



THE ROLE OF EMPLOYER BRANDING IN EMPLOYEE ENGAGEMENT AND EMPLOYEE SATISFACTION VIA ORGANIZATION COMMITMENT: A CASE STUDY FROM THE BANKING SECTOR

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Abstract

In these days of fierce competition, firms must become more efficient in order to sustain themselves in the market. Many strategies are used by businesses to gain a competitive edge and achieve operational excellence. Employee Engagement is crucial in the service industry, as the success of a company is dependent upon the quality of service delivered by employees who act as brand ambassadors. Strategic decisions are therefore necessary for employers to recruit, retain, and engage employees. Employer branding is the name given to this practice. This study explored how employer branding affects employee engagement. A further aim was to study the concepts of Employer Branding, employee's organizational commitment, and employee satisfaction and how they are associated with one another. The survey involved 426 employees in the banking sector of Bangalore, an Indian state of Karnataka. In order to test the suggested model, Confirmatory Factor Analysis was applied along with t-test and regression analysis. The findings revealed that employer branding and employee engagement, employer branding and organizational commitment, employer branding and employee satisfaction, and organizational commitment and employee engagement all had a strong and positive relationship. These findings could be used as base for further empirical research.

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1. Introduction

Employer Branding (EB) is the strategic tool employed by organizations to tempt and reserve prospective and current employees in today's talent crisis [1]. Furthermore, employer branding can be demarcated as “the set of economic, psychological, and functional benefits provided by employment, and identifiable with the employer, which helps future employees understand how the organization works” [2].

It is a philosophy that the company has adopted from a corporate perspective [3]. The definition emphasizes certain characteristics of an organization in terms of benefits in order to retain current employees as well as attract new employees and distinguish one business from others [4]. In this approach, EB is creating specific features that are thought to highlight an organization's image [5]. Organizations with strong EB that distinguish themselves from competitors are more likely to attract new employees and retain existing employees, resulting in the achievement of a long-term competitive advantage through their employees [6]. Therefore, EB not only assists companies in attracting the best possible employees but also increases their productivity and competitiveness. Nevertheless, examining its dimensions becomes critical [7]. The benefits of EB are depicted in Figure 1. To attract talented and competent employees, EB needs to be improved [8]. Researchers have found that developing EB initiatives can positively impact Employee Engagement (EE) [9]-[10].

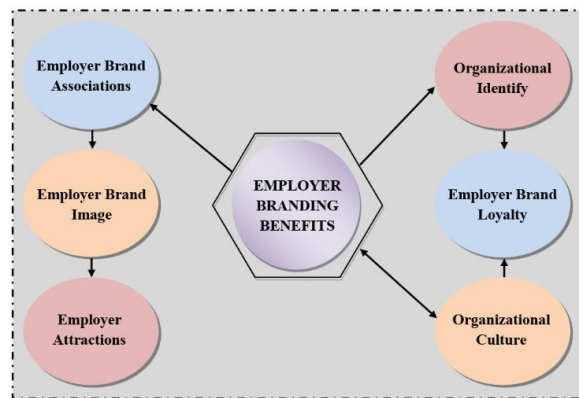


Figure 1. Benefits of employer branding.

Employee Engagement is a representation of the extent of eagerness and association that employees have with their organization. It is a clear indication of their willingness to take up duties beyond those assigned to them in the normal course of their job [11]. EE is defined by job satisfaction, organizational commitment, job involvement, and feeling empowered. Attitudes, behaviours, and outcomes are all considered as engagement [12]. Employees that are disengaged might have a negative effect on productivity and revenues. In order to achieve superior organizational results, businesses need to foster an employee engagement friendly culture and workplace, as well as use various methods for sustaining such engagement [13].

EB, according to many academics, improves employee contentment, engagement, commitment, and citizenship behaviour. Consequently, in the current business environment, firms must proactively manage their EB strategy to improve EE levels [14]. However, there is a limited number of studies to observe the influence of employer branding on factors that affect employee engagement [15]. Given the importance of EB and EE, the impact of EB on EE will be investigated in this present study. Consequently, for improving EB, the effects of EB on Employee Engagement (EE), Organizational Commitment (OC), and Employee Satisfaction (ES) needs to be analyzed that have not previously been examined. Furthermore, no study has explored the relationship between the four constructs (as a whole) or analyzed the relationships among individual dimensions of EB and EE, OC, and ES. Hence, this study has immense originality value and makes a major contribution to extant literature. In the draft of this paper, Section 2 outlines related literature works, Section 3 summarizes the methodology, and Section 4 concludes the paper with appropriate result discussions.

2. Related Work

The concept of EB refers to the capability of using brand aspects to manage human resources. According to [16], EB implies that a company is a suitable place to perform duties. The effects of EB on EE, which can then lead to OC is discussed in [17]. One public sector bank and one private bank were considered in this study. Additionally, EE was examined as a mediating factor in the five dimensions of EB and OC. Structural Equation Modelling (SEM) regression analysis demonstrated that all five dimensions of EB

influenced EE. EE and OC had a positive and significant relationship. Furthermore, the mediation study demonstrated that EE moderately arbitrates the association amid EE and OC. However, the author did not examine the effects of EB on ES, as employee satisfaction is a major concern for every organization. Moreover, the association between diverse dimensions of EB and their impact on employee engagement was examined in [18]. The study involved 139 people from the selected banks. EB was assessed concerning the factors including economic value, social worth, developmental value, and reputation value. This sample was examined using the Kolmogorov-Smirnov test to determine its normality. Data were analyzed using independent sample t-tests, one-way ANOVAs, Karl-Correlations, Pearson's and multiple regression. The outcomes demonstrated a significant optimistic connection between EB and EE. However, the research concerning EB and EE has not distinguished between job as well as organizational engagement.

An examination of the influence of EB on employee engagement and organizational commitment has been conducted for Indian IT organizations in [19]. The findings of the study demonstrated that engagement at work, work satisfaction and organizational commitment, as well as engagement at work and organizational commitment have ended up with a significant positive association. In addition, employment engagement had a partial mediation effect on the association between EB and OC. In this study, moderating factors such as coworker support, working conditions, and supervisor support were not considered, which could have provided greater insight into the relationship. Several studies have examined employee's brand loyalty in the service sector as in [20]. This study was conducted to examine EB factors as explanations for employee's commitment to their employers and to identify those that are directly associated with it.

Apart from these, internal employer branding, organizational commitment, employee engagement and retention are also discussed in [21]. As well, the effect of internal social media usage by employers on relationships was inspected as a possible medium for HR to intervene in the evolution process. The data indicated that, except for the association between OC and EE, the other two relationships between Internal EB (IEB) and organizational commitment, as well as between EE and ER, have become

stronger over time. Similarly, Internal Branding Activities (IBA), and Conducting Internal Research (CIR) was studied to determine if this method could boost employee engagement [22]. To acquire the necessary data, a survey was conducted and analysis was made using regression. The Employee Value Proposition (EVP) has been significantly boosted as a result of CIR. On the other hand, IBA addressed by present employees has had a significant impact on the creation of the EVP. Researchers discovered that taking a process-oriented approach to employee engagement and productivity definitely increased employee commitment. However, the study was limited to EBs that were focused on the external environment. Likewise, among employees of a few Malaysian furniture stores, the relationship between EB and EE was examined in [23]. Their findings indicated a significant relationship exist between EB and EE. Furthermore, the study determined that the work's challenge played a critical role in promoting the EE. Thus, there had been a considerable difference in engagement between men and women. In light of the research findings, organizations should consider implementing EE to retain their workforce.

Despite this, no research has been conducted on the role of EE in mediating the link between EB elements and OC. It was found that only a few studies have been conducted on EB in the banking industry. Further, empirical studies have been lacking on the effects of EB on OC, EE, and ES, particularly in the banking sector in Bangalore, India. Thus, this research focused on the two types of banks in Bangalore: private and public sector banks. This study seeks to address a knowledge gap by examining how employer branding contributes to employee engagement, commitment, and gratification in the workplace.

3. Research Methodology

The study was carried out using a quantitative method of research. This study mainly examines the relationship between EB and EE, OC, and ES among selected employees of banks in Bangalore city. The conceptual framework of the presented research work is shown in Figure 2. The secondary objectives of the research model are: i) to learn the association between EB and EE among bank employees of the preferred banks via OC, ii) to study the association between EE and OC, iii) to identify the association

between EB and OC, and iv) to study the relationship between EB and ES via OC. To perform the intended analysis for this study, a questionnaire was distributed to bank employees who were employed by different departments of the company at that time. A sample of employees from two banks in Bangalore was surveyed (one private and one public).

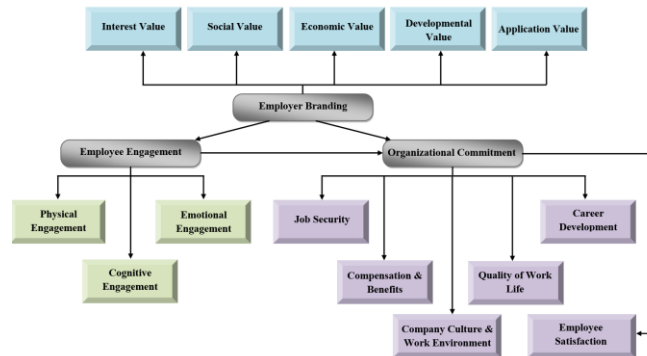


Figure 2. Conceptual framework of the presented model.

The stratification sampling approach was employed to accumulate primary data from the target respondents in this study which is a two-stage process. Here, the overall population is divided into several subgroups or strata in the first stage, depending on the kind of organization (Strata 1: for Private Banks and Strata 2: for Public Banks). The researchers determined the number of respondents from the entire population in the second stage. After targeting 500 employees, 465 responses were obtained. Yet, after the data were cleaned, only 426 functional responses remained for evaluating the data in the proposed research. The sample size of the current study is computed as in

$$n = \frac{Z^2 P(1 - P)}{d^2} \quad (1)$$

A formula representing the sample size consists of four components: n , Z , P and d , where n signifies the size of the sample employed in the study, Z denotes the confidence level, d signifies the precision prevalence of effect size and P signifies the expected prevalence (which can be derived from the same studies or a pilot study performed by the researchers). The present study has a level of confidence of 95%.

This study was designed to take into account the unique nature of Bank employees. The researchers focused the survey on three major key areas to meet the objectives of the study such as Employer Branding (EB), Employee Engagement (EE) and Organizational Commitment (OC). Below is a brief description of each scale:

A. Employer Branding

In this study, we utilized the framed EB questionnaire as in [21]-[23]. The final questionnaire consisted of 29 items in employer branding based on five dimensions including economic value (EV), development value (DV), application value (AV), interest value (IV), and social value (SV, measured on a 5-point Likert scale).

B. Employee Engagement

The EE questionnaire developed by [24] was used here. A total of 9 items were included in the final questionnaire, measuring job involvement and organizational engagement using a 5-point Likert scale.

C. Organizational Commitment

An OC Scale (OCS) employed in the work is similar to the one used in various works [25]-[27]. In total, there are 18 items on the scale, 6 for each subscale. These subscales represent the theoretically recognized three components of commitment.

For the purpose of assessing the questionnaire's reliability, Cronbach's Alpha was used. The values recorded for the key areas such as Employer Branding (0.885), Employee Engagement (0.831), and Organizational Commitment (0.839) are all higher than the satisfactory range of 0.70. The general dependability coefficient is 0.925, which is a magnified score with a minimal error discrepancy 0.075. The constructs are now extremely dependable for further analysis.

4. Results and Discussion

This section presents the outcomes of the research after performing an extensive data analysis from initial data collection to final proof of hypothesis. To begin with the discussion, the simple statistics about the

respondents from whom the information gathered is analyzed. The information regarding the demographic profile of the interviewees used in the proposed study is presented in Table 1.

Accordingly, the demographic profile shows that female respondents (55.4%) are slightly higher than male respondents (44.6%). The majority of the respondent was (41.8%) aged between 31 – 40 years tailed by 41 to 50 years (23%), 21 to 30 years (21.6%), and above 51 years (13.62%). When analyzing marital status of the respondents, most of them were single (55.63%) and the remaining interviewees are married (44.37%). About 38.5% of respondents were having job experience of about 1 - 5 years followed by 5 - 10 years (29.34%), above 10 years (19.95%), and below 1 year (12.20%).

Table I. Demographic Profile.

Variable		Frequency (N)	Percentage (%)
Gender	Male	190	44.6
	Female	236	55.4
Age	21 to 30 years	92	21.6
	31 to 40 years	178	41.8
	41 to 50 years	98	23
	Above 51 years	58	13.62
Marital status	Married	189	44.37
	Unmarried	237	55.63
Education level	Bachelors	213	50
	Masters	88	18.78
	Diploma	125	29.34
	Below 1 year	52	12.20
	1 to 5 years	164	38.5

Working experience	5 to 10 years	125	29.34
	Above 10 years	85	19.95
Position	Clerical	185	42.43
	Executive	143	33.57
	Manager	98	23

In connection with the educational qualification, 50% of the respondents have completed bachelor's degree, 29.34% of respondents completed diploma, and 18.78% of respondents completed masters. The position of the surveyed participants was also investigated in which 42.43% of the respondents are working as a clerk, 33.57% are working as an executive, and 23% of respondents are working as a manager.

The state of EE is presented in Table 2. From the analysis, it is evident that almost all of the factors that influenced employee's engagement have a mean score that is higher than the value 3.5. The top 5 variables that attained the highest mean with the scores greater than 3.8 are mainly attributed to the following: For me, my job is challenging (3.895), I feel a burst of energy at work (3.892), When I am working, time flies (3.889), I am inspired by my job (3.875) and I'm proud of the work that I do (3.875). The variables that attained the lowest mean values with the scores lesser than 3.6 are attributed to the following: I feel like going to work when I wake up in the morning (3.487), I find it difficult to separate myself from my work (3.523), I forget everything else around me when I am working (3.568), and My job requires me to be mentally strong and resilient (3.589). The states that attain the maximum mean and standard deviation (Std. Dev.) are shown in Figure 3.

Table II. The State *S* of Employee Engagement.

Variables	Mean	Std. dev.
I feel a burst of energy at work	3.892	0.623
My work is filled with meaning and	3.856	0.536

purpose		
When I am working, time flies	3.889	0.789
My job gives me a sense of strength and vitality	3.789	0.769
I am enthusiastic about my work	3.874	0.763
In my work, I am always persistent, even when things do not go well	3.693	0.723
I find it difficult to separate myself from my work	3.523	0.865
My job requires me to be mentally strong and resilient	3.589	0.745
When I am working, I tend to get carried away	3.698	0.874
For me, my job is challenging	3.895	0.658
I am capable of working continuously for very long periods of time	3.698	0.824
I am deeply involved in my work	3.625	0.726
I forget everything else around me when I am working	3.568	1.254
I am inspired by my job	3.875	0.769
When I wake up in the morning, I feel like going to work	3.487	0.987
When I am intensely engaged in my work, I feel happy	3.658	0.785
I'm proud of the work that I do	3.875	0.763

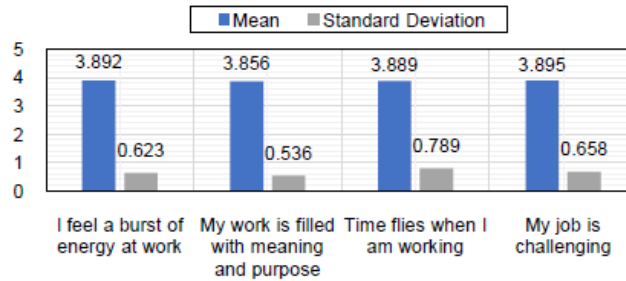


Figure 3. Mean and standard deviation of states of employee engagement.

D. Confirmatory Factor Analysis

The Confirmatory Factor Analysis (CFA) was accomplished on the dataset using Amos 23.0 software. Based on the proposed theory, CFA's purpose is to analyze and verify whether the items are loaded onto their corresponding latent aspects or not. The results from the CFA are highly satisfactory. A comparison of the model fit statistics of the presented research model before and after factor loading is provided in Table 3. The result shows that Chi-Square Value (CMIN) is 148.369 at $p = 0.000$, CMIN/df is 0.815, Comparative Fit Index (CFI) is 0.854, Incremental Fit Index (IFI) is 0.789, Adjusted Goodness of Fit Index (AGFI) is 0.852, Parsimony Goodness of Fit Index (PGFI) is 0.785, Root means Square error Approximation (RMSEA) is 0.042 (PCLOSE = 0.980), Normed Fit Index (NFI) is 0.936, and Tucker Lewis Index (TLI) is 0.935. Model fit statistics obtained after factor loadings are better than those obtained before factor loading. Based on the outcomes, it is confirmed that the presented research model suits the data fairly well. In summary, it may be argued that the relationship between EB, EE, and OC is explained by EE's mediating role in the association between EB and OC. Figure 4 illustrates the measurement model used in the current study.

Table III. Fit statistics of the presented research model.

Model Fit Statistics	Before factor loading	After applying the proposed model
CMIN	156.852	148.369
p-value	0.000	0.000
df	236	182

CMIN/df	0.665	0.815
CFI	0.825	0.854
IFI	0.812	0.789
AGFI	0.844	0.852
PGFI	0.778	0.785
NFI	0.931	0.936
TLI	0.932	0.935
RMSEA	0.046	0.042
AIC (Default model)	1145.25	758.852
AIC (Saturated model)	932.54	856.98
AIC (Independence model)	1789.21	1698.21

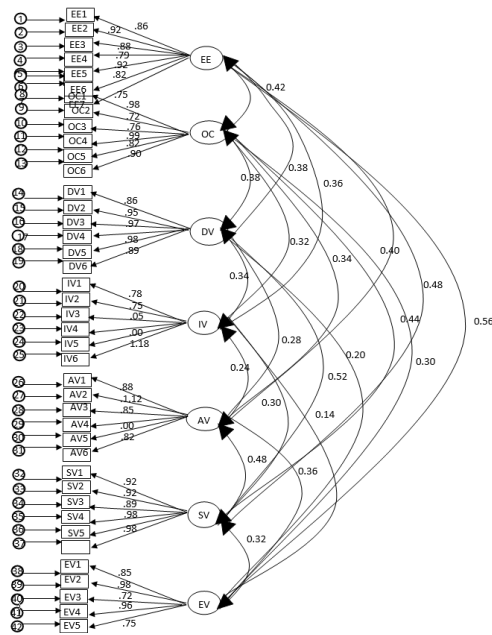


Figure 4. Measurement model used in the study.

E. Testing of Hypothesis

Several hypotheses were developed by various researchers in relation with the current study. Accordingly, the proposed research work makes use of those hypotheses in which the selection is made based on how well they are related to the study and how much significance they have. The list of hypotheses used in the proposed study are listed below.

- Hypothesis 1: There is a considerable association between EB and EE.
- Hypothesis 2: There is a considerable association between EE and OC.
- Hypothesis 3: There is a considerable association between EB and OC.
- Hypothesis 4: EB affects OC through EE.
- Hypothesis 5: There is a considerable difference between male and female employees' levels of engagement.
- Hypothesis 6: There is a considerable association between EB and ES.
- Hypothesis 7: The higher the level of organizational commitment, the higher the level of employee satisfaction.

(a) Hypothesis 1: The standardized estimated value obtained for hypothesis 1 is 0.752 while the CR is 21.569 and the p-value is lesser than 0.01, signifying that there is a considerable encouraging association between EB and EE at 1 percentage significance level. The obtained results are presented in Table 4. Thus, hypothesis 1 is reinforced. Research outcomes showed that the consistent regression weights for interest value, social value, economic value, development value, and application value dimensions were 0.921, 0.986, 0.999, 0.847, and 0.874, correspondingly. Considering these aspects, it can be determined that economic and social values are the most imperative factors, followed by application value, interest value, and development value, separately.

(b) Hypothesis 2: Based on the results from the *t*-test for hypothesis 2, the obtained standardized estimated value is 0.698, the coefficient of determination is 9.852, and the p-value is less than 0.01, which indicate that there is a substantial optimistic association among EE and OC at a

significance level of 1 percentage. Consequently, hypothesis 2 is accepted. The results for the hypothesis is included in Table 4.

Table IV. Hypotheses testing for the proposed theoretical framework.

Hyp	Relation	Estimate	S.E	Std. Estimate	C.R	p-Value
H1	EB to EE	0.425	0.032	0.752	21.569	***
H2	EE to OC	0.589	0.025	0.698	9.852	***
H3	EB to OC	0.092	0.036	0.172	3.214	0.002

(c) Hypothesis 3: The t -test results for this hypothesis indicate that the obtained standardized estimated value is 0.172 while CR is 9.852, and the p-value is 0.002, signifying a considerable positive association between EB and OC at a significance level of 5 percentage. The values are presented in Table 4. Thus, with these attained results, hypothesis 3 is also supported.

(d) Hypothesis 4: The test result for the hypothesis is shown in listed in Table 5. The values indicate that the standardized direct consequence between EB and OC is 0.186, although the standardized indirect consequence is 0.489. With these values, the standardized total effect was calculated. Accordingly, fit indices were also calculated for the proposed research model. Besides, standardized total effect of relationships between EB and EE and OC is also shown in Figure 5.

Table V. Standardized direct, indirect, and total effect within variables of the proposed theoretical model.

S. No.	Relationships	Std. Direct Effect	Std. Indirect Effect	Std. Total Effect
R1	EB to Interest value	0.921	0.000	0.985
R2	EB to Social value	0.986	0.000	0.941
R3	EB to Development value	0.847	0.000	0.845
R4	EB to Economic value	0.999	0.000	0.963

R5	EB to Application value	0.874	0.000	0.987
R6	EB to EE	0.789	0.000	0.869
R7	EE to OC	0.782	0.000	0.745
R8	EB to OC	0.186	0.489	0.698

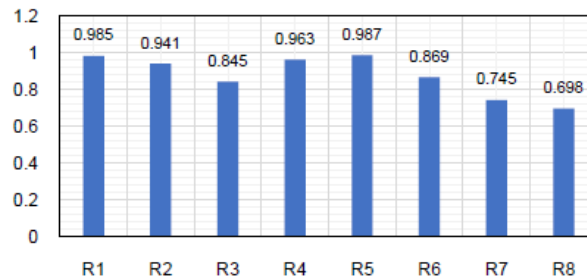


Figure 5. Standardized total effect of employer branding on employee engagement and organisational commitment.

In the model of EB, EE, and OC, the impact of EB on OC is explained via EE. Through bootstrapping, the indirect path between EB (independent variable) and OC (outcome variable) was discovered over EE (mediator). Consequently, Table 6 shows that the path coefficient from development value to OC which is decreased from 0.18 (direct path) to 0.14 (mediating path), suggesting that this association is moderately facilitated by EE. Similarly, when considering the results for other EB variables (interest, application, development, and economic) the path coefficients to OC are decreased, which indicates that EE also moderately mediated the relationship of EB to OC. Therefore, hypothesis 4 is supported, and EE partially mediated the relationship between EB and OC.

Table VI. Results of mediation.

Relationship	Direct without mediation	Direct with mediation	Indirect
Social value to OC	0.18 (0.001)	0.14 (0.001)	0.002
Interest value to OC	0.14 (0.006)	0.08 (0.038)	0.006

Development value to OC	0.20 (0.002)	0.18 (0.004)	0.008
Application value to OC	0.18(0.001)	0.15 (0.006)	0.009
Economic value to OC	0.16 (0.002)	0.14 (0.012)	0.001

(e) Hypothesis 5: To determine the existence of any major variances between male and female workers levels of engagement towards the organization, a *t*-test was performed on the independent variables. Table 7 below presents the substantial variances in scores between males (M-62.87, SD-8.5749.703) and females (M-54.58, SD-5.241), $t=3.698$, $p=0.026$, two-tailed. Accordingly, there is a reasonable increase of mean differences (mean differences in means was 7.896, 95% confidence level: 1.236 to 13.698). Therefore, hypothesis 5 is accepted because there is a considerable change among female and male employees when it comes to their work involvement in the banking industry.

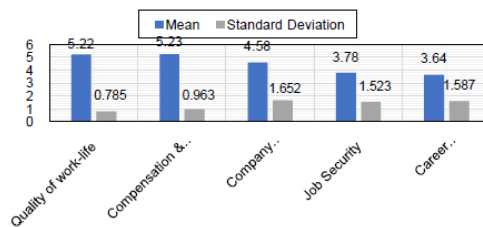
Table VII. Results of mediation.

Gender	Mean	Std. dev.	Std. error mean	Test details	95% CL of the difference
Male	62.87	8.574	2.471	$t = 3.698$ Sig. = 0.026 MD = 7.896	Lower
Female	54.58	5.241	1.524	1.236	13.698

(f) Hypothesis 6: In addition to the above analysis, the impact of EB on ES has been examined within the banking sector. Descriptive statistics were used to examine the relationship between EB and ES. Table 8 provides descriptive statistics regarding the association between EB and ES. For better understanding, the effects of EB on ES when viewed in terms of mean and standard deviation are also plotted as a graph in Figure 6.

Table VIII. Descriptive statistics for employer branding and employee satisfaction.

Items	# of items	Mean	Std. dev.
Quality of Work-life	3	5.22	0.785
Compensation and benefits	4	5.23	0.963
Company culture and Work environment	4	4.58	1.652
Job Security	3	3.78	1.523
Career development	4	3.64	1.587

**Figure 6.** Effects of employer branding on employee satisfaction.

In order to assess the effects of EB on ES, five major elements were used, such as work-life quality, compensation and benefits, company culture, work environment, job security, and career development. The quality of work-life was determined by factors such as good relationships with co-workers, work-life balance, and challenging work. Compensation and benefits are measured through four elements: monetary, non-monetary, rewards, and recognition. In terms of job security, three factors were considered: long-term job security, financial security, and future prospects. An organization's culture and working environment were measured in terms of four aspects, including a pleasant work environment, an exciting workplace, a supportive environment, and values. Career development was evaluated according to factors such as advancement opportunities, creativity, recognition, and an empowering work environment. From the analysis, it is visible that the mean value of almost all factors are greater than 3.6, showing that the employee agreed regarding most of the factors that influenced their satisfaction. Work-

life quality (5.22) as well as compensation and benefits (5.23) have the highest mean values of all items.

Hypothesis 7: An analysis has been made by performing the correlation between the employer branding and affective commitment and the obtained results are presented in Table 9. Also, based on the regression analysis, the association between affective organizational commitment and ES was identified. The results indicate that affective organizational commitment has a significant positive impact on ES with a variation of 65% in EB. It is evident from the results that affective commitment influences employee satisfaction levels. The study also examines whether the constructed model relationship between EB and ES are significant or not. The regression analysis tool is used to compute the 'total explained variance' of the model. The results demonstrate the mathematical association between the dependent variable (affective organization commitment) and the independent variables (ES). Results indicate that positive experiences with EB are essential for employees to develop an emotive commitment towards the organization and is listed in Table 10.

Table IX. Correlation between items of employer branding and affective commitment.

Affective Commitment	Correlation with Employer Branding
Quality of work-life	0.698
Compensation and benefits	0.752
Company culture and work atmosphere	0.526
Job safety	0.459
Career advancement	0.423

Table X. Results of regression analysis for affective commitment and employee satisfaction.

Model summary				
Model	R	R-square	Adjusted R-square	Std. Error of Estimates

	0.856	0.652	0.752	0.5698
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(Constant) Employee Satisfaction					
Model	Unstd. Coeffi.		Std. Coeffi.	T	Sig.
	B	Std. error	B		
Constant	1.785	0.289		4.852	0.000
Employee Satisfaction	0.623	0.078	0.726	12.895	0.000
Dependent Variable: Affective organization commitment					

Based on the summary of the hypotheses tested in the research model as listed in Table 11, it is clear that the model supports all the hypotheses developed for identifying the relationship.

Table XI. Summary of hypotheses tested for the proposed model.

Hypothesis	Supported/Not supported
Hypothesis 1	Accepted
Hypothesis 2	Accepted
Hypothesis 3	Accepted
Hypothesis 4	Accepted
Hypothesis 5	Accepted
Hypothesis 6	Accepted
Hypothesis7	Accepted

5. Conclusions and Managerial Implications

The current research delivers a broad understanding of employer branding's role in establishing employee engagement that often leads to organizational commitment and work satisfaction. This study indicates a positive relationship between employer branding and employee engagement. There is also a relationship between employer branding, organizational commitment, and employee satisfaction. The findings contribute to new knowledge that can be used to improve organizational practices for the satisfaction of key talent in the information technology environment. Thus, organizations should emphasize more on building the employer branding to improve employee involvement and satisfaction. It is believed and proved that employees are optimistic about the brand's values and that the employer's branding influences employee engagement and commitment, which in turn affects employee satisfaction. In the future, this study could examine employee engagement, commitment, and satisfaction across different organizational levels in a variety of sectors.

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