

The Influence of Employer Branding on Faculty Attrition Rates in Self-Financed Arts and Science Colleges in Coimbatore, Tamil Nadu, India

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ABSTRACT

The research explores the impact of employer branding on faculty attrition in self-financing arts and science colleges in Coimbatore. Faculty retention is critical for these institutions as high turnover disrupts academic processes and raises recruitment costs. Employer branding, including workplace culture, growth opportunities, and work-life balance, has been identified as a strategy for reducing faculty attrition. A mixed-methods approach, incorporating both quantitative and qualitative data, was used to collect insights from faculty members on how employer branding influences their decision to stay or leave. The study has collected 374 responses from the faculty and found that employer branding dimensions, such as job satisfaction, career growth, and work-life balance, are significantly linked to retention. A strong employer brand positively influences faculty perceptions, leading to higher retention rates. Regression analysis revealed that job satisfaction and a sense of belonging were the most significant predictors of retention, while unmet expectations increased the likelihood of faculty leaving. The research underscores the importance of developing effective employer branding strategies to retain faculty talent, ultimately supporting institutional stability and success.

Keywords: Employer Branding, Attrition Rate, Work-Life Balance, Educational Institution, Dimensions of Branding

JEL Classifications: M30, M31

1. INTRODUCTION

In today's competitive job market, organizations across industries strive to attract and retain top talent to maintain their competitive edge. This challenge is particularly significant in the education sector, where retaining qualified faculty members is crucial for institutional success. Self-financing arts and science colleges in Coimbatore City face a growing challenge in maintaining stable faculty staffing. High turnover can disrupt academic processes,

diminish student learning experiences, and increase recruitment costs. Retaining faculty is therefore essential to ensure academic quality and preserve the institution's reputation.

Employer branding has emerged as a vital strategy for retaining top talent. Employer branding refers to how an organization is perceived by both current and prospective employees, focusing on aspects like workplace culture, growth opportunities, work-life balance, and overall well-being. For self-financing arts and

science colleges, a strong employer brand can significantly reduce faculty attrition rates. Studies show that a strong employer brand improves employee commitment and reduces turnover. Studies highlight the role of employer branding in attracting and retaining faculty in higher education (Balogun et al., 2021; Habibi et al., 2023; Julion, 2019). Understanding these dynamics can help educational institutions design strategies to retain faculty members by fostering a positive work environment that aligns with faculty expectations.

This study seeks to explore the impact of employer branding on faculty attrition in Coimbatore's self-financing colleges. By examining the relationship between employer branding and retention, this research aims to offer insights into how branding efforts influence faculty retention.

2. LITERATURE REVIEW

2.1. Employer Branding

In today's labor market, employer branding is critical for attracting and retaining top talent. Employer branding is a strategic effort to shape how employees view an organization. This involves aspects such as culture, values, and employee benefits. Research indicates that employer branding influences both recruitment and retention. For example, a study by Keppeler and Papenfuß (2022) found that a strong employer brand positively affects job seekers' decisions to apply for and accept offers.

Effective employer branding revolves around key dimensions, such as organizational culture, work-life balance, and professional development opportunities. Each of these elements plays a critical role in shaping how employees perceive the organization. Research by Igboanugo et al. (2022) and Kabir et al., (2022) emphasizes that a supportive and inclusive work culture enhances an organization's appeal to employees, leading to higher retention. Similarly, employer branding strategies that prioritize work-life balance can lead to higher job satisfaction (Sharma et al., 2025; Ghani, 2004; Rani et al., 2024).

In conclusion, employer branding has become essential in creating a workplace that attracts and retains talent. By focusing on organizational culture, work-life balance, and career development, organizations can strengthen their reputation as desirable employers.

2.2. Faculty Attrition

Faculty attrition remains a significant issue in educational institutions. High turnover disrupts academic programs, negatively influences students, and imposes financial burdens on institutions due to recruitment and training costs. Research by Arian et al. (2018) highlights several factors contributing to faculty attrition, including low job satisfaction, lack of support, and limited career growth opportunities. Work-life balance is another critical factor in faculty turnover. Navarro et al. (2025) identified the stress that faculty members face in balancing professional and personal responsibilities, leading to higher attrition rates. Compensation and benefits also play a role. Studies show that competitive salaries and comprehensive benefits packages can improve faculty

retention (Carroll and Khessina, 2005; Yaseen et al., 2021; Taneja et al., 2012).

Organizational culture and leadership are additional determinants of faculty retention (Al Awadhi and Alshurideh, 2025; AlOthmani, 2025). Supportive leadership and positive work environments, as explored by Turban et al. (2022), have been shown to reduce turnover. Addressing faculty attrition requires an understanding of these key factors such as compensation, work-life balance, and organizational culture, so that institutions can take targeted actions to retain talent. Employer branding is particularly important for educational institutions due to its role in attracting and retaining qualified faculty. Educational institutions that project a strong employer brand stand out in a competitive market, offering a desirable work environment with growth opportunities and work-life balance. This, in turn, helps attract top talent (Mohammad, 2025; Al-Adwan et al., 2025; Lockhart, 2010).

A strong employer brand also fosters employee engagement and satisfaction. When employees are proud of their institution, they are more motivated and committed to their work (Kurdi et al., 2020; Al Kurdi et al., 2025). This sense of belonging not only enhances faculty performance but also contributes to a positive academic environment. In addition, employer branding differentiates institutions from competitors. In a saturated education market, institutions with a well-established employer brand can attract faculty who align with their values and mission. A positive employer brand can also improve institutional reputation, attracting students, securing partnerships, and supporting long-term growth.

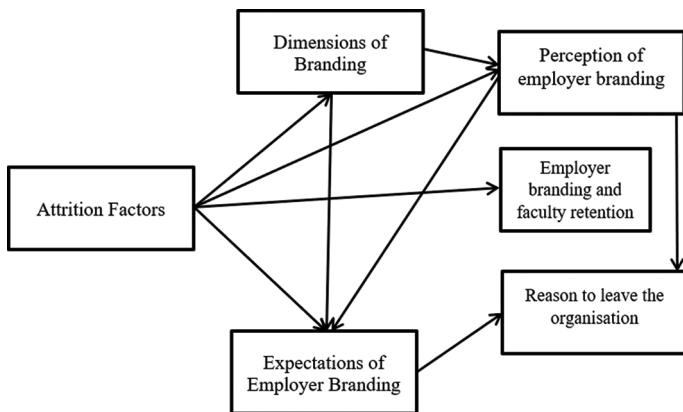
2.3. Impact of Employer Branding on Employee Retention

Employer branding significantly influences employee retention. A strong employer brand attracts quality talent, reducing turnover in the long run. Research shows that candidates are more likely to apply to companies with positive employer branding, and employees are more likely to stay. For instance, Glassdoor's surveys suggest that alignment between organizational values and employee values increases retention rates. In addition, employer branding creates a positive workplace experience that keeps employees engaged. Organizations that invest in work-life balance, professional development, and a supportive culture tend to retain high-performing employees. Randstad's research suggests that employees are likely to leave if they believe a company with a better employer brand can offer more.

2.4. Objectives of Study

- To examine the impact of employer branding on the attrition rate of faculties.
- To identify and analyse the key dimensions of employer branding.
- To explore the perceptions and attitudes of faculty members towards the employer brand of their respective institutions.
- To investigate the factors that contributes to faculty attrition.

Considering the previous research works, the present study proposed the following conceptual model (Figure 1), which is designed to attain the stated objectives.

Figure 1: Conceptual model representing the research framework

3. RESEARCH METHODOLOGY

This study employed a mixed-methods approach, incorporating both quantitative and qualitative methods to explore the impact of employer branding on faculty attrition in self-financing arts and science colleges in Coimbatore. The research began with a pilot study involving 75 participants. The aim of the pilot was to evaluate the efficiency and feasibility of the study's instruments. Based on the results, the research approach was fine-tuned for accuracy and relevance. This initial phase provided valuable insights for shaping the research methodology and finalizing the hypotheses and statistical tools.

In the next phase, desk research was conducted. This involved reviewing existing literature on work-life balance and factors influencing faculty retention. Quantitative data from various sources were analyzed to identify gaps in the research. These findings helped develop the research questionnaire, refine the methodology, and form hypotheses for the study. Finally, the main phase of the research involved qualitative data collection through field surveys and structured interviews. Faculty members were invited to participate in these surveys, providing firsthand insights into their experiences with employer branding and its effect on retention.

A semi-standardized questionnaire was the primary tool for data collection. This questionnaire was divided into six sections, each designed to capture different aspects of the study such as Demographic Data, Work Interference with Personal Life, Attrition Influencing Factors, Employer Branding Factors, Faculty Perceptions and Expectations and Employer Branding and Retention. A pilot study was conducted to test the reliability and validity of the research instrument. The Kaiser-Meyer-Olkin (KMO) scale was employed to assess sampling adequacy, with results indicating a score of 0.857, suggesting good suitability for the study. To test internal consistency, Cronbach's Alpha was calculated. The overall score was 0.909, confirming the reliability of the data collected. Individual constructs such as factors influencing attrition, employer branding, and the relationship between branding and retention had Cronbach's Alpha scores ranging from 0.746 to 0.953, all exceeding the minimum acceptable threshold of 0.5, indicating high reliability across the study's dimensions.

The target population consisted of faculty members from self-financing arts and science colleges in Coimbatore. This group was selected to provide a focused examination of how employer branding affects retention and attrition in this specific context. The study's data collection period spanned from Jan 2024 to June 2024. A list of self-financing arts and science colleges in Coimbatore was obtained from the government of Tamil Nadu's official records. Out of the total 39 self-financing colleges in the area, the study employed a sample size of 385 participants, calculated using Glenn D. Israel's sample size determination framework at a 95% confidence level with a 5% margin of error. Convenient sampling, a probability sampling technique, was used to select respondents. A total of 385 questionnaires were distributed among faculty members, out of which 374 completed responses were collected after reviewing and eliminating double-barrelled or ambiguous responses. These responses were used for the study's statistical analysis.

Statistical tools such as Frequency Distribution, Pearson's Correlation, Chi-Square Analysis, Linear Regression Analysis, Garrett's Ranking Technique, One-Way ANOVA and Partial Least Squares Structural Equation Modeling (PLS-SEM) are used to analyse the collected data.

4. LIMITATIONS OF THE STUDY

While the study offers valuable insights, it has several limitations:

1. **Geographic Scope:** The research focuses solely on self-financing arts and science colleges in Coimbatore. Thus, the findings may not be generalizable to other regions or types of educational institutions.
2. **Self-Reported Data:** The reliance on self-reported responses from faculty members could introduce bias, as participants may offer socially desirable answers or fail to recall past experiences accurately.
3. **Scope of Employer Branding Factors:** The study examines specific dimensions of employer branding and may overlook other relevant factors influencing faculty retention and attrition.
4. **Exclusion of Government Institutions:** The study's focus on self-financing colleges may not provide insights applicable to government-funded institutions, which operate under different conditions and face distinct challenges.

Despite these limitations, the study contributes valuable knowledge to the field by exploring the role of employer branding in faculty retention and offering recommendations for improving institutional strategies in the context of self-financing arts and science colleges in Coimbatore.

5. ANALYSIS AND DISCUSSION

The survey results show that the majority of respondents are young adults, with 60% aged 25-30 (214 respondents), followed by 19% aged 31-35 (69 respondents). Participation declines with age, as only 9% are aged 36-40 (32 respondents), and 11% are over 41 (39 respondents). Gender distribution reveals that 29.7%

are male (111) and 70.3% are female (263), indicating higher female participation. Most respondents are married (76.5%), while 23.5% are unmarried. Regarding education, 52.7% hold doctorates, 33.4% are postgraduates, 12.8% have an MPhil, and 1.1% are undergraduates. In terms of tenure, 41.2% have been in their current organization for more than 5 years, and 29.1% have 1-3 years of experience. Finally, the total work experience varies, with 42.2% having 6-10 years, while 22.5% have over 15 years of experience, indicating a diverse, experienced group.

5.1. Factors Contributing Employees' Attrition

The regression analysis aimed to identify factors influencing faculty attrition in self-financing arts and science colleges. The model summary of Table 1, indicates that the regression is statistically significant ($F = 34.139, P < 0.001$), with an R Square of 55.2%, meaning the model explains a substantial portion of the variance in reasons for leaving. The adjusted R Square remains high at 53.6%, confirming the model's robustness and its ability to account for predictor variables. The change statistics further validate the model's significance in explaining faculty attrition.

Table 1: Model summary

Model	R	R square	Adjusted R square	Standard error of the estimate
1 ^b	0.743 ^a	0.552	0.536	1.160

^aPredictors: (Constant), Various factors related to attrition. ^bDependent

Variable: Reasons for Leaving a Position

Table 2: Anova summary

ANOVA ^a					
Model	Sum of squares	df	Mean square	F	Sig.
1					
Regression	597.585	13	45.968	34.139	0.000 ^b
Residual	484.736	360	1.346		
Total	1082.321	373			

^aDependent Variable: Reasons for Leaving a Position. ^bPredictors: (Constant), Various factors related to attrition

Table 3: Coefficient

Model	Coefficients ^a				
	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Standard error			
(Constant)	8.479	0.549		15.451	0.000
Assessing satisfaction with the current job role.	0.453	0.098	0.232	4.612	0.000
Evaluating whether the current job role meets initial expectations.	-0.721	0.118	-0.385	-6.130	0.000
Gauging satisfaction with career growth opportunities.	0.355	0.111	0.205	3.214	0.001
Determining satisfaction with work-life balance.	-0.612	0.116	-0.313	-5.281	0.000
Measuring feelings of belonging to the institution.	1.250	0.172	0.640	7.275	0.000
Assessing pride in being a part of the institution.	-1.054	0.181	-0.528	-5.829	0.000
Willingness to recommend the institution as a workplace.	0.265	0.133	0.121	1.987	0.048
Consideration of leaving the institution in the past year.	0.186	0.079	0.125	2.362	0.019
Openness to switching institutions if opportunities arise.	-0.792	0.111	-0.482	-7.106	0.000
Intent to search for new job opportunities.	0.290	0.100	0.215	2.897	0.004
Impact of insufficient compensation on job continuity.	-0.369	0.175	-0.219	0.2.110	0.036
Influence of limited career growth opportunities on the decision to leave.	0.173	0.184	0.110	0.938	0.349
Effect of poor work-life balance on consideration to leave the job.	-0.692	0.160	-0.474	-4.322	0.000

The ANOVA Table 2 reinforces the model's validity, showing that it significantly accounts for variance in reasons for leaving ($F = 34.139, P < 0.001$). This suggests that at least one predictor has a significant impact on faculty attrition. The sum of squares and degrees of freedom further support the model's strength. The coefficients Table 3 highlights key factors influencing faculty decisions to leave. Significant predictors include job satisfaction ($B = 0.453, P < 0.001$), alignment of job role expectations ($B = -0.721, P < 0.001$), career growth opportunities ($B = 0.355, P = 0.001$), and work-life balance ($B = -0.612, P < 0.001$). Additionally, feeling connected to the institution ($B = 1.250, P < 0.001$) and pride in institutional affiliation ($B = -1.054, P < 0.001$) also play critical roles.

The analysis concludes that job satisfaction, career growth, work-life balance, and a sense of belonging significantly influence faculty attrition. These insights are valuable for institutions to develop strategies that retain faculty and reduce turnover.

5.2. Relationship between Employee Branding and Attrition Factors

Null hypothesis (H_0): Employee branding dimensions do not significantly influence attrition factors, nor do attrition factors significantly influence an employee's intention to leave.

The Table 4 presents the path coefficients, along with their corresponding mean, standard deviation, T statistics, and P values, showing relationships between employee attrition factors, branding dimensions, and the intention to leave an organization.

- Employee Attrition Factors → Employee Branding Dimensions: The path coefficient is 0.760, indicating a strong positive relationship. A T statistic of 12.079 and a P = 0.000 confirm that this relationship is statistically significant, meaning the link between attrition factors and branding dimensions is unlikely to be due to chance.
- Employee Attrition Factors → Intention to Leave the Organization: The path coefficient is 0.886, reflecting a very

Table 4: Path coefficients

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee attrition factors -> Employee branding dimensions	0.760	0.768	0.063	12.079	0.000
Employee attrition factors -> Intention to leave the organisation	0.886	0.866	0.179	4.951	0.000
Employee branding dimensions -> Intention to leave the organisation	-0.702	-0.686	0.137	5.128	0.000

Table 5: Coefficient of determination

Predictors	R-square	R-square adjusted
Employee branding dimensions	0.578	0.573
Intention to leave the organisation	0.332	0.319

strong positive relationship. The T statistic is 4.951, with a P = 0.000, confirming statistical significance.

- Employee Branding Dimensions → Intention to Leave the Organization: The path coefficient is -0.702, suggesting a strong negative relationship. As branding dimensions improve, the intention to leave decreases. The T statistic is 5.128, and the P = 0.000, indicating significance.

In conclusion, all relationships are statistically significant (P = 0.000), with strong positive or negative associations between the variables.

Table 5, the R-square and Adjusted R-square values in the table highlight the regression model's explanatory power for two variables: Employee Branding Dimensions and Intention to Leave the Organisation. For Employee Branding Dimensions, the model explains 57.8% of the variance (R-square), with a slight reduction to 57.3% when adjusting for the number of predictors (Adjusted R-square), indicating a well-fitting model with strong explanatory power. In comparison, the model accounts for 33.2% of the variance in Intention to Leave the Organisation, with the Adjusted R-square dropping to 31.9%, suggesting moderate explanatory strength. This indicates that other factors influencing the intention to leave are not included in the model.

The analysis shows that employee attrition factors strongly impact employee branding dimensions, explaining a large proportion of variance, while the influence on the intention to leave is significant but less pronounced. The results suggest that while attrition factors are critical in shaping employee perceptions of branding, their effect on the decision to leave the organization is somewhat weaker. These findings underscore the importance of addressing attrition factors in employee retention strategies and organizational development.

5.3. Relationship between Employer Branding Perceptions, Expectations, Attrition Factors, and Organizational Departure Intentions

Null Hypothesis (H0): There is no significant relationship between the dimensions of employer branding, perceptions and expectations of employer branding, attrition factors, and faculty members' reasons to leave the organization (Table 6).

- Attrition factors -> Dimensions of branding: With a path coefficient of 0.809 and a P = 0.000, this relationship is highly significant. It suggests a strong positive impact of attrition

factors on branding dimensions, confidently predicting branding based on attrition factors (well below the 0.05 threshold for significance).

- Attrition factors -> Expectations of employer branding: The path coefficient of 0.286 and a P = 0.016 indicate a significant positive relationship. This implies that attrition factors considerably influence expectations around employer branding.
- Attrition factors -> perception of employer branding: A path coefficient of 0.188 and a P = 0.007 reveal a significant positive effect, showing that attrition factors also shape perceptions of employer branding.
- Dimensions of branding -> Expectations of employer branding: With a path coefficient of 0.277 and a P = 0.024, this relationship is significant, highlighting that branding dimensions positively influence expectations of employer branding.
- Dimensions of branding -> perception of employer branding: The path coefficient of 0.719 and P = 0.000 show a strong and significant positive relationship, meaning branding dimensions strongly shape perceptions of employer branding.
- Expectations of employer branding -> Reason to leave the organisation: A path coefficient of 0.281 and a P = 0.002 suggest a significant positive relationship, showing that higher expectations of employer branding increase the likelihood of leaving.
- Perception of employer branding -> Reason to leave the organisation: The path coefficient of -0.182 and a P = 0.057 indicate a negative but non-significant relationship, implying perception of branding does not have a direct significant effect on the reason to leave.

In summary, Attrition factors are strong predictors of branding dimensions, expectations, and perceptions of employer branding. Expectations of employer branding significantly affect reasons for leaving, but perception of employer branding has no statistically significant direct effect on attrition.

Effect size (f²): The effect size shown in Table 7, represents the strength of the relationship between an independent variable and the dependent variable in a structural model. It gauges the impact or practical significance of the observed relationships, beyond just statistical significance.

In the model assessing employer branding's influence, attrition factors exhibit a very large effect on the dimensions of branding, indicating a strong predictive power. These factors also have a smaller, yet present, impact on both the expectations and perceptions of employer branding. The dimensions of branding significantly shape the perception of the brand but have a lesser effect on expectations. The influence of both expectations and

Table 6: Path coefficients

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Attrition factors -> Dimensions of branding	0.809	0.816	0.027	30.487	0.000
Attrition factors -> Expectations of employer branding	0.286	0.285	0.119	2.410	0.016
Attrition factors -> perception of employer branding	0.188	0.193	0.070	2.676	0.007
Dimensions of branding -> Expectations of employer branding	0.277	0.288	0.123	2.258	0.024
Dimensions of branding -> perception of employer branding	0.719	0.713	0.068	10.562	0.000
Expectations of employer branding -> Reason to leave the organisation	0.281	0.274	0.092	3.038	0.002
Perception of employer branding -> Reason to leave the organisation	-0.182	-0.178	0.095	1.907	0.057

Table 7: Effect size (f2)

Path	f-square
Attrition factors -> Dimensions of branding	1.890
Attrition factors -> Expectations of employer branding	0.040
Attrition factors -> perception of employer branding	0.054
Dimensions of branding -> Expectations of employer branding	0.037
Dimensions of branding -> perception of employer branding	0.783
Expectations of employer branding -> Reason to leave the organisation	0.044
Perception of employer branding -> Reason to leave the organisation	0.018

Table 8: Coefficient of determination

Predictors	R-square	R-square adjusted
Dimensions of branding	0.654	0.650
Expectations of employer branding	0.287	0.272
Reason to leave the organisation	0.042	0.022
Perception of employer branding	0.771	0.767

perceptions of employer branding on an employee's decision to leave is relatively minor, suggesting that while they do contribute to turnover intentions, their role is not as pronounced as other factors may be.

5.4. Coefficient of Determination

Table 8 below, the R-square represents the proportion of the variance for the dependent variable that's explained by independent variables in a regression model. In the context of structural equation modeling, it quantifies the extent to which the predictors explain the variance in the dependent constructs.

The R-square values indicate that the model is highly effective at explaining the variance in employer branding dimensions (65.4%) and perceptions (77.1%), showing strong model fits in these areas. However, it is less successful in explaining the variance in expectations of employer branding (28.7%) and reasons for leaving the organization (4.2%), suggesting that other factors not captured in the model are likely influencing these outcomes.

The analysis of employer branding in relation to employee turnover shows that while attrition factors strongly impact employer branding dimensions, and these dimensions significantly shape both perceptions and expectations of branding, their direct effect on an employee's decision to leave is weaker. The model excels at predicting branding dimensions and perceptions, but it falls short in fully accounting for expectations and reasons for leaving. This

indicates that employees' decisions to leave are likely driven by a wider range of factors beyond the elements of employer branding examined in this study.

5.5. Impact of Employer Branding on Faculty Retention

Cronbach's alpha evaluates whether latent variables demonstrate convergent validity and, consequently, reliability. A Cronbach's alpha value above 0.8 indicates a high level of reliability, values above 0.7 are considered acceptable, and those over 0.6 are suitable for exploratory research. In this case, as shown in the Table 9, all values are within acceptable ranges, indicating good reliability. Similarly, a composite variability score of 0.6 or higher suggests an acceptable level of variability in the data, while a composite reliability score above 0.7 is sufficient for confirmatory research. A score above 0.8 indicates a strong model fit for confirmatory analysis. However, if the composite reliability score reaches 0.9 or higher, it suggests that the indicators used are highly representative of the target dimension and are strongly interrelated.

The data on reliability and validity for the employer branding and retention constructs generally indicate strong outcomes. While the attrition factors have a slightly lower Cronbach's alpha of 0.743, they still exhibit excellent composite reliability, reflecting good consistency. The branding dimensions show very high internal consistency, though the AVE suggests the items may not be as strongly correlated as expected. Both employer branding and faculty retention, as well as the expectations and perceptions of employer branding, demonstrate high reliability and strong convergent validity. The AVE values confirm these constructs are well-defined and closely related. Overall, the scales are well-constructed, with some room for improvement in the branding dimensions.

Table 10, the R-square and adjusted R-square values indicate how well the models explain variance in different aspects of employer branding. The branding dimensions show strong explanatory power, meaning that the predictors account for a significant portion of its variance. Employer branding and faculty retention have even higher R-square values, reflecting an excellent fit where the model's predictors explain most of the variance. On the other hand, the expectations of employer branding display only moderate explained variance, suggesting that other factors are influencing this aspect. The "reason to leave the organization" has very low R-square values, showing that the model does not effectively capture the complexities involved in this outcome. Lastly, the perception of employer branding is well-explained by the model,

Table 9: Construct reliability and validity

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Attrition factors	0.743	0.921	0.865	0.805
Dimensions of branding	0.956	0.963	0.961	0.546
Employer branding and faculty retention	0.963	0.972	0.967	0.638
Expectations of employer branding	0.940	0.978	0.950	0.730
Perception of employer branding	0.967	0.968	0.971	0.734

Table 10: Coefficient of determination

Predictors	R-square	R-square adjusted
Dimensions of branding	0.652	0.649
Employer branding and faculty retention	0.817	0.813
Expectations of employer branding	0.286	0.271
Reason to leave the organisation	0.042	0.022
Perception of employer branding	0.771	0.767

Table 11: Discriminant validity

Path	Heterotrait-Monotrait ratio (HTMT)
Dimensions of branding <-> Attrition factors	0.745
Employer branding and faculty retention <-> Attrition factors	0.726
Employer branding and faculty retention <-> Dimensions of branding	0.639
Expectations of employer branding <-> Attrition factors	0.446
Expectations of employer branding <-> Dimensions of branding	0.480
Expectations of employer branding <-> Employer branding and faculty retention	0.582
Reason to leave the organisation <-> Attrition factors	0.491
Reason to leave the organisation <-> Dimensions of branding	0.103
Reason to leave the organisation <-> Employer branding and faculty retention	0.078
Reason to leave the organisation <-> Expectations of employer branding	0.172
Perception of employer branding <-> Attrition factors	0.735
Perception of employer branding <-> Dimensions of branding	0.493
Perception of employer branding <-> Employer branding and faculty retention	0.508
Perception of employer branding <-> Expectations of employer branding	0.672
Perception of employer branding <-> Reason to leave the organisation	0.072

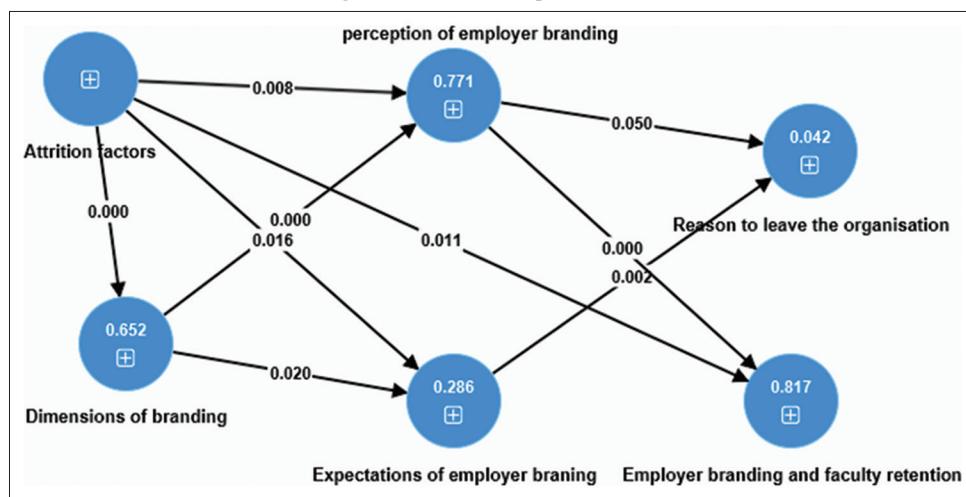
with high R-square values indicating a strong relationship between the predictors and the construct.

Table 11, The Heterotrait-Monotrait ratios indicate satisfactory discriminant validity across various constructs related to employer branding and retention, with most values below the 0.85 threshold. Although the Dimensions of branding, Attrition factors, Employer branding, and faculty retention show relatively high correlations, they remain distinct from one another. Expectations of employer branding is clearly differentiated from the Attrition factors, Dimensions of branding, and Employer

branding and faculty retention, indicating that it reflects a distinct aspect of the employer branding concept. The “Reason to leave the organization” exhibits particularly low correlations with all other constructs, suggesting it is uniquely represented within the model. The perception of employer branding shows moderate distinction from other constructs, particularly from Expectations of employer branding, while still maintaining discriminant validity. Overall, these results confirm that each construct contributes uniquely to the overall understanding of employer branding and retention, reinforcing the validity of the model's structure.

The structural equation model analysis, demonstrated in Figure 2, shows that relationships among employer branding and retention constructs vary in strength but are consistently significant. Based on Table 12, the strong relationship between Attrition factors and Dimensions of branding (sample value of 0.808) suggests that attrition significantly influences perceptions of branding. The link between Perception of employer branding and both Employer branding and faculty retention, as well as Dimensions of branding, underscores the importance of perception in shaping branding strategies and retention outcomes. While the relationship between Attrition factors and both Employer branding and faculty retention, and Expectations of employer branding, is moderate, it remains significant. Additionally, the negative relationship between Perception of employer branding and Reason to leave the organization suggests that as positive perceptions increase, the likelihood of leaving decreases, although this effect is the weakest in the model ($P = 0.050$). Overall, the findings highlight the complex dynamics between employer branding, perceptions, and retention strategies.

The fit indices provide a comparative view of a saturated model, which fits the data perfectly, and an estimated model, which is more streamlined. Both models have satisfactory SRMR values, with the estimated model showing a slightly better fit, indicating that it captures the data's relationships with less complexity. Although the d_ULS and d_G indices show a small increase in the estimated model, the trade-off for simplicity is minor and not concerning. Surprisingly, the Chi-square values are lower for the estimated model, suggesting a better fit than the saturated model. This implies that the estimated model represents the data structure well despite being less complex. The identical NFI values for both models further support this, indicating that the estimated model's fit is comparable to the saturated model. Overall, the indices suggest that the estimated model maintains a good fit while offering simplicity and practical explanatory power (Table 13).

Figure 2: Structural equation model**Table 12: Path coefficients**

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Attrition factors -> Dimensions of branding	0.808	0.815	0.026	30.661	0.000
Attrition factors -> Employer branding and faculty retention	0.218	0.234	0.086	2.546	0.011
Attrition factors -> Expectations of employer branding	0.281	0.278	0.117	2.402	0.016
Attrition factors -> perception of employer branding	0.184	0.188	0.070	2.637	0.008
Dimensions of branding -> Expectations of employer branding	0.282	0.293	0.121	2.329	0.020
Dimensions of branding -> perception of employer branding	0.723	0.717	0.067	10.738	0.000
Expectations of employer branding -> Reason to leave the organisation	0.283	0.277	0.092	3.066	0.002
perception of employer branding -> Employer branding and faculty retention	0.726	0.714	0.078	9.293	0.000
perception of employer branding -> Reason to leave the organisation	-0.184	-0.180	0.094	1.959	0.050

6. DISCUSSION

The study on employer branding and its impact on faculty attrition in self-financed arts and science colleges in Coimbatore highlights several key findings. The regression analysis identified significant factors contributing to faculty attrition, including job satisfaction, career growth opportunities, and work-life balance. High job satisfaction and a sense of belonging to the institution were found to significantly reduce the likelihood of faculty leaving. Conversely, unmet job expectations and poor work-life balance increased attrition.

Employer branding dimensions, such as organizational culture, work-life balance, and growth opportunities, strongly influenced faculty retention. Positive perceptions of employer branding correlated with reduced turnover, as a well-developed employer brand was shown to improve retention rates. However, the study found that faculty members' expectations regarding employer branding moderately impacted their reasons for leaving.

Based on the research findings, several suggestions can be made to reduce faculty attrition in self-financed arts and science colleges in Coimbatore:

- Enhance Job Satisfaction: Colleges shall invest in improving job satisfaction by fostering a positive work environment. This includes providing adequate resources, reducing workload, and recognizing faculty contributions. A sense of appreciation and

Table 13: Overall goodness of fit

Indicators	Saturated model	Estimated model
SRMR	0.056	0.045
d_ULS	3.731	3.812
d_G	11.117	11.219
Chi-square	1190.027	1178.219
NFI	0.882	0.882

professional growth opportunities can significantly improve retention.

- Career Development Opportunities: Offering clear and structured career growth opportunities can reduce turnover. Institutions shall create programs for professional development, such as workshops, seminars, and opportunities for advanced education, ensuring faculty feel supported in their career progression.
- Improve Work-Life Balance: Faculty members often leave due to work-life balance issues. Institutions shall consider flexible working arrangements, such as adjustable teaching schedules or remote working options where feasible. Offering wellness programs and addressing workload concerns can further enhance work-life balance.
- Strengthen Employer Branding: Colleges shall focus on building a strong employer brand by emphasizing their values, supportive culture, and career growth opportunities. A strong brand can attract new faculty and retain existing ones, as it signals an attractive and reliable workplace.

- Address Unmet Expectations: Institutions shall clearly communicate job roles, expectations, and career paths during recruitment to avoid dissatisfaction later. Transparent communication about what the institution offers can help set realistic expectations and reduce frustration among faculty.

By implementing these suggestions, institutions can reduce faculty turnover and build a more stable, committed workforce.

7. CONCLUSION

The research concludes that employer branding plays a vital role in reducing faculty attrition in educational institutions. Effective branding strategies, focused on enhancing job satisfaction, career growth, and work-life balance, are essential to retaining talent. The findings underscore the need for institutions to strengthen their employer brand to minimize turnover and improve retention rates among faculty members. This study offers valuable insights for developing targeted strategies to address faculty attrition in self-financed colleges.

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