, inclusiveness, and employee support tend to create positive work environments that strengthen employee loyalty and commitment. These findings are consistent with Kaur et al. [10], who reported that organizational culture positively influences employer branding and employee satisfaction. The findings also support Social Exchange Theory, which suggests that employees reciprocate supportive organizational practices with loyalty and long-term commitment.

Employer Branding and Employee Retention

The study also confirmed a significant positive relationship between Employer Branding (EB) and Employee Retention (ER) (H2). This finding suggests that organizations with strong employer brands are more successful in attracting and retaining talented employees. Employer branding initiatives such as career development opportunities, organizational reputation, work-life balance, and recognition programs contribute significantly to employee commitment and retention intentions. The result aligns with the findings of Chopra et al. [5] and Yousf and Khurshid [14], who emphasized that employer branding enhances employee engagement and organizational commitment, ultimately reducing turnover intentions.

Organizational Culture and Employer Branding

The findings further demonstrated a significant positive relationship between Organizational Culture and Employer Branding (H3). A positive organizational culture strengthens employees' perceptions regarding organizational values, ethical practices, and workplace attractiveness. Organizations that encourage inclusivity, collaboration, and effective communication tend to develop stronger employer brands. This result is supported by Fernandes et al. [16] and Santos et al. [23], who highlighted the role of communication practices and organizational values in strengthening employer branding effectiveness.

Mediating Role of Employee Engagement

The study found that Employee Engagement significantly mediates the relationship between Employer Branding and Employee Retention (H4). This suggests that employer branding not only directly influences retention but also enhances employee engagement, which subsequently strengthens employees' intention to stay with the organization. Employees who feel emotionally connected and engaged with their organization are more likely to demonstrate loyalty and long-term commitment. These findings support the work of Sharma et al. [12], which emphasized that HR practices and employer branding significantly improve employee engagement and organizational loyalty.

Combined Effect of Organizational Culture and Employer Branding

The results also confirmed the combined influence of Organizational Culture and Employer Branding on Employee Commitment and Retention Intention (H5). Organizations that simultaneously maintain strong workplace cultures and effective employer branding strategies experience higher employee satisfaction, trust, engagement, and organizational attachment. The integration of positive culture, leadership support, communication transparency, and employee-centered branding strategies creates a sustainable work environment that encourages employees to remain within the organization for extended periods.

The findings of the study contribute significantly to the existing literature by providing an integrated framework linking organizational culture, employer branding, employee engagement, and long-term employee retention. The study emphasizes that organizations should adopt holistic human resource and branding strategies that focus not only on attracting talent but also on creating supportive workplace experiences that enhance employee loyalty and workforce stability.

Academic and Managerial Implications

The study contributes to organizational behavior and human resource management literature by integrating organizational culture and employer branding within a unified framework to explain employee retention behavior. The findings support the relevance of Social Exchange Theory and Employee Engagement Theory in understanding how supportive organizational practices influence employee attitudes and retention intentions.

From a practical perspective, the findings suggest that organizations should focus on developing supportive organizational cultures, transparent communication systems, employee recognition programs, career growth opportunities, and strong employer branding strategies. Human resource managers should prioritize employee engagement initiatives and workplace well-being programs to reduce turnover intentions and strengthen long-term employee retention.

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