

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF EMPLOYER BRAND ON
ORGANIZATIONAL COMMITMENT AND INTENTION TO
STAY AT GLOBAL WORLD INSURANCE COMPANY
LIMITED**

**YI WAI MAR
MBA (Online) 180702
ONLINE MBA**

OCTOBER, 2023

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ACADEMIC YEAR (2018-2023)

Supervised by:

Dr. Than Thu Zar
Professor
Department of Management Studies
Yangon University of Economics

Submitted by:

Yi Wai Mar
OMBA - 180702
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A thesis submitted to the Boards of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

Supervised by:

Dr. Than Thu Zar
Professor
Department of Management Studies
Yangon University of Economics

Submitted by:

Yi Wai Mar
OMBA - 180702
Online MBA
2018-2023

ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Employer Brand on Organizational Commitment and Intention to Stay at Global World Insurance Company Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

October, 2023

ABSTRACT

The objectives of this study are to analyze the effect of employer brand on organizational commitment and intention to stay in Global World Insurance Company Limited. Primary data are collected from 146 out of 230 employees of Global World Insurance Co., Ltd by using simple random sampling method and collected by using structured questionnaire with five-point Likert scale. Secondary data are collected from company's documents, previous research papers and Internet web sites. Descriptive statistics and regression analysis are used to analyze the data. According to findings of this study, social value, reputation value and economic value have significant and positive effect on affective commitment. Diversity value and economic value have positive and significant effect on continuous commitment. Diversity value only has positive and significant effect on normative commitment. Affective commitment and normative commitment are positively and significantly effect on intention to stay at Global World Insurance. It is a very positive finding for GWI Insurance to have the employees who are deeply involved in their workplace, take pride in being part of the GWI Insurance community and aspire to have a long-term tenure with the company. Thus, the company should enhance values of employer brand to promote organizational commitment which influence on their intention to stay.

ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest gratitude towards the Academic Committee of Yangon University of Economics, for granting me to undertake this study. I would like to mention my special thanks to Dr. Tin Tin Htwe, Rector of Yangon University of Economics, for her concern and encouragement to the participants of the MBA programme.

I would also like to express my sincere thanks to Professor Dr. Myint Myint Kyi, Head of the Department of Management Studies, Yangon University of Economics. I also like to thank my supervisor, Dr. Than Thu Zar, Professor, Department of Management Studies at Yangon University of Economics, for her valuable advice, guidance, patience, kindness, support and complete this thesis paper without any trouble. I would also like to thank the professors and associate professors of Department of Management Studies for teaching various knowledge during the study of the Master of Business Administration (MBA) program.

I am also particularly grateful to my esteemed professors and lecturers for giving me time and valuable knowledge during my research at Yangon University of Economics, as well as to my friends and all who contributed to my dissertation, making my dissertation useful increase. I would like to express my heartfelt thanks to the management, officers and employees of Global World Insurance Company. We thank them for their support with the data and all the information required for this study. Finally, I would like to thank my family and friends for their continued support and patience during my research.

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LIST OF ABBREVIATIONS

- GWI Global World Insurance
OCB Organizational Citizenship Behavior
VIF Variance Inflation Factor

CHAPTER 1

INTRODUCTION

Human resources are crucial for the success and longevity of any organization, regardless of its nature or profit status. Talented employees are precious and valuable resources that contribute to an organization's long-term competitive advantage. In today's competitive labour market, skilled labour has become increasingly valuable, making it essential for organizations to attract and retain high-performing employees to gain a competitive edge. Employer brand is a vital aspect of the employee value proposition and represents an organization's identity to both current and potential employees. It encompasses the mission, values, culture, and character of the organization. A favorable employer brand conveys that the organization is not only a top-notch employer but also an attractive workplace. The employer brand has a profound influence on the attraction of new employees, the retention and engagement of existing employees, and the organization's overall image and standing in the market.

Development value assesses an employer's attractiveness in terms of whether it rewards its workers for their efforts and builds their confidence, as well as whether it offers chances for future employment and professional advancement (Berton et al. 2005). This value demonstrates how the business values and supports employee growth, as well as how to take into account and enhance ongoing employee improvement. The degree to which a person is drawn to an employer who provides training and development, opportunities for career development and management recognition to the employees is used to evaluate a company's attractiveness.

The social value component gauges how desirable an employer is in terms of whether they offer a fun and joyful work environment, whether there are positive working connections, and whether they foster a sense of teamwork (Berthon et al., 2005). Analyze the degree to which a person is drawn to a company that fosters a sense of community among employees and a positive work environment. This value depicts the working atmosphere within an organization.

For a business to have a competitive advantage over rivals, reputation, or credibility, has always been a crucial asset. This factor aids a business in "employer selection" (Sutherland et al., 2002). According to research by Moroko & Uncles (2005), one of the elements of an employer brand is reputation. Combining the employer's brand

and the company's reputation will aid in the company maintaining its reputation (Moroko & Uncles, 2005).

Employers who respect diversity can improve the working environment and get the most out of their workforces. According to Schlager et al. (2011), the "value of diversity" is a key component of workplace branding. The diversity of the workforce and the variety of work activities are both reflected in the current study. Economic worth evaluates an employer's attractiveness by looking at factors including income, job stability, the availability of remuneration packages, and career growth opportunities (Berthon et al., 2005).

Consequently, the organization serves as the sender of brand signals, which are received and interpreted by existing employees. Organizational commitment refers to the level of loyalty and dedication an individual has towards the organization, as well as their willingness to contribute to its success. It represents the extent to which an individual identifies with and actively supports the organization. Employees within an organization often exhibit similar types of commitment and recognize three dimensions of organizational commitment: affective commitment, continuous commitment, and normative commitment. (Meyer & Allen's, 1991). Employees that are willing to stay with the company are said to have an intention to stay and are aware of their choice after giving it significant thought (Tett & Meyer, 1993). The employee's intention to stay is to continue their long-term employment connection with their current employer.

In today's business landscape, service firms engage in both external marketing and the employer brand to improve customer service which is essential. This is because a crucial employer brand is instrumental in drawing and retaining top-notch employees, who play a pivotal role in the prosperity and expansion of the business. An organization's capacity to attract, recruit, and retain skilled human resources from the labor market has evolved into a strategic imperative for achieving success. To attract and retain the best employees compared to their competitors, organizations must make dedicated efforts to cultivate a robust employer brand. This brand is defined as a set of attributes and qualities, often intangible, that distinguish an organization, promise a specific employment experience, and appeal to individuals who will thrive and perform at their best within its culture. This study examines the relationship between the employer brand and organizational commitment, focusing on empirical research conducted at Global World Insurance Co. in Myanmar. The Global World Insurance Company Limited (GWI) is a

local private insurance company that collaborates with 800 agents and has 230 experienced staff members spread throughout six office branches in Myanmar.

1.1 Rationale of the Study

The success of insurance companies depends critically on their ability to recruit and retain outstanding individuals in the fiercely competitive insurance sector. Engaged workers that are dedicated to their employers give them vital competitive benefits, including increased productivity and fewer employee turnovers (Leos, 2009). The employees' dedication to the organization's objectives is a crucial component of a successful business. The most significant forces behind an organization's success are its employees. Employees must be engaged, work with passion, and feel a strong connection to their firm in order to drive and advance the organization. However, numerous studies have revealed that businesses have trouble motivating their workforce.

Organizational commitment refers to the extent to which employees feel emotionally connected and dedicated to their organization. It reflects their loyalty and willingness to exert extra effort to achieve organizational goals. When employees are committed to their organization, they are more likely to stay with the company, show higher levels of job satisfaction, and contribute positively to the overall success of the organization. Employees who are satisfied and content with their organization are more likely to exhibit commitment to their jobs and the organization, while having a lower intention to leave their employment.

Among the various areas of research, organizational commitment and the intention to stay have gained significant attention from researchers. Employer brand has emerged as a potential solution to address this challenge, as it enables organizations to establish a distinctive image and reputation as an employer, setting them apart from competitors and attracting and retaining talented individuals.

In the insurance industry, where talent acquisition and retention are critical to success, the effectiveness of the employer brand plays a crucial role in accomplishing organizational objectives. The management of GWI Insurance faces the important task of identifying the most influential factor of their employer brand on organizational commitment and intention to stay. This research aims to support the long-term retention of skilled employees within the organization.

1.2 Objectives of the Study

The specific objectives of this study are as follows:

- (1) To analyze the effect of employer brand on organizational commitment at Global World Insurance Company Limited
- (2) To examine the effect of organizational commitment on employee intention to stay at Global World Insurance Company Limited

1.3 Scope and Method of the Study

This study only focuses on the employees of Global World Insurance, which is located at Bahosi Compound, Lanmadaw Township, Yangon. There are 230 employees who are working in the office of Global World Insurance Co., Ltd. The sample size for the study is 146 employees out of 230 employees, which is determined by using the Yamane formula. Sample employees are selected using a simple random sampling method. Primary data collected from employees at Global World Insurance Co., Ltd. involves the use of a structured questionnaire. Secondary data are sourced from various outlets, including the GWI Insurance annual report, previous research papers, journals, international theses, internet websites, and relevant textbooks. Descriptive statistics and multiple regression analyses are used to analyze the collected data.

1.4 Organizational of the Study

This study is structured into five chapters. The first chapter is the introduction which includes the rationale of the study, the objectives of the study, the scope and method of the study, and the organization of the study. The second chapter presents the theoretical framework of the study in relation to employer brand, organizational commitment and intention to stay. The third chapter describes the profile of Global World Insurance Company, the employer brand of GWI Insurance and the research design of this study. The fourth chapter describes an analysis of the impact of employer brand on organizational commitment and intention to stay at GWI Insurance. The final chapter is the conclusion of the study which consists of findings and discussions, suggestions and recommendations and needs for future research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter emphasizes the models of previous studies on employment attractiveness and focuses on the literature review for employer attractiveness concepts. This chapter covers definitions of employer brands, information on how employer attractiveness contributes to employer brand development, and an examination of how employer attractiveness is conceptualized.

2.1 Employer Brand

Employer brands have emerged as a result of internal marketing, or the application of marketing concepts to human resource management (Cable & Turban, 2001). According to the theory behind internal marketing, a company's employees are its internal clients, and its jobs are its internal goods. In order for a business to have satisfied consumers, it must first have satisfied staff (George, 1977). In their article "The Employer Brand," Ambler and Barrow (1996) introduced the concept of an "employer brand." After conducting in-depth interviews with respondents from various firms, they came to the conclusion that the branding concept can be used in the context of employment. The concept of employer brand, according to Ambler & Barrow (1996), is "the package of functional, economic, and psychological benefits provided by employment and identified with the employing company." A planned, long-term approach to managing the knowledge and views of employees, future employees, and relevant stakeholders with relation to a particular organization is referred to as managing the employer brand (Sullivan, 2004). Employer branding "represents organizations' efforts to communicate to internal and external audiences what makes it both desirable and different as an employer," according to (Jenner & Taylor, 2009). Building an image of the organization as a "great place to work" in the minds of the potential labor market is the goal of employer branding (Ewingg et al. 2002).

The idea of employer branding is based on the premise that investing skillfully in human capital can improve firm performance and add value to the firm (Backhaus & Tikoo, 2004). Additionally, firms with strong employer brands may be able to offer cheaper compensation for equivalent staff than companies with poorer employer brands, improve employee relations, boost employee retention, and minimize the cost of hiring new

employees (Ritson, 2002). Organizations must set themselves apart from their rivals in order to be viewed as desirable employers by both potential hires and current employees (Lievens & Highhouse, 2003). This is because competition for the best employees has grown to be almost as fierce as competition for customers (Berthon et al., 2005).

The literature on employer attractiveness and employer brand is abundant (Barber et al., 1994). Numerous academic studies have concentrated specifically on determining the elements that make an employer attractive. Employer attractiveness is seen by modern scholars as a complex construct. In order to determine the characteristics of employer appeal, several academics have conducted numerous studies. (Berthon et al., 2005; Roy, 2008; Tuzuner & Yuksel, 2009; Bakanauskiene et al., 2011).

Employer attractiveness was defined by Tikoo (2004) as the idea of an employer brand that emphasizes the characteristics of the employer that set the organization apart from rivals. Employer brand, often known as internal marketing, is a result of the application of marketing ideas to human resource management. In their work, Ambler and Borrow (1996) introduced the idea of an employer brand for the first time. They defined "employer brand" as the collection of psychological, financial, and functional advantages that come with employment and are associated with the hiring organization. Based on how appealing a business is to potential employees, that value proposition is regarded and assessed. Employer brand equity in a specific organization is influenced by how attractive employees find that employer to be (Berthon et al., 2005), and employer attractiveness plays a significant role in employer brand.

As a result, the first stage in developing an employer brand is to identify the company's employee value proposition, which outlines what makes working for that particular business special and appealing. Being a desirable employer is the first step in developing a successful employer brand. The other elements should then be taken into account. First, establish the characteristics based on a review and analysis of each factor that influences how people see an organization as "a good place to work." Second, evaluate what the best applicants need and want when selecting what to provide and how to present it. Third, determine how much the organization's basic values contribute to the development of an appealing brand and make sure they are reflected in the brand's presentation. Finally, compare your strategy to those of other companies to get suggestions for how to improve your brand (Armstrong, 2014). In this study, the impact of the employer brand on current employees and potential job seekers was examined in terms of its development, social, reputational, diversity and economic impacts.

2.1.1 Development Value

Training and development are an essential component of a continual effort to improve employee competency and organizational success. Learners receive instruction to give them the knowledge and abilities required for their current positions. Development, on the other hand, involves learning that is longer-term in character and goes beyond what is necessary for today's jobs. Programs for training and development are highly correlated with success over the long run. Mentoring and coaching, case studies, computer-based training, on-the-job training, work rotation, and internships are a few of the several training and development programs available (Monday & Noe, 2005).

Recognition of Management, Berthon et al., (2005), the exchange of words between management and workers that rewards them for achieving particular objectives or turning in top-notch work is known as recognition. By encouraging the behavior to repeat, praising or thanking people for their work is intended to induce repeat behavior. People are more likely to be motivated if they work in an environment where they are valued for who they are and what they do, which encourages the development of performance systems that allow opportunities to set objectives and acknowledge accomplishments. (Armstrong, 2013).

Career opportunism is a formal strategy used by the business to make sure that individuals with the necessary training and experience are on hand when needed (Bakanauskiene et al., 2014). Employees that work for the company that adopts this strategy may have prospects for their career path. Because properly developed personnel are better equipped to offer value to both themselves and the firm, career development helps both the organization and the employee (Monday & Noe, 2005). It is also an important component of human development.

2.1.2 Social Value

Work experience is a term used to describe the working environment of an individual. Physical elements like office ventilation, temperature, and technology like computers can make up the work environment. It may also be connected to elements like work processes or protocols. The social contacts that take place at work, such as those with coworkers, subordinates, and managers, can be considered part of the work environment. Employees have a general right to a harassment-free workplace within certain parameters (Berthon et al., 2005).

It is crucial for team members to communicate with one another if the organization is to succeed. Strong working relationships with coworkers and the boss, as well as their

assistance and support, would be attributed to the quality of a friendly team. The task cannot be done effectively if there are poor working relationships between coworkers and one another and between employees and their bosses. In order for the business to achieve its goals in a timely and satisfactory manner, teamwork necessitates that each employee give their fair share of the workload. A workplace that values teamwork can increase productivity, innovation, and flexibility while also boosting employee morale (Mireille ten Broek's Model, 2015).

2.1.3 Reputation Value

The employer's reputation affects job seekers' decisions to apply. Potential talent will be more drawn to employers with stronger reputations. Schlager et al. (2011) conducted more research on how reputational factors, such as high-quality products, well-known products, creative products, a positive corporate reputation among friends, and a positive brand to have on a resume, affect employees' attitudes and levels of job satisfaction. According to Salam et al.'s (2013) investigation on the impact of business reputation and image on customer satisfaction and loyalty, there is a strong correlation between these variables.

2.1.4 Diversity Value

Employee commitment will vary depending on how much they view their work as demanding and varied (Agarwal & Ramaswami, 1993; Schlager et al., 2011). According to Allen & Meyer (1990), among other things, a person's sense of competence would be most reinforced by a challenging job. Positive mindsets like employee engagement can be strengthened if one's fundamental demand for competence is met (Meyer & Maltin, 2010).

The dedication of the company to promoting diversity, equity, and inclusion in the workplace is referred to as diversity value within the context of an employer brand. It illustrates how important it is to build a workforce that reflects the various backgrounds, viewpoints, and experiences of its members. Diversity value is created by programs and actions that support diversity and inclusion, such as employee resource groups, mentorship opportunities, and diversity training initiatives. Diversity initiatives are proactive measures and programs put in place by a company to encourage inclusion and diversity. By guaranteeing equal chances for all workers and cultivating a culture of tolerance and acceptance for differences, these efforts hope to establish an atmosphere at work where people from different backgrounds can succeed. Recruitment tactics that seek out diverse

talent, training sessions on unconscious bias and diversity, mentoring programs for underrepresented groups, and the creation of employee resource groups centered on certain communities are a few examples of diversity initiatives.

Cultural competence, within the context of diversity value, refers to the ability of individuals within an organization to effectively interact, collaborate, and communicate with people from different cultural backgrounds. It involves having an understanding and appreciation of cultural nuances, traditions, and customs, and being able to adapt and respond appropriately in diverse situations. Cultural competence is developed through targeted training programs and initiatives that enhance employees' knowledge, awareness, and skills in engaging with diverse cultures. By emphasizing diversity initiatives and cultural competence as part of their employer brand, organizations communicate their commitment to creating an inclusive and diverse work environment. This sends a strong message to potential candidates that the organization values diversity and actively supports the growth and success of employees from all backgrounds. It also reinforces the organization's reputation as an employer that promotes equality, fairness, and respect, which can help attract a diverse pool of talent and enhance employee satisfaction and loyalty.

2.1.5 Economic Value

Economic value measures how much a person is drawn to a job that offers attractive non-financial incentives, attractive financial compensation, job security, opportunity for advancement, cross-departmental interactions, and work-life balance. Positive reinforcement is the process of promoting desired behavior in people by providing financial rewards. Employee effort is rewarded, which encourages further instances of the same conduct (Poh, 2015). Rewards can be both monetary and non-monetary. Total compensation, which consists of a base salary and benefits that employee get in exchange for their efforts, is known as financial reward. Financial incentives are also useful to staff members because they improve the possibility that they will remain with the business, enable employers to preserve expertise and knowledge, and give staff members a feeling of stability and familiarity (Heliotrope et al., 2011).

Non-financial incentives are awards given to employees who do not receive additional pay. Many non-monetary benefits include amenities like company automobiles, cost-free private health care, and free pension eligibility. However, an employee may receive a reward, such as a better office, a larger budget to manage, or the option to choose

where they will work within the organization. Since little to no income tax contributions are made in contrast to a wage rise, non-financial benefits can both encourage employees and be very cost-effective for businesses (Heliotrope et al. 2011).

Job security is the assurance that an employee will have a job in the long run, regardless of the state of the economy. Work security plays a significant role in employee motivation, organizational commitment, and work satisfaction. Long-term job security is important for employers to take into account since it gives workers a sense of security at work and increases their willingness to invest more time and effort in their organizations (James, 2012). Employees would be keener to come up with original ideas for boosting the competitiveness of their companies if their jobs were more secure. In the end, this is advantageous to the businesses and would significantly boost overall performance.

Every employee looks forward to the promotion chance since it is a causative component of happiness and a kind of tangible reward. The possibility of a promotion is positively correlated with job satisfaction and is a powerful strategy for keeping bright workers (Noraani Mustapha, 2013). Employee job satisfaction will increase if there is a sense of balance between work and personal life because they will feel as though they are not neglecting the other aspects of their lives that are significant to them outside of work. Employees might feel more confident and give their best work performance when they have all of their needs and goals in life, including those related to family, friends, spiritual interests, self-growth, and others, met. In addition, workers with more life experience outside of the workplace can use what they've learned in the workplace; in other words, work-life balance can foster originality and creative problem-solving (Poh, 2015).

2.2 Organizational Commitment

The ability of organizational commitment to produce superior effects on organizational performance has made it one of the most interesting research topics over the past ten years. Organizational commitment can provide benefits for the company like organizational effectiveness, less turnover, improved performance, and decreased absenteeism, but only if it is correctly handled. A.W. Thiranagama, 2015) Organizational commitment has different definitions because this topic has attracted the attention of many scholars. Organizational commitment can be measured by how devoted and willing a member is to help the organization. The sense of unity among the organization's members is one of the key components of organizational effectiveness. Employees will only give their best efforts to their jobs and the company if they feel a strong sense of connection to

its mission, goals, and values.

The behavior of a person expressed in accordance with his or her reliance on a specific organization is known as organizational commitment. A person's level of identification and involvement with an organization is referred to as organizational commitment. Another crucial aspect of organizational commitment is that it is a consistent attitude, reflecting an overall affective response to the organization as a whole. Not only is this generally regarded as steadier and more globally than employee satisfaction, but work commitment is also more directly related to the accomplishment of long-standing organizational goals due to its wider insinuations. Another noteworthy aspect of organizational commitment is that it is recognized as both a crucial antecedent and a result.

When taking this into account as an antecedent, it is important to note that if an employee is devoted to the company, that sort of employee has less intention to quit both his job and the company since they have a desire to go above and beyond the normal criteria of the occupation. Another crucial aspect is that workers who are fully committed to their jobs have a greater impact on the organization as a whole. They also work more effectively and engage in organizational citizenship behavior (OCBs).

Meyer and Allen are the primary founders of the organizational commitment research area when looking back on the history of investigations linked to this subject, despite the fact that many researchers have developed numerous definitions to recognize the word "organizational commitment." They contend that the emotional condition that ties a person to an organization is organizational commitment. Organizational commitment is undoubtedly related to decisions about staying with or preparing to leave the organization. A great work environment, job satisfaction, trust in the leadership, and alluring compensation and benefits can all help to improve organizational commitment. Contrarily, work commitment has engaged the organization's higher-performing employees, who work more effectively to boost the performance of the organization as a whole. Work commitment has been identified as a significant tool for the quality improvement of employees. Similar sorts of organizational commitment were disclosed by employees, who also recognized the three following characteristics of organizational commitment:

2.2.1 Affective Commitment

Employees' emotional ties to identification with and involvement in the company are referred to as affective commitment. Strong emotional commitment means that employees stay with the company because they want to. Additionally, this set of employees puts out significant effort for the organization and shows a great desire to keep the

membership. Employees show a strong level of trust in and acceptance of the new organization's goals and ideals.

2.2.2 Continuous Commitment

Employee commitment is measured by their assessment of whether the costs of leaving the company are better than the costs of staying. Additionally, employees who are forced to stay may notice that leaving the company would be more expensive than staying. Employees remain with the company for reasons other than loyalty or ingrained ideas. Additionally, employees remain with the company despite having no employment opportunities since they have invested too much in it for them to depart.

2.2.3 Normative Commitment

The typical dedication of employees is demonstrated by a strong sense of obligation to the organization for which they work. Furthermore, an employee exhibits a strong sense of normative commitment as they wish to stay with the company out of a sense of obligation.

2.3 Employee Intention to Stay

The best and most talented personnel are not the sole solution it is equally crucial to keep them on board for the long-term benefit of the company and the workforce. Employee intention to stay is the act of encouraging workers to stick with the company for a very long time. According to Tripathi and Singh (2017), there are a number of factors that contribute to keeping employees in a company, rather than just one that influences their decision to stay. Factors including pay and benefits, job stability, training and advancement, supervisory support culture, work environment, and organizational justice, among others, require management's attention. Employee intention to stay is a procedure in which workers are urged to stick around for as long as possible or as long as possible overall. The ongoing balancing of human goals with the strategic and financial needs of the company is necessary for managing top personnel. To affect employee commitment and intention to stay, an organization must use a wide range of human resources management criteria.

An organization's most valuable resource is its workforce. Therefore. Since employees bring value to the corporation, all businesses must view them as ends in themselves rather than as mere tools. The intention of key personnel to stay depends on the long-term health and prosperity of any firm. The capacity to retain the top personnel in any firm has a significant impact on customer happiness, organizational performance in terms of improved revenue, content coworkers and reporting staff, successful succession

planning, etc. The capacity to retain the top personnel in any firm has a significant impact on customer happiness, organizational performance in terms of increased revenue, content coworkers and reporting staff, successful succession planning, etc.

One of the key initiatives to increase employee intention to stay with the organization is training and development. According to Kissivi et al., (2016), staff are typically urged to stay with the company for a long time or until the current project is finished. Consequently, human resources were crucial to an organization's ability to survive.

2.4 Previous Studies

Many researchers have investigated the relationship between employer brand, organizational commitment and intention to stay. The relationship between employer brand and organizational commitment, and the relationship between organizational commitment and intention to stay were investigated in previous research as follows:

2.4.1 Relationship between Employer Brand and Organizational Commitment

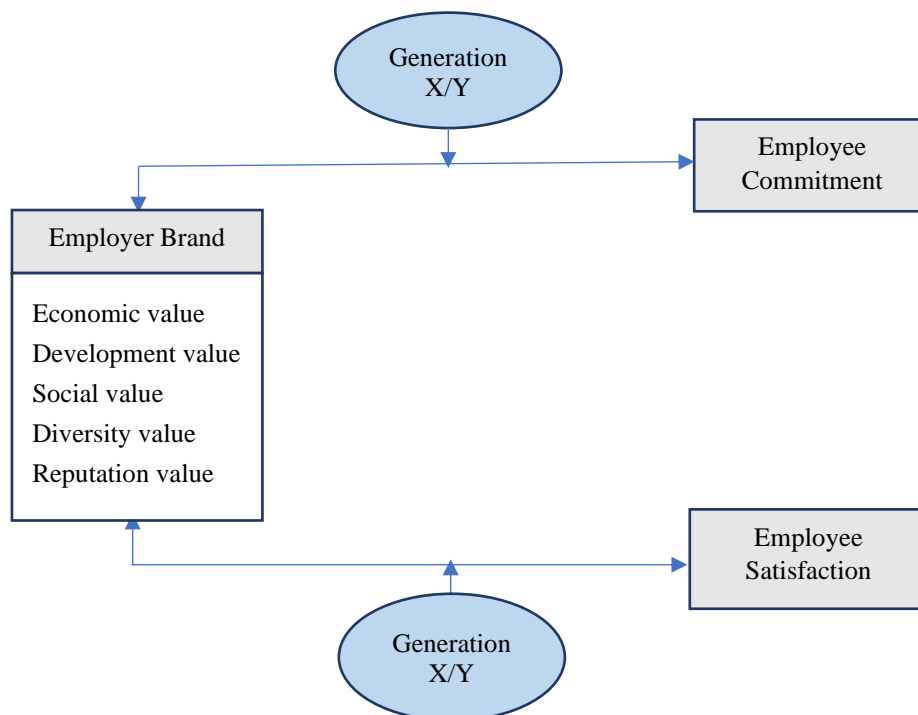
The employer brand is a long-term strategy with the goal of managing and enhancing stakeholders' impressions of the business among both potential and present employees. It can also be defined as a plan, operation, or action designed to keep present workers, make the company more desirable to prospective employees, and persuade both parties that the company is the greatest and most ideal place to work (Otken & Okan, 2015).

A well-managed organization where employees can learn and advance is what is meant by employment branding, according to Sullivan (2000). Martin (2008) emphasizes the importance of using a company's corporate image to recruit top talent. But he also emphasizes how important it is to achieve the desired outcomes by matching one's abilities to the brand and mission of a firm. It is important to remember that communication is a key factor in creating an employer's brand and defining its image. The definition of employer brand by Jenner & Taylor (2008), who define it as an organization's attempts to communicate to both internal and external audiences what makes the company a distinctive and desirable employer, emphasizes this issue in particular. The definition of employer brand by Lloyd, who has a similar viewpoint as the author of this study, is "the sum of all the organization's efforts aimed at signaling to current and prospective employees that the organization is a desirable work environment" (Moroko & Uncles, 2008).

Organizational commitment has been defined differently by various academics. The

definition of organizational commitment as "a psychological bond between the employee and the organization that reduces the likelihood of the employee voluntarily leaving the organization (Allen & Meyer, 1996) has gained the most traction. For a very long time, scholars have been interested in organizational commitment. The main justification for this is that any organization requires its employees' dedication in order to succeed. It has been stated that workers who are very committed to the organization put in more effort to complete their tasks and contribute to its success. They also frequently build more beneficial connections and stay in the organization for longer periods of time. Employees with poor commitment, on the other hand, find it difficult to completely devote themselves to their work and are more likely to leave (Ince & Gül, 2005).

Figure (2.1) Conceptual Framework of Kaiser & Regjepaj



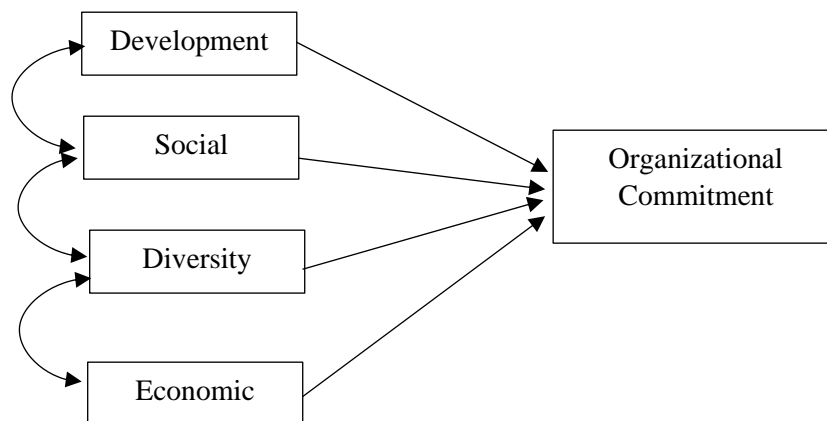
Source: Kaiser & Regjepaj (2019)

The relationship between employer brand and organizational commitment has long been researched. According to studies (Schlager et al., 2011; Nayr & Afacan Fndkl, 2018; Efe et al., 2020), there is a favorable correlation between organizational dedication and employer brand. This implies that as organizational commitment grows, so do employees' favorable perceptions of the employer brand. The employer brand is closely linked to the social values of employees and organizational commitment, as stated by Kashyap and Verma (2018). Employee loyalty to a firm is influenced by its "first human/employee"

philosophy (Greguras & Diefendorff, 2009). The research also demonstrates that organizational commitment is positively impacted by employer brand. As a result, the employer brand raises employees' favorable perceptions of the company, which raises organizational commitment (Aksu et al., 2020). Another set of workers, specifically those who work for an airline company, also saw the same outcomes (Durmaz et al., 2021).

Businesses today need to be extremely selective and mindful of the human factor to maintain continuity and success in a highly competitive environment. In order to satisfy customers, a company's employees, who must be devoted to it, are the most important component in achieving success. The company's brand image is shaped by the impression that customers have of it after interacting with employees. The purpose of this study is to show how significantly employer brand affects organizational commitment. In addition, as was already mentioned, the human element is essential to economic success. Therefore, the purpose of this study is to better understand how participant groups differ in terms of organizational commitment and employer brand based on demographic variables. The idea is that having a strong employer brand benefits the company.

Figure (2.2) Conceptual Framework of Tanwar



Source: Tanwar (2016)

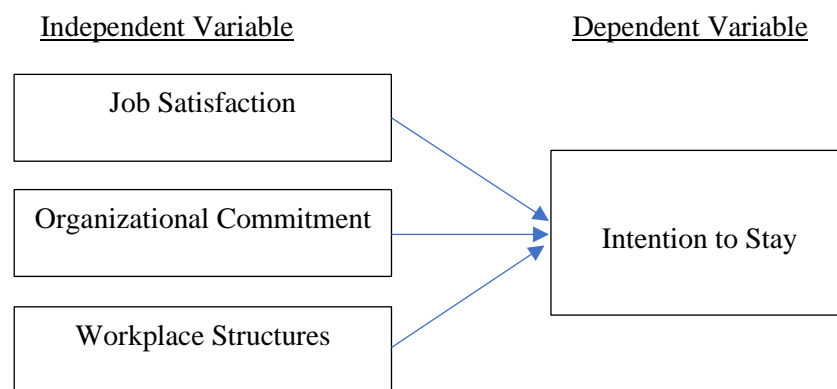
Tanwar (2016) studied “The Effect of Employer Brand Dimensions on Organizational Commitment: Evidence from the India IT Industry”. To determine the contribution of employer brand through organizational commitment, structural equation modeling has been applied. The findings show that two dimensions of employer brand, namely development value and social value act as critical predictors of organizational commitment.

2.4.2 Relationship between Organizational Commitment and Intention to Stay

Organizational commitment and intention to stay are the most popular research topics among the numerous academics, taking into account the research fields that have been emphasized. The level of organizational commitment can be determined by looking at employee turnover rates, organizational citizenship behavior (OCB), level of absenteeism, and job performance.

However, employees who are pleased or satisfied with the company are more likely to be dedicated to it and their positions, and they also have a much lower intention of quitting their jobs and the company. According to several researchers, there is a significant correlation between organizational commitment and turnover, meaning that if an employee has a high level of commitment to the company, that person also exhibits a low level of intention to leave the company. Employee emotional attachment is referred to as affective commitment, and researchers have found a strong and consistent link between affective commitment and the intention of employees to remain with a company. Some employees continue to work for the company not only due to their emotional devotion but also because leaving the company comes at a higher expense than continuing in the position. Additionally, continuous commitment has shown associations in a way that emotional and normative commitment have not. It is defined as the employees' normative commitment to the organization when they feel fairly obligated to it.

Figure (2.3) Conceptual Framework of Sishuwa & Phiri



Source: Sishuwa & Phiri (2020)

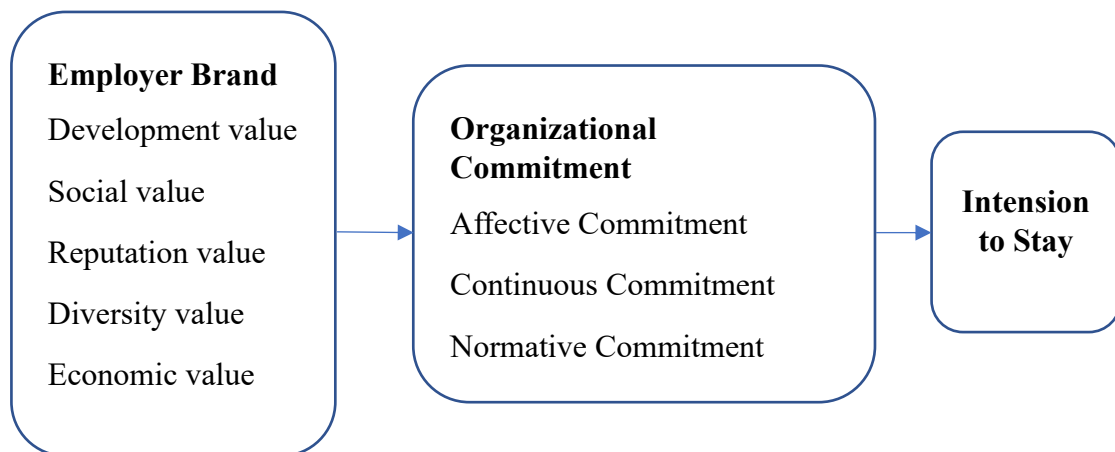
Employee retention is a process in which employees are encouraged to remain within an organization for the maximum period or until the completion of a project.

Successful organizations need to do more than just hire the right people they need to retain the right people for the job. Failure to retain employees results in the loss of knowledge, experience, customer relations and technical skills that are transferred to another organization.

2.5 Conceptual Framework of the Study

This study focuses on studying the effect of employer brand on organizational commitment and the influence of organizational commitment on employee intention to stay. The study focuses on employer brand respect for organizational commitment at Global World Insurance Company Limited.

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2023)

Based on the literature and findings, the above conceptual model was developed for this study. Independent variables consist of employer brand and dependent variables consists of organizational commitment and intention to stay. According to the conceptual framework in Figure (2.4), variables such as employer brand, organizational commitment and employee intention to stay are included in the study. Employer brand are measured by development value, social value, reputation value, diversity value and economic value. These independent variables effect the dependent variables of organizational commitment which are measured by affective commitment, continuous commitment and normative commitment. Finally, the influence of organizational commitment on employee intentions to stay is also analyzed in this study.

CHAPTER 3

PROFILE AND EMPLOYER BRAND PRACTICES OF GLOBAL WORLD INSURANCE COMPANY LIMITED

In this chapter, the profile of Global World Insurance Co., Ltd, includes information about the company's vision and mission, the types of services they offer and its employer brand.

3.1 Profile of Global World Insurance Company Limited

Global World Insurance Company Limited (GWI) was established on September 23rd, 2013 as a private insurance company offering a range of 14 insurance products. The company boasts an experienced team comprising 230 employees spread across six office branches in Myanmar. They collaborate with 800 agents who provide round-the-clock insurance services. GWI is committed to innovation and has introduced the first crop insurance program in Myanmar. Currently, crop insurance projects are underway in Ayeyarwady Division, Magway Division, Yangon Division, and Mandalay Division. GWI aims to provide individuals and families with peace of mind by efficiently managing premium payments and claims processes.

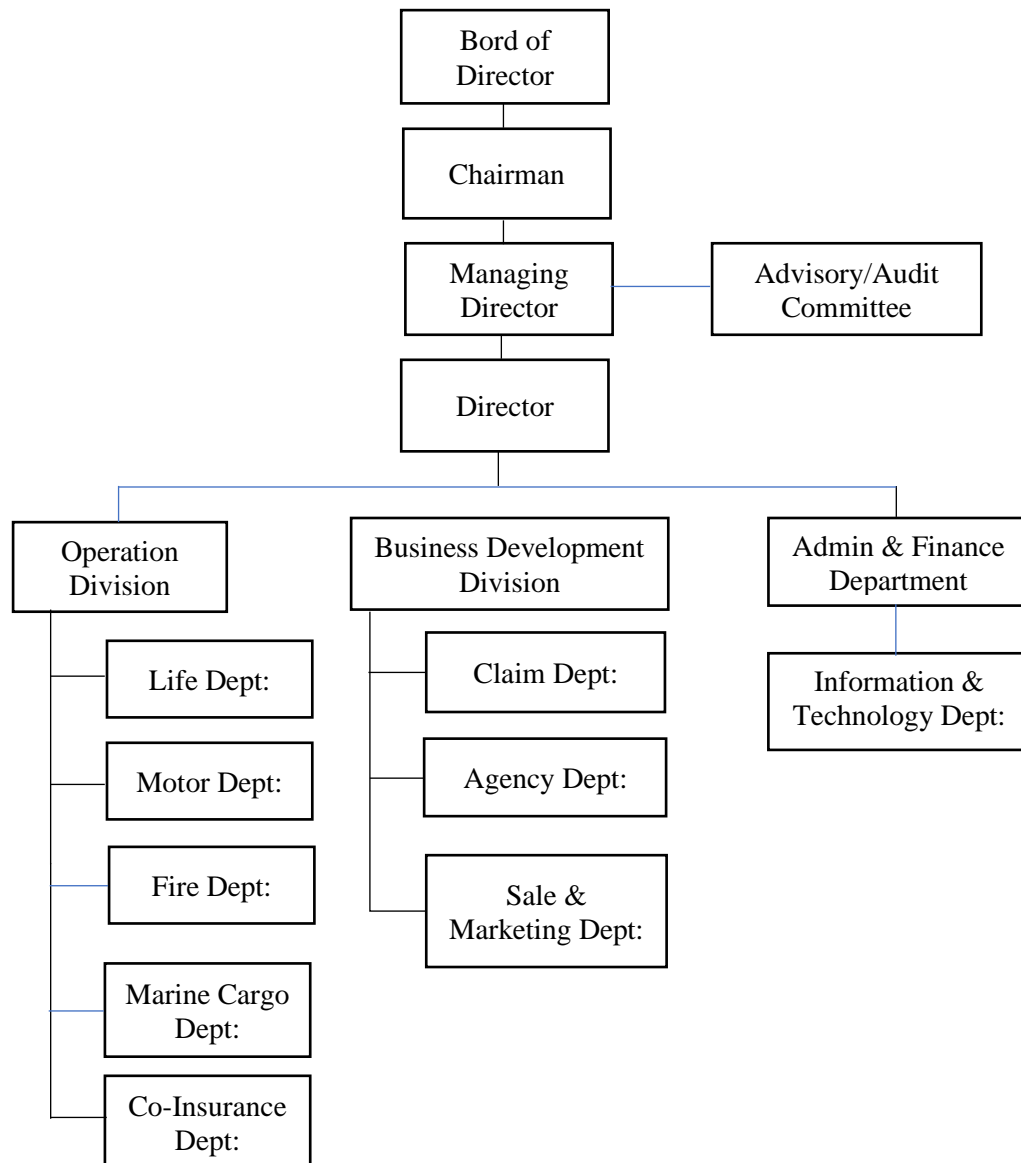
The company's mission is to be a leading provider of risk management and insurance services, while their vision is to contribute to the industrial and economic growth of Myanmar by establishing a strong and dynamic presence in both the non-life and life insurance sectors. They strive to minimize losses and enhance risk management, offering high-quality financial risk management solutions to the people of Myanmar. Continuous innovation to mitigate financial losses for individuals and corporations is a top priority for GWI. They assist customers in safeguarding their assets and ensuring long-term financial stability. GWI is committed to delivering the best products and services while actively contributing to Myanmar's economic development.

GWI recognizes the importance of professional development in boosting employee morale and attracting talented individuals to the organization. They provide local and international training opportunities to enhance insurance knowledge and professionalism, fostering collaborations with local and foreign experts to enhance human capacity. GWI also places importance on corporate social responsibility initiatives, striving to improve

social and economic conditions in the community. They firmly believe that the success and growth of the community reflect their commitment to the overall development of Myanmar.

The organizational structure of GWI Insurance and the number of employees in each department are presented. The Organizational structure of Global World Insurance is shown in Figure (3.1).

Figure (3.1) Organization Structure of Global World Insurance



Source: Global World Insurance Company Limited (2023)

There is an operation division, a business development division, and an admin and finance department.

3.1.1 Operation Division

The Operation Division of the company consists of departments such as Life Insurance, Motor Insurance, Fire Insurance, Marine Insurance, and Coinsurance. These departments are responsible for ensuring the smooth daily operations of the company. They handle tasks related to maintaining eligibility records for employees of group insurance plans administered by the company. Each department focuses on specific types of insurance to effectively enter the market, and all team members work together to accomplish the company's objectives.

3.1.2 Business Development Division

The business development division comprises the claim department, agency department, and sales and marketing department. The claim department handles the processing of claims filed against the company. Claim examiners carefully review the claims submitted by policy owners or beneficiaries, verify their authenticity, and authorize appropriate payments. In some cases, denied claims may lead to legal proceedings.

The agency department focuses on assisting clients with their insurance claims. They provide customized insurance programs to satisfy individual customer needs. The department ensures that policy requirements are met by guiding clients through the necessary paperwork. They also conduct property inspections to assess the overall condition and determine insurance risks. The sales and marketing department is responsible for generating new business, retaining existing business, and offering field services to policy owners. The department oversees the activities of the company's field force. This includes recruiting, selecting, and training agents, as well as conducting market analysis, advertising, and sales promotions. Additionally, they collaborate with the actuarial and legal departments to develop new insurance products, policy forms, and agent-company contracts.

3.1.3 Admin and Finance Department

The administration and finance department encompasses various functions within the organization. The admin department handles employee management tasks, including coordination of recruitment processes, onboarding of new staff, determining rewards and compensation, providing necessary support systems, developing training programs, and assisting with performance management and reviews. This department is responsible for hiring and terminating employees, training workers, maintaining relationships, and ensuring compliance with employment laws.

The finance department establishes and supervises the insurer's accounting and control procedures. It maintains the company's general accounting records, manages receipts and disbursements, oversees the budgeting process, and handles payroll administration. The department conducts audits both in the field and at the home office. In collaboration with the actuarial department, it prepares financial statements for internal use and submission to regulatory agencies. The comptroller, as one of the officers, certifies the accuracy of the annual financial statements required by state insurance departments. The accounting department also addresses matters related to federal, state, and local taxes.

The Information and Technology Department at Global World Insurance Company is a dynamic and essential component of the organization. Committed to harnessing technology for the benefit of clients and employees, this department plays a multifaceted role in ensuring the seamless operation of insurance services.

3.2 Products of Global World Insurance Company Limited

Global World Insurance Company Limited offers two main product lines: general insurance and life insurance. Within these product lines, there are a total of eight types of life insurance and six types of general insurance.

Table (3.1) Products of Global World Insurance Company Limited

Sr No	General Insurance	Life Insurance
1	Marine cargo insurance	Travel insurance
2	Cash-in-transit insurance	Personal accident insurance
3	Fire insurance	Group life insurance
4	Comprehensive motor insurance	Health insurance
5	Marine hull insurance	Public life insurance
6	Fidelity insurance	Short-term endowment life
7		Snake bite insurance
8		Sport men life insurance

Source: Global World Insurance Company Limited (2023)

Among them, the most popular insurance products provided by GWI are group life insurance, fire insurance, and motor insurance. Comprehensive motor insurance is designed to provide compensation for all losses or partial damages to motor vehicles in the event of accidents. Premium rates vary based on whether the insurance is for personal or commercial

use. The maximum duration of an insurance policy is one year, but policyholders have the flexibility to choose coverage periods of three months, six months, or nine months.

3.3 Employer Brand Practices in GWI Insurance

GWI Insurance has implemented several practices to enhance its employer brand and foster long-term relationships with its employees. These practices are considered unique and appealing, setting GWI Insurance apart from its competitors. The company focuses on providing the following employment attributes, categorized into five value factors: development values, social values, reputation values, diversity values, and economic values. GWI Insurance believes that these factors contribute to an attractive work environment for its employees.

3.3.1 Development Value

GWI Insurance places great importance on employee development and actively supports it through training and development programs, performance recognition, and career advancement opportunities. Regarding training and development, the primary objective at GWI is to enhance employees' technical and conceptual skills, thereby strengthening the organization's overall capacity. As the insurance industry is relatively new in Myanmar, employees may not be familiar with insurance knowledge and practices, and there is a lack of specialized insurance courses or institutes. Consequently, GWI prioritizes equipping new hires with a solid understanding of basic insurance principles to ensure they can effectively perform their duties without any difficulties.

Orientation training is provided to every newcomer at GWI, focusing on insurance knowledge, underwriting, and claims. To ensure continuous development and long-term success, the company offers various training programs tailored to the employees' skill levels. These programs are determined based on performance evaluations, feedback from supervisors and department heads, and performance appraisal scores.

Table (3.2) Training Programs for Newcomers in GWI Insurance

No	Subjects	Training Methods	In-House (or) outsourced
1	Introduction and Orientation	Classroom	In House
2	Insurance Knowledge	Classroom	In House
3	Underwriter Training Program	Classroom On the job	In House Outsource
4	Claim Training Program	Classroom On the job	In House Outsourced

Source: Global World Insurance Company Limited (2023)

For employees in middle management and above, GWI specifically offers training in business management. This training aims to improve overall business performance and enhance skills in coaching, mentoring, motivation, and guidance. Additionally, there are training programs dedicated to fostering innovation and career development. These programs help employees identify their hidden creative strengths, understand and leverage the creative process, and find unconventional solutions to challenges they may encounter.

The Human Resource Department at Global World Insurance (GWI) is responsible for overseeing the training and development process. They employ assessment questionnaires as a primary method to analyze the outcomes of each training and development program. In Global World Insurance (GWI), management recognizes and acknowledges exceptional behavior, effort, and business results that align with the organization's goals and values. This recognition can be informal or formal, provided in a timely manner, and exceeds normal expectations. GWI's management demonstrates recognition by announcing the names, positions, and photos of outstanding staff members on a monthly basis through the office notice board. In particular, the agency department staff are honored with the "Employee of the Month" award. The management not only directly communicates and recognizes achievements for deserving individuals but also ensures that the recognition is shared publicly, allowing everyone to participate in the celebration. The deserving employees are rewarded accordingly for their accomplishments. Public appreciation for employees' achievements instills a sense of pride among the awarded individuals, who serve as role models for others. This public recognition also motivates other employees to strive for excellence. Employees consistently express that career development is crucial to their satisfaction within an organization, and the lack thereof is a major driver for job changes. In Myanmar, where there is a sizable potential customer base, insurance companies are actively working to raise public awareness about the benefits of insurance coverage. This industry offers a multitude of opportunities for employees, presenting a promising professional career path for those who acquire knowledge and experience.

Global World Insurance (GWI) is committed to providing comprehensive training programs that ensure insurance agents adhere to company policies and possess a thorough understanding of the products they sell. The knowledge and experiences gained at GWI can be valuable not only within the company but also transferable to other organizations in the insurance industry. GWI actively encourages its employees to learn and grow, fostering an environment where they can advance their own knowledge and careers while taking greater

ownership of their professional growth. This mutually beneficial situation results in GWI benefiting from employees with broad organizational knowledge, while employees gain opportunities to explore diverse paths that enhance their skill sets.

3.3.2 Social Value

Global World Insurance (GWI) emphasizes social value through the development of a positive working environment and fostering strong relationships among colleagues and superiors. A positive work environment encompasses various factors, including relationships with colleagues and supervisors, organizational culture, and opportunities for personal development. This type of environment boosts employee morale and motivation, creating a positive atmosphere throughout the workday.

In GWI Insurance, employees are provided with a supportive work environment that includes well-equipped office desks and chairs, PCs and laptops, and access to the internet and internal server. The office premises are maintained with cleanliness, ensuring a pleasant working environment. Meeting rooms, training rooms, dining areas, and discussion rooms are fully equipped with air conditioning systems, promoting comfortable work conditions. Each desk is equipped with a private branch exchange phone line, facilitating communication. Natural sunlight from windows not only contributes to a positive mood but also allows employees to gain inspiration and foster creativity. A clean and clutter-free workspace enables employees to focus on their goals effectively. Additionally, the open work environment, with minimal barriers such as cubicles, encourages group communication and the development of relationships among employees.

GWI Insurance strives to foster strong and lasting relationships among colleagues and between employers and employees. To achieve this, they embrace a family-based and team-based working style that promotes open communication. This approach helps employees feel more involved and recognize the significance of their contributions to the company's success. The management at GWI believes in transparent communication, clearly conveying their expectations and goals as well as those of the company. They regularly engage with employees to understand their personal and professional goals, establishing a mutual understanding. This emphasis on open communication and mutual understanding strengthens the relationships within the organization.

The department managers are aware of the fundamental principles to uphold when striving to promote open communication within an organization: Establish open communication as an integral part of the company culture. Respect, appreciate, and incentivize open communication among employees. Implement an efficient and effective

method for collaboration and the sharing of ideas. By adhering to these principles, the department managers ensure that open communication is nurtured and valued throughout the organization.

To address and resolve conflicts or misunderstandings that may arise among employees and prevent them from negatively impacting workplace relationships, GWI Insurance effectively utilizes the following grievance procedure:

Step 1: The employee should first discuss the matter with their immediate supervisor.

Step 2: If the employee still feels aggrieved, they can escalate the issue to the department head by informing their supervisor.

Step 3: If the matter remains unresolved, the employee can bring it to the attention of the director by informing their department head.

Step 4: If necessary, a request for a meeting may be presented to the Board of Directors for further consideration.

Furthermore, department managers actively promote a team-based working style aligned with the organizational structure. Supervisors and senior staff members provide guidance and coaching to junior staff in their respective roles, and junior staff members report any issues they encounter for resolution. The department managers then share these cases with the entire team, enabling everyone to learn from the experiences and gain valuable insights.

3.3.3 Reputation Value

The reputation of GWI is deeply intertwined with the perception of its corporate culture, values, and ethics. A strong corporate culture built on transparency, integrity, and social responsibility contributes to a positive reputation. GWI strives to foster an environment where employees feel empowered, supported, and motivated to uphold these values in their daily work. By maintaining high ethical standards, promoting fairness and honesty, and embracing social responsibility initiatives, GWI cultivates a reputation that is trusted and respected by both internal and external stakeholders. This commitment to a positive corporate culture enhances GWI's reputation as an ethical and responsible organization.

Another crucial aspect of GWI's reputation lies in the satisfaction of its customers. Providing exceptional customer experiences and ensuring customer satisfaction is a key driver of a positive reputation. When customers have positive interactions with GWI, receive prompt and reliable services, and feel valued and appreciated, they become advocates for the company. Positive testimonials, word-of-mouth recommendations, and

favorable reviews not only contribute to GWI's reputation but also attract potential customers. GWI prioritizes customer satisfaction by focusing on understanding and meeting customer needs, delivering quality products and services, and maintaining strong relationships. By consistently exceeding customer expectations, GWI builds a reputation as a reliable and customer-centric insurance provider.

GWI's reputation value is shaped by its corporate culture, which is characterized by transparency, integrity, and social responsibility. Additionally, the satisfaction of GWI's customers plays a pivotal role in enhancing its reputation. By fostering a positive corporate culture and prioritizing customer satisfaction, GWI establishes itself as a reputable and trustworthy organization within the insurance industry.

3.3.4 Diversity Value

GWI's commitment to diversity is exemplified through its comprehensive range of diversity initiatives and programs. These initiatives are designed to foster an inclusive and equitable work environment where individuals from diverse backgrounds can thrive. GWI prioritizes diversity training programs that educate employees about the importance of diversity, equity, and inclusion. These programs aim to raise awareness, challenge biases, and promote cultural sensitivity among staff members. Mentorship programs are also an integral part of GWI's diversity initiatives, providing guidance and support to underrepresented groups within the organization. By pairing mentees with experienced professionals, these programs facilitate career development and help foster a more diverse leadership pipeline. Employee resource groups are another cornerstone of GWI's diversity initiatives, providing spaces for employees to connect, share experiences, and advocate for the needs of specific communities. Through these initiatives and more, GWI actively promotes diversity and inclusion, ensuring that every employee feels valued, respected, and empowered.

GWI recognizes the importance of cultural competence in today's globalized world and strives to cultivate this skill among its employees. The organization is committed to developing employees' cultural competence through targeted training programs and multicultural awareness initiatives. These programs aim to enhance employees' understanding and appreciation of different cultural perspectives, traditions, and customs. By providing education on cultural nuances and promoting empathy and open-mindedness, GWI equips its workforce with the skills necessary to effectively engage with individuals from diverse backgrounds. The organization also fosters a culture of respect and understanding, encouraging employees to embrace and celebrate cultural diversity. By

valuing cultural competence, GWI ensures that its employees are well-equipped to navigate diverse settings, collaborate effectively with colleagues and clients from different cultures, and provide culturally sensitive services. This commitment to cultural competence contributes to a positive work environment and strengthens GWI's reputation as an inclusive and globally-minded organization. GWI's commitment to diversity is evident through its robust diversity initiatives, including training programs, mentorship opportunities, and employee resource groups. By fostering cultural competence among its employees, GWI promotes understanding, respect, and inclusivity. These efforts create a positive work environment, attract and retain diverse talent, and enhance GWI's reputation as a progressive and inclusive organization that values the unique contributions of individuals from all backgrounds.

3.3.5 Economic Value

The economic value of GWI is evident in several attributes that make the company attractive to employees, including job security and financial and non-financial rewards.

GWI prioritizes job security and strives to provide long-term employment opportunities for its workforce. When new recruitments are required, GWI considers internal candidates and offers current employees the chance to explore new job opportunities and advance in their careers. As part of its future plans for business expansion, GWI creates avenues for staff members to take on new roles and responsibilities, facilitating career growth and promotion. The company recognizes the value of retaining skilled and experienced employees and offers them favorable opportunities within its expansion plans. This commitment to job security not only instills a sense of stability among employees but also motivates them to contribute to the long-term success of the organization. By prioritizing job security and providing avenues for career advancement, GWI demonstrates its commitment to the economic well-being of its employees. This fosters a positive work environment where individuals feel valued, supported, and motivated to contribute their best efforts.

GWI has an annual HR budget plan dedicated to employees' total compensation. This includes components such as salaries, salary increments, meal allowances, uniform allowances, transportation allowances, and bonuses. The HR department conducts performance evaluations twice a year for employees at all levels and recognizes their contributions through both financial and non-financial rewards. Additionally, the company provides financial assistance to staff members in compassionate cases involving their families. Employees receive their monthly salary on the 25th of each month, and the salary

range is competitive within the industry. However, the company is currently facing challenges related to staff turnover, as some employees work for a few months and then leave for other job opportunities that offer higher compensation. By prioritizing job rotation and offering competitive financial and non-financial rewards, GWI strives to create an economically favorable environment for its employees. This approach enhances employee satisfaction, engagement, and retention, ultimately contributing to the overall success of the organization.

3.4 Research Design

This section presents the methodology and procedures employed in collecting and analyzing the data for the study. The research design utilized for this study is a descriptive research design. The purpose of this design is to explore potential relationships between variables and provide a comprehensive description of their current state. The dependent variables in this study are organizational commitment and intention to stay, while the independent variables are employer brand dimensions. The target population for this study consisted of top-level, managers, supervisors, assistant supervisors, and customer service personnel employed at GWI Insurance Company. A simple random sampling method is employed to select participants for the study. The sample size is determined using Yamane's formula, ensuring a 95% confidence level.

Primary data are collected through a self-administered questionnaire consisting of four main sections. The first section captures demographic factors such as gender, age, education level, work experience, and job position. The second section focuses on five dimensions: development value, social value, reputation value, diversity value, and economic value. The third section includes 15 statements related to organizational commitment, based on the work of Meyer, Allen, and Smith (1993). The final section comprised six statements addressing turnover intention, based on Roodt's (2004) research. Secondary data are collected through the GWI Insurance annual report, previous research papers, journals, international thesis, internet websites and relevant textbooks.

By employing this research design, the study aimed to gain insights into the relationship between organizational commitment, intention to stay, and employer brand within GWI Insurance Company.

3.5 Reality Test

This section is to analyze the employer brand of Global World Insurance Company Limited. Regarding the influence of employer brand, organizational commitment level is measured with five-Point Likert scale. The scale items are depicted as follow: strongly disagree 1, disagree 2, neutral 3, agree 4, and strongly agree 5.

Table (3.3) Reliability Test

Sr No	Variables	Cronbach's Alpha	No. of Items
1	Development Values	0.969	6
2	Social Values	0.972	6
3	Reputation Values	0.965	5
4	Diversity Values	0.958	5
5	Economic Values	0.955	5
6	Affective Commitment	0.961	5
7	Continuous Commitment	0.956	5
8	Normative Commitment	0.947	5
9	Intention to Stay	0.975	6

Source: Survey Data (2023)

Table (3.2) presents Cronbach's Alpha value for each development values, social values, reputation values, diversity values, economic values, and organizational commitment from 0.947 to 0.972.

The reliability coefficient of development value is 0.969, the reliability coefficient of social values is 0.972, the reliability coefficient of reputation values is 0.965, the reliability of diversity values is 0.958, the reliability of economics values is 0.955, the reliability of affective commitment is 0.961, the reliability of continuous commitment is 0.956, the reliability of normative commitment is 0.947 and the reliability of intention to stay is 0.975. Therefore, the alpha values of all variables have the acceptable levels.

3.6 Demographic Profile of the Respondents

In this section, demographic profile of 146 respondents from Global World Insurance Co., Ltd are presented in the following Table (3.4). Profile of employees consists of gender, age, material status, education level, working experience is present job, position in present work. The numbers of 146 employees are selected in total numbers of 230 employees to analyze the Employer brand of Global World Insurance Company Limited.

Table (3.4) Demographic Profile of Respondents

Demographic Factors		No. of Respondents	Percentage
Total		146	100
Gender	Male	64	43.84
	Female	82	56.16
Age (Years)	18 - 30	69	47.26
	31 - 40	32	21.92
	41 - 50	28	19.18
	51 - 60	15	10.27
	Above 60	2	1.37
Marital Status	Single	88	60.27
	Married	58	39.73
Education Level	High School	-	-
	Under graduate	16	10.95
	Graduate	121	82.87
	Master	8	5.50
	Ph.D.	1	0.68
	Others	-	-
Working Experience in Present Job	Less than 1 year	26	17.80
	1 – 3 years	46	31.51
	4 – 6 years	37	25.34
	7 – 9 years	20	13.71
	Above 9 years	17	11.64
Position	Junior Staff	37	25.34
	Senior Staff	36	24.65
	Assistant Manager / Manager	56	38.36
	General Manager	10	6.85
	Other	7	4.80

The gender of respondents is separated into two groups: male and female. The respondents by gender shown in the Table 4.1, 43.84% of respondents are representing 64 employees of males and 56.16% of respondents are representing 82 employees of female. As a result, the percentage of males is less than the percentage of female.

Age of employees is divided into five groups: 18 to 30 years, 31 to 40 years, 41 to 50 years, 51 to 60 years and above 60 years. According to Table (4.1), 69 respondents (47.26%) are 18 to 30 years, 32 respondents (21.92%) are 31 to 40 years, 28 respondents (19.18%) are 41 to 50 years, 15 respondents (10.27%) are 51 to 60 years, 2 respondents (1.37%) are above 60 years. Respondents are partitioned by marital status into two groups; single and married Table 4.1, points out that the number of single 88 respondents (60.27%) is smaller than the number of married 58 respondents (39.73%).

There are six groups of respondents that are divided by education level. They are high school, under graduate, graduate, master, Ph.D. and others. According to Table (3.4), 16 respondents are under graduate, 121 respondents are graduated, 8 respondents are master and 1 respondent is Ph.D. Among them, the percentage of degree completed 82.87% is highest and there has 121 respondents. It can be seen that the qualification requirement is high in insurance industry. Most of employees in Global World Insurance are graduated.

Five groups are separated by working experience in present job of respondents. There are below less than 1 year, 1 year to 3 years, 4 years to 6 years, 7 years to 9 years and above 9 years working experience in the company. The total working experience of below less than 1 year is 26 respondents, the total working experience of 1 year to 3 years is 46 respondents, the total working experience of 4 years to 6 years is 37 respondents, the total working experience of 7 years to 9 years is 20 respondents and above 9 years total working experience are 17 respondents. Current work present job is presented into five groups which are junior staff, senior staff, assistant manager/manager and general manager and other. Table (4.1), 37 respondents (25.34%) are junior staff, 36 respondents (24.65%) are senior staff, 56 respondents (38.36%) are assistant manager/manager, 10 respondents (6.85%) are general manager and 7 respondents (4.80%) are other.

CHAPTER 4

ANALYSIS ON EMPLOYER BRAND, ORGANIZATIONAL COMMITMENT AND INTENTION TO STAY AT GWI INSURANCE CO., LTD

In this chapter, the effects of employer brand on organizational commitment and intention to stay at GWI Insurance Company Limited are examined in this chapter in two primary sections. First, development values, social values, reputation values, diversity values, and economic values all have an impact on the employer brand. The impact of organizational commitment on employees' inclination to stay is the second factor. Based on the SPSS results of the linear regression, this study is presented.

4.1 Employee Perception on Employer Brand

The section analyzes an organization's employer brand based on its development, social, reputational, diversity, and economic values. The number of statements included in each element varies, and a Likert scale with five possible responses is used to rate each statement. The fact that means scores are often higher than the midpoint score 3, which denotes that the respondent generally believed that present employer brand was attractive, is noteworthy. The perceptions of respondents on employer brand, organizational commitment, and intention to stay are examined using primary data collected from 146 employees. The mean values and standard deviation of the variables are determined using descriptive statistics, which are based on the data. According to Best (1977), the explanation of the mean values of variables measured using a five-point Likert scale. The results are interpreted as follows:

The score among 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.40 means neutral.

The score among 3.41 – 4.20 means agree.

The score among 4.21 – 5.00 means strongly agree.

The standard deviation is the most commonly employed metric for quantifying the extent or variability of data within a distribution. When the standard deviation has a high value, it signifies that the data points are widely spread out from the mean.

4.1.1 Employee Perception on Development Value

In analyzing employer appeal terms of development values, it considers the following attributes: the provision of opportunities for career advancement within the company, substantial investment in employee training by the organization, facilitation of hands-on inter-departmental experience, the availability of positions that foster personal growth and increased responsibility, roles that empower individuals to work with authority and independence, and active support from our organization in creating future employment prospects.

Table (4.1) Employee Perception on Development Value

No.	Particular	Mean	Standard Deviation
1	Opportunities for promotions in the company	3.83	0.57
2	Investing in the training of its employees	3.85	0.53
3	Providing opportunity for having hand-on inter departmental experience	3.84	0.55
4	A job where can grow and take on more responsibilities	3.89	0.58
5	A job where can work with power and independence	3.88	0,57
6	Helping organizations provide opportunities for future employment	3.90	0.53
	Overall Mean	3.86	

Source: Survey data (2023)

In Table (4.1), overall means score for these factors are 3.86, which is agree level. The respondent's employee has indicated that employees view development value as a significant aspect of the employer brand at GWI Insurance. This means that the company is perceived as offering opportunities for career growth, training, and inter-departmental experience, aligning with employees' aspirations for responsibility and independence. Employees feel that GWI assists in providing opportunities for future employment, with a notably highest mean score of 3.90, which is the agreed level. The lowest means score of 3.83 is for the perception that there are opportunities for promotion in the company.

4.1.2 Employee Perception on Social Value

To analyze employer attractiveness with social values, the following attributes are included: positive relationships among co-workers and supervisors in my company; a working environment that feels at home; and help and ease at work. The presence of supportive and encouraging colleagues. An organization with values and uses of creativity.

Table (4.2) Employee Perception on Social Value

No.	Particular	Mean	Standard Deviation
1	Good relationships among co-worker in the company	3.84	0.51
2	Good relationships with supervisors in the company	3.87	0.52
3	Working place where feel at home	3.82	0.55
4	A place where help and ease at work motivates to work	3.86	0.52
5	Being supportive and encouraging colleagues	3.84	0.53
6	The organization with values and use of creativity	3.88	0.50
	Overall Mean	3.85	

Source: Survey data (2023)

Employee perceptions in Table (4.2) show the overall mean rating for these factors is 3.85, which is the agreed level. The respondent indicated that employees perceive a strong sense of social value within the Global World Insurance Company. This means that the company fosters positive effects among employees, provides a comfortable and supportive work environment, and values the creativity of its workforce, contributing to an attractive employer brand in terms of social value. The organization is seen as valuing and utilizing employees' creativity, with a highest mean score of 3.88, which is the agreed level. The working environment is described as one where employees feel at home, with the lowest mean score of 3.82 and the least characteristic as compared to others. GWI Insurance has to consider how to create and facilitate a good environment to enhance its social values.

4.1.3 Employee Perception on Reputation Value

The appeal of the company is distinguished by several key factors. Firstly, the company positively distinguishes itself when compared to other organizations, making it a standout choice. Secondly, the strength of the employer brand provides a distinct advantage, enhancing prospects for future performance and career growth. Moreover, the perception of the company as a desirable workplace by others adds to its appeal. Personally, take pride in the appreciation social circles have for employers, underscoring the company's positive reputation. Lastly, the employer's own opinion and its strengths significantly influence commitment and length of service, demonstrating the integral role of reputation value in the professional journey.

Table (4.3) Employee Perception on Reputation Value

No.	Particular	Mean	Standard Deviation
1	The company in which work positively stands out in relation to other companies.	3.95	0.50
2	Giving a complete edge for future performance	3.97	0.52
3	Thinking the company where work is a good place to work	3.97	0.49
4	Feeling proud when a social circle appreciates company	3.98	0.52
5	Opinions about the employer and its strengths influences the length of service	3.98	0.46
	Overall Mean	3.97	

Source: Survey data (2023)

Table (4.3) shows that these reputation value factors have an impressive average mean of 3.97, which is the agree level. The respondents' employees perceive Global World Insurance as an organization with a highly favorable reputation. This means that the company's positive image, employer brand, and standing in the eyes of others play a crucial role in its attractiveness as an employer. Furthermore, employees acknowledge that their personal opinions about the employer and its strengths significantly influence the length of service, with 3.98 being the highest mean score of 3.98. The company with the lowest mean score of 3.95 is one whose work stands out from the competition.

4.1.4 Employee Perception on Diversity Value

Measuring employer attractiveness combined with diversity value involves assessing several key attributes. Firstly, it's crucial to evaluate how supervisors interact with employees from diverse backgrounds, as their ability to work effectively with a range of individuals fosters an inclusive environment. Secondly, the commitment of supervisors to creating and maintaining a diverse workplace is essential, as it reflects the company's dedication to inclusion. Additionally, examining the presence of policies and programs that actively promote diversity and equal opportunities is vital. Providing a diverse array of work activities and challenging tasks is equally important, as it ensures that employees from different backgrounds can engage in meaningful and fulfilling work. These attributes

collectively contribute to an organization's reputation for diversity and inclusivity, which can significantly impact its employer attractiveness.

Table (4.4) Employee Perception on Diversity Value

No.	Particular	Mean	Standard Deviation
1	Supervising and working well with employees of different backgrounds	3.88	0.55
2	Supervising is committed to workplaces of different backgrounds	3.86	0.55
3	Promoting diversity at work with policies and programs	3.87	0.53
4	Offering a good variety of work activities	3.92	0.50
5	Challenging by the tasks provided by the company	3.94	0.51
	Overall Mean	3.89	

Source: Survey data (2023)

In Table (4.4), the overall means rating for these diversity value attributes is a commendable 3.89, which is the agree level, showcasing that employee perceive Global World Insurance as an organization that prioritizes diversity and offers a stimulating and inclusive work environment. Employees find the tasks provided by the company to be challenging, indicating a stimulating work environment, the highest mean score is 39.4. The lowest mean score of 3.86 is for supervisors' commitment to the workplace from different backgrounds. This positive perception contributes to the company's attractiveness as an employer in terms of diversity value.

4.1.5 Employee Perception on Economic Value

The employee perception of economic value is shown in Table (4.5) in terms of five attributes; firstly, a handsome compensation package stands out as a significant attractor, demonstrating the importance of competitive pay in talent acquisition. Moreover, employees value organizations that prioritize timely and fair compensation practices, emphasizing transparency and equity. Additionally, the presence of flexible rewards reflects an organization's adaptability to meet diverse employee needs. Retirement benefits signify long-term financial security, further enhancing an employer's appeal. Finally, job security remains a fundamental consideration, with employees seeking organizations that offer stability and a secure work environment. These attributes collectively shape the employee's perception of economic value, influencing their choice to join or stay with an organization.

Table (4.5) Employee Perception on Economic Value

No.	Particular	Mean	Standard Deviation
1	A handsome compensation package attracts people to work with the organization	3.85	0.55
2	Working with organizations where timely and fair compensation is given	3.86	0.53
3	Working with an organization that provides flexible rewards	3.91	0.54
4	Working for an organization which provides retirement benefits	3.84	0.61
5	Working for an organization that provide long-term employment	3.90	0.52
	Overall Mean	3.87	

Source: Survey data (2023)

According to Table (4.5), the average means of the economic value attributes is a commendable 3.87, which is the agree level, indicating that employees perceive Global World Insurance as an employer that prioritizes competitive compensation, fairness, flexibility, and long-term security. Retirement benefits are valued by employees, with the lowest score mean is 3.84. Global World Insurance is seen as an organization that provides flexible rewards, receiving the highest score of 3.91.

4.2 Organizational Commitment

For this study, organizational commitment scales were created to assess affective commitment, continuous commitment, and normative commitment. Items were created to assess the respondent's psychological impact on their organization and employment. On a five-point Likert-type scale, respondents gave responses ranging from (1) strongly disagree to (5) strongly agree.

4.2.1 Affective Commitment

The mean and standard deviation that were determined from the questions on the affective commitment of the GWI Insurance workers are shown in the following table.

Table (4.6) Affective Commitment

No.	Particular	Mean	Standard Deviation
1	Being happy to spend the rest of career with this organization	3.90	0.56
2	Feeling as if this organization's problems own	3.91	0.57
3	Feeling a strong sense of "belonging" to an organization	3.90	0.56
4	Feeling like "part of the family" at an organization	3.95	0.57
5	Having a great deal of personal meaning	3.96	0.57
	Overall Mean	3.92	

Source: Survey data (2023)

From the data in Table (4.6), the overall mean score is 3.92, which is the agree level. According to the highest mean scores of 3.96, employees in the organization tend to feel a strong sense of personal meaning in their work. The lowest mean score is 3.90, these aspects of commitment are still relatively positive, they have slightly lower scores compared to the others, which means that employees may be slightly less committed in terms of being happy to spend their entire career.

4.2.2 Continuous Commitment

The following table describes the mean and standard deviation calculated from the questions relating to the continuous commitment of the employees of GWI Insurance.

Table (4.7) Continuous Commitment

No.	Particular	Mean	Standard Deviation
1	Staying with an organization is a matter of necessity as much as desire	3.93	0.57
2	Being hard for to leave an organization right now, even if wanted to	3.90	0.56
3	Being disrupted decided wanted to leave the organization now	3.80	0.68
4	Feeling that have too few options to consider leaving this organization	3.82	0.65
5	If had not already put so much into this organization, consider working elsewhere.	3.84	0.63
	Overall Mean	3.86	

Source: Survey data (2023)

From the data in Table (4.7), it is evident that the overall average value for the subject is 3,86 indicating an agreement level. The highest mean score of 3.93 indicates that many employees feel compelled to stay with their organization due to factors like financial stability, benefits, or job security. This is consistent with fundamental idea of enduring commitment in which employees might stay primarily out of necessity. The lowest mean score of 3.80 underscores the idea that employees perceive leaving the organization as a significant disruptor in their lives, supporting the notion of continuous commitment.

Overall, the results point to a strong sense of continuous commitment, where employees feel tethered to their organization due to various perceived costs and dependencies, even if their personal desires to leave exist. Understanding continuous commitment is essential for organizations to address employee retention, as it highlights the factors that make employees stay out of necessity rather than choice.

4.2.3 Normative Commitment

The following table describes the mean and standard deviation calculated from the questions relating to the normative commitment of the employees of GWI Insurance.

From the data in Table (4.8), the normative commitment at GWI Insurance has a general mean value of 3.91, which is the agreed level. The highest mean score of 3.96 indicates that employees believe their organization merits their loyalty and dedication, emphasizing a strong sense of normative commitment and also reflecting a broad sense of commitment and responsibility toward the organization. The lowest mean score is 3.82, employees in the organization, on average, feel less guilt about the prospect of leaving the organization compared to the other aspects of commitment measured in the table. This lower score may indicate that employees do not generally feel a strong sense of guilt if they were to leave the organization at this time.

Table (4.8) Normative Commitment

No.	Particular	Mean	Standard Deviation
1	Feeling guilty if the organization left now	3.82	0.67
2	This organization deserves loyalty	3.96	0.57
3	Right now, because have a sense of obligation to the people in it	3.92	0.57
4	Owing a great deal to organization	3.88	0.62
5	Feeling any obligation to remain with current employer	3.96	0.54
	Overall Mean	3.91	

Source: Survey data (2023)

Overall, the results indicate that employees in the survey feel a strong sense of normative commitment, which is rooted in their feelings of loyalty, moral obligation, and a sense of indebtedness to both the organization itself and the people within it. Understanding and nurturing normative commitment can be crucial for organizations aiming to maintain a dedicated and loyal workforce, as it highlights the importance of emotional and ethical bonds between employees and the organization.

4.3 Intention to Stay

One of the potential outcomes that the study could investigate as a result of effective organizational commitment is the employee's intention to stay with the organization.

Table (4.9) Intention to Stay

No.	Particular	Mean	Standard Deviation
1	Not considering leaving the job	3.98	0.57
2	Choosing to continue working in present job	4.01	0.58
3	Satisfying personal need through the current job	4.01	0.56
4	Providing opportunities at work to achieve personal work-related goals	4.00	0.56
5	Not accepting another job at the same compensation level offered	3.99	0.56
6	Looking forward to another day of work	4.03	0.54
	Overall Mean	4.00	

Source: Survey data (2023)

According to table (4.9), the intention to stay at GWI Insurance Company Limited is an overall mean of 4.00, which is the agreed level. The respondents think they have an intention to stay with the insurance company. According to the highest mean score of 4.03, most of the employees are inclined to stay with the company for an extended period of time. The lowest mean score in the data you've provided is 3.98, the overall intention to stay at GWI Insurance Company Limited is relatively high.

4.4 Analysis on Effect of Employer Brand on Organizational Commitment

In this study, a linear regression model is used to analyze the effect of employer brand on organizational commitment. Five dimensions of employer brand are used to measure organizational commitment. VIF statistically quantifies the degree of multicollinearity

between variables by providing an index that estimates how much variance is inflated due to collinearity. All of the variables examined in this model are met (VIF 10). The result of generation from this model is shown in Tables 4.10, 4.11 and 4.12.

4.4.1 Effect of Employer Brand on Affective Commitment

To analyze the effect of employer brand on organizational commitment, response data are calculated between independent variables and dependent variables. The dependent value in this study is affective commitment, with the independent variables are development value, social value, reputation value, diversity value and economic value.

Table (4.10) Effect of Employer Brand on Affective Commitment

Variables	Unstandardized Coefficient		Standardized Coefficients	t	Sig.	VIF
	B	St. Error	Beta			
Constant	-.036	.178		-.202	.840	
Development value	-.134	.084	-.132	-1.604	.111	4.57
Social value	.279***	.092	.258	3.044	.003	4.86
Reputation value	.460***	.094	.410	4.887	.000	4.75
Diversity value	-.140	.097	-.130	-1.449	.150	5.44
Economic value	.548***	.088	.526	6.195	.000	4.87
R	.891					
R Square	.793					
Adjusted R Square	.786					
F Value	107.272***					

Source: Survey Data (2023)

***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.10), the adjusted R square is 0.793, which means the liner regression model in this case is 79.3% of variations in independent variables (development value, social value, reputation value, diversity value and economic value) and dependent variable affective commitment. The value of the F test indicates that the overall significance of the model is highly significant at the 1 percent level. This specified model can be said to be valid. The standard coefficient (Beta) value of the employer brand is positive, which indicates that the employer brand has a positive affective commitment to Global World Insurance Company Limited.

Economic value has a significant and affective commitment among employees at GWI Insurance at a 1 percent significance level. This means that employees at GWI Insurance place a high level of importance on various aspects of economic value, such as a handsome compensation package, receiving timely and fair compensation, the availability of flexible rewards, retirement benefits, and job security when it comes to their commitment to the organization. These factors contribute significantly to their emotional attachment and commitment to the company.

Reputation value has a significant and affective commitment among employees at GWI Insurance at a 1 percent significance level. This means that employees at GWI Insurance highly value working for a company that positively stands out compared to other companies, where the employer brand provides them with a competitive edge for future performance. Additionally, the perception of the company as a good place to work, feeling pride when their social circle appreciates the company, and the influence of their opinion about the employer and its strength on their length of services all contribute to their affective commitment to the organization.

The findings indicate that social value has a significant and positively affective commitment among employees at the GWI Insurance Company at a 1 percent significance level. This means that employees at GWI Insurance place a high value on positive interactions with co-workers and supervisors, feeling at home in their workplace, the motivation derived from a helpful and supportive environment, and the organization's appreciation for and utilization of creativity.

This study has identified five key drivers of affective commitment among employees at GWI Insurance. Among these drivers, social value, reputation, and economic values have been found a highly significant and positive effect on affective commitment measures. The indicates that employees at GWI Insurance place significant importance on positive effect on strong company reputation and economic factors like compensation and job security when it comes to their commitment to the organization.

4.4.2 Effect of Employer Brand on Continuous Commitment

Response data is collected between independent factors and dependent variables to examine the impact of employer brand on organizational commitment. The dependent variable in this study is continuous commitment, while the independent variables are development value, social value, reputation value, diversity value, and economic value.

Table (4.11) Effect of Employer Brand on Continuous Commitment

Variables	Unstandardized Coefficient		Standardized Coefficients	t	Sig.	VIF
	B	St. Error	Beta			
Constant	.188	.254		.741	.460	
Development value	.072	.120	.064	.598	.551	4.57
Social value	.121	.131	.102	.923	.358	4.86
Reputation value	-.137	.134	-.112	-1.023	.308	4.75
Diversity value	.246*	.138	.209	1.783	.077	5.44
Economic value	.649***	.126	.571	5.142	.000	4.87
R	.803					
R Square	.646					
Adjusted R Square	.633					
F Value	51.002***					

Source: Survey Data (2023)

***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.11), the adjusted R square is 0.646, which means the linear regression model in this case is 64.6%, indicating that continuous commitment is the dependent variable, while independent factors in this example are development value, social value, reputation value, diversity value, and economic value. The results of the F test indicate that the model's overall significance is very significant at the 1% level. It can be argued that the given model is valid. The employer brand's standard coefficient (Beta) score is positive, which indicates that it has a good, continuous commitment to GWI Insurance.

Economic value has been found to have a significant and positive effect on continuous commitment among employees at GWI Insurance, at a 1 percent significance level. That means employees at GWI Insurance place a highest degree of importance on economic factors such as a handsome compensation package, timely and fair compensation, the availability of flexible rewards, retirement benefits, and job security when it comes to their continuous commitment to the organization. This finding implies that employees are motivated to continue their employment with GWI Insurance due to the attractive economic benefits and job security provided by the organization. It further means that the employer

attributes related to economic value play a crucial role in shaping employees' positive, continuous commitment to the employer brand. This underscores the importance of the organization's efforts to provide competitive compensation packages, fair treatment, flexible rewards, retirement benefits, and job stability in retaining and engaging its workforce.

Diversity value has a significant continuous commitment among employees at GWI Insurance at a 10 percent significance level. This means that employees at GWI Insurance perceive diversity-related factors as having an influence on their continuous commitment to the organization, albeit at a slightly lower significance level compared to some of the previously mentioned factors. This finding implies that employees appreciate and are more likely to continue their employment with GWI Insurance when they perceive that supervisor effectively work with individuals from diverse backgrounds, are committed to fostering a diverse workplace, and when policies and programs promoting diversity are in place. Additionally, the availability of a variety of challenging work activities within the company may also contribute to their continuous commitment.

GWI Insurance can enhance employee retention and continuous commitment by fostering an inclusive and diverse workplace culture while providing engaging and challenging work opportunities for employees from various backgrounds.

4.4.3 Effect of Employer Brand on Normative Commitment

To analyze the effect of employer brand on organizational commitment, response data are calculated between independent variables and dependent variables. Normative commitment is the dependent variable in this study, and the independent variables are development value, social value, reputation value, diversity value, and economic value.

Table (4.12) Effect of Employer Brand on Normative Commitment

Variables	Unstandardized Coefficient		Standardized Coefficients	t	Sig.	VIF
	B	St. Error	Beta			
Constant	.318	.250		1.273	.205	
Development value	.000	.118	.000	.000	1.000	4.57
Social value	.072	.129	.064	.556	.579	4.86
Reputation value	.136	.132	.117	1.029	.305	4.75
Diversity value	.510***	.136	.457	3.746	.001	5.44
Economic value	.204	.124	.189	1.639	.104	4.87
R	.786					
R Square	.617					
Adjusted R Square	.603					
F Value	45.112***					

Source: Survey Data (2023)

***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.12), the adjusted R square is 0.617, which means the liner regression model in this case is 61.7% of variations in independent variables (development value, social value, reputation value, diversity value and economic value) and dependent variable normative commitment. The value of the F test indicates that the overall significance of the model is highly significant at the 1 percent level. This specified model can be said to be valid. The standard coefficient (Beta) value of the employer brand is positive, which indicates that the employer brand has a positive normative commitment to Global World Insurance Company Limited.

Diversity value has a significant and positive effect on affective attitude at the 1% level. This indicates that employees at GWI Insurance exhibit a high degree of normative commitment when they perceive that diversity-related factors are present and valued within the organization. Employees at GWI Insurance feel a strong sense of moral obligation and attachment to the organization because they appreciate the efforts made by supervisors in working effectively with employees from diverse backgrounds, the commitment of supervisors to fostering a diverse workplace, the existence of policies and programs that promote diversity at work, the availability of a good variety of work activities, and the

presence of challenging tasks provided by the company. GWI Insurance has successfully cultivated a culture of diversity and inclusion that not only positively influences employees' normative commitment but also indicates that employees are deeply committed to the organization on ethical and moral grounds, seeing it as a place where diversity and inclusivity are valued and promoted.

4.5 Analysis on Effect of Organizational Commitment on Intention to Stay

In this study, the impact of organizational commitment on employee intention to stay is examined using a linear regression model. The intention of the employee to stay determined using three aspects of organizational commitment. The variance inflation factor (VIF) was examined to verify collinearity between the important variables in this model. By providing an index that estimates how much variance is exaggerated because of collinearity, VIF statistically measures the level of multi-collinearity between variables. This model's analyzed variables all meet the criteria (VIF 10). Tables (4.13) show the results of the model's generation.

To analyze the impact of organizational commitment on employee intention to stay at Global World Insurance, conducted an analysis that involved calculating correlations between independent variables and the dependent variable. In this analysis, the independent variables comprise measures of organizational commitment, while the dependent variable is employee intention to stay.

Table (4.13) Effect of Organizational Commitment and Intention to Stay

Variables	Unstandardized Coefficient		Standardized Coefficients	t	Sig.	VIF
	B	St. Error	Beta			
Constant	.697	.186		3.739	.000	
Affective Commitment	.205**	.086	.205	2.383	.019	3,523
Continuous Commitment	.018	.104	.019	.171	.865	6.071
Normative Commitment	.623***	.116	.642	5.370	.000	6.818
R				.838		
R Square				.703		
Adjusted R Square				.696		
F Value				111.809***		

Source: Survey Data (2023)

***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to Table (4.13), the adjusted R square is 0.703, which means the linear regression model in this case is 70.3% of variations in independent variables (affective commitment, continuous commitment, and normative commitment) and dependent variables (employee intention to stay). The value of the F test and the overall significance of the model are highly significant at the 1 percent level. This specific model can be said to be valid. Moreover, the standard coefficient (beta) value of the organizational commitment is positive, which indicates that the organizational commitment has a positive employee intention to stay at Global World Insurance.

Affective commitment has an employee intention to stay at a 5 percent significance level. These results mean that employees who experience a strong affective commitment to the organization, as indicated by their happiness to spend their entire career with the organization, feeling a deep sense of ownership over the organization's problems, a strong sense of belonging, a feeling of being part of the organization's family, and perceiving a great deal of personal meaning in their work, are less likely to have intention to stay the organization. Employees who have a high level of emotional attachment and commitment to the organization are more likely to want to stay with the company and are less inclined to seek opportunities elsewhere. This finding highlights the importance of fostering affective commitment among employees as a means to reduce turnover and retain a dedicated and loyal workforce.

Normative commitment has a significant and positive effect on employee turnover intention at a 1 percent significance level. This indicates that employees who feel a strong sense of normative commitment, characterized by feelings of guilt if they were to leave the organization, a belief that the organization deserves their loyalty, a sense of obligation to the people within the organization, a perception that they owe a great deal to the organization, and a general sense of obligation to remain with their current employer, are actually more likely to have a higher degree of intention to stay at the insurance company.

Despite their feelings of moral or ethical obligation to stay with the organization, employees with high normative commitment may still consider leaving. This finding means that other factors or circumstances may outweigh their sense of duty and commitment to the organization, leading to a higher intention to stay. Further exploration is needed to understand the specific reasons behind this relationship and to develop strategies to address the intention to stay effectively.

CHAPTER 5

CONCLUSION

The objective of this study is to examine whether that employer brand affects organizational commitment and intention to stay at Global World Insurance Company Limited. This chapter represents the findings and discussion, suggestions and recommendations, and need for further research.

5.1 Findings and Discussions

According to the study, activities such as those of Global World Insurance Company, with the five conditions of development values, social values, reputation values, diversity values, and economic values, can strengthen organizational commitment. which led to employee turnover intentions at Global World Insurance Company Limited. The majority of respondents' parents are female, according to demographic data. Moreover, the majority of our employees have graduated from their respective educational backgrounds. This signifies that they have acquired valuable human capital, including knowledge, skills, and abilities necessary for efficient performance. Furthermore, a substantial portion of our respondents hold job positions at the assistant manager or manager level within Global World Insurance Company Limited.

The respondents agree level, as shown by descriptive statistics on the overall mean values of reputation value. This indicates that employees give the company's reputation as an employer a very high level of importance. A strong reputation can attract top talent and retain existing employees. Employees seem to value a positive external perception of their workplace, which can lead to feelings of pride and loyalty.

The overall mean value of diversity this means that employees find diversity-related aspects to be of significant importance in their employer's brand perception. Factors such as supervising employees from different backgrounds and promoting diversity through policies and programs are valued. This indicates a commitment to inclusivity and a welcoming workplace. The overall mean of economic value has employees consider factors like compensation, retirement benefits, job security, and flexible rewards to be moderately important in shaping their employer brand perception. This indicates that a key factor in the attraction and retention of talent is attractive pay packages and job security. The overall mean of development value indicates that employees value opportunities for growth and development within the organization. Investing in training, opportunities for promotion,

and the ability to take on more responsibility are moderately important in shaping the employer brand. Employees seek opportunities for personal and professional advancement. The lowest mean value within the employer brand dimensions is social value, while still important, employees assign slightly less significance to factors such as relationships with colleagues and supervisors, a supportive work environment, and an organization's values and creativity. Social aspects, although valued, are perceived as slightly less critical compared to other dimensions.

According to regression analysis on the overall mean of affective commitment, have the respondents agreed level. This means that it represents a worker's identity and emotional connection with the company. It is also found that the employees generally feel positive emotions and a strong connection to the organization. The affective commitment indicates that employees are emotionally invested in the organization. They express a genuine desire to spend their careers with the organization, view its problems as their own, and feel a strong sense of belonging and a family-like atmosphere. This emotional attachment can lead to greater job satisfaction, productivity, and lower turnover rates.

The agree level includes the normative commitment's overall mean values. It reflects a sense of obligation and loyalty to the company. This means that employees feel a moderate level of obligation to remain with their current employer. The normative commitment implies that employees feel a sense of duty and responsibility towards the organization. They may feel guilty if they were to leave, believe the organization deserves their loyalty, and acknowledge owing a great deal to it. This sense of obligation can lead to increased tenure and commitment to the organization's values and goals.

The overall mean value of continuous commitment pertains to the perception of the ease or difficulty of leaving the organization. Continuous commitment has employees finding it somewhat challenging to leave the organization at this time. Although continuous commitment is slightly lower compared to affective and normative commitment, it still suggests that employees do not find it easy to leave the organization. They might perceive staying with the organization as a matter of necessity and may feel they have limited alternative options. This could be due to various factors, such as job security, benefits, or career advancement prospects.

The respondents' level of agreement with the intention to stay is high. This means that the respondents strongly contribute to employees' intentions to stay. Employees who actively choose to remain in their current position are more likely to have a higher intention to stay. To retain employees and enhance their intention to stay, organizations should focus

on factors that encourage active commitment to their current roles, ensure personal needs are met, and foster a positive work environment where employees eagerly anticipate their daily tasks. This understanding can guide HR and management strategies to improve employee retention and satisfaction.

The findings show that GWI Insurance's employer brand is related to its organizational commitment. Additionally, organizational commitment is linked to employee intention to stay with GWI Insurance. It is a very positive result for GWI Insurance to have employees who are deeply involved in their work there, take pride in being part of the GWI Insurance community, and aspire to have a long-term tenure with the company.

5.2 Suggestions and Recommendations

Regarding the studies in relation to the research conducted on employees' perceptions of the employer brand at GWI Insurance, noteworthy suggestions and recommendations have emerged. The study's findings undeniably highlight that the implementation of an employer brand strategy exerts influence on the realization of organizational commitment.

Fostering a positive employer-employee relationship within the organization is crucial, achieved through the cultivation of appealing characteristics, the provision of promising advancement prospects, and the effective management of work-life balance as integral components of the organizational culture. In the area of employer brand, the participation of economic values is also prominent in driving the organizational commitment of GWI Insurance. In terms of economic value, GWI Insurance must evaluate financial incentive programs by evaluating industry rates for things like pay, commissions, and bonuses, which are among the alluring benefits for employees both inside and outside the organization.

Reputation value is prominent and contributes significantly to driving organizational commitment at GWI Insurance. Building and maintaining a positive reputation is essential for attracting and retaining top talent and fostering a committed workforce. Reputation value is a crucial aspect of GWI Insurance's employer brand, directly influencing organizational commitment. To strengthen this aspect of the brand, the organization should continue to create an exciting work environment, encourage employee creativity, involve employees in decision-making, promote knowledge sharing and teamwork, and maintain effective communication and harmony between managers and

employees. A positive reputation value not only attracts and retains talent but also strengthens the dedication of employees to the success of the company.

At GWI Insurance, the importance of diversity values is apparent in the employer brand area and has a significant impact on fostering organizational commitment. Embracing diversity and inclusion is essential for building a strong employer brand and fostering a highly engaged workforce. Participation in diversity values is a vital aspect of GWI Insurance's employer brand, directly impacting employee engagement. To strengthen this aspect of the brand, the organization should continue to create an inclusive work environment, actively involve employees in diversity initiatives, promote knowledge sharing and cross-cultural collaboration, and ensure effective communication that fosters inclusivity. A commitment to diversity values not only enhances employee engagement but also positions the organization as an inclusive and welcoming employer.

GWI Insurance should also prioritize social values as a valuable attribute, fostering positive engagement within the organization. To achieve this, employers should uphold these values and strive to enhance them by cultivating a content and harmonious work environment while nurturing strong employer-employee relationships. GWI Insurance must focus on creating and facilitating a happy workplace environment that offers career-enhancing experiences, emphasizing its commitment to social values.

Regarding affective commitment, continuous commitment, and normative commitment, the survey data revealed that they received the highest level of participation. In a general assessment, employees at GWI Insurance Co., Ltd. seem to be more inclined towards job engagement rather than just fulfilling their job roles. It is advisable for Global World Insurance Company Limited's employers to concentrate on maintaining every element that contributes to organizational engagement.

Regarding the overarching goal, it has previously been proven that organizational commitment and employer brand have connections and effects on employees' intentions to stay. A good economic value, reputation value, and social value promote affective commitment; a good economic value and diversity value promote continuous commitment; and a good diversity value promotes normative commitment. Out of all the factors in organizational commitment, economic value and reputation value have the most significant relationship with the employee's intention to stay. Therefore, Global World Insurance Company Limited, since affective commitment, continuous commitment, and normative commitment are the most important attributes, should only be looking at promoting and maintaining a good reputation and economic value.

5.3 Needs for Further Research

The results of this research affirm that the employer's reputation plays a significant role in fostering organizational commitment. This commitment, in turn, has a direct impact on reducing employee turnover intentions at GWI Insurance. While this study was conducted at the GWI Insurance Head Office, it is necessary to conduct additional research on the employees operating in the company's various functional departments. Given the limited scope of this study, it is significant to highlight that the results might not be universally applicable to all branches and departments within GWI Insurance. Therefore, it is recommended that future research include a comparative study to delve deeper into the influence of the employer brand, as well as other factors like HRM practices, on organizational commitment within the organization. Furthermore, it should be recognized that a strong organizational commitment can potentially lead to improved business performance and individual employee performance. To better understand the outcomes associated with organizational commitment, additional research in this area is warranted.

Further research on Myanmar's insurance industry has seen significant changes and growth in recent years due to regulatory reforms and increased foreign investment. As the market continues to develop and mature, insurers have the country's vast potential and product innovation to enhance insurance penetration. It will need to focus on distribution efficiency and customer education. Therefore, the employer brand of the company operating in the insurance industry is also important.

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APPENDIX A

QUESTIONNAIRE

The Effect of Employer Brand on Organizational Commitment and Intention to Stay at Global World Insurance Company

Dear Respondent,

The information obtained from the questionnaires will be used only for the MBA (Online) Master of Business Administration. This Questionnaires is the part of a research study on employer brand on organizational commitment and turnover intention at GWI Insurance. This study is for Yangon University of Economics. Your responses to the questionnaire will be entered directly into a database and treated confidentially. Your participation in this study will be highly appreciated and thank you.

Please tack a mark (\surd) the appropriate response.

Section (A)

Demographic factors of Respondent

1. Gender

Male

Female

2. Age group

18 – 30 years

31 – 40 years

41 - 50 years

51 - 60 years

Above 60 years

3. Education Level

High School

Under Graduate

Graduate

Master

Ph.D.

Others

4. How long have you been working in GWI?

- less than 1 year
- 1 -3 years
- 4 – 6 years
- 7 – 9 years
- above 9 years
- Others

5. What is your current position?

- Junior staff
- Senior staff
- Assistant Manager /Manager
- General Manager
- Other

6. Marital Status

- Single
- Married

Section (B)
Influencing Factors

Please check the degree that best describe you are agree or disagree with the statements of employer brand, organizational commitment and Intention to Stay. Please tick (√) one of the boxes that best fits your level of agreement with each statement. There is no right or wrong answer. What you think is the most important.

Sr No	Particulars	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Development Value	1	2	3	4	5
1	There are opportunities for promotion in the company					
2	The Company invests in training of its employees					
3	Opportunity is provided for having hand on inter-departmental experience					
4	A job where I can grow and take more responsibility					
5	A job where I can work with power and independence					
6	My organization helps in providing opportunities for future employment					
	Social Value	1	2	3	4	5
1	Relationships among co-workers in my company are good					
2	Relationships with supervisors in my company are good					
3	Working place where I feel like home					
4	A place where help and ease at work motivates me to work					
5	There are supportive and encouraging colleagues					
6	The organization both values and makes use of my creativity					
	Reputation Value	1	2	3	4	5
1	The Company in which I work positively stands out in relation to other companies.					
2	Employer brand gives me complete edge for my future performance					

3	Other people think the company where I work is a good place to work in					
4	I feel proud when social circle appreciates me and my company					
5	My opinion about employer and its strength influences my length of service					
	Diversity Value	1	2	3	4	5
1	Supervisor work well with the employee of different background					
2	Supervisor are committed to workplace of different background					
3	Policies and program promote diversity at work					
4	Company offers good variety of work activities					
5	The tasks provided at the company are challenging					
	Economic Value	1	2	3	4	5
1	Handsome compensation package attracts me to work with the organization					
2	Work with an organization where timely and fair compensation is given					
3	Work with an organization where flexible reward is offered					
4	Work with and organization where retirement benefits is offered					
5	Work with an organization which offer secure jobs					

Organizational Commitment

Sr No	Particulars	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Affective Commitment	1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					
2	I really feel as if this organization's problems are my own.					
3	I feel a strong sense of "belonging" to my organization.					
4	I feel like "part of the family" at my organization.					
5	This organization has a great deal of personal meaning for me.					

Continuous Commitment		1	2	3	4	5
1	Right now, staying with my organization is a matter of necessity as much as desire					
2	It would be very hard for me to leave my organization right now, even if I wanted to.					
3	Too much of my life would be disrupted if I decided I wanted to leave my organization now					
4	I feel that I have too few options to consider leaving this organization					
5	If I had not already put so much of myself into this organization, I might consider working elsewhere					
Normative Commitment		1	2	3	4	5
1	I would feel guilty if I left my organization now					
2	This organization deserves my loyalty					
3	I would not leave my organization right now because I have a sense of obligation to the people in it					
4	I owe a great deal to my organization					
5	I feel any obligation to remain with my current employer					

Intention to Stay

Sr No	Particulars	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
1	I do not consider leaving my job.					
2	I choose to continue working in my present job.					
3	My current job is satisfying my personal need.					
4	My company provides opportunity at work to achieve my personal work-related goals.					
5	I don't accept another job at the same compensation level offered to me.					
6	I look forward to another day at my work.					

End of Questionnaires.

“I do appreciate for your kind support and time!”

APPENDIX B
Statistical Output
Multiple Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.891 ^a	.793	.786	.24422	2.111

a. Predictors: (Constant), Economic, Development, Reputation, Social, Diversity

b. Dependent Variable: Affective

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.991	5	6.398	107.272	.000 ^b
	Residual	8.350	140	.060		
	Total	40.341	145			

a. Dependent Variable: Affective

b. Predictors: (Constant), Economic, Development, Reputation, Social, Diversity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.036	.178		-.202	.840		
	Development	-.134	.084	-.132	-1.604	.111	.219	4.570
	Social	.279	.092	.258	3.044	.003	.206	4.861
	Reputation	.460	.094	.410	4.887	.000	.210	4.757
	Diversity	-.140	.097	-.130	-1.449	.150	.184	5.447
	Economic	.548	.088	.526	6.195	.000	.205	4.879

a. Dependent Variable: Affective

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.803 ^a	.646	.633	.34864	1.736

a. Predictors: (Constant), Economic, Development, Reputation, Social, Diversity

b. Dependent Variable: Continuous

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.997	5	6.199	51.002	.000 ^b
	Residual	17.017	140	.122		
	Total	48.013	145			

a. Dependent Variable: Continuous

b. Predictors: (Constant), Economic, Development, Reputation, Social, Diversity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.188	.254		.741	.460		
	Development	.072	.120	.064	.598	.551	.219	4.570
	Social	.121	.131	.102	.923	.358	.206	4.861
	Reputation	-.137	.134	-.112	-1.023	.308	.210	4.757
	Diversity	.246	.138	.209	1.783	.077	.184	5.447
	Economic	.649	.126	.571	5.142	.000	.205	4.879

a. Dependent Variable: Continuous

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786 ^a	.617	.603	.34317	1.809

a. Predictors: (Constant), Economic, Development, Reputation, Social, Diversity

b. Dependent Variable: Normative

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.563	5	5.313	45.112	.000 ^b
	Residual	16.487	140	.118		
	Total	43.050	145			

a. Dependent Variable: Normative

b. Predictors: (Constant), Economic, Development, Reputation, Social, Diversity

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	B
1 (Constant)	.318	.250		1.273	.205		
Development	.000	.118	.000	.000	1.000	.219	4.570
Social Reputation	.072	.129	.064	.556	.579	.206	4.861
Diversity	.136	.132	.117	1.029	.305	.210	4.757
Economic	.510	.136	.457	3.746	.000	.184	5.447
	.204	.124	.189	1.639	.104	.205	4.879

a. Dependent Variable: Normative

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.838 ^a	.703	.696	.291	1.950

a. Predictors: (Constant), Normative, Affective, Continuous

b. Dependent Variable: Intention

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.491	3	9.497	111.809	.000 ^b
	Residual	12.061	142	.085		
	Total	40.553	145			

c. Dependent Variable: Intention

d. Predictors: (Constant), Normative, Affective, Continuous

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.697	.186		3.739	.000		
Affective	.205	.086	.205	2.383	.019	.284	3.523
Continuous	.018	.104	.019	.171	.865	.165	6.071
Normative	.623	.116	.642	5.370	.000	.147	6.818

a. Dependent Variable: Intention