Establishing Employer Branding through Employee Value Proposition for Nurses: Evidence from Private and Public Hospitals of Pakistan

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Abstract:
The purpose of this study is to explore distinguished employee value proposition for nurses which can help hospitals to develop strong employer branding. This research signifies the distinction and role of predictors of the nurse's commitment with their respective hospitals. This research help HRM of hospitals to find out effective and trigging values for the nurses to attract them and create strong hospital and nurses bond. This research has been conducted using semi structured interviews with nurses in private and government hospitals in Pakistan. We approached 35 Nurses to conduct in-depth interviews regarding their commitments and the driving forces for their commitments in their hospitals. The result was compiled using thematic analysis with NVIVO to identify various themes and sub-themes of the study. The results of the study identified a proposition of nine important values imperative to develop employer branding for nurses in hospitals. These values are Compensations, FOC health care by hospital, hospital brand recognition, medical staff self-hygiene, medical supplies for medical staff, organization medical supports, strict hygiene sops for medical staff, trainings and education of medical staff and workplace cleanliness. The employer must develop an offer for the employees so that they stay committed with their organizations in this case, their hospitals. This research has developed a proposition of nine values which can help develop strong employer branding between the nurses and their hospitals. The identified factors encircle numerous intrinsic as well as extrinsic values crucial for the nurses. For the policy makers and top management of the hospitals, this research reinforces the execution of critical values in hospitals in order to develop nurse-hospitals attachment.

Background:

The Division of health care in any country requires compassion and efficiency The team work, detailing and proficiency demonstrated in the field of healthcare is unmatchable. These operations and responsibilities are managed in hospitals by

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(Shaqura et al., 2021). many responsible staff members simultaneously. In these hospitals, Nurses are one of the primary staff members and first line of defense against the illness and injuries (Loft and Jensen, 2020). The take care of the patients at a very initial level and continue their services till the patients are discharged from the healthcare facility (Pragholapati, 2020). There has been a lot of research of hospitals and other small level healthcare facilities specially with respect to aspects related to doctors and surgeons (Saint and Chopra, 2020). But the literature reflects a very limited amount of understanding of how the nurses, which are an important resource od any healthcare facility, can performed well and what are the barriers in their ways. The senior nurses with a wide range of medical knowledge and wisdom, are the most important resource for a medical facility (Atwal et al., 2020). Loosing such individual would definitely effect the department as well as the team. And the procedure of hiring and training the new resource will also cost the department. This is an immense necessity in health sector to address the nurse related issues (Shafi et al., 2020, Saba Aslam, 2020, Rehman et al., 2020, Mahmood et al., 2020). Very few examples could be seen in this country where the nurses are getting their due right will all aspects. Whereas in most of the places the nurses are not just underpaid bus also undervalued. Thus, this research attempts to find out various significant values which can help improve attachment of the nurses with their relative hospitals to make them stay with their hospitals and be committed for long time. It is still unknown that what are the structured standings which must be central focus of the top management of the hospitals in order to develop strong employer branding among nurses and hospitals. This research draws a road map to employer branding by identifying what Employee Value Proposition the nurses of Pakistan both in private and government hospitals idealize for themselves against their long term commitments with the institute. The article starts with the background and literature support of the problem and the values. Discusses the methodology of the qualitative research and finally the discussions based on the respondents comments and literature has been given.

Literature Review:

In Pakistan the hospitals and their services are all facing a number of challenges including budget as well as operational challenges (Zhao and Detlor, 2021, Hashami, 2020, Khan et al., 2018). Their issues escalated when the Covid-19 pandemic outbreak dropped every industry on its knees (Jafree et al., 2021, Nadeem et al., 2020). The hospitals of Pakistan face millions of patient's treatments every month and it is a sever challenge for them to handle these patients with efficiency and effectiveness (Shahbaz et al., 2021). The role of nurses has been extremely significant in all these challenges (Saba Aslam, 2020). They respond to the patients immediate first aids, medicines and injections routines etc. yet they are the ignored department nt he hospital facilities. A lot of researchers has also emphasised the immense need to career his group in order to develop efficient and effective systems and to make them better able to serve the public (Hashami, 2020). For this purpose, the employer branding is the tool the researchers have to develop employee-employer attachment (Dabirian et al., 2019), has been proven to be effective by number of researchers in various industries like manufacturing (de la Garza-Carranza et al., 2021), sports (Pramendorfer, 2016), hospitality (Lin et al., 2018) and telecommunication (Kargas and Tsokos, 2020) etc. This research focuses on developing the employer branding between the nurses and the hospitals. In addition, the employee value proposition has to be identifies in order to develop employer branding (Mascarenhas, 2019). This will serve as a footstep to get the employers attached to the employees. This has been proved that the employee value proposition is distinct for every industry, some industries prefer few specific benefits where other prefer different benefits (Ledford Jr, 2012, Kochanski and Ledford, 2001).

Research Design and Data Collection:

We conducted 35 interviews from various hospitals from both private and government sector. A set for semi structured questions were composed about what are the factors nurses seek or wish to have from their employer/hospitals in order to serve that hospital with long-term commitment. These questions were asked in Urdu language and later were transcribed into English for the research purposes. Verbatim transcription was used to get the true idea of the

interview responses. Verbatim transcription includes detailed verbal communication being written in words which are uttered by the respondent (Song et al., 2020). As the interviews were semi structured in nature, details from the subjects were received appropriately. Sample questions are "Do you doing you like your hospital?", "What facilities/values do you think will make you more committed and work harder, if provided by the hospital?" and "What facilities would make you plan your long-term career with your hospital, if provided by the hospital?". Prominent names of the hospitals from where the data was collected are Fatima Memorial, Doctors hospital, Shaukat khanum, Itefaq hospital, Shalimar emergency

Using convenience and approachability, the earlier mentioned hospitals were

Step 1: Familiarizing yourself with your data:	**The transcribed data was read several times in order to get basic familiarity of the ideas it is reflecting. Furthermore, the basic notes were also made in order to restore the apparent flow of the claims and arguments.**
Step 2: Generating Initial Codes:	This includes making the subsets of small ideas arguments, favours or critics based on the theme of the study. In this case. Small subsets of data known as codes, were made out of the transcription including various arguments reflected by the nurses about numerous hospital prospective and their relative responses.
Step 3: Searching for Themes:	This step includes structural and logical clustering and separation of the codes to differentiate between various dominantly overlapping arguments in the data based on the theme of the study. The resultant groups will differentiate majorly from each other and each will carry similar codes supporting specific respective. At this stage the researcher will have clear idea about various ongoing arguments in the population.
Step 4: Reviewing the Themes:	The step includes cross checking the themes with respect to the codes, and then checking codes with respect to the transcribed responses. This practice of mapping the themes will ensure the rigor of the process and highlight any discrepancy in it. The researcher reviewed the thematic clusters and their relevancy by mapping them with codes and transcribed responses.
Step 5: Defining and Naming Themes:	This step includes the labelling as well as defining the themes of the study. This generates clear and contextually fit foundation and adds clarity to the themes. As per the theme of the research, clear and directive names were given to the themes and were defined as well.
Step 6: Producing the Report:	The final step for the thematic analysis includes relating the themes and their vivid and compelling roles with the research questions and objectives. And ultimately producing a scholarly report.

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approached and using peer referrals, nurses were requested to cooperate for the purpose for research contribution. the nurses under training were not chosen for the interviews. Only those with sound exposure were selected for the interviews. The gist of the information provided by the nurses was shared with other nurses in order to verify the information provided. Most of the information was correct. This triangulation ensured the accuracy of the data from the analysis using NVIVO. This research has been conducted with exploratory grounds in the hospitals in order to know the unknown realities related to employer branding embedded in the inside hospital stories. This research operates with the constructivism paradigm constructing new reality in hospitals context contributing to the literature of employer branding (Theys, 2017). In addition, this research will be bases on realism ontology (Guyon et al., 2018). Furthermore, the epistemology of this research will be interpretivist as the result will be interpreted as per the subjective setting of the context (Hiller, 2016). And finally the methodology of the research is the phenomenology (Errasti-Ibarrondo et al., 2019). The unit of analysis of this research will be the employees of the hospitals the nurses. The transcribed data was then categorized into nodes and codes using NVIVO to give it names pf the themes. The guideline given by Clarke and Braun (2006) were followed to identify the themes of the study (Braun and Clarke, 2006).
 It consisted of six step road map for the theme extraction given as below:
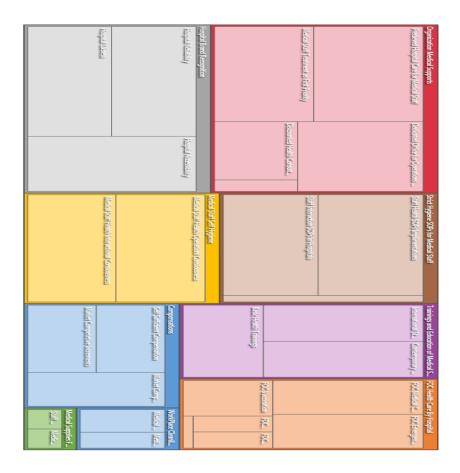
Results:

As per the guidelines given by Clarke and Braun (Braun and Clarke, 2006), the transcribed data was processed and most important values of the hospital nurses which are claimed to be vital across the country were extracted as a result. This research also designs a road map for the hospitals by developing strong employer branding from the nurses by identifying the employee value proposition for the nurses. By using NVIVO, the research concluded nine concerning values for the nurses in the hospitals which help them decide and plan their careers weather to stay in the hospitals or to leave that hospitals. This research established the fact that where these values are provided to the nurses, they intend to stay in the organization for long as well as will perform with commitment. The first value extracted from the transcribed data is compensation, which is the remuneration or financial benefit every employee receives against his or her services and it encircles three dimension. Another theme resulted with six dimensions which collectively encompassed to make Free of cost Health Care by Hospitals. The third theme is Hospital Brand Recognition which includes the nurse's attachment with brand name of the hospitals. It has three dimensions. The fourth theme introduced value for the nurses of the Pakistani hospitals is the Medical Staff Hygiene. It is there self-care of their personal level hygiene without anyone's interference reminder of recall. This personal level hygiene has been identifying as an important value nurses look for in working environment. The medical supplies for the medical staff is the fifth theme which has been discovered as a value of the employee value proposition for the nurses and it consists of two dimension. The sixth value of the employee value proposition is the organization medical support which includes the discounts in the medical procedures of the staff members like nurses in their hospitals and resources support. The existence of detailed and strict SOPs in the hospitals is the seventh value and is one of the bases of any disciplinary precaution any hospitals can start with. This is the first and foremost step to ensure the diseases like Covid-19 could not spread. These SOPs educate the staff and ensures its implementations. In hospitals the trainings and education of the medical staff is the eight value for the nurses as the training and development of any employee in industry is always required. This includes trainings of medical competencies as well as patients handling etc.

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The ninth and the last value identified by the nurses is the workplace cleanliness which has been identified by the nurses a value for employer branding.

The thematic analysis extracts a graphical representation as well, which shows the comparative difference in the load of codes or subsets of arguments of the themes/values which reflecting their weight of the value in the given context. For example, the organization medical support is much more importance (in red) in this analysis as compared to the workplace cleanliness (in sky blue) Whereas all these nine values collectively make the employee value proposition for the nurses in the hospitals which can help develop strong employer branding.

The Word Cloud reflect the words which have been used in the conversation and have been uttered in interview conversations repetitively. In the graphical representation the size of the words shows a comparative quantity for how many time this word has been uttered. For example, the words like Hospital, health and safety in the middle are the largest showing their repetition in the conversation by the nurses, where other words in the margins are shown in less quantity. The purpose of this analysis is to give the read a bird's eye view about the conversation which went in the interviews reflecting the odds and commonalities in the conversations to give more organic feel to the reader.

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Word Cloud using NVIVO

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Discussion:

The importance of role of nurses has been established in earlier chapters in detail. Nurses are the most important support to the patients after doctors in order to handling serious patients to providing first aid services etc. This research achieves its objective by identifying nine specific Values in hospitals, called as the employee value proposition, can help the hospital employers to establish strong employee branding in its nurses. The factors which have been identified came from the nurse straight through semi structured interviews. The nurses from both private and government hospitals helped us identified the key factors related to their concerns which can trigger them to create stronger employee branding with their hospitals. They all accepted that they will stay in the hospital where this employee value proposition is provided which will ultimately lead to the employer branding. Few of them also reflected their intentions to switch to other hospitals facilities in case they will receive better combinations of these factors there. Compensation being the first and the top most factor which all the nurses agree to have being the strongest in terms of creating an attachment with the employer. Those hospitals who have strong pay structures for the nurses insure long term stay for the talented nurses-employer branding and ensure their high performances (Mascarenhas, 2019). Further, it was discovered that the salary alone is not the only factor responsible of strong attachment for the nurses, there are various other factors which play a significant role in establishing employer branding in the nurses. Medical support by the hospitals for the nurses play a noteworthy role in their decisions to work with the hospital. Organizational medical support includes a lot of discounts on the medical facilities and consultations for the nurses, Free of cost (FOC) health care by the hospitals as well as un interrupted access to the medical supplies is one of the most prominent medical concerns of the nurses in the hospital which clearly distinguish any regular hospital from the hospital of nurse's choice.

Hospital brand name is another important aspect which ensures the availability of a lot of facilities and policies foe the nurses as a good brand name takes care for its name well. Further, the self-hygienic practices of the hospital nurses are also one of the key determinants of the nurse's long-term attachment with the employer. When the medical staff cares for their personal hygiene and collectively alto of risk is managed and it sets higher standers for the new nurses which makes it easy for everyone to comply with the hygienic practices. If everyone as a team takes care of everyone's hygienic practices specially in critical situations, then overall nurses will be satisfied. In addition, the nurses also said that the restriction of following the rule related to using Gloves, masks etc. properly while interactive with the patients as well as interacting with the staff as well is also mandatory and makes the nurses feel safe. If this is implied strictly even fewer nurses if ignore the cautious practices, then the they keep all the nurses in danger of diseases exposure. The infrastructure cleanliness is also one of the key elements which create huge difference in the general hygienic practices and ultimately employer branding. One of the most key factors which can play significant role in employer branding of nurses is the training and development of nurses with latest techniques and skill sets which re primarily involved in the patient handling. This includes contemporary and international standers trainings in the hospital. This enables the nurses to stand in competition with the rest of the world and also helps them grow in their career.

This research highlights the importance as well as gives a road map to the employers of the medical facilities to develop strong attachment of the nurses with their hospital. The occupation of the nurses is highly respected profession (Maluka and Mayeza, 2019). Their role has been universally admired in the pandemic situation. They not only gave their lives up by dealing and healing the Covid-9 patients but also risked the lives for the loved ones and maintained social distances from their families for months while exposing their selves to the

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covid-19 (Maben and Bridges, 2020). In contrast, the remuneration and other benefits for these nurses are not very impressive (Mahmood et al., 2020). Specifically, in developing countries, where the regulatory authority's priorities are not the first line health workers. Even if few institutions highlight the importance of such profession and its vulnerabilities then still it never effects the micro level issues and nurses (Badil and Rehman, 2018). The overall system of Pakistan does not enable the local level authorities to incorporate such policy of benefiting nurses due to the systematic as well as management issues along with challenges related to budgets and operational expenses of hospitals (Aftab et al., 2020). The nurses have been facing issues related to their competitive remunerations as well as their personal hygienic preferences (Sriatmi et al., 2020).

On the other hand, there personal trainings and promotions are also another issue they all are facing (Ch et al., 2021). The newly hired nurses are exposed to the patients and their diseases without proper and professional trainings in order to cover up the staff deficiencies. This lack of training and development in the nurse's department reduces the overall efficiency as well as increasing the risk for patient's life as well as the nurse's life (Rehman et al., 2020). Along with these, a lot of other issues have been playing significant roles like overburdening routines and immense workload of hospital responsibilities, tiring duty timings etc (Shafi et al., 2020). These nurses strive to maintain their own selves along with there, families, social occasions. These nurses' despite of all these challenges have to join and promote to human welfare programs where they have to contribute substantially to the activities and also perform up to the mark. In such urgency, Maintain the work quality has become a big challenge for the nurses (Shah et al., 2021). Such issues are severely effecting the performance of nurses in Pakistan specifically seeing the government contribution to it then there is near to no systematic policy implications in the central hospital regulator authorities in this regard. There are famous issues that nurses keep on doing strikes to get there basic rights and justified working hours (Khan and Manzoor, 2018). Even if the policies exist on some scope their no effective and timely implications are ensured. This lead nurses to be dissatisfied form the hospitals and either leave the hospital or ultimately compromise their performance. Due to these challenges, if one senior nurse leaves the hospital, this largely effects the daily basis operation of hospital as well as creating serious performance challenges for the juniors and less experience nurses. It is very important for a hospital to have nurse with healthy and productive mindset and satisfaction from the work tasks as well as work place.

Thus, in order to improve the overall situation related to the discussed problem, a lot of hospitals are working on various improvements related to nurse's regulations but the budget and other issues have slowed down their momentum. This research helps them in this regard by providing a specialized structure for employee value proposition to help develop such policies for the organization which can create strong employer branding. The hospitals can develop a dedicated departmental structure which thoroughly as well as rapidly helps nurses improve their relationships with the hospital based on the model given in this research. Then they can take further actions to create long term relationship which is profitable as well as attractive for the other nurses. The hospital will focus on these factors to enhance nurse's overall experiences and performance which will, ultimately effect the overall work environments positively. The hospitals must also focus on specific requirement of the nurses which can convert the hospitals into an attractive platform for the nurses so that they feel secure and attached with that particular hospital. Thus, this research has helped the hospitals managements to identify the key factors which can help them create strong employer branding with their nurses. The employee branding which is defined as the "sense of attachment of employees with the employer". This is something which must be implied

properly in the hospitals management structures. The hospitals must establish a structure or policies which can help them distinguish from the other hospitals and be a first preference for nurses to work with. And this can only be achieved with extremely relatable and effective measures based on employer branding as employer branding helps an organization stand out from others (Buchelt et al., 2021).

Looking at the Hospitals country wide, a lot of hospitals have realized the importance of nurses already and their roles in hospital performance. They all are working on some level to establish a strong relationship between their employed nurses and their respective hospitals, both in public sector and private sector (Karin, 2017).

While responses were collected from the hospital nurses through interviews, a lot of nurses highlighted many imperative aspects which are significantly effecting their performances either positively or negatively. One of the nurses while asking about in spite of being senior in their hospital and well reputed, will she switch job if get a better salary and other benefits offer. She said:

"Off course because we also have families and after that we also need to see financial needs by working there. We should take benefit if the opportunity is there as we work really hard, so that it is good to take advantage if you get a good offer from somewhere. If some place is giving more advantage after working, we must grab that opportunity"

The international standers of healthcare facilities in Pakistan are highly compromised. The hospitals are all working with the same principle of reducing their maximum cost. And for this purpose they all prefer cost reduction on expansion plans. This directly hit the nurse's department as they never they major credits and focus when it comes to the budget arrangements. The role of employer branding in the nurses is a significantly technical strategy the hospitals has to focus on. This will lead them to develop ad very strong association with the nurses. This also encircles focusing on the other side of the nurses in the hospitals other than the salaries and incentives. The nurses have been facing a lot of issues when it comes to their health care facilities in the hospitals. They all are exposed to the diseases while they have to work day and night to take care of the patents, most of the times their health care is compromised (Gallagher-Ford and Connor, 2020). This endangers them as well as their families as maltreatment with the medical accessories could lead to serious contagious diseases to reach beyond the hospitals boundaries i.e. the families of the nurses and other workers in the hospitals (Mokhtari et al., 2019).

The health care concerns for the nurses are very significant in private as well as government hospitals in order to establish strong bonding between nurses and the hospitals. While digging deep in to the hospitals via interviews, the nurses highlighted the importance of health care and the role of hospital senior management towards it. While talking to one of the senior nurses working since past 6 years in a private hospital. Asking about the health care facilities from the hospital, she replied:

"When we are getting good salary then we will work more but on the other side we should see that what the management is doing for the health and safety of nurses' s. We are the ones risking our life on the very first step facing the COvid-19 patience handling there injectable and taking care for them at our best. If you ask me, I prefer health over salary because we can get salary from any job"

Furthermore, all the hospitals have certain safety and health regulations in order to prevent their staff as well as their patient from a new outbreak or any fatal diseases. These regulations also determine the rate with which patients in the hospitals are recovered as it directly prevents the staff members specially the nurses from getting exposed to the disease while handling a critical patent (Saqlain et al., 2020). This can severely effect the departmental performance. The implementation of safety and health is a noteworthy key to

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satisfy nurses. In private hospitals which is always short staffed, implementing health and safety regulations is an immense challenge. While interviewing one of the nurses working in a private hospital confessed that a lot of staff members do not comply with the health and safety measures when it comes to social distancing, medicated tools usage and patients handling. She highlighted her concerns related to the health and safety precautions that only those people who followed health and safety regulations by the hospitals must be appreciated and promoted otherwise such unhealthy practices could create sever and intense health problems if the senior members would practice same. She also said:

"Sometimes, some of our nurses do not use gloves while treating patients neither they use sanitizers more often. Covid-19 has led to lot of risks and our basic precautions must be followed by everyone. Proper punishment and reward policy must be applied across the boards in all hospitals. I get really afraid to getting Covid-19 as I have a family as well and who will be responsible if someone's family gets the virus due to these negligence's? "

Thus referring to these problems, this research has digged deep into the glitches in the hospitals related to the nurses and would suggest a doable and directional solution to the employers of the health care facilities which could improve the hospitals performance.

For this purpose, It is also vital for the hospitals to develop a strong sense of attachemnt in nurses for themselves with their employer, in order to retain them for long term and induce better prerformances. This attahment termed as employer branding required to explore specific employee value proposition demanded by the nurses. These proposition will be unique and distinguished factors which will be responsible to create employee branding for nurces in their hospitals leading to a long term profitable association between the two parties.

Managerial Implications:

Employer banding using employee value proposition is exceptionally significant for the hospitals to advertise their point of parity in terms of employees. And they can create an environment which will attract the best talent in the town and will make them stay for the longest time. A lot of hospitals are now practicing various ways which can help them retain their talented nurses. These values identified by the researcher are the key factors that provide the hospital top management, the employers, the hospital regulatory authorities and specially the highly competitive groups of medical facilities in the country and abroad as well, to develop a set of proposition which can be seen as a lucrative by the nurses as well as profitable for the hospitals in long run. The values signify the individual prospective of the nurses as well as the collective prospective where they are concerned about the overall disciplines related to the hygiene and the hospital. The trainings and developments in the nurse's sections can be designed with respect to the results of the research which will not only increase their attachment with the hospital but will also motivate them to work harder. The values identified help the future researchers to understand the interests and inclinations of the health care staff specially nurses towards various values, which can be used to explore new avenues of enhancing the medical facilities productivity.

Theoretical Implications:

This research has helped to explore new avenue to attract the resources specially the paramedical staff the nurses, in order for them to build strong bonding with their respective hospitals. This research also unearths the importance of the individual level concerns for the nurses specially in covid-19 time periods and how the resources performed with competence and dedication under pressure enhances their importance in the health sector. A detailed one by one concerns of the nurses have been addressed with the help of literature. This has

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facilitated to understand the meanings underling the nurse's commitment drivers. Furthermore, the researchers have to find out various value propositions for the employees so that they are handled properly with minimum investments on their wellbeing.

Conclusion:

Under the current critical context for the hospital facilities and the economic challenges all industries are facing, it is imperative to focus on our hospital facilities and its working teams. In order to develop strong and sustainable foundation. As Nurses are the most important supporting team for the doctors, it is really essential to establish employer branding by using the employee value proposition for the nurses in the hospitals of Pakistan in order to achieve a sustainable and effective differentiation into the dynamic economy. This research identifies the unique employee value proposition for this purpose and enlists nine unique values which are Compensations, FOC Health Care By Hospital, Hospital Brand Recognition, Medical Staff Self Hygiene, Medical Supplies For Medical Staff, Organization Medical Supports, Strict Hygiene SOPs for Medical Staff, Trainings and Education of Medical Staff and Workplace Cleanliness.

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