Report On

Engaging People with Employer Branding at BRAC-Aarong

By

A. F. M. Eiaz - Ur - Rahman
20304018

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelors of Business Administration

BRAC Business School
Brac University
May 2024

Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

_____

A. F. M. Eiaz - Ur - Rahman
20304018

Supervisor's Full Name & Signature:

_____

Dr. Nusrat Hafiz
Assistant Professor, BRAC Business School
Brac University

Letter of Transmittal

Dr. Nusrat Hafiz

Assistant Professor,

BRAC Business School

BRAC University

KHA 224, Progati Sarani, Merul Badda, Dhaka 1212

Subject: Submission of Internship Report on "Engaging People with Employer Branding at BRAC-Aarong"

Dear Sir / Madam,

This is my pleasure to submit my report with the topic "Engaging People with Employer Branding at BRAC-Aarong" developed through my experiences as an HR intern at Aarong.

This report has been meticulously prepared, incorporating essential data and thoughtful recommendations to the fullest extent of my knowledge. I trust that it will meet your expectations, and I am prepared to discuss and clarify any aspects of the report as needed.

Sincerely yours,

_____

A. F. M. Eiaz - Ur - Rahman

20304018

BRAC Business School

BRAC University

Date: May 06, 2024

Non-Disclosure Agreement

I, declare that following information (e.g.: Management practices, Operations system, Marketing practices) regarding the recruitments that I have attained during my tenure as an intern of the Recruitment and Employer Branding, HR Department is expressed in this report in accordance with the policies set by BRAC-Aarong. I also declare that I will maintain the confidentiality of the sensitive information that I have gathered as an intern and will not confer it with anyone.

Acknowledgement

Executive Summary

This report derives on my experience being intern of Human Resources Department of BRAC-Aarong. Through the knowledge I gained from my academic courses at BRAC Business School and the practical experience in Aarong, I have generated this report that contains my research on "Engaging People with Employer Branding at BRAC-Aarong". This report aims to explain their recruitment process, their employer branding activities, marketing practices and the business analysis through PESTLE, SWOT and Porter's five forces model used to make thing understand clearly.

In Chapter 3, a broad and in-depth analysis of relationship between their employer branding and turnover intention were showcased by gathering information using from primary survey data and data were established using SPSS software to bring the best outcome of the result. Making good explanation of the variables factors and clearing the understanding of the importance of employer branding to keep turnover rate lower. Last, thoughtful recommendations were provided to increase their future successes.

Keywords: Aarong, Recruitment; Employer Branding; Internship; Turnover; Employee Engagement; Data Analysis.

Table of Contents

List of Tables

List of Figures

List of Acronyms

HR	Human Resources
HRD	Human Resource Department
CV	Curriculum Vitae
HRIS	Human Resource Information System
EDMS	Employee Details Management System
ERP	Enterprise Resource Planning
PMS	Performance Management System
IT	Information Technology
BAT	British American Tobacco
H 1&2	Hypothesis 1 & 2

Chapter 1: Overview of Internship

1.1 Student Information

Name: A. F. M. Eiaz - Ur - Rahman

ID: 20304018

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management

1.2 Internship Information

1.2.1 My Internship with Aarong began on January 18, 2024 in their Recruitment and Employer Branding Section of Human Resources Department and ended on April 18, 2024. The company is located at Aarong Centre, 346 Tejgaon Industrial Area, Dhaka-1208, Bangladesh.

1.2.2 My company supervisor was Mashiat Faria Noor Hridita. She is the Manager of Human Resources department.

1.2.3 Primary duties being intern of Recruitment and Employer Branding Section of Department of Human Resources are followings:

1.2.3.1 Documentations for Recruitment Process

One of my day-to-day major tasks was to prepare assessment sheet for the interviews that were initially shortlisted for the interview. Depending on the type of job depending on their grade levels, there were several modes of candidate recruitment process. For which, there were written exams and I had to check those scripts as well as make a report of it that goes forward to the interview.

1.2.3.2 Communication with Candidates

Another responsibility of mine was to communicate with various level of candidates that applied for certain job posting. The shortlisted candidates needed to be called for written or interview of certain another test was done by me. In order to make those calls I had to prepare top sheet for them where I will be seeing their names and numbers and on a daily basis I were assigned with such tasks. Also, before interview phase I had the opportunity to greet the candidates to the Interview panel and I had to establish a good communication that showcases a strong company communicative side.

1.2.3.3 Data Entries

In order to stay updated with the Amount of CV that are shortlisted multiple data entries are needed to enter in the Excel file. From those Excel file my senior manager who are assigned with the job recruitment process collects their data. Several Other Data like sorting the Annual Man Power Planning by managing which vacancies are recruited and which are over recruited or yet to be recruited is also determined by that.

1.2.3.4 Employer Branding

As an intern of this team, I was often given tasks to provide ideas and be more create with different activities that could enhance the employer experience. From going to job fest, providing tag line for hashtags for LinkedIn post, campaigns and last but not the least, working with the interns directly to make the experience video the whole idea was tasked to me to do and their support made it accomplish.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

3-month tenure Being intern at Aarong, I have organized my works in a way that makes the process efficient when it comes to using tools like excel or files. I have actively generated numerous ideas for Official LinkedIn page post captions and drafts. In my period I was able represent Aarong in People with Disabilities Job Fair where, I prepared Bengali questionnaires for the disabled people who are less fortunate about speaking or listening. Which was a great way to communicate with them with us. Also, I have contributed in two video formation for the Interns experience video. And my team hosted a LinkedIn Post campaign named "#LifeAtAarong" where I had to help the employees open their accounts and cooperate them in participating the campaign. For a week, I was in the Help Booth so that I can Incorporate the employees. And got to interact with a vast number of people.

1.3.2 Benefits to the student

The major perks were to get the on-the-job full-fledged experience that made me go through actual practices of recruitment team and their processes. I was assigned with 4 team members. Each of them was under different grades of positions which made communicate with from low level to top level positions candidates. The board copy or Top sheet that I prepared today were used the next day for interviews or written exams. Letting me to participate in job fairs also benefitted me to connect with a lot of people. The corporate culture being friendly helped me to communicate with peers and learn about their experiences and their ethics towards work which made me more valued towards my workplace. The Employer Branding wing of my team gave me a versatile acknowledgment when I was given complete freedom to generate ideas and ensure the ideas are implemented. This made me learn in dept about the people engagement in an organization which I wouldn't have known just my reading mainstream textbook. As an intern, being a part of Aarong Internship Program allowed me to get 3 layers of Training and

Development sessions that contains contents that directly are utilized in daily workplace. The Ayesha Abed Foundation, Manik Ganj field visit made my understanding towards how these artisans create ach clothes more closely and their dedication towards work to bring the best finish product made me really understand their mindset. I had developed my communicational skill, multitasking, people management as well as time management that is helping highly.

1.3.3 Problems/Difficulties (faced during the internship period)

Notable challenges I would say is getting works from four way together on the same time and managing one after another and sometimes, multiple positions interview conducting at the same time as well as checking scripts and preparing board copies for the next interviews made me face some challenges to finish in the given time. Also, having limited access to data that would help me to gather information to enrich my knowledge in the desired field made things a little tough as only my seniors had the access to it and I am restricted to those as I was only an Intern. Also, as someone who just started doing professional work for the first time it's hard for me to work with many documents at a time. However, with the time I was able to cope up with it as I was getting more and more efficient in fulfilling my responsibilities.

1.3.4 Recommendations (to the company on future internships)

A slight modification where interns would be able to access more about the data's that they are bound to gather should be changed can be developed in the policy. As it will be a new learning opportunity. Also, I feel that if for one-week or a day interns can be given an opportunity to rotate their department would benefit them to know how each department works from where they will be able to discover their potential career mode as they communicate with different peers and seniors to guide them more. Also, the networking and connection they will be building them would help them to gin more access and understanding of the workplaces pattern and gain information's more generally that they won't get if assigned with one department.

Chapter 2: BRAC-Aarong

2.1 Introduction

Aarong is a hallmark of Bangladeshi craftsmanship, embodying the spirit of traditional artisanship while catering to contemporary tastes. This BRAC social enterprise has carved a niche for itself by offering a wide range of handcrafted products that include apparel for men, women, and children, alongside home décor, beauty products, and more. Its commitment to ethical practices ensures that artisans receive fair compensation, fostering sustainable livelihoods and preserving cultural heritage.

Aarong is vital to the empowerment of rural artisans regardless of man or women in Bangladesh in addition to providing a media of support for exhibiting the country's rich heritage. Aarong is able to carve out a distinct niche for themselves in the market by initiating highly accepted traditional methods with contemporary design, which appeals to customers in the local and worldwide markets and works as a great attraction. The business is a great ongoing example of social entrepreneurship because of its efforts to promote ethical consumerism, which have set a standard in this broad retail sector in Bangladesh.

The social continuous growth of artisan communities is greatly supported by Aarong, whose influence goes not only till the financial but also beyond that. It guarantees that the craftsmen and their crafts benefits through efficient techniques, fair payment of their service, and necessary training. The country's economic stats have highly benefited for the low earning people's financial growth from this strategy in addition to incorporating in the preservation of Bangladesh's traditional crafts.

2.2 Overview of the Company

2.2.1 Core Values

Integrity, innovation, inclusiveness, and effectiveness are the four values that are highly admired by Aarong (About Aarong, n.d.). The organization's dedication towards ensuring ethical behaviour in their workplace, creative thinking to produce more enhanced designs of products, providing opportunity to ensure diversity, and operational performance for maximum efficacy and efficiency. All these four values help the Aarong's employee to keep them self-motivated to provide best possible service.

2.2.2 Mission of Aarong

During the phase of poverty as well as illiteracy, illness, and also social injustice, our mission is about empowering individuals and groups. Our initiatives seek to implement economic and social initiatives that empower both men as well as women to attain their full potential in order to bring about significant, beneficial changes on a broad scale.

2.2.3 Vision of Aarong

Aarong visions to establish a society devoid of any kind of discrimination or exploitation, where each individual can reach their full potential.

2.2.4 Products of Aarong

Aarong being the largest lifestyle brand makes their product line bigger than it seems like. With a proven market demand and people's choice towards Aarong they have a vast product for these segments:

Man, Woman, Kids, Home decor, Beauty, Gifts & Crafts, Jewelry and Wedding.

2.2.5 Outlets of Aarong

Aarong has 29 Outlets in whole Bangladesh. And these are:

Outlet Name	
1. Banani Multi-Brand Outlet	2. Khulna
3. Banasree	4. Kushtia
5. Barisal	6. Mirpur 1
7. Bashabo	8. Mirpur 12
9. Bashundhara City	10. Moghbazar
11. Bogura	12. Mymensingh
13. Cumilla	14. Narayangonj
15. Dhanmondi 1	16. Rajshahi
17. Dhanmondi-2	18. Rangpur
19. Faridpur	20. Sholashahar
21. Feni	22. Sylhet
23. Halishahar	24. Tangail
25. Jamuna Future Park	26. Tejgaon Multi-Brand Outlet
27. Jashore	28. Uttara Flagship Outlet
	29. Wari

Table 1: List of Aarong Outlets

2.3 Management Practices

2.3.1 Leadership Style

Recruitment & Employer Branding	HR Operations	Total Rewards HR

General Manager, HR

HR Business Partner - Retail	Learning & Development	Employee Relation
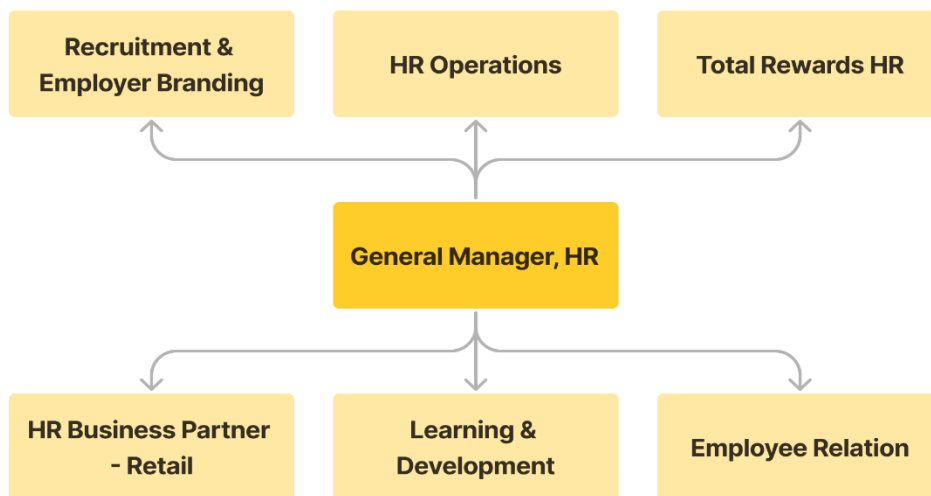
Figure 1: Aarong HRD Structure

Aarong has a bit expansive corporate HR structure, considering that they are one of the top lifestyle companies in Bangladesh. The functions of all level of HR almost can be seen there. They being an old-time front-line runner has to follow traditional leadership style where in some sectors they have to stick with the traditional manner of works. However, in the HRD, there is a scope of providing opinions of employees to the upper-level manager that shows a mix of Democratic leadership as well. This shows that they priorities the employees voice as well. Just being an intern, I faced both the patterns where I had to follow a same structure over the period and also, there were scopes where I could pitch my voice. Management motivates the employees using the transformational leadership where for the employee they arrange vast employee engagement campaigns to keep them charged up for their work.

2.3.2 Recruitment and Selection Process

Aarong has a various human resources function as a section to achieve the mission and vision by manpower that aligns directly with the objectives. Aarong recruitment process and post recruitment selection process is quite transparent and easy as they post job opening to various sites such as newspaper, bdjobs, Aarong's LinkedIn page and etc. makes them gather and shortlist applied CVs of those candidates and shortlist them according to their requirements set individually for each depending on the work style. And later it goes on to a layer of tests such as: written test or technical test, interview of the candidates then it gets shortlisted for another stage of interview or one or desired number of candidates gets selected.

2.3.3 Compensation System

Aarong has its operational team that are segmented in various layers where a team works on the compensations part and another works with the data entrances of employees in the HRIS server of Aarong where all data are kept. The policy decides the employees' compensations according their grades and benefits they will be getting. Such as mobile sim allowance, internet allowances and various insurances.

2.3.4 Learning and Development

Aarong being a Social Enterprise under BRAC umbrella makes it utilize each of the BRAC Learning Centre in the whole country which is nineteen, to provide training and development programs to their employees and recruits that requires hiring. Every year Aarong has to hire a handsome amount of temporary to permanent or contractual employees who require special training that helps them to work smoothly in their workplace and also having a better understanding of Aarong values and culture to become a part of the company. And make them better for the future as well by providing skill growths. In house trainings for separate departments and interns three different training is also a part of that.

2.3.5 Performance Appraisal System

Aarong's reward and appraisal team in human resources work in a way where they are given information about all the employees and new joiners who will be getting salary or rewards or any sort of monetary benefits, they conduct their work around that. Also, as it contains personal data it is a highly restricted section where no information is given out and protected with high confidentiality.

2.3.6 Employee Relations

In order to ensure good employee behaviour in the organization this team gives priorities to the grievances and strict policy maintenance in case of any breaching is present. This is also a very confidential team where they work with personal data so no information can go out. This team does investigation and tries to resolve any kind of disturbance among employees. This sector of HR works directly with the man power and it prioritizes and listens to their complains and ensure upon positive outcome of the investigation and make decision to maintain peace.

2.4 Marketing Practices

2.4.1 Strategies for Marketing

Aarong's STP analysis involves:

2.4.1.1 Segmentation: Aarong segments their customer base based of psychographic and demographic behaviours. And thus, they have products reached all factors and also outlets reaching vast locations. Aarong has become the leading lifestyle brand only because it made themselves shine in the broad retail sector by their uniqueness.

2.4.1.2 Targeting: Here, we will talk about the people falling in the social class of middle to upper class as the prices are put because of the way it is made and quality it is produced. People that desire to wear comfortable yet traditionally heritage clothes or handmade products are the major target.

2.4.1.3 Positioning: As Aarong as already positioned themselves as the leading lifestyle brand their hand made product is the core position to standout in the market. The amount of effort given into making one quality product has grasped a large market.

2.4.2 4P's of Marketing Mix

Figure 2: Aarong's Marketing 4P Mix

Product: Aarong focuses mostly on the handmade products such as, Saree, Fatua, Punjabi, kids wear, homemade decorations, bedsheet, bags using natural materials, ornaments and also skincare products under their Aarong Earth sub brand.

Price: Based on their skillful products and efforts put into the products depending on the products they set prices. Mostly are mid to upper range however, they also have premium prices available as well for different products.

Promotion: Aarong does their brand awareness using various medias using television advertisement, social media posts, for their employee branding they use their official LinkedIn page and lastly, organizing events where they showcase their products that makes bigger reach to audience.

Position: Aarong positions themselves as a leading retail brand and focusing on their product design and ensuring best quality in reachable budget is what makes them stand out in market.

2.4.3 Branding Activities

This part will have a different perspective by branding of the employees. Aarong highlights their employees' satisfactions using the media LinkedIn, where their engagement and appreciations towards their contribution are highly value due to these factors:

1. **Career Development Aspects:** Regarding the employees, Aarong prioritizes professional development and opportunities for learning. Aarong provides its employees training and development sessions that carry growth for personal level that makes their progression in career,

2. **Diversity and Inclusion:** Aarong provides opportunity to the deserving manpower despite their background either they have any conditions that makes them less than anyone working in such work environment boosts their productivity and derives them to do their job better.

3. **Recognition and Rewards:** Aarong based on the employee's contribution towards the company with their service and loyalty their try to showcase them through recognition and it helps them to get motivated to do better work and makes them feel rewarded.

4. **Work-Life Balance:** The organization encourages a positive work-life balance by offering schedules that are flexible and policies that value family time and personal time. One of them is not getting work-related calls or emails after working hours have ended. Employees particularly value these since it significantly increases their happiness at work.

5. **Employee Engagement and Communication:** Employees feel heard and appreciated when there are frequent engagement events, open lines of communication, and feedback mechanisms in effect. Aarong's effort to maintain a transparent and responsive management style helps in building trust and loyalty among its workforce. In their LinkedIn page they frequently come up with numerous activities and campaigns that engages the employees and give them refreshment and change from daily work.

By focusing on these areas, Aarong not only strengthens its employer brand but also creates a work environment that attracts, retains, and motivates talented individuals who are aligned with the company's values and goals. In modern day, LinkedIn has become a key media to promote their workers experience and Aarong is successfully doing it in the recent time.

2.5 Financial Performance and Accounting Practices of Aarong

Aarong being top grossing retail brands in Bangladesh, they have to be right with the future plans and projected sales expectation with appropriate budgeting. In order to gain their targeted sales, they have to set a good calculation for their products to gain profit. Their financial are counted monthly not specific to seasonal. The finance and accounts department works with the future plan, budget forecasting, income statements and balance sheet. It is not only the product budgeting but also allocation of budget to individual departments for their work is also provided by this department. Finally, this department has responsibility of disbursing salary payments to employees.

2.6 Operations Management and Information System Practices

Team of operation from HR, work directly with the employee data and information. By day-to-day basis they upload information in their software which is Human Resources Information System as well as in the Employee Details Management System (EDMS) and Enterprise Resource Planning (ERP) are used. And in order to evaluate employee performance to bring out decisions for later usage Performance Management System (PMS) is used. Also, from employee joining to the benefits or services they consume form the company are collected or allowed through this department. Hence, all these data are highly private and given utmost privacy.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis
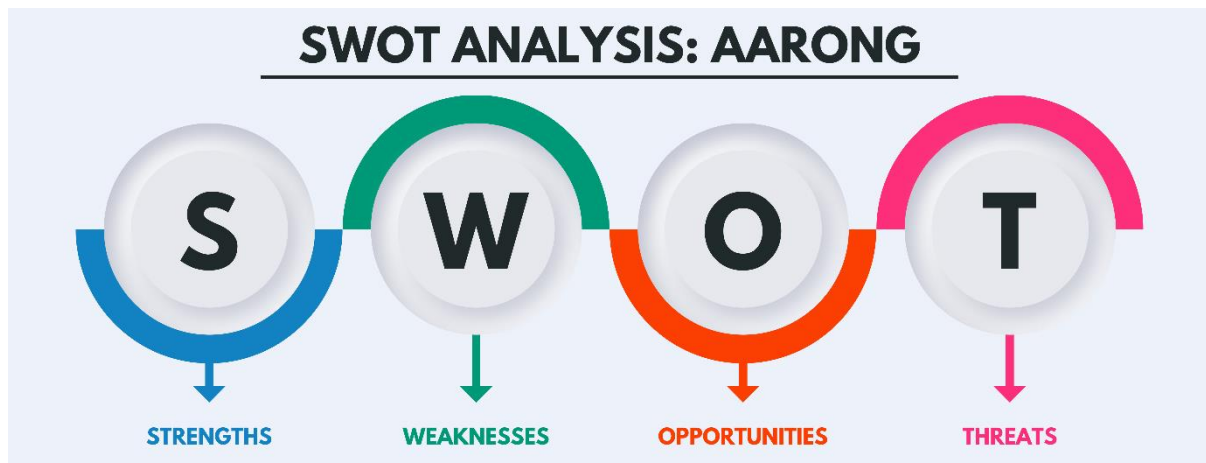
Figure 3: SWOT Analysis

- **Strengths:**

  - Resilient brand recognition and heritage

  - Ethical and sustainable business model

  - Wide range of unique, handcrafted products

- **Weaknesses:**

  - Higher price points due to handmade processes

  - Limited international presence

  - Dependence on local artisan skills and materials

- **Opportunities:**

  - Expanding into international markets

  - Leveraging e-commerce for wider reach

  - Collaboration with global ethical fashion brands

- **Threats:**

  - Competition from low-cost mass-produced goods

  - Economic downturns affecting consumer spending

- Changing fashion trends and consumer preferences

2.7.1.1 Strengths

In light of its rich tradition of Bangladeshi craftsmanship and its solid image mindfulness, Aarong enjoys a particular upper hand being of one of its primary drawbacks: the significant expense of its items. For a specific market area that values moral creation, credibility, and the particular history of each high-quality thing, the top notch evaluating might be legitimate because of these variables outweighing cost. The potential discouraging impact of expanding evaluating is moderated by the segregating client base's eagerness to pay a premium for items that represent moral standards and craftsmanship.

2.7.1.2 Weaknesses

Aarong, leveraging the brand's distinctive value proposition of genuine, handcrafted items, the very problem of becoming global may be turned into a strategic drive to penetrate new markets. International outlets not being there probably is also not making them reach foreign customer who are not able to come in Bangladesh. Globalization can also force Aarong to investigate internet retailing more thoroughly, leveraging a vulnerability as a platform for development and increased visibility.

2.7.1.3 Opportunities

Aarong is able to overcome its regional limitations and strengthen its capabilities thanks to the prospects brought about by the internet marketplace and international expansion, though they have their Website and E-commerce site international shipment can be a great boost. Through the use of e-commerce, Aarong may surpass the constraints of traditional retail locations and greatly improve brand visibility and accessibility. Through the attraction of a global consumer base looking for ethically produced goods, this digital expansion has the potential to further establish Aarong's leadership position in the ethical and sustainable fashion realm. Also, opening international outlets can help them to reach more versatile customer base. For example, recently Nike opened their official outlet in Bangladesh, Similarly, Adidas is going to do so. Hence, if Aarong starts catching countries similar to our culture can fulfil that shortcoming. With a global audience looking for ethically created goods, Aarong's leadership position in the ethical and sustainable fashion industry can be further cemented by this digital and international expansion.

2.7.1.4 Threats

Finally, Aarong can seize possibilities for innovation and distinctiveness by leveraging its risks, which include competition from mass-produced, low-cost goods and the unpredictability of consumer purchasing. Because of these difficulties, Aarong is always evolving to meet the needs of customers and adjust to shifting market conditions. Aarong might separate itself from contenders and change possible dangers into chances to reinforce its market position and develop its client base by focusing on its extraordinary worth proposition and using its devotion to moral and maintainable practices.

An in-depth analysis and explanation on how one strength or weakness or opportunity can eliminate one another is showcased in above explanation.

2.7.2 Porter's Five Competitive Forces
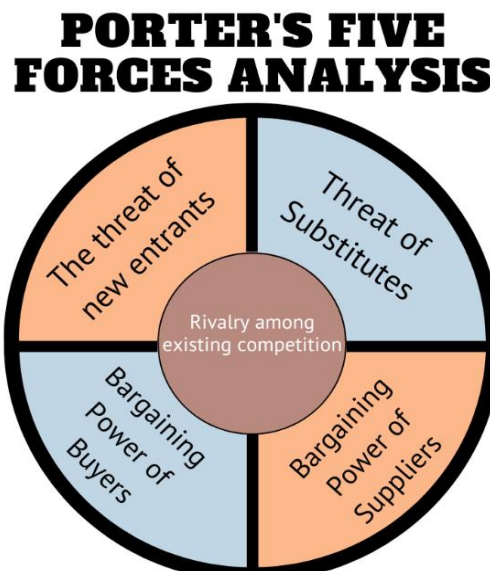
Figure 4: Aarong's Porter's five Competitive Forces

2.7.2.1 Threat of New Entrants

Being strong brand and high financial requirements, Aarong works in a market with high entry barriers that keep new rivals out. It is normal that new rivals find it challenging in today's date to capture a significant share of the market in Bangladesh in the ever-growing nature as a result. The best benefit of Aarong's unique value offerings that they have, which emphasizes the true beauty and history of Bangladeshi handicrafts that people feel connected with, which clearly solidifies its standing in the market even further which makes it harder for new entrants. Another concern for them where trade agreements and regulatory systems may be a big hassle for them to get pass to enter the existing market.

16

2.7.2.2 Bargaining Power of Suppliers

Aarong's approaches fostering a large number of artists and craftspeople automatically reduces the influence of any one source over the company. Together with Aarong's commitment to ethical and fair-trade procurement, this strategy fosters strong, productive relationships with its suppliers. However, some suppliers may have greater negotiating power if they rely on specialist craftspeople to produce some unique products, particularly in markets where these skills are scarce.

2.7.2.3 Bargaining Power of Buyers

Aarong achieved brand loyalty due to its wide-range offerings and consistency in providing superior quality. To keep their customers engaged and loyal, Aarong actively creates and improves its value proposition. Despite having ability to go alternate buy from online and even if possible, in less price however, customer would want the quality available or provided by Aarong and thus it has built a good buy relation.

2.7.2.4 Threat of Substitute Products or Services

Contrarily, disadvantage is reduced by Aarong's unique products standby. This social enterprise safeguards by setting knockoffs by showcasing handcrafted objects with viewer intriguing emotional or cultural values to connect. Consumer tastes may change over the time span there Aarong faces competition from other businesses that offers products at lower prices. Hence, it is critical for Aarong to be on their toe with versatility because customer tastes and competitors' tactics are always changing which brand has zero absolute control.

2.7.2.5 Rivalry Among Existing Competitors

Rivals cannot make absolute position swap or cause major threat unless there is seen that the companies starting to do research and developing their product in the similar manner that can provide competition and also on the other hand if they start hiring the existing employees already working in Aarong as a matter of fact the innovation that was being produced in Aarong and the manpower that made it happen if that rotates there is a big threat can possess. Yet, organizational policies and consistency would keep away threats like these.

2.8 Summary and Conclusions

To summarize this report, a social company BRAC-Aarong, facilitates the development of rural artisans' abilities by making a fine mixture between modern designs and the widely accepted traditional designs. Aarong, provides a vast handmade product like as cosmetics, clothing, and home decorations, catering to customers from both local and international consumers. Aarong is guided by its basic values of honesty, creativity, inclusion, and efficacy in its endeavours to address social injustice and poverty. They support promoting economic self-sufficiency and fair compensation for artisans. The department of human resources at Aarong holds a major impact in multiple facets of the employment process to ensure smooth management transitions, in good connection with its ethical principles. Their marketing strategies are built by the basics the segmentation, targeting, and positioning (STP) framework, with a specific emphasis on psychographics, lifestyle preferences, and demographics. Aarong's strategic position is pretty much apparent from the analysis showcased in the paper of SWOT, Porter's Five Forces, and PESTLE, revealing its strengths including robust brand awareness and adherence to ethical business standards.

Conclusion

Aarong has a remarkable ability to combine its operations with charitable goals, showcasing the characteristics of social entrepreneurship. Based on their core values, Aarong significantly empowers rural craftsmen, producing best-quality traditional crafts and contributing greatly to the economic development of Bangladesh not only from the industries point of view but also from those talent unprivileged artisans. The company's adeptness at navigating a complex global market is shown by its strategic management, marketing, and operational strategy. Aarong is well-positioned to continue growing and advancing its goal of having a good social effect by consistently adjusting to both internal strengths and external difficulties. Aarong's all-encompassing strategy guarantees its position as a front-runner in Bangladesh's lifestyle brand industry and has promise for expanding its impact internationally.

Limitations:

Being an intern, I was not able to access any data that cannot be shared, so the lack of information in some sections are present. The time period of my internship being short made it a bit tough to cover every aspect of organization. As, I was an HR intern I had no access to Finance department and IT Department. Hence, the finance and account's part were written based on general knowledge from the organization. And the information system was written based on HR information System.

2.9 Recommendations/Implications

During my internship period at Aarong despite having a good experience with this organization and its culture and structure still there are some scopes of opportunity for betterment can be implemented:

1. I feel that there is a need of updating their software's and computers as they tend to slow down and get glitched or hangs during heavy load of files. So, during the pressure hours if the computers are working smoothly the productivity increases.
2. There is a need for separate departmental training or development sessions are needed as they work with their team it will benefit them with their growth. They do provide trainings to interns and new joiners also foundations but for the corporate if every once in a while, such sessions are provided it will benefit the employee.
3. Aarong does recognize their employee by providing proper credibility for their tasks in any work, however recognitions like providing Award depending on performance after a specific period of time it can make the employees more satisfied and engaged.
4. Whenever there is a written test for recruitment due to shortage of space, they take exams in canteen or training room. If a room is allocated to the recruitment team their work would be managed better also the company image will also not get hampered.
5. Lastly, although Aarong has a well-established LinkedIn page, they do not have any Facebook or Instagram career-based page. In the modern day, social media engagement is highly important to showcase companies' employee branding, it helps to generate a good image and also helps them grow bigger by acknowledging their company employees and culture. So, I would recommend them to be present in other socials as well.

Chapter 3

3.1 Introduction

Employer branding became a vital media of strategy for companies looking to draw in, keep, and engage the best individuals in the highly competitive business environment of today (Backhaus & Tikoo, 2004; Moroko & Uncles, 2008). Maintaining market supremacy and being viewed as employer of choice by both existing and future employees are difficulties experienced by Aarong Bangladesh, an established lifestyle retail chain that is a member of BRAC. Employer branding spans beyond simply attracting and retaining talent to encompass employee engagement and retention (Steén et al., 2023).

Companies like Bkash, Pathao, Marico, Grameenphone, Banglalink, Robi, and BAT can be spotted on LinkedIn, emphasize employee happiness and engaging activities that demonstrates positive attitude towards workplace. According to recent studies, when an organization's values are in line with the expectations and aspirations of its workforce, employer branding can greatly lower the likelihood that employees will plan to leave (Maxwell & Knox, 2009; Mosley, 2014). Currently, it is crucial for organizations by aligning themselves with the needs and anticipations of their employees. Providing chances for personal and professional development, maintaining a healthy balance of work-life, and fostering a understanding of purpose, in addition to offering financial compensation (Biswas & Suar, 2016; Kaur et al., 2015).

This paper examines impacts of employer branding for turnover intentions at Aarong Bangladesh, considering the circumstances indicated above. It achieves this by focusing on two elements of employer branding: application and interest. These variables were chosen based on their established importance in the field of research on employee retention and employer branding, as well as their relevance to Aarong's specific circumstances.

3.2 Literature Review

3.2.1 Employer Branding

Employer branding has become a crucial aspect of strategy in the current competitive business environment. It represents a firms position as employer for potential as well as current employees (Raza et al., 2021). In a progressively cutthroat industry, the notion is crucial for attracting and retaining proficient employees. To enhance an organization's employer brand, it is essential to emphasize its unique attributes, including its mission, work culture, employee benefits, and opportunities for professional growth (Jain & Bhatt, 2021).

Newer generations, like millennials and Gen Z, embrace transparency, corporate social responsibility, and inclusive work cultures; these values and aspirations are being incorporated into employer branding (Kim & Park, 2023). Because they are in line with the moral and social standards of today's job seekers, these components greatly enhance an organization's appeal. Furthermore, the successful and widespread dissemination of these principles has made digital branding via social media and other online platforms essential (Thorne, 2022).

Establishing a strong employer brand is essential for retaining top talent over the long run, since it fosters a sense of pride and community among present staff members (Lee & Kim, 2022). Recent times companies are realising that, nowadays employer branding influences employee advocacy and also organizational loyalty which comes innately, and for that reason performance witnesses a rise (Martin et al., 2023).

3.2.2 Turnover Intention

To give insight to the knowledge, the possibility of an employee leaving their company is commonly been known as turnover intention, and human resources experts recently being concerned about it because of the possible outcomes on performance and continuity of the company (Santhanam et al., 2021). With more remote work options and job portals available worldwide, tracking turnover intentions has been harder (Smith & Taylor, 2021).

High intentions to quit have been revealed to be strongly correlated with a good number of numerous characteristics, some can be named as; falling into a culture with poor recognition, having limited opportunities for one's career advancement, and an unsatisfactory work-life balance, by Jain and Bhatt in 2021. A powerful company builds a brand that can address such problems by keeping note of career routes, honouring their employee accomplishments, and encouraging a work-life balance, states from Martin et al. in 2023. And for a change this will help reduce the inclination of present staff members to look for other options.

According to a study conducted by Krušković et al. in 2023 that, organizations that ensures experiences for positive employer brand has a high potential of greater propensity for reduced employee turnover. This correlation can be witnessed by the relationship between employee values and organizational objectives, as stated by Kim and Park in 2023.

3.2.3 Link between Employer Branding and Employee Intention to Leave

According to Bharadwaj (2023), there is a growing concept, connection between intention to leave along with employer branding. Additionally, it has also been found that companies that take complete workplace branding initiatives can are likely to have significantly lower turnover rates which is beneficial for them. According to Nguyen et al. in 2022, organizations possessing robust employer brand can acquire rise in employee happiness and loyalty by ensuring the core principles and ethics of a company. When companies invest in their brand including the employees in that, those employees feel more connected to the company and are less likely to leave as well as be more productive (Caldwell et al., 2021). Following with, the research conducted by Harper and Anderson in 2023 found that the employers that regularly use digital social media to communicate their brand, that leads to a reduction of probabilities of employee intentions to leave; which should be initiated and be seen positively.

3.3 Objectives

The following are this study's major objectives, which are:

1. To investigate the influence of employer branding on Aarong's ability to retain talent.

2. To examine the relationship among employer brandings two specific dimension – (application and interest) and turnover intention among Aarong's employees.

3.4 Hypothesis

The following theories are developed in light of the objectives:

- **H1:** There is a significant relationship between the application dimension of employer branding and turnover intention among Aarong's employees.

- **H2:** There is a significant relationship between the interest dimension of employer branding and turnover intention among Aarong's employees.

The purpose of these hypotheses is to investigate the ways in which different aspects of employer branding affect an employee's decision to remain with or quit the company.

3.5 Methodology

3.5.1 Measure

The surveys for this research are divided into three sections: employer branding, turnover intention, and demographic profile. Employer branding survey questions and responses centre on the significance of elements to employees when gauging employer branding; the questions were taken from Hillebrandt and Ivens (2013); Mil (2018). Conversely, questionnaire of survey regarding Turnover Intention are taken via Custom Insights and author Hegazy.

3.5.2 Data Collection

The study was done with help of survey, quantitative research was done on the employees of Aarong. The Five Point Likert Scale Approach has been employed to generate the questionnaire. Size of population was (n=50) respondents for this. Stratified random data sampling has been used as intentional presence from each department and random selection of responses was evident for the survey. Through Google form following survey was distributed. The research was conducted between 3 weeks, where the first 30 responses came from first week, 5 responses came from second week and from last week there were 15 responses. Communication was established between managers and team members of each team of HR and other departments to get more responses as this being research for internship which is a short period extra efforts were made to further analysis.

3.5.3 Research Variables

This research has both independent and dependent variable.

A. Independent Variable: Employer Branding & Employee Engagement: Dimensions; Application and Interest

B. Dependent Variable: Turnover Intention

3.5.4 Research Design

In order to get appropriate finding an in-depth analysis was done determining which components and factors are required to get desirable questions. In order to differentiate the work situation in Aarong and to develop management implications for the definition of the employer value proposition, these can be adopted.

Variables	Factors	Items
Application (Independent Variable)	Culture & Communication	The communication within the organization is perceived to be clear and effective.
	Team Spirit	I feel adequately supported by my team members when collaborating on projects.
	Tasks	I have a clear understanding of my tasks and responsibilities within the organization.
	Benefits	I am content with the overall benefits package provided by the organization.
Interest (Independent Variable)	Reputation	The organization is recognized to have a positive reputation within the industry.
	Work-Life Balance	I am able to maintain a satisfactory work-life balance while working for the organization.
	Training & Development	The organization provides ample opportunities for training and skill development.
	Diversity	The organization demonstrates a commitment to valuing diversity and fostering inclusion.
Turnover Intention (Dependent Variable)		I think a lot about leaving this organization.
		Upon finding a suitable opportunity, I plan to transition away from this organization.
		I feel motivated to perform well in my current position.
		Recognition of my contributions within the company is lacking

Figure 5: Variable Formation

Likert Scale	Point
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

26

3.6 Data Analysis and Results

3.6.1 Descriptive Analysis: Based on the descriptive statistics provided from the SPSS output, here's a detailed interpretation for each item in my survey, which appears to relate to perceptions of employer branding and employee turnover intention:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The communication within the organization is perceived to be clear and effective.	50	2	5	4.50	0.707
I feel adequately supported by my team members when collaborating on projects.	50	2	5	4.50	0.647
I have a clear understanding of my tasks and responsibilities within the organization.	50	3	5	4.62	0.530
I am content with the overall benefits package provided by the organization.	50	2	5	4.12	1.003
The organization is recognized to have a positive reputation within the industry.	50	3	5	4.46	0.579
I am able to maintain a satisfactory work-life balance while working for the organization.	50	1	5	4.18	0.873
The organization provides ample opportunities for training and skill development.	50	3	5	4.44	0.577
The organization demonstrates a commitment to valuing diversity and fostering inclusion.	50	3	5	4.42	0.538
I think a lot about leaving this organization.	50	1	5	2.70	1.015
Upon finding a suitable opportunity, I plan to transition away from this organization.	50	1	5	3.30	0.953
I feel motivated to perform well in my current position.	50	1	5	4.08	0.877
Recognition of my contributions within the company is lacking	50	1	4	2.04	1.087
Valid N (listwise)	50				

Figure 6: Descriptive Statistics

1. **Communication Clarity and Effectiveness**

   - **Mean (Average):** 4.50 out of 5

   - **Standard Deviation:** 0.707

   - **Interpretation:** This high mean score suggests that the majority of respondents perceive communication within the organization as clear and effective. The

relatively low standard deviation indicates that responses were consistent among participants, showing general agreement on this positive assessment.

2. **Support by Team Members**

   - **Mean:** 4.50

   - **Standard Deviation:** 0.647

   - **Interpretation:** Like communication, support from team members is rated highly, indicating a strong collaborative environment. The low standard deviation again highlights a consensus among employees regarding the supportive nature of their teams.

3. **Understanding of Tasks and Responsibilities**

   - **Mean:** 4.62

   - **Standard Deviation:** 0.530

   - **Interpretation:** This is one of the highest mean scores, suggesting employees have a very clear understanding of their roles and responsibilities. The low standard deviation points to a uniform perception across the sample.

4. **Contentment with Benefits Package**

   - **Mean:** 4.12

   - **Standard Deviation:** 1.003

   - **Interpretation:** Although still positive, this item has a lower mean and a higher standard deviation compared to other factors. This suggests that while most are content with the benefits, there's more variability in how employees perceive them.

5. **Organization's Reputation**

   - **Mean:** 4.46

   - **Standard Deviation:** 0.579

- **Interpretation:** Employees generally believe the organization has a positive reputation within the industry, indicated by a high mean score. The responses are also relatively consistent (low standard deviation).

6. **Work-Life Balance**

   - **Mean:** 4.18

   - **Standard Deviation:** 0.873

   - **Interpretation:** This score suggests a generally positive perception of work-life balance, though the standard deviation is higher, indicating some variability in experiences among employees.

7. **Opportunities for Training and Skill Development**

   - **Mean:** 4.44

   - **Standard Deviation:** 0.577

   - **Interpretation:** The organization is perceived to provide significant opportunities for professional development, as reflected in the high mean score and low standard deviation.

8. **Commitment to Diversity and Inclusion**

   - **Mean:** 4.42

   - **Standard Deviation:** 0.538

   - **Interpretation:** There's a strong perception that the organization values diversity and fosters inclusion, with consistent responses among the sample.

9. **Thoughts of Leaving the Organization**

   - **Mean:** 2.70

   - **Standard Deviation:** 1.015

   - **Interpretation:** This item has a moderate mean and the highest standard deviation among turnover-related items, indicating mixed feelings about leaving the organization.

10. Intent to Leave Upon Finding a Suitable Opportunity

- **Mean:** 3.30

- **Standard Deviation:** 0.953

- **Interpretation:** With a mean above the midpoint, this suggests a significant number of employees might consider leaving if they find a better opportunity. The variability is also notable.

11. Motivation to Perform Well

- **Mean:** 4.08

- **Standard Deviation:** 0.877

- **Interpretation:** Employees feel motivated to perform well, although the standard deviation suggests some variability in motivation levels across the workforce.

12. Recognition of Contributions

- **Mean:** 2.04

- **Standard Deviation:** 1.087

- **Interpretation:** This item received the lowest mean score, indicating that recognition within the company is perceived as lacking. It also has the highest standard deviation, suggesting significant disagreement among participants on this aspect.

These results provide a comprehensive picture of how employees view various aspects of the organization, with generally positive perceptions of internal communication, support, and professional development opportunities, but varying views on benefits, work-life balance, and recognition. The data on turnover intention shows a potential risk of losing employees, especially if they perceive better opportunities elsewhere.

3.6.2 Descriptive Frequency

Frequency shows us the consistency and accuracy of my data coming from survey. Main goal of this analysis demonstrates predominant tendency of Aarong's workforce. Here is a thorough analysis of every claim based on the frequency table data from this survey:

The communication within the organization is perceived to be		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Neutral	3	5.9	6.0	8.0
	Agree	16	31.4	32.0	40.0
	Strongly Agree	30	58.8	60.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 7: Frequency Table 1

1. **Communication within the Organization**

   - Majority (60%) strongly agree that communication is effective, with an additional 32% agreeing, indicating overall excellent communication within the organization.

31

I feel adequately supported by my team members when					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Neutral	1	2.0	2.0	4.0
	Agree	20	39.2	40.0	44.0
	Strongly Agree	28	54.9	56.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 8: Frequency Table 2

2. **Support from Team Members**

- A combined 96% agree (40%) or strongly agree (56%) that they feel supported by team members, suggesting a strong team culture.

I have a clear understanding of my tasks and responsibilities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	2.0	2.0	2.0
	Agree	17	33.3	34.0	36.0
	Strongly Agree	32	62.7	64.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 9: Frequency Table 3

3. **Understanding of Tasks and Responsibilities**

- 64% strongly agree and 34% agree that they understand their tasks and responsibilities well, showing clear role clarity within the organization.

I am content with the overall benefits package provided by the		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	11.8	12.0	12.0
	Neutral	4	7.8	8.0	20.0
	Agree	18	35.3	36.0	56.0
	Strongly Agree	22	43.1	44.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 10: Frequency Table 4

4. **Contentment with Benefits Package**

- Responses are more mixed, with 44% strongly agreeing and 36% agreeing they are content with the benefits. However, 12% disagree, indicating some areas might need improvement.

The organization is recognized to have a positive reputation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	3.9	4.0	4.0
	Agree	23	45.1	46.0	50.0
	Strongly Agree	25	49.0	50.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 11: Frequency Table 5

5. **Organization's Reputation**

- Positive responses with 50% strongly agreeing and 46% agreeing about the organization's good reputation, reflecting strong external perceptions.

I am able to maintain a satisfactory work-life balance while		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2.0	2.0	2.0
	Disagree	1	2.0	2.0	4.0
	Neutral	6	11.8	12.0	16.0
	Agree	22	43.1	44.0	60.0
	Strongly Agree	20	39.2	40.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 12: Frequency Table 6

6. **Work-Life Balance**

- Close to 95% positively view their work-life balance, with nearly equal distribution between agree and strongly agree responses.

The organization provides ample opportunities for training and		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	3.9	4.0	4.0
	Agree	24	47.1	48.0	52.0
	Strongly Agree	24	47.1	48.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 13: Frequency Table 7

7. **Opportunities for Training and Skill Development**

- A very positive view with 64% strongly agreeing and 34% agreeing, indicating the organization provides ample growth opportunities.

34

The organization demonstrates a commitment to valuing diversity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	2.0	2.0	2.0
	Agree	27	52.9	54.0	56.0
	Strongly Agree	22	43.1	44.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 14: Frequency Table 8

8. **Commitment to Diversity and Inclusion**

- Strong positive feedback with 64% strongly agreeing and 34% agreeing, showcasing the commitment of organization to diversity and inclusion.

I think a lot about leaving this organization.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	7.8	8.0	8.0
	Disagree	20	39.2	40.0	48.0
	Neutral	16	31.4	32.0	80.0
	Agree	7	13.7	14.0	94.0
	Strongly Agree	3	5.9	6.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 15: Frequency Table 9

9. **Thoughts of Leaving the Organization**

- More varied responses, with 38% agreeing they think about leaving, and 32% neutral. This points to potential issues with retention.

Upon finding a suitable opportunity, I plan to transition away from		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2.0	2.0	2.0
	Disagree	10	19.6	20.0	22.0
	Neutral	16	31.4	32.0	54.0
	Agree	19	37.3	38.0	92.0
	Strongly Agree	4	7.8	8.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 16: Frequency Table 10

10. **Intent to Leave for a Suitable Opportunity**

- More pronounced intention to leave if an opportunity arises, with 58% agreeing and 30% strongly agreeing. This indicates a risk to retention that requires attention.

I feel motivated to perform well in my current position.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2.0	2.0	2.0
	Disagree	3	5.9	6.0	8.0
	Neutral	2	3.9	4.0	12.0
	Agree	29	56.9	58.0	70.0
	Strongly Agree	15	29.4	30.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 17: Frequency Table 11

11. **Motivation to Perform Well**

- High motivation levels with 58% agreeing and 30% strongly agreeing that they are motivated, though there is room to enhance recognition and thereby potentially increase motivation further.

Recognition of my contributions within the company is lacking		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	21	41.2	42.0	42.0
	Disagree	13	25.5	26.0	68.0
	Neutral	9	17.6	18.0	86.0
	Agree	7	13.7	14.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Figure 18: Frequency Table 12

12. **Recognition of Contributions**

- Significant discontent here, with 42% strongly disagreeing and 26% disagreeing that their contributions are recognized, highlighting a major area for improvement.

37

3.6.3 Correlation Analysis

Correlations		I think a lot about leaving this organization.	Upon finding a suitable opportunity, I plan to transition away from this organization.	I feel motivated to perform well in my current position.	Recognition of my contributions within the company is lacking
I think a lot about leaving this organization.	Pearson Correlation	1	.517**	-.408**	.455**
	Sig. (2-tailed)		0.000	0.003	0.001
	Sum of Squares and Cross-products	50.500	24.500	-17.800	24.600
	Covariance	1.031	0.500	-0.363	0.502
	N	50	50	50	50
Upon finding a suitable opportunity, I plan to transition away from this organization.	Pearson Correlation	.517**	1	-.322*	.481**
	Sig. (2-tailed)	0.000		0.022	0.000
	Sum of Squares and Cross-products	24.500	44.500	-13.200	24.400
	Covariance	0.500	0.908	-0.269	0.498
	N	50	50	50	50
I feel motivated to perform well in my current position.	Pearson Correlation	-.408**	-.322*	1	-.517**
	Sig. (2-tailed)	0.003	0.022		0.000
	Sum of Squares and Cross-products	-17.800	-13.200	37.680	-24.160
	Covariance	-0.363	-0.269	0.769	-0.493
	N	50	50	50	50
Recognition of my contributions within the company is lacking	Pearson Correlation	.455**	.481**	-.517**	1
	Sig. (2-tailed)	0.001	0.000	0.000	
	Sum of Squares and Cross-products	24.600	24.400	-24.160	57.920
	Covariance	0.502	0.498	-0.493	1.182
	N	50	50	50	50

Figure 19: Correlations

Correlation Coefficients Interpretation:

1. **Recognition of Contributions vs. Various Factors:**
   - **Pearson Correlation with Turnover Intention (Direct):** 0.455 (significant at 0.01 level)
      - **Interpretation:** A moderate positive correlation indicates that higher recognition of contributions is associated with increased thoughts of leaving the organization. This could suggest that even well-recognized employees might consider leaving, possibly due to better opportunities elsewhere or other factors not measured.
   - **Correlation with Motivation:** -0.517 (significant at 0.01 level)
      - **Interpretation:** A moderate negative correlation suggests that higher recognition correlates with decreased turnover intention, aligning with expectations that recognition can enhance retention.

2. **Thoughts of Leaving vs. Opportunity to Leave:**
   - **Pearson Correlation:** 0.516 (significant at 0.01 level)
      - **Interpretation:** A strong positive correlation indicates that employees who frequently think about leaving are also more likely to act upon finding a suitable opportunity, underscoring a clear risk of turnover.

3. **Motivation vs. Opportunity to Leave:**
   - **Pearson Correlation:** -0.322 (significant at 0.05 level)
      - **Interpretation:** A moderate negative correlation suggests that higher motivation is associated with a lower likelihood of planning to leave upon finding a new opportunity, highlighting the importance of motivating employees as a retention strategy.

Interpretation of Confidence Intervals from Correlation Analysis

The confidence intervals provide a range in which the true correlation coefficient is expected to lie with 95% confidence. Here's an interpretation for each relationship mentioned in the chart:

Confidence Intervals				
	Pearson Correlation	Sig. (2-tailed)	95% Confidence Intervals	
			Lower	Upper
I think a lot about leaving this organization. - Upon finding a suitable opportunity, I plan to transition away from this organization.	0.517	0.000	0.274	0.692
I think a lot about leaving this organization. - I feel motivated to perform well in my current position.	-0.408	0.003	-0.614	-0.142
I think a lot about leaving this organization. - Recognition of my contributions within the company is lacking	0.455	0.001	0.198	0.648
Upon finding a suitable opportunity, I plan to transition away from this organization. - I feel motivated to perform well in my current position.	-0.322	0.022	-0.549	-0.045
Upon finding a suitable opportunity, I plan to transition away from this organization. - Recognition of my contributions within the company is lacking	0.481	0.000	0.229	0.667
I feel motivated to perform well in my current position. - Recognition of my contributions within the company is lacking	-0.517	0.000	-0.693	-0.274

Figure 20: Confidence Intervals

1. **Thoughts of Leaving vs. Intent to Transition upon Opportunity**

   - **Correlation Coefficient:** 0.517

   - **Significance:** p = 0.000 (highly significant)

   - **Confidence Interval:** [0.274, 0.692]

   - **Interpretation:** This strong positive correlation with a highly significant p-value and a confidence interval not encompassing zero indicates a robust relationship. It suggests that employees who often think about leaving are also likely to leave when they find a suitable opportunity.

2. **Thoughts of Leaving vs. Motivation to Perform Well**

   - **Correlation Coefficient:** -0.408

   - **Significance:** p = 0.003 (significant)

   - **Confidence Interval:** [-0.614, -0.142]

   - **Interpretation:** A moderate negative correlation indicates that those who frequently think about leaving feel less motivated. The confidence interval, not straddling zero, confirms the inverse relationship's significance.

3. **Thoughts of Leaving vs. Recognition of Contributions**

   - **Correlation Coefficient:** 0.455

   - **Significance:** p = 0.001 (highly significant)

   - **Confidence Interval:** [0.198, 0.648]

   - **Interpretation:** A positive correlation suggests that thoughts of leaving are somewhat associated with perceptions of insufficient recognition, confirmed by a significant p-value and a confidence interval above zero.

4. **Intent to Transition vs. Motivation to Perform Well**

   - **Correlation Coefficient:** -0.322

   - **Significance:** p = 0.022 (significant)

   - **Confidence Interval:** [-0.549, -0.045]

- **Interpretation:** This negative correlation suggests that those planning to leave upon finding an opportunity are generally less motivated. The significance and confidence interval indicate a reliable relationship.

5. **Intent to Transition vs. Recognition of Contributions**

   - **Correlation Coefficient:** 0.481

   - **Significance:** $p = 0.000$ (highly significant)

   - **Confidence Interval:** [0.229, 0.667]

   - **Interpretation:** A positive correlation indicates that those likely to transition away feel their contributions are not adequately recognized. The significant p-value and positive interval confirm the strength of this relationship.

6. **Motivation to Perform Well vs. Recognition of Contributions**

   - **Correlation Coefficient:** -0.517

   - **Significance:** $p = 0.000$ (highly significant)

   - **Confidence Interval:** [-0.693, -0.274]

   - **Interpretation:** A strong negative correlation shows that lower motivation correlates significantly with perceived lack of recognition. The confidence interval solidly below zero supports this finding's robustness.

3.6.4 Regression Analysis

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.351[a]	0.123	0.086	0.911	0.123	3.309	2	47	0.045
a. Predictors: (Constant), I am able to maintain a satisfactory work-life balance while working for the organization., I have a clear understanding of my tasks and responsibilities within the organization.									

Figure 21: Regression Model Summary

Interpretation of Model Summary (Regression)

Model Summary

- **R Square (R²):** 0.351
  - **Interpretation:** This value indicates that 35.1% of the variance in employees' plans to transition away from the organization is explained by their satisfaction with work-life balance and their understanding of tasks and responsibilities. This is a moderate level of explained variance, suggesting that these factors have a substantial but not overwhelming impact on turnover intentions.

- **Adjusted R Square:** 0.311
  - **Interpretation:** After adjusting for the number of predictors, the proportion of variance explained decreases slightly to 31.1%, which is still indicative of a meaningful model but suggests some influence of the number of predictors.

- **Standard Error of the Estimate:** 0.911
  - **Interpretation:** This number indicates the typical separation between the observed values and the regression line. It provides a measure of the residuals' spread, basically.

Change Statistics

- **F Change:** 3.309
  - **Interpretation:** This statistic assesses the overall relevance of the model by determining if the explained variance is considerably higher than the unexplained variance.

- **df1:** 2, **df2:** 47
- **Sig. F Change:** 0.045

- **Interpretation:** By including these predictors in the model, the p-value of 0.045 indicates that the change in R2 is statistically significant ($p < 0.05$), indicating that the model's predictive power is greatly enhanced.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.493	2	2.747	3.309	.045[b]
	Residual	39.007	47	0.830		
	Total	44.500	49			
a. Dependent Variable: Upon finding a suitable opportunity, I plan to transition away from this organization.						
b. Predictors: (Constant), I am able to maintain a satisfactory work-life balance while working for the organization., I have a clear understanding of my tasks and responsibilities within the organization.						

Figure 22: ANOVA, Regression Analysis

Interpretation of ANOVA (Regression)

ANOVA Table

- **Sum of Squares (Regression):** 5.493

- **Degrees of Freedom (df) for Regression:** 2

- **Mean Square (Regression):** 2.747

  - **Interpretation:** The variance of values in the dependent variable explained using model per degree of freedom.

- **F-value:** 3.309

- **Significance (p-value):** 0.045

  - **Interpretation:** The null hypothesis, according to the F-value, is that variance dependent variable's equally elaborated model without predictors and the model with predictors. As the model explains more variance than would be predicted by chance alone, its p-value of 0.045 shows that it is statistically significant ($p < 0.05$).

44

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.052	1.162		5.210	0.000
	I have a clear understanding of my tasks and responsibilities within the organization.	-0.393	0.264	-0.218	-1.485	0.144
	I am able to maintain a satisfactory work-life balance while working for the organization.	-0.225	0.160	-0.206	-1.400	0.168
a. Dependent Variable: Upon finding a suitable opportunity, I plan to transition away from this organization.						

Figure 23: Coefficients of Regression Analysis

Interpretation of Coefficients (Regression)

Coefficients Table

- **Constant (Intercept):** 6.052
    - **Significance:** p = 0.000
    - **Interpretation:** The intercept shows the dependent variable's expected value when none of the predictors are zero. It is highly significant, indicating a strong baseline level of the intention to transition away from the organization.
- **Understanding of Tasks and Responsibilities**
    - **Coefficient:** -0.393
    - **Standard Error:** 0.264
    - **Beta (Standardized Coefficient):** -0.218
    - **t-value:** -1.485
    - **Significance:** p = 0.144

- **Interpretation:** This coefficient suggests a negative relationship between understanding of tasks and intention to transition away, but this relationship is not statistically significant ($p > 0.05$).

- **Work-Life Balance**
  - **Coefficient:** -0.225
  - **Standard Error:** 0.160
  - **Beta:** -0.206
  - **t-value:** -1.400
  - **Significance:** $p = 0.168$
  - **Interpretation:** Similarly, a satisfactory work-life balance is associated with a lower intention to transition away, but this relationship is also not statistically significant ($p > 0.05$).

The regression model effectively captures a moderate proportion of the variance in turnover intentions based on work-life balance and task understanding. However, the specific predictors used do not have statistically significant individual impacts on turnover intentions. Here, the model's implication shows that while the overall model is significant, the individual predictors need further investigation, potentially alongside other variables that might offer more insight into employees' intentions to leave the organization.

3.7 Findings and Implications

3.7.1 Overview of Findings

The research offers a thorough grasp of the elements impacting employee turnover intentions within the company. This involves descriptive and correlation as well as regression analysis. As a result, we witnessed that due to the presence of employer branding activities and environment in the company they didn't had reason to leave the organization. Whereas, personal and individual desires to leave only based on external benefits to transit. The core variables assessed include communication clarity, team support, understanding of roles, satisfaction with benefits, work-life balance, and recognition of contributions. Hence, **the hypothesis established do have relationship among each other as turnover intention was low due to better employer branding dimensional factors** being present in the organization.

3.7.2 Descriptive Statistics and Frequency Analysis

Descriptive statistics reveal high levels of employee satisfaction concerning communication effectiveness, team support, and role clarity, with mean scores close to the upper end of the scale. However, there is more variability in satisfaction with benefits, indicating disparate perceptions among employees. Frequency analysis supports these findings, showing that a majority of employees agree or strongly agree with positive statements about their workplace environment, yet some expressed concerns, particularly with benefits and recognition.

3.7.3 Correlation Analysis

Correlation analysis highlighted significant relationships between employees' perceptions of workplace attributes and their turnover intentions. In particular, there is a significant positive link between the frequency of leaving-related thoughts and the actual intention to leave when a better opportunity presents itself. This suggests that mental engagement with the idea of leaving is not idle but is an indicator of serious consideration. Moreover, the perceived lack of recognition was positively correlated with both the frequency of thoughts about leaving and the intent to leave, underscoring recognition as a critical factor in employee retention.

3.7.4 Regression Analysis

The regression analysis revealed that 35.1% of the variance in employees' turnover intentions could be explained by their satisfaction with work-life balance and understanding of their roles, indicating a moderate effect. However, the individual impacts of these variables were not statistically significant, suggesting that while they contribute to explaining turnover intention, they do not independently predict the likelihood of an employee leaving.

3.7.5 Implications for Implementation

1. **Enhanced Recognition Programs:** Implementing personalized recognition programs that acknowledge individual contributions in meaningful ways can address the significant correlation between lack of recognition and turnover intentions. These programs should be visible, timely, and relevant to the recipients.

2. **Benefits Package Re-evaluation:** Given the variability in satisfaction with benefits, conducting a comprehensive review of the current benefits package through employee surveys and focus groups can help identify and address specific areas of discontent.

3. **Comprehensive Turnover Intent Model:** Adding further predictors of turnover intention to the regression model, such as career development opportunities and external economic factors, could provide deeper insights into why employees might leave and how to prevent it.

4. **Continuous Monitoring and Feedback:** Establishing regular intervals for assessing employee satisfaction and turnover intentions through surveys and informal feedback mechanisms can help the organization stay ahead of potential retention issues, allowing for timely interventions.

3.8 Recommendations and Conclusion

Being a widely recognized and flourishing practice, employer branding is constantly growing in both scope and reach. Although social and psychological components of turnover intentions are revealed in the literature, researchers should take advantage of these relationship features that have not received much attention. The organization should improve its recognition programs specifically in order to address these findings. To ensure that recognition is both meaningful and pertinent, these should be designed to match the various requirements and achievement of the employees involved. Furthermore, a comprehensive reassessment of the benefits package is recommended, with an emphasis on bringing the benefits closer to the requirements and expectations of the workforce, as demonstrated by the variation in satisfaction ratings. The understanding of turnover dynamics may be improved by extending the forecasting approach to incorporate a wider variety of variables, such as possibilities for career advancement and external job market circumstances. If these suggestions are put into practice, employee retention and satisfaction is likely to rise, which will lead to a more dedicated and driven team.

The framework that emerges can help managers have a better knowledge of how to create an effective human resource management system. Detailed analyses, including frequency analysis, regression, correlation, and descriptive statistics, have shed important light on the variables influencing employees' intentions to leave the company. Key findings show that while team members' support, clear duties, and good communication are favourably regarded by employees, recognition and benefit satisfaction are major areas of concern. The necessity for specific efforts in this subject matter is highlighted by the correlation and regression analyses, which show an important relationship between increasing turnover intentions and a sight of bright light to work after ensuring the lack of recognition in the future.

References

[1] About Aarong. (n.d.). https://www.aarong.com/about-aarong

[2] Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. Career Development International, 9(5), 501-517.

[3] Berthon, P., Ewing, M., & Hah, L. L. (2005). Captivating company: Dimensions of attractiveness in employer branding. International Journal of Advertising, 24(2), 151-173.

[4] Bharadwaj, S. (2023). Influence of training and development interventions on employee retention–an employer brand-based agenda. LBS Journal of Management & Research, 21(2), 157-170.

[5] Biswas, M. K., & Suar, D. (2016). Antecedents and consequences of employer branding. Journal of Business Ethics, 136(1), 57-72.

[6] Caldwell, D., Liu, Y., & Fedor, D. B. (2021). The impact of employer branding on employee retention: A comprehensive review. Journal of Corporate Recruiting Insights, 35(2), 48-64.

[7] Harper, E., & Anderson, M. (2023). Digital dimensions of employer branding and their impact on employee turnover. Journal of Internet and Digital Economics, 17(4), 210-228.

[8] Hegazy. (October 6). The Impact of Employee Engagement on Turnover Intention; An Applied Study on The Egyptian Private Universities. https://zcom.journals.ekb.eg/article_122622_b8fe242551a786ca11778b196f471ea7.pdf

[9] Hillebrandt, Isabelle & Ivens, Bjoern. (2013). Scale Development in Employer Branding. 10.1007/978-3-658-00427-9_4.

[10] Jain, N., & Bhatt, P. (2021). Employer branding: A strategic dimension for employee retention. Human Resource Management International Digest, 29(3), 34-37.

[11] Kaur, H., Sharma, R., & Singh, R. (2015). Understanding employer branding and employee retention: a perspective of the current scenario. Proceedings of the 7th International Conference on Business and Finance, ICBF.

[12] Kim, H., & Park, J. (2023). The role of employer branding in employee retention and job satisfaction. Journal of Business Research, 134, 112-123.

[13] Krušković, T., Ilić, B., & Anđelić, S. (2023). ATTRACTING AND RETAINING EMPLOYEES AS A RESULT OF EFFECTIVE EMPLOYER BRAND MANAGEMENT. International Journal for Quality Research, 17(4).

[14] Lee, J., & Kim, Y. (2022). Impact of employer branding on job satisfaction and turnover intentions. Journal of Brand Management, 29(6), 427-438.

[15] Martin, G., Gollan, P. J., & Grönlund, A. (2023). Employer branding and turnover intentions: A linkage explored on LinkedIn. Human Resource Management Journal, 33(1), 55-69.

[16] Maxwell, R., & Knox, S. (2009). Motivating employees to "live the brand": a comparative case study of employer brand attractiveness within the firm. Journal of Marketing Management, 25(9-10), 893-907

[17] Mil. (2018, July). The Relationships between Employee Engagement, Turnover and Sickness Absenteeism. https://arno.uvt.nl/show.cgi?fid=147548

[18] Moroko, L., & Uncles, M. D. (2008). Characteristics of successful employer brands. Journal of Brand Management, 16(3), 160-175.

[19] Mosley, R. W. (2014). Employer brand management: Practical lessons from the world's leading employers. John Wiley & Sons

[20] Nguyen, H., Dinh, V., & Tseng, M. L. (2022). Employer branding and its influence on employee retention and satisfaction. Journal of Human Resources Management Research, 2022, 1-18.

[21] Raza, A., Farrukh, M., Iqbal, M. K., Farhan, M., & Wu, Y. (2021). Corporate social responsibility and employees' voluntary pro-environmental behavior: The role of organizational pride and employee engagement. Corporate Social-responsibility and Environmental Management, 28(3), 1104–1116. https://doi.org/10.1002/csr.2109

[22] Santhanam, N., Kumar, J. R., Kumar, V., & Saha, R. (2021). Employee turnover intention in the milieu of human resource management practices: Moderating role of work-life balance. International Journal of Business Innovation and Research, 24(1), 57-75.

[23] Smith, J. & Taylor, S. (2021). Navigating employer branding in a multi-generational workforce. Strategic HR Review, 20(4), 168-173.

[24] Steén, E., & Blomberg, E. (2023). Employer Branding incongruence: A qualitative study of the relationship between identity formation and employer branding among Gen Z in Sweden.

[25] Thorne, S. (2022). Employer branding in the digital era: Practices and implications. Journal of Marketing Management, 38(7-8), 665-678.

Appendix A.

The communication within the organization is perceived to be clear and effective. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

I feel adequately supported by my team members when collaborating on projects. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

I have a clear understanding of my tasks and responsibilities within the organization. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

I am content with the overall benefits package provided by the organization. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

The organization is recognized to have a positive reputation within the industry. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

I am able to maintain a satisfactory work-life balance while working for the organization. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

The organization provides ample opportunities for training and skill development. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

The organization demonstrates a commitment to valuing diversity and fostering inclusion. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

I think a lot about leaving this organization. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

Upon finding a suitable opportunity, I plan to transition away from this organization. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

I feel motivated to perform well in my current position. *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

Recognition of my contributions within the company is lacking *

○ Strongly disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly agree

What is your age range (in years)? *

◯ 20-29

◯ 30-36

◯ 37-45

◯ 46-55

◯ 56 and Above

What is your gender? *

◯ Male

◯ Female

◯ Prefer not to say

Last Academic Qualification:

Short answer text

What is your current employment status at Aarong? *

○ Full-time

○ Part-time

○ Contractual (Festive or Project Based)

○ Intern

What is your department within the organization?

Short answer text

What is your current designation within the organization?

Short answer text

How long have you been working at Aarong?

○ Less than 1 year

○ 1-3 years

○ 4-6 years

○ 7-10 years

○ More than 10 years

Where is your office located?

Short answer text