ROLE OF EMPLOYEE ENGAGEMENT MEDIATING EMPLOYEE BRANDING AND ORGANIZATIONAL COMMITMENT AND ITS IMPACT ON IT INDUSTRY

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Abstract. In many organisations today, Employee branding is becoming an essential part of talent management and communications strategies because people are the company's most valuable intangible asset. Many businesses systematically and proactively conduct employer branding programmes targeted at their current and possible future employees in order to attract, recruit, and retain qualified workers. This can be difficult for the IT sector because their marketing and HR departments lack well-established procedures, which may lower employee engagement. The objective of this article is to examine the five elements of employee branding that impact employee engagement and organizational commitment. The data was collected from 199 respondents and the analysis were done by SPSS and AMOS. Employer branding has several advantages, such as enhancing the company's reputation with consumers, enhancing its financial results, giving it a competitive edge in the market, and fostering a positive workplace culture and atmosphere. All of these factors eventually lead to higher employee commitment and engagement. Hence it concludes that five dimensions of Employees Branding are positively influenced on Organizational Commitment which is mediated by Employee Engagement.

Keywords: Employees Branding, Employee Engagement, Organizational Commitment

1   INTRODUCTION

Employee Branding is significant as it ensures the satisfaction, committed and enthusiastic of the employees. Through the development of positive views towards their firm, employees can become more successful brand ambassadors through the use of employee branding, an internal and external marketing strategy. Employee Branding confirms the fulfilment of the goals and aspirations of employees, and so, in exchange for the assistance and support provided by the organisation, workers show dedication to their employer (Arasanmi & Krishna, 2019). Employer branding is now seen by businesses as a crucial human resources (HR) tool for recruiting and managing talent (Benraiss-Noailles & Viot, 2020); Establishments are giving employer branding more thought, which is understandable given the lack of superior labour capabilities needed to manage corporate operations (Dögl & Holtbrügge, 2014). Because employer branding actively promotes employees' goals and wants, workers show loyalty to their employer in exchange for the assistance and support provided by the company (Arasanmi & Krishna, 2019).

Employee Engagement is a crucial part which is needed in every organization to keep the employees committed towards the Organization. Some of the main objectives of employer branding—has received little attention (Rana & Sharma, 2019). In contrast to employee retention, employee engagement is a crucial component in forecasting business success, and more study on employer branding is needed in this area (Richman et al., 2008). In order to increase employee engagement, businesses must strategically plan their employer branding initiatives in the modern business environment (Heger, 2007). This shift in thinking is due to the fact that employee engagement is now seen as a necessary precondition for a number of favorable outcomes in an organization, such as organizational commitment (Buckingham & Coffman, 1999), which in turn results in improved organizational performance (Rameshkumar, 2020). Furthermore, studies on HR consider employee dedication and engagement to be critical components. Both of them are related to employee behavior, which eventually improves business success and staff retention (Chalofsky & Krishna, 2009).

Furthermore, IT industry, building and maintaining a strong brand is essential and the Indian economy has benefited greatly from the rise of the IT sectors, which have raised GDP and improved public welfare considerably (Lee et al., 2014). Since they efficiently serve as the company's representatives, engaged employees are essential to the provision of services (Bhasin et al., 2019).

The degree to which a team cares about their workplace is reflected in their organizational commitment. Enhanced commitment can assist a firm achieve its objectives, improve team morale, and result in increased productivity at work. Building a culture of dedication inside your company will improve your ability to meet goals and produce outcomes whether you are in charge of a team or a part of one. When it comes to their employers, employees are eager to repay them with greater commitment to the business Cropanzano and Mitchell (2005).

2   Review of Literature

2.1   Employee Branding

Research indicates that employer branding is still developing and that comprehending the strategy required for attracting and developing talent is essential (Maheshwari et al., 2017). Due to the growing commercial need for a competent and skilled staff, the topic of employer branding has also troubled academics. (Arasanmi & Krishna, 2019). Employer branding is a crucial topic to focus on from a strategic perspective (Edwards, 2010) the topic of employer branding has also troubled academics. (Ahmad and Daud, 2016). In regard to this, businesses want to show their employees that they value and engage with them Jones et al., (2014). Employee's brands draw in competent and skilled workers, which increases the operational effectiveness of businesses (Keefe, 2007). Employer branding also encourages employees to work harder for the company (Burack et al., 1994). Improved employee commitment, engagement, and retention are positive effects of an employer brand (Barrow & Mosley, 2011). These results are critical to accomplishing a company's commercial objectives.

Ambler & Barrow, (1996) stated that, "employer branding is the set of functional, economic, and psychological assistances provided by employment, and recognised with the employing company." Five dimensions of Employee Branding that are recognised as "Social Value, Interest Value, Development Value, Application Value, Economic Value".

Table 1 Employee Branding dimensions

Dimension	Meaning	Definition
Social Value	Importance of collaboration and collegial relationships (Berthon et al., 2005).	Ambler and Barrow, (1996) It evaluates social environment's significance in the workplace, which includes positive interactions between coworkers according to Berthon et al. (2005), along with the existence of a sense of community.
Interest Value	Energized workplace, fresh challenges, emphasis on innovation and creativity (Berthon et al.,2005).	(Ambler & Barrow, 1996) state that it's the degree of employer attractiveness shown by the inventive and creative possibilities available to employees in the workplace.

Develop ment Value	Ability to advance within the company and learn new skills. (Berthon et al., 2005).	It evaluates the employee's attractiveness to company in terms of the employer's potential for professional progression.
Applicat ion Value	Ability to use knowledge in new business contexts (Berthon et al.,2005).	As stated by (Ambler & Barrow, 1996) It evaluates the establishment's attractiveness to the staff in terms of how well they apply their training and abilities on the job.
Economi c Value	Above-average pay, employment security, and other benefits (Berthon et al.,2005).	Indicates how desirable an employer is in terms of offering incentives, fair pay, and bonuses associated with one's job.

Table 1. Source: Prepared by Authors (2024)

The dimensions of Psychology factors are related to "Interest value & Social value", "Economic value" link to financial advantages, and dimensions of "Development value and Application value" to Practical advantages.

2.2   Employee Engagement (EE)

According to Andrew and Sofian (2012), The extent of a worker's attachment to the organization and its principles can also be used to characterize employee engagement. When this relationship exists, workers feel empowered, enthusiastic, and driven, which motivates them to work harder at their jobs and to support the company (Ewing et al., 2019). Since the idea of EE became prominent, many researchers have proposed that there might be a positive connection between the workforce productivity and EE's approach to the task, which might subsequently contribute to corporate performance. (Andrew & Sofian, 2012). Businesses benefit from lower employee turnover and increased job productivity from an engaged workforce, which eventually positions the company more competitively in the market (Vance, 2006).

2.3   Organizational Commitment

Workers' dedication and loyalty to a certain establishment may act as an example of organizational commitment. Another term for it is an employee's attitude, which reflects how they feel about a certain business and influences their choice to stay or quit the company. Higher motivation levels and longer employee retention are traits of committed workers (Arasanmi & Krishna, 2019). Employers seek commitment of the company in addition to that of dedicated workers are more

intent on achieving the goals of the company (Thomson et al., 1999). A dedicated workforce adds value to an organization and is a crucial asset since it increases productivity, which benefits the company (Morgan & Hunt, 1994). As they provide clients with a positive customer experience during customer-service interactions, committed employees are likewise advantageous for a service organization (King & Grace, 2012).

2.4   Employee Branding and Employee Engagement

An organization that can foster a positive working relationship with its staff may see positive in response from employers (Chawla, 2020). Research has indicated that the employer brand may have an impact on employee behavior and even improve employee engagement (Angelopoulou, 2015). More employees are probably involved with the organization and focused on achieving their goals when they are given sufficient resources and other facilities (Tsai & Wu, 2010). An inviting workplace encourages participation from staff members and motivates them to act in a productive manner (Kunerth & Mosley, 2011). Thus, the following theories can be put out in light of the talks above:

H1: Social Value of employee branding has an impact on EE towards OC
H2: Interest Value of employee branding has an association with EE towards OC
H3: Application Value of employee branding has an impact on EE towards OC
H4: Economic Value of employee branding an association with EE towards OC

2.5   Employee Engagement and Organizational Commitment

By engaging more time and psychological resources, workers can increase their dedication to their profession and involvement in an environment that they perceive as safe and vibrant Brown and Leigh (1996). Additionally, (Schaufeli & Salanova, 2007) found an excellent association between employee engagement and organizational commitment and. This association has also been validated in other research under other circumstances (Little & Little, 2006). Employees who handle more administrative work feel obligated to give back to their employer (Cohen, 2000) by showing greater dedication to the company (Cropanzano & Mitchell, 2005). According to Sundaray (2011), Employee commitment and engagement are highly correlated. For the purpose of determining how employee engagement affects employer (organizational) commitment, more study is necessary (Rasheed et al., 2013).

H5: EE has a significant impact on Organizational Commitment

3   Theoretical Background

According to (Andrew & Sofian, 2012) Social Exchange Theory (SET) is a notion that essentially predicated the development of a tight and mutual relationship

between workers and their employers, is strongly related to modern organizational behavior practices. The exchange system requires an investment from the entities in connection with a specific activity, as mentioned by (Tsarenko et al.,2018). Investing resources, devotion, self (organization), desire, and ardour are all necessary components of the social trade process in order to gain something (Arasanmi & Krishna, 2019). According to Cropanzano and Mitchell (2005), the foundation of the process of employee's-organization interaction is the beliefs and opinions among workers on their working conditions and fairness.

According to the SET, workers who have a positive relationship with their employers are also able to display positive and engaged work behavior as well as employer loyalty (Cole et al., 2002). Employees want to give back to their organizations when they have the proper financial, psychological, and social support (Saks, 2006). Employee engagement, in turn, promotes organizational commitment, and benefits and support from the organization (Arasanmi & Krishna, 2019).

4   Objectives

- To analyze the relationship among five aspects of Employee branding and Organizational Commitment on Employee Engagement and its effects on it.
- To investigate the impact of employee engagement on workers in the IT industry, as well as its role as a mediating variable between employee branding and organizational commitment.
- To analyze the Demographic profile and Characteristics

5   Proposed Model

Fig. 1 Proposed Model of Influence of Employee Branding on Organizational Commitment -Mediated by Employee Engagement
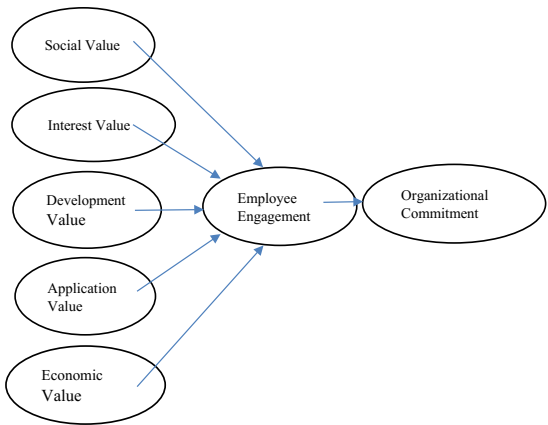
6   Research Methodology

6.1   Data Collection

Employee Engagement acts as a mediator between the dimensions of Employee Branding & Organizational Commitment were measured using a structured questionnaire that was created using well-known assessment techniques. 250 respondents received questionnaires; after data was removed or altered, total of 199 respondents responded questionnaire which is needed for the study. Google forms were used to distribute it, and the data was separated.

6.2   Primary & Secondary Data

Primary data was created and collected using online questionnaires from both employees and supervisors. Journals, books, papers, and the internet have all provided secondary data.

6.3   Questionnaire Construction:

Using the following scales, Likert's five-point Likert scale was employed: "Strongly agree, Agree, Neutral, Disagree, and Strongly Disagree."

6.4   Sampling technique

Purposive sampling method was employed to gather the sample, with a total of 199 participants.

7.Data analysis and Findings

7.1 Summary of Participants' Characteristics

Table 2 Summary of Participants' Characteristics

S.No	Demographic variable	Category	Frequency	Percentage (%)
1	Gender	Male	109	56
		Female	90	44
		Total	199	100
2	Age	20-25	72	33
		25-30	48	30
		30-35	37	18
		35-40	24	14
		40-45	18	5
		Total	199	100
3	Work Experiences	<One year	52	19
		One to Three Years	45	17
		Three to Six Years	47	33
		Six to Ten Years	34	20
		>Ten Years	21	11
		Total	199	100

Table 2. Source: Prepared by Authors (2024)

From the table 2 we can conclude that the male respondent's presence was 56% and 44% were female respondent. In the age group perspective of respondent's 33% were the age range between 20 to 25 and 30% were the age range between 25 to 30 and 18% were the age range between 30 to 35 and remaining 5% were between 40-45. 33% of respondents had between 3 - 6 years of job experience, according to their work experience. and the respondents with more than 10 years showed lesser interest with 11 %.

7.2 Correlation

Table 3 Correlation

Correlations		Soc_ value	Int_ value	Dep_ value	App_ value	Eco_ value	Emp_ engage	Org_ comm
Soc value	Pearson Correlation	1	0.692**	0.529**	0.516	0.543	0.627**	0.673**
Int_ value	Pearson Correlation		1	0.407**	0.135	0.568	0.698**	0.678**
Dep_ value	Pearson Correlation			1	-0.026	0.709	.436**	0.717**
App_ value	Pearson Correlation				1	0.580	-0.028	0.633
Eco_ value	Pearson Correlation					1	0.665	0.512
Emp_ engage	Pearson Correlation						1	0.516**
Org_comm	Pearson Correlation							1

Table 3. Source: Prepared by Authors (2024)

The relationship and interaction between two variables are both shown by the correlation analysis. Always falling between -1 (very negative relationship) and +1 (extremely positive relationship), is its value. A correlation value of "0" indicates that the two variables do not appear to be correlated. We can infer from the preceding table that there is a positive connection between each variable and the others. "Development Value" variable having high correlation 0.717 with "Organizational Commitment" "Development Value" having low correlation -0.026 with "Application Value".

7.3 Regression

Table 4 R square table

Model Summary[b]					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.653[a]	.596	.409	1.76932	1.940
a. Predictors: (Constant), EMP_ENGAGE, APP_VALUE, ECO_VALUE, INT_VALUE, DEP_VALUE, SOC_VALUE					
b. Dependent Variable: ORG_COMM					

Table 4. Source: Prepared by Authors (2024)

R-square displays the data distribution surrounding the created regression model. It establishes the overall correlation between the variables that are independent and dependent 0.596 is the R square value, according to the study's findings.

7.4 Significance table of Regression Analysis

Table 5 Significance table of Analysis of Regression

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	446.857	6	74.476	23.791	.000[b]
	Residual	601.053	192	3.130		
	Total	1047.910	198			
a. "Dependent Variable: ORG_COMM"						
b. "Predictors: (Constant), EMP_ENGAGE, APP_VALUE, ECO_VALUE, INT_VALUE, DEP_VALUE, SOC_VALUE"						

Table 5. Source: Prepared by Authors (2024)

If $p < 0.05$, then it is expected that the outcome variable sustainability will fit the data well. The coefficient table presents pertinent data that can be used to predict the Organizational Commitment under the influence of five dimension of the

Employee Branding on Employee Engagement. Thus, it is discovered that the regression equation is

Organizational Commitment = 1.965+ .168 ('Social Value') + .194 ('Interest Value') + .122('Development Value') + .108('Application Value')- .014 ('Economic Value')

### 7.5 Reliability Statistics

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Table 6 Statistics on Reliability

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
0.870	0.871	32

Table 6. Source: Prepared by Authors (2024)

The study states that predicting the coefficient that establishes internal consistency and dependability is the primary application of the Cronbach's alpha value. As a result, the findings show that the scale had an excellent level of reliability and consistency within (0.870) of the scale. With 32 items from the instrument, the sample adequacy is rather high, as indicated by the obtained value of 0.884.

8.Path Analysis

Fig. 2 Path Analysis
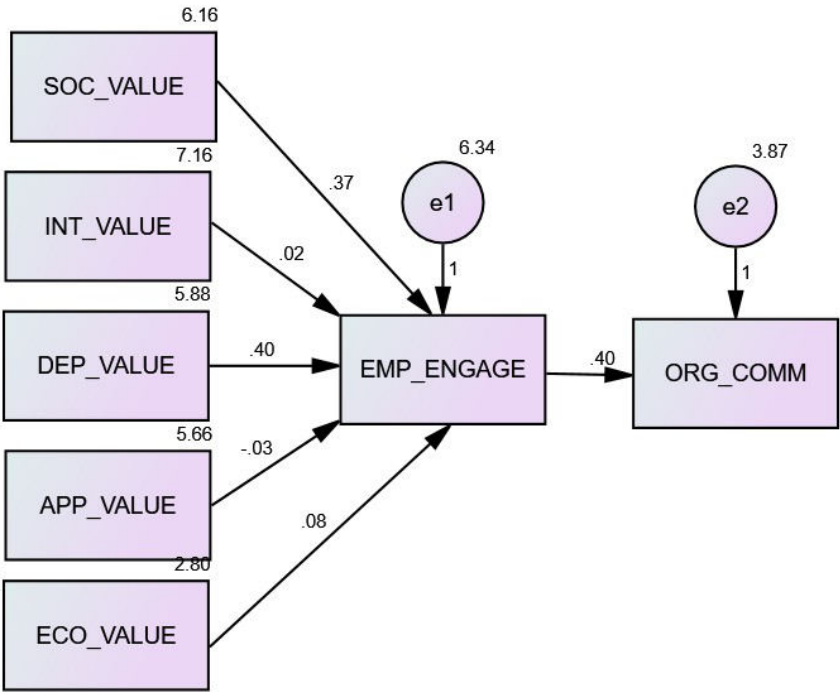
Source: Prepared by Authors (2024)

8.1 Structural Equation Model (SEM) Indices: A model fit summary

Table 7 Structural Equation Model (SEM) Indices: A model fit summary

Model fit summary of SEM analysis	Obtained Value	Suggested value
"Chi-square value"	7.781	-
"DF"	4	-
"P value"	0.06	> 0.05
"Chi-square value/DF"	2.567	< 5.00
"GFI (Goodness of Fit Index)"	0.917	> 0.90
"AGFI (The Adjusted Goodness of Fit Index)"	0.904	> 0.90
"NFI (Normed Fit Index)"	0.923	> 0.90
"CFI (Comparative Fit Index)"	0.911	> 0.90
"RMR (Root Mean Square	0.067	< 0.08

Residuals)"		
"RMSEA (Root Mean Square Error of Approximation)"	0.071	< 0.08

Source: Prepared by Authors (2024)

The computed P value, which is greater than 0.05 and denotes a perfect match, is 0.06, as can be seen from the previous table. As both the GFI value of 0.917 and the AGFI score of 0.904 are higher than 0.9 in this case, a good fit value is observed. A perfect match is shown by the values of (RMR) and RMSEA, which are found to be 0.067 and 0.071, less than 0.08. It also appears to be a perfect fit based on the computed NFI value (0.923) and CFI value 0.911.

8.2 Hypotheses Summary

Table 8 Hypotheses Summary

Hypothesis	From	To	Unstandard (β)	CR	P	Standard (β)	Result
H1	SV	EE (OC)	0.313	7.07	0.000	0.37	Supported
H2	IV	EE (OC)	0.180	3.07	0.001	0.18	Supported
H3	DV	EE (OC)	0.171	2.99	0.001	0.15	Supported
H4	AV	EE (OC)	0.172	3.21	0.001	0.14	Supported
H5	EV	EE (OC)	0.287	3.17	0.001	0.13	Supported
H6	EE	OC	0.445	7.89	0.000	0.45	Supported

Table 8. Source: Prepared by Authors (2024)

From Table 9 Each and every research hypothesis is supported, according to the path analysis's findings. The employee engagement, has a significant and positive association with the five elements of employee branding such as social value (p = 0.000), interest value (p = 0.001), development value (p = 0.001), application value (p = 0.001), and economic value (p = 0.000). Likewise, there is a positive and remarkable correlation (p = 0.001) among EE and OC.

9. Findings and Discussion

Each of the five employer brand dimensions is crucial in determining the level of employee engagement, as demonstrated by the results. These results confirm that previous studies (Bhasin et al., 2019) examined how employee engagement and employer branding are related. As such, organisations need to promote and sustain employee involvement if they are to achieve their business targets. Businesses that offer benefits and values to their employees pertaining to economic, utilization, passion & growth aspects may see an increase in employee engagement behaviours inside their organisations. After the social value, the economic, interest, application, and development values all have a substantial impact on employee engagement.

Some of these encouraging findings show that bank workers place a higher value on social values than any other aspect of the employer brand (Rameshkumar, 2020). These results might be explained by the demanding and dynamic work environment in banking. The findings also demonstrate how Organizational commitment is significantly impacted by employee engagement; a finding that has been supported by additional research conducted in various settings (Schaufeli et el., 2002). The results of the mediation analysis were remarkable demonstrating about organizational commitment and employee brand aspects are derived through employee engagement. Employee Engagement, thus serves as a partially intervening factor in the connection between organizational commitment and employer branding characteristics.

When using EE as a mediator between social value and commitment, the impact of social value on organizational commitment also decreases the greatest when compared to the other components of employer branding. This is another instance where social value seems to be a strong predictor of organizational commitment through employee involvement, both directly and indirectly. Perceived organizational support and organizational commitment are influenced by EE, according to research (Biswas & Bhatnagar, 2013).

10. Conclusion

The present concept provides a thorough grasp of the part that employer branding plays in creating employee engagement, which may subsequently result in workers' organizational commitment. Prior research has demonstrated the association between the three factors without taking into account employee engagement's mediation effect in the link between the other two variables. There aren't many business applications for these studies. By looking at employee engagement's part in the connection between organizational commitment and employer branding, the current study, however, eliminates these earlier gaps and restrictions.

11. Limitations & Future Studies

Future research may examine how employer branding affects additional outcome variables, like participation, affect, attitude, etc. of employees. The study's approach could be improved even more by looking at moderating elements including the work atmosphere, coworker assistance, and supervisor assistance. Further comprehend notions, future efforts in this subject can utilize triangulated research methodologies and larger samples.

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