

Impact of Employer Branding on Employee Engagement and Employee Performance: A Study in IT Sector

Shaik Tippu Arif Diwan¹, Dr Jaya Vani Majumdar²

¹Research Scholar, Department of Management, Koneru Lakshmaiah Education Foundation, Hyderabad, Telangana-500084

²Associate Professor, Department of Management, Koneru Lakshmaiah Education Foundation, Hyderabad, Telangana-500084

Abstract: This research examines the interrelationship between employer branding with dimensions such as organizational leadership, and key organizational factors such as employer brand reputation, perceived organizational support, organizational trust, and work environment, within the IT sector. The study explores how these elements influence employee engagement and, ultimately, employee performance. 321 responses were gathered with the aid of an online questionnaire. Research study demonstrated that organisational leadership, employer brand reputation, perceived organisational support, organisational trust, work environment positively influenced employee engagement at work. Employee engagement produced positive outcome with respect to employee performance. The study uses cross-sectional data to analyze data from IT professionals, providing insights into how organizational leadership practices and a strong employer brand reputation can foster a positive work environment that promotes employee engagement and performance. This research contributes to a deeper understanding of the strategic importance of employer branding in the IT sector and offers practical recommendations for organizations aiming to optimize employee outcomes through enhanced leadership and organizational practices.

Keywords: Employer branding, organisational leadership, employer brand reputation, perceived organisational support, organisational trust, work environment, employee engagement, employee performance, IT sector, India

1. INTRODUCTION

1.1 Employer Branding

Employer branding is characterized as a strategic, long-term approach aimed at shaping the awareness and perceptions of current and potential employees, as well as stakeholders, regarding a company's brand (Backhaus and Tikoo, 2004). The aspects of employer branding encompass essential factors that companies focus on to establish an appealing employer brand. These aspects typically reflect the organization's values, culture, and the advantages it provides to its employees. By internalizing employer branding, individuals are motivated to embrace external values and demonstrate genuine attitudes (Saleem and Iglesias, 2016). Employer branding and employee engagement are linked. Employee engagement refers to an individual's commitment, fulfillment, and enthusiasm toward their work (Saks, 2006). To effectively boost engagement levels, it's essential for employees to adopt the company's employer branding values as part of their personal beliefs (Shamir, House, and Arthur, 2008). A clearly defined and well-developed employer brand can affect employee behavior and enhance their satisfaction and engagement levels. According to recent studies, the following hypotheses pertain to the connection between employer branding and employee engagement. Recent research has examined the connection between employer branding and employee engagement, emphasizing how effective employer branding strategies can greatly boost employee engagement levels. Certain aspects of employer branding, such as perceived reputation and job design, are positively associated with improved employee engagement and retention, especially within knowledge-intensive industries like IT (Alves et al., 2024). Research by Mehndiratta & Saini, (2024) examines how employer branding strategies affect employee engagement and the overall performance of organizations within the Indian IT industry. Employing Structural Equation Modeling (SEM), the results reveal a positive correlation between employer branding and employee engagement. Employer branding has gained significant attention as a strategic tool for organizations seeking to attract, retain, and engage talent. In India's rapidly growing IT sector, which is pivotal to the country's economic development, the concept of employer branding has become particularly crucial. The IT industry is characterized by high competition for skilled professionals, with top-tier talent frequently sought after by numerous organizations. In this context, employer branding plays a vital role in shaping the organization's reputation, culture, and employee satisfaction, which ultimately affects the overall organizational success.

1.2 Role of Employer Branding in IT Industry

The IT industry in India has experienced exponential growth over the last few decades, contributing significantly to the country's GDP and becoming a global hub for technology outsourcing (Tambe, Huo, & Avasarala, 2019). As one of the largest and most dynamic industries in India, it faces fierce competition for skilled talent, particularly software engineers, data scientists, and cyber security experts. Due to this demand-supply imbalance, employer branding has become a crucial strategy for IT companies to differentiate themselves in the talent marketplace (Singh & Sharma, 2020).

India's IT industry comprises multinational companies (MNCs) such as Tata Consultancy Services (TCS), Infosys, Wipro, and Accenture, as well as numerous smaller, specialized firms. These organizations must develop and communicate a compelling employer brand to attract the best professionals from a pool of highly educated candidates (Pereira & Village, 2020). Companies with a strong employer brand enjoy better recruitment outcomes, higher employee retention rates, and increased employee satisfaction.

3. LITERATURE REVIEW AND HYPOTHESES

3.1 Organisational Leadership and Employee Engagement

Effective leadership is a critical determinant in shaping employee engagement. Leaders who provide clear communication, support employee development, and recognize efforts are more likely to foster high levels of engagement among employees (Bakker & Demerouti, 2008). Engaged employees demonstrate higher productivity, job satisfaction, and loyalty, which directly benefits organizational performance (Harter, Schmidt, & Hayes, 2002). Leadership is widely recognized as a key driver of employee engagement, influencing how employees feel about their work and the organization. Leaders who demonstrate transformational leadership behaviors, such as providing inspiration, motivation, and individualized support, foster high levels of engagement (Arnold et al., 2020). Effective leadership creates an environment where employees are emotionally invested in their work, leading to higher performance, job satisfaction, and organizational commitment (Macey & Schneider, 2008). Engaged employees are more likely to contribute to positive organizational outcomes, including productivity, retention, and innovation. By fostering a leadership style that prioritizes engagement, organizations can enhance their overall performance and achieve sustainable success (Rich et al., 2010). Research by AL-Abrow et al. (2019) illustrated a positive effect on employee engagement.

H1: Organisational leadership positively influences employee engagement

3.2 Employer Brand Reputation and Employee Engagement

Employee brand reputation refers to how employees perceive their organization's image, values, and overall reputation as an employer. A positive employee brand reputation fosters pride and commitment among employees, making them more engaged and motivated to contribute to the organization's goals (Backhaus & Tikoo, 2004). Employees who feel that they work for a well-regarded organization are likely to exhibit higher levels of engagement due to the alignment of personal values with the organization's brand (Matzler et al., 2022). A positive employee brand reputation is linked to higher levels of employee engagement, as employees are more likely to feel motivated and loyal to an organization they are proud to be associated with (Backhaus & Tikoo, 2004). A reputable employer brand helps create a sense of purpose and belonging, which is critical for driving employee engagement (Minchington, 2021). Recent research by Şantaş et al. (2020) proved a positive effect of organisational reputation on employee engagement.

H2: Employee brand reputation positively influences employee engagement

3.3 Perceived Organisational Support and Employee Engagement

Perceived Organizational Support (POS) refers to the extent to which employees believe their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Recent studies indicate that POS significantly influences employee engagement, a key driver of performance and retention (Saks, 2006). When employees perceive high levels of organizational support, they are more likely to experience higher levels of motivation, enthusiasm, and commitment to their work (Bakker & Demerouti, 2008). One of the key mechanisms through which POS influences engagement is **affective commitment**, which reflects the emotional bond employees feel toward their organization (Meyer & Allen, 1991). Employees who perceive higher levels of support tend to develop stronger emotional attachments to the organization, which in turn leads to greater engagement (Kraimer et al., 2024). Sindhura, K. (2022) in her study expressed that perceived organisational support positively influences employee engagement.

H3: Perceived organisational support positively influences employee engagement

3.4 Organisational Trust and Employee Engagement

Organizational trust is a critical factor in shaping how employees perceive their workplace environment. When employees trust their leaders, they feel more secure and valued, which leads to enhanced emotional commitment to their work and improved engagement (Bulińska-Stangrecka & Iddagoda, 2020). Trust fosters a supportive atmosphere, reduces job stress, and encourages employees to invest more effort into their roles. This enhanced engagement, in turn, contributes to better organizational outcomes such as higher productivity, lower turnover, and improved job satisfaction (Nabilla et al., 2023). Trust within the organization, particularly trust in leadership, creates a sense of psychological safety and fosters a collaborative environment. When employees trust their leaders and the organizational systems, they are more likely to be emotionally invested in their work, exhibit higher levels of motivation, and engage actively in their roles. This leads to improved job performance, job satisfaction, and reduced turnover rates (Alshaabani et al., 2021). It is anticipated that organizational trust will be a significant predictor of employee engagement.

H4: Organisational trust positively influences employee engagement

3.5 Work Environment and Employee Engagement

The work environment plays a crucial role in shaping employee engagement. A positive work environment, which includes supportive leadership, a healthy organizational culture, and adequate physical workspace, has been shown to promote higher levels of employee motivation, satisfaction, and performance. When employees feel comfortable and supported, they are more likely to engage deeply with their work, leading to increased job satisfaction, better performance, and reduced turnover (Kamanja et al., 2019). Various aspects of the work environment, including the physical layout, the quality of interactions with leadership, and a positive organizational culture, contribute to enhancing employees' emotional and cognitive investment in their roles (Setiyani et al., 2019). Recent studies emphasize the significance of creating a positive work environment through flexible arrangements, supportive leadership, and clear communication. These elements are critical in fostering employee engagement (Duque et al., 2020; Rasool et al., 2021).

H5: Work environment positively influences employee engagement

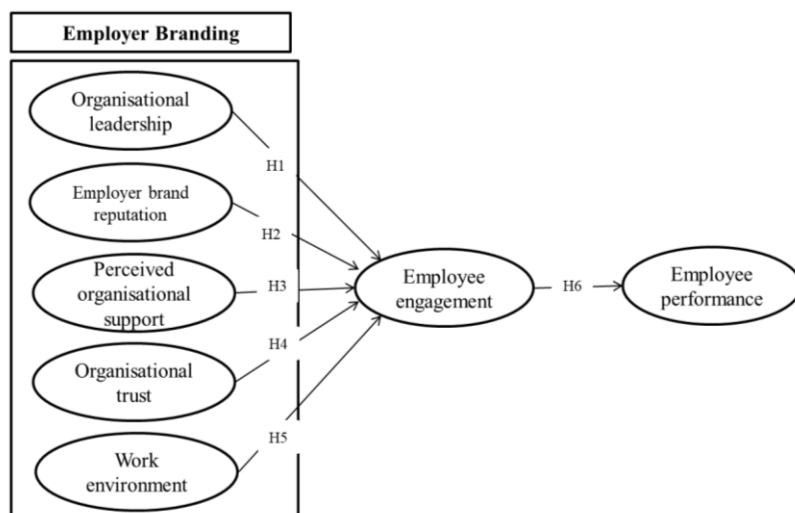
3.6 Employee Engagement and Employee Performance

Employee engagement significantly influences employee performance by enhancing motivation, job satisfaction, and commitment, leading to better organizational outcomes. Engaged employees demonstrate higher productivity, creativity, and resilience, positively affecting both individual and team performance (Bakker & Albrecht, 2018). This relationship is particularly robust in environments where employees feel supported by leadership and have access to clear communication channels. Research has identified several mechanisms through which engagement impacts performance. For instance, engaged employees invest cognitive, emotional, and physical resources into their tasks, which leads to enhanced task quality and accuracy (Tewfik et al., 2024). Moreover, engagement variability—fluctuations in how consistently employees feel engaged—can disrupt these positive outcomes, highlighting the importance of maintaining stable engagement levels over time. Individual differences also play a critical role. Emotional stability, for example, moderates the engagement-performance relationship, with stable employees benefiting more significantly from engagement (Tewfik et al., 2024). This suggests that organizations must consider personal traits and tailor strategies to maximize engagement's benefits. In structured environments such as call centers, engagement correlates more strongly with qualitative metrics (e.g., service quality) than quantitative ones (Rothbard & Wilk, 2011). This finding underscores the need for organizations to align performance evaluations with engagement-driven outcomes.

H6: Employee engagement positively influences employee performance

A thorough literature review served as the foundation for the development of a research model

Fig 1: Conceptual Model



4. RESEARCH METHODOLOGY

4.1 Sample

This research adopted a cross-sectional design within the quantitative research paradigm, drawing on data collected from Indian participants to test the proposed model. A structured questionnaire was distributed online to gather responses. On average, respondents took between 10 to 15 minutes to complete it. Out of 800 questionnaires distributed, 344 responses were returned. Twenty three responses were excluded for being incomplete and unsuitable for analysis. Ultimately, 321 valid responses were collected, resulting in a response rate of 40.12 percent

4.2 Measures

The data collection instrument for the current study was designed to satisfy its requirements and was developed with guidance from earlier research. Each of the seven constructs included in the research model is assessed using established measurement scales. The four items in construct organisational leadership was adapted from Bass et al. (1996) and Brown et al. (2005). From Berthon et al. (2005) three items related to employer brand reputation were extracted. Four items were developed for the concept of perceived organisational support based on the research of Eisenberger et al. (1997). The organisational trust was evaluated using a three-item scale by Mayer et al. (1998) and Dirks et al. (2001). The following four items were extracted from Saxena & Kaur (2014) were employed as a measure of work environment. Hanaysha's three-item measure (2016) to gauge employee engagement. Four measurement items derived from Rego et al. (2008) to assess employee performance.

5. DATA ANALYSIS AND FINDINGS

Reliability of the survey instrument was noticed as 0.837 which was satisfactory as prescribed by Hair et al. (2010).

5.1 Demographic Picture

Table I: Demographic Picture

Measure	Category	Frequency	Percentage
Gender	Male	173	53.89
	Female	148	46.1
Age (years)	18-24	83	25.86
	25-33	112	34.89
	34-42	81	25.23
	43-50	36	11.21
	Above 50	9	2.80
Education	UG	117	36.45
	PG	173	53.89
	Other	31	9.66
Marital status	Married	218	67.91
	Unmarried	103	32.09

		321	100
--	--	-----	-----

Table I presents the demographic details of the participants. Among the respondents, 53.89% identified as male and 46.10% as female. The age group of 25-33 comprised 34.89% of the sample. Regarding education levels, 36.45% were undergraduates, while 53.89% had completed postgraduate studies. Additionally, 67.91% of the respondents were married.

5.2 Employee Work Experience

Table II: Employee work experience

Measure	Category	Frequency	Percentage
Work experience	0-3 years	85	26.48
	4-6 years	133	41.43
	7-10 years	78	24.30
	Above 10 years	25	7.79

Table II indicates that 41.43 per cent of the employees having 4 to 6 years of work experience.

5.3 Exploratory Factor Analysis

Table III: Exploratory factor analysis

Rotated Component Matrix ^a							
	Component						
	1	2	3	4	5	6	7
WE1	.915						
WE2	.913						
WE3	.892						
WE4	.852						
EP1		.905					
EP2		.899					
EP3		.887					
EP4		.868					
OL1			.888				
OL2			.887				
OL3			.872				
OL4			.815				
POS1				.885			
POS2				.883			
POS4				.851			
POS3				.834			
EEN1					.890		
EEN2					.886		
EEN3					.843		
EBR1						.906	
EBR2						.905	
EBR3						.871	
OT1							.907
OT2							.876
OT3							.843

Table III indicates that all item loading values exceeded 0.50, which is considered highly acceptable according to Hair et al. (2010).

5.4 AVE and CR Values

Table IV AVE and CR values

Measure	Code	Cronbach's α	CR	AVE
Organisational leadership	OL	0.896	0.898	0.687
Employer brand reputation	EBR	0.883	0.885	0.721
Perceived organisational support	POS	0.893	0.894	0.68
Organisational trust	OT	0.872	0.877	0.705
Work environment	WE	0.936	0.936	0.785

Employee engagement	EEN	0.9	0.903	0.756
Employee performance	EP	0.928	0.929	0.765

The composite reliability scores for the constructs ranged from 0.877 to 0.936, and the Average Variance Extracted (AVE) values fell between 0.680 and 0.785. These findings validated the achievement of convergent validity, suggesting that the constructs in the proposed model exhibited adequate internal consistency. Moreover, the calculated Cronbach's α coefficients for each construct were between 0.872 and 0.936, as shown in Table IV. This further reinforced that each construct demonstrated robust internal reliability

5.5 Inter-Correlations

Table V Inter-correlations

	EEN	OL	POS	WE	EP	EBR	OT
EEN	0.870						
OL	0.188	0.829					
POS	0.262	-0.009	0.825				
WE	0.316	0.128	0.010	0.886			
EP	0.339	0.198	0.176	0.174	0.875		
EBR	0.128	-0.077	-0.078	0.178	0.022	0.849	
OT	0.173	0.039	-0.006	0.308	0.154	0.041	0.840

Concerning the discriminant validity of a coefficient, it is essential that the coefficient associated with an indicator holds more importance within the same sample than those of other indicators. According to the criterion for evaluating discriminant validity (Chin, 1998), the square root of an indicator's Average Variance Extracted (AVE) must exceed the correlations identified between specific dimensions and other constructs within the model (see Table V).

5.6 Hypotheses Analysis

Table VI Hypotheses analysis results

Hypothesis	Hypothesis path			Estimate	S.E.	C.R.	P	Result
H1	EEN	<~	OL	0.2	0.067	2.971	0.003	Supported
H2	EEN	<~	EBR	0.11	0.055	1.991	0.046	Supported
H3	EEN	<~	POS	0.301	0.064	4.681	***	Supported
H4	EEN	<~	OT	0.126	0.075	1.669	0.023	Supported
H5	EEN	<~	WE	0.318	0.071	4.482	***	Supported
H6	EP	<~	EEN	0.522	0.092	5.643	***	Supported

*** $p \leq 0.001$

Table VI presents the results of the hypothesis testing. The proposed connection between organisational leadership and employee engagement was supported ($\beta=0.2$, $p=0.003$). The correlation between employee brand reputation and employee engagement proved to be significant ($\beta=0.11$, $p=0.046$). Moreover, perceived organisational support was found to significantly impact employee engagement in Indian IT sector ($\beta=0.301$, $p=***$). In addition, organisational trust positively affected employee engagement in a significant manner ($\beta= 0.016$, $p=0.023$). On a positive note, working environment had a beneficial influence on employee engagement ($\beta=0.318$, $p=***$). Lastly, employee engagement among IT employees had a significant positive impact on employee performance ($\beta=0.522$, $p=***$).

6. DISCUSSION

The interplay of **employer branding**, **organizational leadership**, **employer brand reputation**, **perceived organizational support (POS)**, **organizational trust**, **work environment**, **employee engagement**, and **employee performance** is crucial in understanding workforce dynamics, especially in the IT sector. Employer branding and organizational leadership are intertwined concepts that significantly impact an organization's ability to attract, retain, and engage top talent. A strong employer brand, carefully crafted and consistently communicated, can enhance an organization's reputation as a desirable place to work. Effective organizational leadership plays a crucial role in shaping this brand, fostering a positive work environment, and inspiring employees. Employer branding serves as a critical strategy to attract and retain talent. In the IT sector, where competition for skilled employees is high, a strong employer brand enhances an organization's reputation and positions it as an employer of choice. Research by Mehta &

Kaur (2024) highlights that employer branding directly influences employee engagement by aligning organizational values with employee expectations. A positive employer brand reputation also fosters a sense of pride among employees, strengthening their emotional connection to the organization and enhancing performance (Backhaus & Tikoo, 2004). Leadership plays a pivotal role in shaping organizational culture and trust. Transformational leadership, characterized by vision and inspiration, is particularly effective in building trust and fostering an engaged workforce (Bass & Riggio, 2006). Leaders in IT firms can enhance engagement by establishing transparent communication and empowering teams. Perceived organisational support (POS) refers to employees' perception of how much the organization values their contributions and cares for their well-being. High POS has been linked to improved job satisfaction and engagement, which in turn boosts performance (Eisenberger et al., 1986). In the IT sector, providing resources like flexible working arrangements and professional development opportunities is essential to reinforcing perceived organisational support. The work environment, encompassing physical infrastructure, technological tools, and organizational culture, also significantly impacts engagement. An inclusive and adaptive work environment in IT fosters innovation and enhances employee morale (Chandrasekar, 2011).

7. IMPLICATIONS

7.1 Academic Implications

The study can contribute to the existing literature by exploring the nuanced relationships between employer branding, organizational leadership, and employee engagement. Empirical research can validate or refine existing theoretical models, such as the social exchange theory and the social cognitive theory, in the context of the IT sector. The study may lead to the development of new theoretical frameworks that integrate the various constructs and their interrelationships. The study can explore the use of innovative research methods, such as mixed-methods research, to gain a deeper understanding of the complex phenomena. The study can address methodological challenges associated with measuring intangible concepts like organizational culture, leadership style, and employee engagement.

7.2 Practical Implications

Organizations can leverage employer branding to attract and recruit top talent in a competitive market. A strong employer brand and positive work environment can increase employee retention rates and reduce turnover costs. By focusing on organizational leadership, perceived organizational support, and organizational trust, organizations can foster a highly engaged workforce. Engaged employees are more productive, innovative, and committed to organizational goals, leading to improved organizational performance. Organizations can invest in leadership training programs to develop leaders who can effectively shape the organization's culture and inspire employees. Ethical leadership can enhance organizational trust and employee engagement, leading to positive outcomes. Organizations can create a positive organizational culture by promoting open communication, collaboration, and employee empowerment. By prioritizing employee well-being, organizations can improve employee engagement and productivity. Organizations can implement initiatives to enhance the employee experience, such as flexible work arrangements, employee recognition programs, and career development opportunities. By understanding the intricate relationships between these variables, organizations in the IT sector can develop effective strategies to attract, retain, and engage top talent, ultimately driving organizational success.

8. LIMITATIONS OF THE STUDY

The findings and implications might be overly tailored to the IT sector, limiting their generalizability to other industries with different organizational dynamics, such as manufacturing or healthcare. Rapid technological advancements and changing employee expectations in the IT sector may render findings outdated over time. High competition and frequent organizational restructuring in the sector add complexities that are difficult to capture in static studies. Constructs such as organizational trust, perceived support, and employee engagement are inherently subjective, posing challenges for consistent measurement across different contexts. Reliance on self-reported data in surveys and interviews may introduce bias. Variations in cultural norms, regulatory environments, and workforce demographics across regions may influence how constructs like leadership and work environment are perceived. Insufficient focus on how artificial intelligence (AI), machine learning, and other advanced technologies impact employer branding and employee engagement.

9. FUTURE RESEARCH DIRECTIONS

Explore the role of AI-driven tools in shaping employer branding, employee engagement, and performance measurement in the IT sector. Investigate how emerging technologies (e.g., virtual reality) can enhance trust and collaboration in remote work environments. Conduct comparative studies between the IT sector and other industries to identify sector-specific and universal drivers of organizational outcomes. Examine the long-term effects of employer branding on organizational trust, employee engagement, and performance in the IT sector. Analyze how shifts in leadership styles over time affect organizational outcomes during periods of technological disruption. Investigate the influence of cultural factors on employer brand reputation and perceived organizational support across diverse geographic regions. Explore how IT companies can integrate sustainability and inclusivity into their employer branding strategies to attract diverse talent pools. Examine how employer branding strategies can be adapted for engaging freelancers and gig workers who contribute significantly to the IT sector. Assess the impact of work environment factors on mental health and well-being in the IT sector, particularly in high-stress roles like software development and cyber security.

10. CONCLUSION

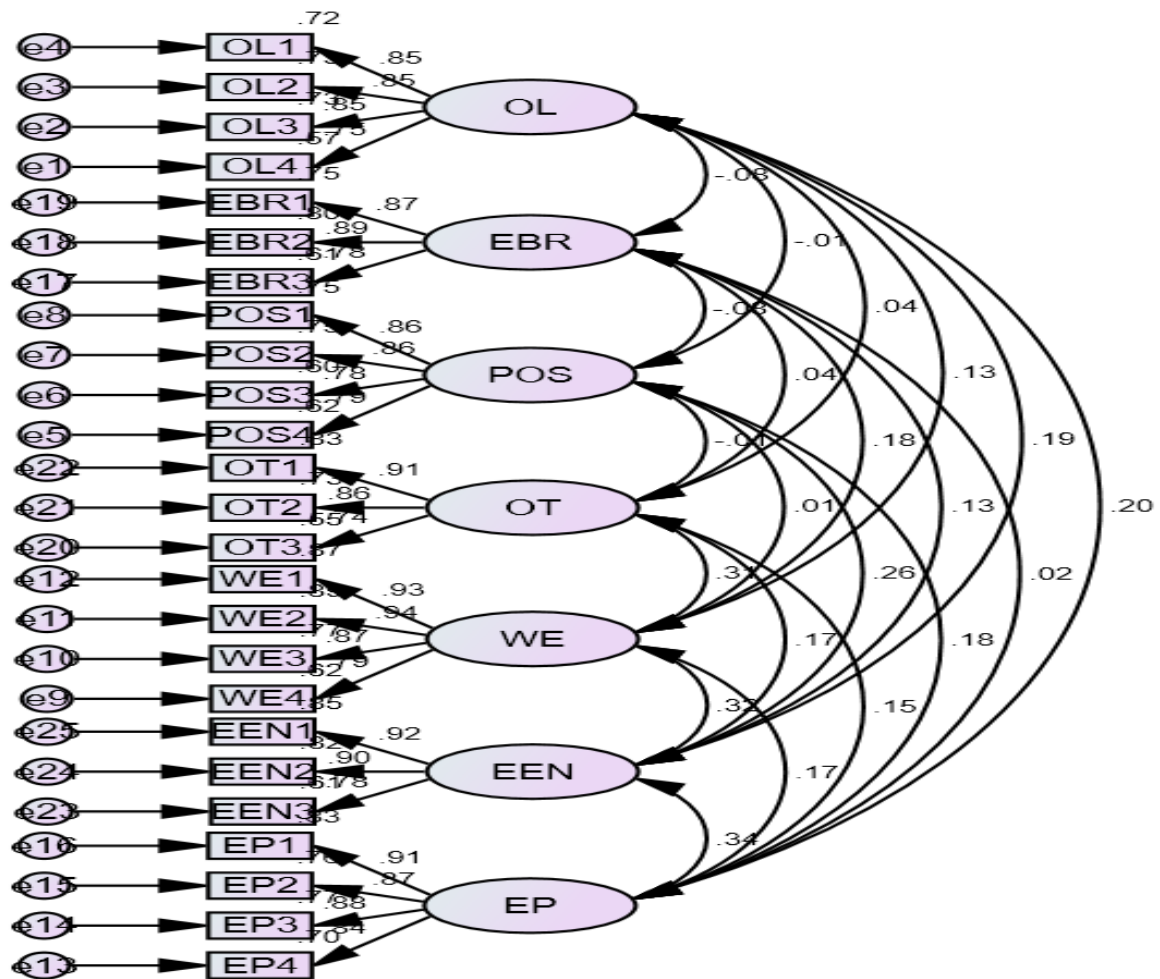
Employer branding, organizational leadership, and related constructs such as perceived organizational support, trust, and work environment play a pivotal role in shaping employee engagement and performance in the IT sector. As the industry evolves with rapid technological advancements and shifting workforce dynamics, organizations must adapt their strategies to maintain a competitive edge. While existing research provides valuable insights, significant gaps remain, particularly in integrating emerging technologies, understanding cultural variations, and addressing the needs of a distributed workforce. Future research should aim to address these gaps, enabling organizations to create more inclusive, supportive, and high-performing environments. In practice, IT organizations must adopt a holistic approach that combines innovative branding, empathetic leadership, and a supportive work environment to attract and retain top talent. By addressing these priorities, companies can enhance both employee satisfaction and organizational success in an increasingly competitive landscape.

REFERENCES

1. AL-Abrrow, H., Abdullah, H., & Atshan, N. (2019). Effect of organisational integrity and leadership behaviour on organisational excellence: Mediator role of work engagement. *International Journal of Organizational Analysis*, 27(4), 972-985.
2. Alves, P., Santos, V., Reis, I., Martinho, F., Martinho, D., Correia Sampaio, M., ... & Au-Yong-Oliveira, M. (2020). Strategic talent management: The impact of employer branding on the affective commitment of employees. *Sustainability*, 12(23), 9993.
3. Alshaabani, A., Hamza, K. A., & Rudnák, I. (2021). Impact of diversity management on employees' engagement: the role of organizational trust and job insecurity. *Sustainability*, 14(1), 420.
4. Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career development international*, 9(5), 501-517.
5. Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career development international*, 13(3), 209-223.
6. Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. *Career development international*, 23(1), 4-11.
7. Bass, B. M., & Avolio, B. J. (1996). Multifactor leadership questionnaire. *Western Journal of Nursing Research*.
8. Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Psychology press.
9. Berthon, P., Ewing, M., & Hah, L. L. (2005). Captivating company: dimensions of attractiveness in employer branding. *International journal of advertising*, 24(2), 151-172.
10. Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes*, 97(2), 117-134.
11. Bulińska-Stangrecka, H., & Iddagoda, Y. A. (2020). The relationship between inter-organizational trust and employee engagement and performance.
12. Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, 1(1), 1-19.
13. Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research/Lawrence Erlbaum Associates*.
14. Dirks, K. T., & Ferrin, D. L. (2001). The role of trust in organizational settings. *Organization science*, 12(4), 450-467.
15. Duque, L., Costa, R., Dias, Á., Pereira, L., Santos, J., & António, N. (2020). New ways of working and the physical environment to improve employee engagement. *Sustainability*, 12(17), 6759.
16. Eisenberger, R., Huntington, R., & Sava, D. (1986). Perceived organisational support. *journal of applied psychology*.
17. Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of applied psychology*, 82(5), 812.
18. Hanaysha, J. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229, 289-297.

19. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, 87(2), 268.
20. Hair, J.F., Black, W., Babin B. and Anderson, R. (2010) *Multivariate Data Analysis*, 7th ed., Prentice Hall Inc., Upper Saddle River, NJ.
21. Kamanja, D. M., Ogolla, D., & Gichunge, E. (2019). Influence of work environment on employee engagement among central government ministries in Kenya, a case of Meru County.
22. Kraimer, M. L., Seibert, S. E., & Liden, R. C. (2024). Perceived organizational support and employee outcomes: The role of trust and affective commitment. *Journal of Applied Psychology*, 109(2), 112-124
23. Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and organizational Psychology*, 1(1), 3-30.
24. Matzler, K., Strobl, A., & Kaufmann, H. (2022). Employer branding and employee engagement: A conceptual framework and empirical investigation. *Journal of Business Research*, 135, 129-139.
25. Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of management review*, 20(3), 709-734.
26. Mehndiratta, D., & Saini, R. R. (2024). How Employer Branding Strategies Improve Employee Engagement And Organizational Performance. *Library Progress International*, 44(3), 9118-9131.
27. Mehta, P., & Kaur, H. (2024). Investigating the Relationship Between Perceived Organisational Support and Employee Engagement in Public Universities: Moderating Impact of Gender and Designation. *International Journal of Public Administration*, 1-19.
28. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89.
29. Minchington, B. (2021). *Employer branding for dummies*. Wiley.
30. Nabilla, M., Budiono, B., Witjaksono, A. D., & Wardoyo, D. T. W. (2023). The Effect of Organizational Trust and Job Satisfaction on Job Performance with Employee Engagement as a Mediating Variable. *International Journal of Multidisciplinary: Applied Business and Education Research*, 4(9), 3418-3428.
31. Pereira, V., & Village, K. (2020). Tracking Employer Branding Strategies in the Evolving Global Indian Information Technology Industry-A Longitudinal Multi-Case Study.
32. Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *International journal of environmental research and public health*, 18(5), 2294.
33. Rego, A., & e Cunha, M. P. (2008). Authentizotic climates and employee happiness: Pathways to individual performance?. *Journal of Business Research*, 61(7), 739-752.
34. Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of management journal*, 53(3), 617-635.
35. Rothbard, N. P., & Wilk, S. L. (2011). Waking up on the right or wrong side of the bed: Start-of-workday mood, work events, employee affect, and performance. *Academy of Management Journal*, 54(5), 959-980.
36. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
37. Saleem, F. Z., & Iglesias, O. (2016). Mapping the domain of the fragmented field of internal branding. *Journal of Product & Brand Management*, 25(1), 43-57.
38. Şantaş, F., Özer, Ö., Saygili, M., & Özkan, Ş. (2020). The effect of corporate reputation on work engagement: A case study in a public hospital. *International Journal of Healthcare Management*.
39. Saxena, H., & Kaur, G. (2014). Impact of Work Environment on Job Satisfaction. *Global Advancements In Hrm: Innovations And Practices*, 145.
40. Setiyani, A., Djumarno, D., Riyanto, S., & Nawangsari, L. (2019). The effect of work environment on flexible working hours, employee engagement and employee motivation. *International Review of Management and Marketing*, 9(3), 112-116.
41. Sindhura, K. (2022). Perceived Organizational Support and Employee Engagement: Mediating Role of Work Passion of the Employees. *Manager-The British Journal of Administrative Management*, 58(156), 210-223.
42. Singh, K., & Sharma, N. (2020). Employer branding and recruitment practices in the IT industry in India. *Human Resource Management Review*, 31(2), 43-57
43. Shamir, Boas, Robert J. House, and Michael B. Arthur. 2008. The Motivational Effects of Charismatic Leadership: A Self-Concept Based Theory. *Organization Science*. Vol. 4. No. 4, pp. 577-94
44. Tambe, P., Huo, C., & Avasarala, V. (2019). The impact of employer branding on employee retention: Evidence from India's IT sector. *Journal of Human Resource Management*, 15(3), 51-66.
45. Tewfik, B. A., Kim, D., & Patil, S. V. (2024). The ebb and flow of job engagement: Engagement variability and emotional stability as interactive predictors of job performance. *Journal of Applied Psychology*, 109(2), 257.

Appendix A: Measurement model



Appendix B: Structural Model

