



# THE IMPACT OF EMPLOYER BRANDING ON EMPLOYEE RETENTION: MEDIATING ROLES OF EMPLOYEE EXPERIENCE AND PSYCHOLOGICAL WELL-BEING

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## Abstract

This study investigates the relationship between employer branding and employee retention, with a focus on the mediating roles of employee experience and well-being. Using a quantitative approach, data was collected from 500 employees across various industries through an online survey. Structural equation modeling was employed to analyze the data. Results indicate that employer branding significantly influences employee retention, with employee experience and well-being serving as partial mediators in this relationship. Strong employer branding was found to enhance employee experience and well-being, which in turn increased retention rates. The findings highlight the importance of developing effective employer branding strategies to improve employee experience and well-being, ultimately leading to higher retention rates. This research contributes to the understanding of employee retention mechanisms and provides practical implications for organizations seeking to reduce turnover and maintain a stable workforce.

**Keywords:** Employer Brand, Employer Branding, Psychological Well-Being (PWB), Employee Experience (EX), and Employee Retention.

## 1. INTRODUCTION

In today's dynamic business landscape, organizations face multifaceted challenges stemming from technological advancements, globalization, and heightened competition (Nzish, 2023; Gupta *et al.*, 2021). A critical issue compounding these challenges is the struggle to attract and retain skilled talent, with high turnover rates and talent scarcity impeding organizational performance and strategic objectives (Näppä, 2022; Urbancová and Hudáková, 2017; Lenka and Chawla, 2015). Employer branding has emerged as a strategic response to talent management challenges, evolving beyond a mere recruitment tool to become a comprehensive framework shaping organizational identity and fostering employee engagement (Jaffari *et al.*, 2024; Hein *et al.*, 2024). Organizations aim to enhance their attractiveness to potential employees and bolster retention efforts by developing a distinctive employer brand that authentically communicates workplace values, career development opportunities, and a positive culture (Dabirian and Diba, 2022). Extensive research has demonstrated the positive impacts of employer branding at both the individual and organizational levels, including enhanced job satisfaction, organizational commitment, and performance (Azhar *et al.*, 2024; Kucherov *et al.*, 2022; Bharadwaj *et al.*, 2022; Tanwar and Prasad, 2016). However, a significant knowledge gap persists regarding the underlying mechanisms through which employer branding influences these outcomes, particularly in shaping employees' experiences (Saini and Jawahar, 2019). This study aims to address this research gap by investigating the effects of employer branding on employee experience (EX), psychological well-being (PWB), and ultimately, employees' intention to stay with the organization. By exploring these



dimensions, this study seeks to provide deeper insight into the mechanisms linking employer branding to workforce sustainability, thereby aligning talent management strategies with long-term organizational success. The study is guided by the following research questions:

1. How does employer branding influence employees' experience within organizations?
2. To what extent does employer branding impact employees' psychological well-being?
3. How does employer branding affect employees' intention to stay, and what roles do employee experience and psychological well-being play in this relationship?

## LITERATURE REVIEW

EB is a strategic approach in human resource management that aims to position an organization as an attractive employer. It involves communicating the organization's unique identity, values, and culture to both current and potential employees (Bharadwaj and Yameen, 2021; Eriksson *et al.*, 2022). EB applies marketing principles to create a distinct image in the labor market, setting the organization apart from competitors (Samoliuk *et al.*, 2022). Recent literature highlights the evolution of EB from a primarily recruitment-focused tool to a comprehensive strategy that enhances employee engagement, organizational commitment, and workplace culture (Huseynova and Matošková, 2022; Yousf and Khurshid, 2024). EB encompasses two key aspects: internal branding, which shapes current employee perceptions, and external branding, which attracts prospective talent. Both aspects are crucial for aligning organizational and employee values (Saleem and Iglesias, 2016). (Dabirian, 2022; Ruchika and Peasad, 2019) argue that EB fosters a psychological contract by setting clear expectations about workplace experiences, which strengthens employee loyalty. However, (Qamar and Soomro, 2023; Yadav *et al.*, 2020; Rampl and Kenning, 2014) emphasize that the effectiveness of EB depends on authenticity, as misaligned branding efforts can erode trust. While current research provides valuable insights into EB's impact on organizational outcomes, further investigation is needed to explore the specific mechanisms through which EB influences employee outcomes beyond initial attraction, particularly in diverse organizational contexts (Bharadwaj and Yameen, 2021; Kaur *et al.*, 2020; Ghielen, 2020; Tumasjan *et al.*, 2020).

### *Employer Branding and Employee Experience*

EX encompasses the holistic perception of employees' interactions with their organization, including cultural, physical, and technological workplace elements (Saini and Jawahar, 2019). EB plays a crucial role in shaping EX by creating a supportive work environment and aligning organizational practices with employee expectations (Kanwal and Van Hoyer, 2024). Research indicates that EB enhances EX through various mechanisms, including organizational identification, improved communication and development, positive relationships and recognition, and leadership support (Puncheva-Michelotti *et al.*, 2018). Organizational identification occurs when employees internalize an organization's values, leading to a stronger sense of belonging (Sharma and Prasad, 2018). EB initiatives such as transparent communication and career development programs enhance role clarity and job satisfaction (Fernandes *et al.*, 2023). Additionally, EB fosters interpersonal relationships and recognition systems, contributing to meaningful employee experiences (Urbancova *et al.*, 2017; Jain and Bhatt, 2015). EB-driven leadership practices significantly improve employees' day-to-day experiences (Backhaus and Tikoo, 2004). Despite these findings, research gaps persist in understanding the impact of specific EB practices on distinct EX components. For instance, the influence of flexible work policies or diversity initiatives on work-life balance or psychological safety, particularly in globalized workforces, requires further investigation



(Confetto *et al.*, 2023; Gunesh and Maheshwari, 2019). This gap highlights the need for more targeted research to fully understand the nuanced relationship between EB and EX outcomes.

#### *Employee Experience and Psychological Well-Being*

Psychological well-being (PWB) encompasses employees' mental and emotional health, including autonomy, purpose, and positive relationships at work (Panagiotidou and Mihail, 2024). EX significantly influences PWB by reducing stress and enhancing fulfillment (Jain and Gupta, 2023). Inclusive cultures and flexible work arrangements predict higher PWB, reduced burnout, and increased life satisfaction (Bhasin *et al.*, 2019). Supportive EX, featuring meaningful work and recognition, fosters purpose and improves mental health (Binu Raj, 2021). Conversely, poor EX, such as high workloads or lack of support, diminishes PWB (Gupta *et al.*, 2021). EX's impact on PWB is stronger in organizations that prioritize employee-centric policies (Nair *et al.*, 2025). However, research lacks comprehensive frameworks examining how specific EX dimensions mediate the relationship between organizational strategies and long-term employee outcomes.

#### *Employer Branding and Psychological Well-Being*

The relationship between EB and PWB has gained increasing attention as organizations recognize the importance of fostering employee mental health to enhance performance and retention (Saini, 2023). EB contributes to PWB by creating supportive workplace environments that align with employees' values and needs (Benraïss-Noailles and Viot, 2021). Social Exchange Theory posits that employees reciprocate EB initiatives, such as recognition programs and transparent communication, with enhanced well-being, as these are perceived as organizational support (Karkhanis *et al.*, 2022; Kaur *et al.*, 2020; Kashyap and Chaudhary, 2019). Self-Determination Theory complements this by suggesting that EB satisfies employees' psychological needs of autonomy, competence, and relatedness leading to improved mental health. Empirical studies have also confirmed this relationship. (Ta'Amnha *et al.*, 2025; Tkalac Verčič and Sinčić Ćorić, 2018) found that EB initiatives such as flexible work arrangements and inclusive cultures significantly reduce burnout and enhance job satisfaction. (Bhasin *et al.*, 2019) extended these findings to dynamic contexts, noting that EB practices promoting work-life balance mitigate stress in high-pressure environments. (Jain, 2020) found that EB-driven workplace support, such as mentorship and wellness programs, reduces emotional exhaustion. However, the literature identifies gaps in understanding the mediating mechanisms (e.g., EX) in the EB-PWB relationship and how specific PWB dimensions (e.g., autonomy vs. relationships) respond to EB across contexts.

#### *Employer Branding and Intention to Stay*

Intention to stay, a key measure of employee retention, indicates an employee's commitment to their organization (Saini, 2023). EB directly impacts this intention by enhancing organizational attractiveness and fostering employee loyalty (Sarabdeen *et al.*, 2023; Gilani and Cunningham, 2017; Tanwar and Prasad, 2016). Research demonstrates that EB strengthens the alignment between employees and organizational values, reducing turnover intention (Kucherov *et al.*, 2022). It also improves organizational identification, leading to stronger emotional connections and increased willingness to stay (Tanwar and Kumar, 2019). Recent studies have highlighted the effectiveness of specific EB initiatives in lowering turnover intention, such as offering career growth opportunities and maintaining a positive organizational reputation (Tkalac Verčič and Sinčić Ćorić, 2018). EB-driven affective commitment fosters a sense of belonging, further reinforcing employees' intention to stay (Sharma and Prasad, 2018). However, the direct relationship between EB and intention to stay



may not be consistent across all industries (Kumar *et al.*, 2021; Binu Raj, 2020). Additionally, there is a need for more research on the psychological and experiential factors that mediate this relationship.

### *Mediating Roles of Employee Experience and Psychological Well-Being*

While EB positively affects job satisfaction, commitment, and performance, the mediating roles of EX and PWB in linking EB with intention to stay are not fully understood (Saini, 2023). EX may mediate this relationship by translating EB promises into tangible experiences that enhance engagement (Rai and Nandy, 2021). (DeMotta and Sen, 2017) Suggest EB fosters EX through psychological contract fulfillment, increasing intention to stay. PWB may also be mediated by improving mental health and resilience, and strengthening organizational commitment (Benraïss-Noailles and Viot, 2021). (Gupta *et al.*, 2021) proposed EX and PWB as sequential mediators, where EB shapes EX, enhances PWB, and influences intention to stay. However, empirical studies testing integrated EX and PWB models as parallel or sequential mediators are lacking (Bhasin *et al.*, 2019). This study aims to address these gaps by investigating how EB influences EX and PWB and how these factors affect employees' intention to stay, contributing to a deeper understanding of EB's role in building a sustainable workforce.

### **Underpinning Theory and Hypotheses Development**

This study employs Social Exchange Theory (SET) and Self-Determination Theory (SDT) to examine how EB influences EX, PWB, and intention to stay, with EX and PWB as mediators.

SET posits that workplace relationships are based on reciprocal exchanges (Blau, 1964). Organizations invest in EB through supportive policies, transparent communication, and career development opportunities. Employees perceive these benefits, foster a sense of obligation, and reciprocate with positive attitudes and behaviors (Backhaus, 2018). EB shapes EX by aligning workplace environments with employee expectations (Kanwal and Van Hoyer, 2024) and contributes to PWB by providing resources that enhance mental health (Barrow and Mosley, 2005). SET suggests that EE and PWB mediate the relationship between EB and intention to stay (Karkhanis *et al.*, 2022).

SDT emphasizes that employee motivation and well-being depend on satisfying three psychological needs: autonomy, competence, and relatedness (Deci and Ryan, 2000). EB supports these needs by creating a workplace culture that offers flexible arrangements, career development opportunities, and inclusive relationships (Kaur *et al.*, 2024). A strong employer brand enhances EX by fostering empowering environments (Plaskoff, 2017) and contributes to PWB by fulfilling psychological needs (Saini, 2023). SDT suggests that employees with high PWB are more likely to exhibit intrinsic motivation to stay (Ryan and Deci, 2000).

By integrating SET and SDT, this study proposes that EB influences intention to stay indirectly through EE and PWB, as these factors fulfill employees' intrinsic needs and foster long-term commitment.

### **Hypotheses**

EB positively influences EX by creating a workplace aligned with employee values and expectations (Santos *et al.*, 2020). Social Exchange Theory suggests that EB initiatives are perceived as organizational investments, prompting positive reciprocation from employees (Kashyap and Chaudhary, 2019).

Self-Determination Theory posits that EB fulfills employees' need for autonomy and relatedness (Plaskoff, 2017). Empirical evidence supports these theories, demonstrating that EB strengthens EE through organizational identification (Tanwar and Kumar, 2019) and cultural alignment (Kaur *et al.*, 2024).

H1: Employer branding positively affects employees' experiences.

EB contributes to PWB through various mechanisms. It provides resources that reduce stress and enhance mental health (Benraïss-Noailles and Viot, 2021), foster organizational support through supportive policies, and satisfy psychological needs such as autonomy and competence (Kaur *et al.*, 2024). Research by (Bhasin *et al.*, 2019) demonstrates that EB initiatives, particularly those promoting work-life balance, significantly enhance PWB in dynamic work environments. Based on these findings, we hypothesize:

H2: Employer branding positively affects psychological well-being.

EX directly influences PWB by shaping workplace interactions and perceptions (Karkhanis *et al.*, 2022). SDT suggests that positive EX, characterized by supportive relationships and meaningful work, satisfies psychological needs and enhances PWB (Arasanmi and Krishna, 2019). Empirical studies support this relationship, demonstrating that EX elements such as role clarity and inclusion reduce burnout, improve mental health, and enhance employees' sense of purpose (Gupta *et al.*, 2021). Therefore, we propose:

H3: Employee experience positively affects psychological well-being

EB positively influences employees' intention to stay by fostering organizational commitment and loyalty (Kuchеров *et al.*, 2022). SET suggests that employees reciprocate EB's supportive practices with organizational commitment (Tanwar and Kumar, 2019), whereas SDT posits that EB fulfills psychological needs and enhances intrinsic motivation (Bhawana *et al.*, 2025).

Empirical evidence supports these theories, demonstrating that EB-driven engagement reduces turnover intention (Kashyap and Verma, 2018) and strengthens affective commitment (Alves *et al.*, 2020; Fernandez-Lores *et al.*, 2016). Based on this evidence, we hypothesize:

H4: Employer branding positively affects employees' intention to stay.

EX may mediate the relationship between EB and intention to stay by translating EB promises into tangible workplace experiences (Miles and McCamey, 2018). SET suggests that EB fosters EX, strengthening employees' sense of obligation to stay (Tanwar and Kumar, 2019), whereas SDT argues that EX satisfies psychological needs and reinforces retention (Plaskoff, 2017). (Saini and Jawahar, 2019) found empirical support for EE mediating the EB-retention relationship. Thus, we propose:

H5: Employee experience mediates the relationship between employer branding and employees' intention to stay.

PWB may mediate the relationship between EB and employees' intention to stay. SET suggests that EB's supportive practices enhance PWB and foster employee loyalty (Kaur, 2020).

Additionally, SDT proposes that PWB, resulting from need satisfaction, strengthens employee commitment (Arasanmi and Krishna, 2019). PWB has been found to mediate the relationship between organizational practices and retention in dynamic contexts (Sandeepanie *et al.*, 2023). Additionally, EB may influence the intention to stay by improving employees' mental health and intrinsic motivation through PWB (Sharma, 2024). Based on these insights, we hypothesize that:

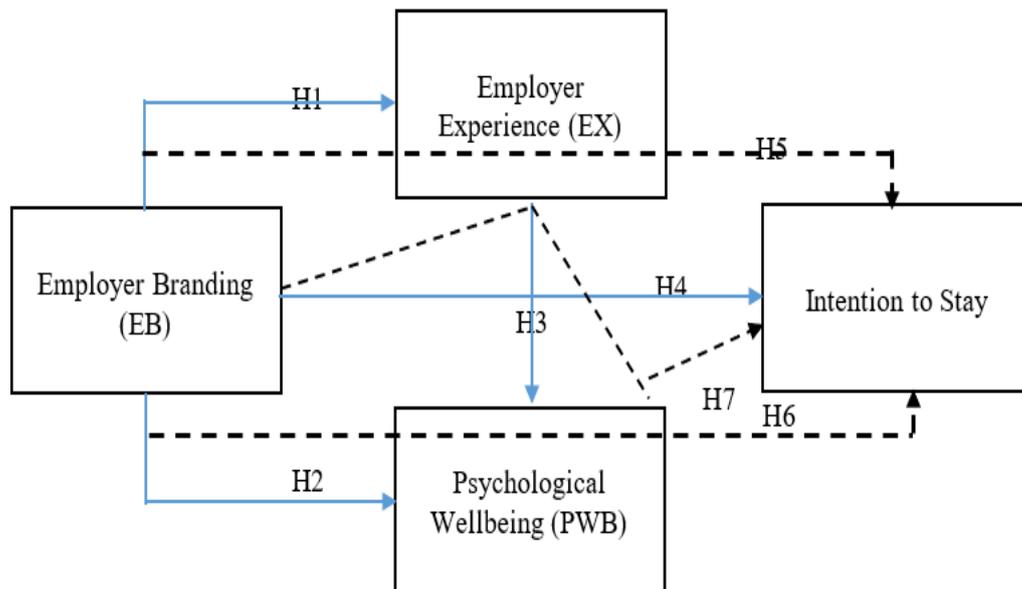
H6: Psychological well-being mediates the relationship between employer branding and employees' intention to stay.

EB may influence employees' intention to stay through sequential mediation of EX and PWB (Jain and Gupta, 2023). SET suggests that EB enhances EX, creating a supportive environment that improves PWB and strengthens commitment (Sandeepanie *et al.*, 2023). SDT further supports this by positing that EX fulfills psychological needs, boosting PWB and intrinsic motivation to stay (Ahmed and Hashim, 2022). Empirical evidence corroborates these theoretical perspectives, demonstrating that workplace support affects retention through sequential effects on employee engagement and PWB. Thus, we propose:

H7: Employee experience and psychological well-being sequentially mediate the relationship between employer branding and employees' intention to stay

By examining how EB contributes to a sustainable workforce, this study addresses existing gaps and aligns with the objectives of the study. This study, grounded in SET and SDT, proposes that EB influences EX, PWB, and the intention to stay. EX and PWB were hypothesized to mediate these relationships. By examining how EB contributes to a sustainable workforce, this research addresses existing gaps and aligns with the study's objectives.

**Conceptual Model**



**Figure 1: Conceptual Model**

H1 (+)	EB → EE	Employer branding positively affects employee experience.
H2 (+)	EB → PWB	Employer branding positively affects psychological well-being.
H3 (+)	EE → PWB	Employee experience positively affects psychological well-being.
H4 (+)	EB → Intention to Stay	Employer branding positively affects employees' intention to stay.
H5 (+)	EB → EE → Intention to Stay	Employee experience mediates the relationship between employer branding and intention to stay.
H6 (+)	EB → PWB → Intention to Stay	Psychological well-being mediates the relationship between employer branding and intention to stay.
H7 (+)	EB → EE → PWB → Intention to Stay	Employee experience and psychological well-being sequentially mediate the relationship between employer branding and the intention to stay.



## METHODOLOGY

This study employs a quantitative research design to examine the relationships between EB, EX, PWB, and Intention to Stay. The methodology aligns with the objectives of this study and the proposed SEM analysis. The target population consists of full-time employees across diverse industries in India, addressing contextual gaps in employer branding research. The sampling frame includes employees from organizations with established employer branding practices. Using a non-probability purposive sampling technique, participants were selected based on specific criteria, such as full-time employment, minimum two-year tenure, and voluntary participation (Saini, 2023). This approach ensures reliable responses to latent constructs in SEM studies (Hair *et al.*, 2024). A minimum sample of 300 respondents was identified based on the SEM requirements for models with four latent variables and 12-20 indicators (Kline, 2023). This aligns with recent employer branding studies (Kaur *et al.*, 2024; Chopra *et al.*, 2024). An initial sample of 350 participants was used to account for potential invalid responses. Data were collected via an online self-administered questionnaire using a secure survey platform. Participants were recruited through professional networks, informed of the study's objective, and given two weeks to complete the survey. Responses were screened for completeness, with cases containing significant.

### *Constructs and Measurement*

The questionnaire assessed four latent constructs using validated scales from the recent literature. EB was measured using five items adapted from (Berthon *et al.*, 2005), focusing on organizational reputation, career opportunities, and value alignment (Tanwar and Kumar, 2019; Saini, 2023). EX was evaluated using five items adapted from (Plaskoff, 2017), assessing cultural, physical, and technological workplace interactions. PWB was measured using five items adapted from (Warr, 1990) well-being scale, examining autonomy, purpose, and reduced stress (Sharma, 2024). Intention to Stay was assessed using four items adapted from (Allen and Meyer, 1990), measuring commitment to remaining with the organization (Singh *et al.*, 2008). All items used a 5-point Likert scale to capture nuanced responses and facilitate SEM analysis (Kline, 2023). Both procedural and statistical methods have been employed to address the potential common method bias (Podsakoff *et al.*, 2003). Procedural methods included ensuring respondent confidentiality and randomizing variable presentations. Statistical methods involved Harman's single-factor test, with a value below 50% indicating no significant common method bias, and a collinearity test using the Variance Inflation Factor (VIF).

### **Data Analysis and Results**

Data analysis involves examining, transforming, and modeling data to uncover valuable insights that aid in drawing conclusions and facilitating decision-making. The interpretation of the data was carried out using SEM analysis, which was performed on AMOS 26.0 to validate the proposed hypothetical model and assess model fit.

### **Sample Characteristics**

Table 1 presents the demographic characteristics of the respondents. Of a total of 350 participants, 300 responses were collected. Among these, 63% were male, while 37% were female. Furthermore, all participants were members of the talent pool within their respective organizations. The age distribution showed that 58% of respondents were between 30 and 40 years old, and 42% were in the 40 to 50 age range. Prior to the start of the research, respondents were assured of their anonymity and confidentiality.

**Table 1: Demographic Profile of the Sample**

Variable	Categories	Response %
Gender	Male	63
	Female	37
Age group	30 - 40	58
	40 – 50	42
Employment	Full-time	100

### Reliability and Validity

Reliability was assessed through Cronbach’s Alpha and Composite Reliability (CR). All constructs Employer Branding (EB), Employer Experience (EE), Psychological Well-being (PWB), and Intention to Stay (IS) exceeded the acceptable threshold of 0.70, confirming internal consistency.

**Table 2: Reliability Statistics**

Construct	Cronbach's $\alpha$	Composite Reliability (CR)
Employer Branding (EB)	0.88	0.89
Employer Experience (EE)	0.87	0.91
Psychological Well-being (PWB)	0.89	0.92
Intention to Stay (IS)	0.9	0.93

### The Measurement Model

Confirmatory Factor Analysis (CFA) was employed to evaluate the measurement model. Each item showed significant loading onto its respective construct, with values exceeding 0.60, thereby confirming their indicator reliability. The model fit indices indicated that the fit was acceptable.

**Table 3: Measurement Model Fit Indices**

Fit Index	Value	Threshold
$\chi^2/df$	1.93	< 3.00
CFI	0.94	> 0.90
GFI	0.87	> 0.85
TLI	0.93	> 0.90
RMSEA	0.049	< 0.08

### Convergent and Discriminant Validity

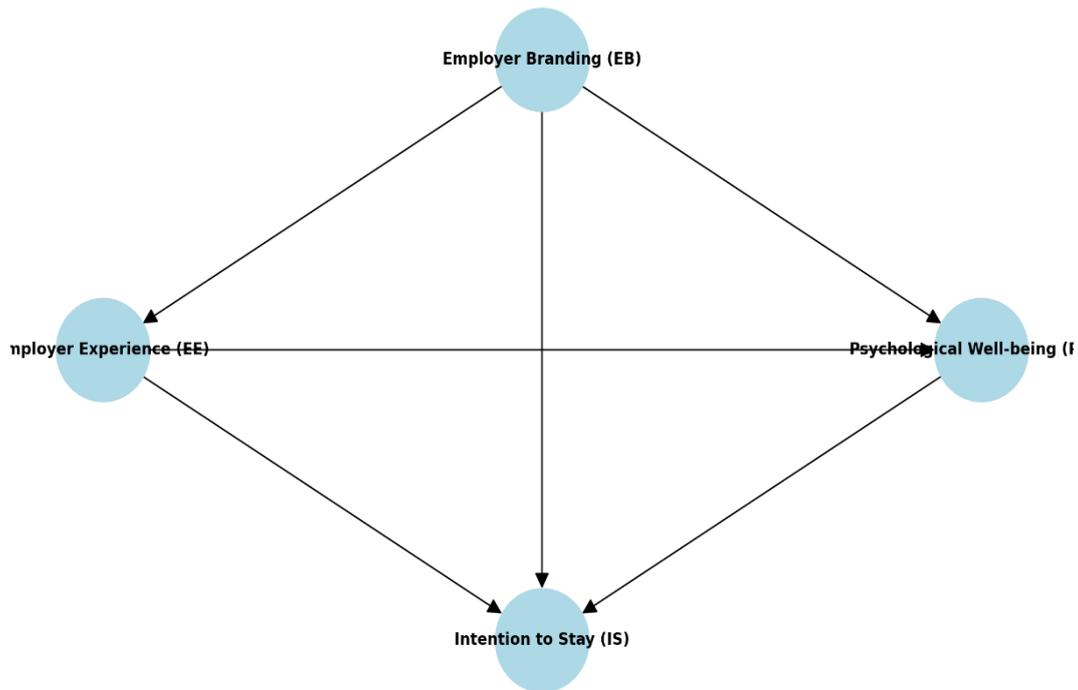
Convergent validity was verified as all Average Variance Extracted (AVE) values were greater than 0.50. Discriminant validity was confirmed by comparing the square root of AVE ( $\sqrt{AVE}$ ) with the correlations between constructs. In every instance,  $\sqrt{AVE}$  was higher than the related correlations.

**Table 4: AVE and Discriminant Validity Matrix**

Construct	AVE	$\sqrt{AVE}$	EB	EE	PWB	IS
EB	0.62	0.79	1.0	0.59	0.51	0.63
EE	0.65	0.81	0.59	1.0	0.54	0.57
PWB	0.71	0.84	0.51	0.54	1.0	0.66
IS	0.69	0.83	0.63	0.57	0.66	1.0

## Structural Model

The ultimate structural model illustrates the connections between the four constructs. Employer Branding has both direct and indirect effects on the Intention to Stay, with Employer Experience and Psychological Well-being serving as mediators. All pathways were statistically significant and consistent with theoretical predictions.



**Figure 2: Structural Model**

## DISCUSSION AND FINDINGS

The results of this study provide valuable insights into the relationships between employer EB, EX, PWB, and IS. The structural equation modeling analysis revealed several key findings that support the proposed hypotheses and contribute to our understanding of how EB influences employee outcomes.

**Employer Branding and Employee Experience:** The analysis confirmed a strong positive relationship between EB and EX (H1), aligning with previous research (Samoliuk *et al.*, 2022; Miles and McCamey, 2018). This finding suggests that organizations with strong employer brands are more likely to create positive employee experiences. The significant path coefficient indicates that EB initiatives, such as transparent communication, career development opportunities, and supportive policies, directly contribute to shaping employees' perceptions of their workplace interactions and environment. This relationship can be explained through the lens of Social Exchange Theory, where employees perceive EB efforts as organizational investments and reciprocate with positive attitudes and behaviors (Tanwar and Kumar, 2019). Additionally, Self-Determination Theory supports this finding, as EB practices likely fulfill employees' needs for autonomy and relatedness, enhancing their overall experience (Plaskoff, 2017).

**Employer Branding and Psychological Well-being:** The study also found a significant positive effect of EB on PWB (H2), consistent with recent literature (Sharma, 2024). This result suggests that a strong employer brand contributes to employees' mental and emotional health.



The path coefficient indicates that EB initiatives play a crucial role in fostering a supportive work environment that enhances employees' sense of purpose, autonomy, and positive relationships at work. This finding can be interpreted through Self-Determination Theory, which posits that EB practices satisfy employees' psychological needs for competence and relatedness, leading to improved well-being (Bhawna *et al.*, 2025). The result also aligns with Social Exchange Theory, as employees may perceive EB efforts as organizational support, reciprocating with enhanced well-being (Tkalac Verčič, 2021).

**Employee Experience and Psychological Well-being** The analysis revealed a strong positive relationship between EX and PWB (H3), supporting previous research (Sharma, 2024). This finding suggests that positive employee experiences significantly contribute to psychological well-being. The path coefficient indicates that elements of EX, such as supportive workplace relationships, meaningful work, and positive cultural interactions, directly enhance employees' mental and emotional health. This relationship can be explained through Self-Determination Theory, as positive experiences likely fulfill employees' psychological needs for autonomy, competence, and relatedness, leading to improved well-being (Sharma, 2024). The finding also aligns with empirical studies demonstrating that supportive work environments reduce burnout and enhance life satisfaction (Koo and Curtis 2020).

**Employer Branding and Intention to Stay:** The study found a significant positive effect of EB on employees' intention to stay (H4), consistent with recent literature (Kucherov *et al.*, 2022; Tanwar and Kumar, 2019). This result suggests that a strong employer brand directly contributes to employee retention. The path coefficient indicates that EB initiatives play a crucial role in fostering organizational commitment and loyalty. This finding can be interpreted through Social Exchange Theory, where employees reciprocate EB's supportive practices with increased commitment to the organization (Tanwar and Kumar, 2019).

Additionally, Self-Determination Theory supports this result, as EB likely fulfills psychological needs, enhancing intrinsic motivation to stay with the organization (Kashive and Khanna, 2022). **Mediating Effects of Employee Experience and Psychological Well-being.** The analysis confirmed the mediating roles of EX and PWB in the relationship between EB and intention to stay (H5, H6, H7).

These findings provide a more nuanced understanding of the mechanisms through which EB influences employee retention. Employee experience was found to partially mediate the relationship between EB and intention to stay (H5). This suggests that EB influences retention not only directly but also by shaping positive workplace experiences that strengthen employees' commitment to the organization.

This aligns with previous research highlighting the importance of translating EB promises into tangible experiences (Rai and Nandy, 2021). Psychological well-being also emerged as a significant mediator between EB and intention to stay (H6). This finding indicates that EB enhances retention partly by improving employees' mental health and intrinsic motivation. This supports the notion that organizations investing in EB create supportive environments that foster well-being, leading to increased loyalty (Sharma, 2024). The study also found support for the sequential mediation of EX and PWB in the relationship between EB and intention to stay (H7). This result suggests a complex pathway where EB enhances EX, which in turn improves PWB, ultimately strengthening employees' intention to stay. This finding aligns with recent theoretical propositions and empirical evidence suggesting interconnected relationships between these constructs.



## Theoretical and Practical Implications

These findings contribute to the theoretical understanding of EB by elucidating the mechanisms through which it influences employee outcomes. The study supports the integration of Social Exchange Theory and Self-Determination Theory in explaining the effects of EB, providing a more comprehensive framework for future research. Practically, the results highlight the importance of developing strong employer brands that not only attract talent but also create positive experiences and foster well-being. Organizations should focus on aligning their EB initiatives with employees' psychological needs and ensuring that brand promises translate into tangible workplace experiences. The findings also emphasize the need for a holistic approach to talent management that considers the interconnected nature of EB, EX, PWB, and retention strategies.

## Limitations and Future Research Directions

While this study provides valuable insights, it has limitations that offer opportunities for future research. The cross-sectional design limits causal inferences, suggesting the need for longitudinal studies to examine how EB influences outcomes over time. Additionally, the study's focus on the Indian context may limit generalizability, calling for cross-cultural comparisons. Future research could explore the impact of specific EB practices on different dimensions of EX and PWB, addressing the need for more targeted investigations. Examining the role of contextual factors, such as industry type or organizational size, in moderating the relationships between EB, EX, PWB, and intention to stay would provide a further nuanced understanding. In conclusion, this study contributes to the growing body of knowledge on employer branding by demonstrating its significant impact on employee experience, psychological well-being, and intention to stay. The findings underscore the importance of a strategic approach to employer branding that goes beyond attraction to foster positive experiences, enhance well-being, and ultimately build a sustainable workforce.

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