

# **FACTORS OF EMPLOYER BRANDING THAT DETERMINE THE EMPLOYEE RETENTION: CASE OF CML-MTD CONSTRUCTION LIMITED**

**M.A.D.M. Ashif<sup>1</sup>, A.P.S. Fernando<sup>1</sup> and D.S. Adikaram<sup>2</sup>**

*<sup>1</sup>Department of Agricultural Systems, Faculty of Agriculture, Rajarata University of Sri Lanka, Puliyankulama, Anuradhapura*

*<sup>2</sup>Human Resource Department, CML-MTD Construction Limited, Head Office, Colombo*

According to the Human Resources Department schedules, current employee turnover is high and it highly influences the future growth of the company. In order to maintain employee retention, the employer branding with existing employees is compulsory. An organization needs to address many factors. This study aimed to determine factors affecting employer branding and retention from the perspective of existing employees within the CML-MTD (Carson Marketing Limited Malaysian Thai Development Corporation) Construction Limited. Five factors; Recruitment Practices (RP), Training and Development (T&D), Performance Management (PM), Benefits and Rewards (B&R) and Culture & Environment (C&E) were tested on their relation to employer branding and retention. Data were collected from randomly selected existing employees of CML-MTD construction limited. These factors were constructed using a number of parameters (variable factors) measured at five point Likert scale and used in correlation analysis and multiple regression analysis, after converting the scale values to percentages. Even though all five factors were found to be positively correlated with employer branding, their values were 0.36, 0.33, 0.54, 0.59 and 0.43, respectively. Results of the regression analysis elicited that only PM and B&R have positive and significant ( $p < 0.05$ ) impact on employee retention, while other factors remained insignificant but with expected signs. These results conclude that, even though factors discussed above establish the employer branding; only performance management and benefits and rewards are important for employees to remain with the company.

**Keywords:** CML-MTD Construction Ltd, Employee branding, Employee retention