EMPLOYEE RESILIENCE AND EMPLOYER BRANDING: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

[1]Dr. Santosh Bommanavar, [2]Archana M.D.

[1] Assistant Professor, Institute of Management Studies, Davanagere University, Davanagere
Email: santoshb@davangereuniversity.ac.in

[2] Research Scholar, Institute of Management Studies, Davanagere University, Davanagere
Email: archanamd07@gmail.com

ABSTRACT

Automation and other disruptive technologies are marking the new contemporary realities in new industrial era. Due to this, organisations are demanding the workforce, which is highly resilient, adaptable, cope and respond positively to dynamic and stress giving circumstances and most engaged employees. This resilient ability of employees helps the organisation to recover quickly from setback and overcome the adversity. Even though there are eminent number of literatures are revolving around the employee resilience and employer branding in management discourse. The impact of employee resilience on employer branding has not been thoroughly studied in the earlier study. With this perception, the present research aimed to observe the mediating impact of employee engagement in the relationship between employee resilience and employer branding. This study used the snowball method sampling to survey of 53 IT professionals in Bangalore city. The study hypotheses were experimentally tested using the linear regression approach. Furthermore, the study looked at the mediating role of employee engagement on the connection between employee resilience and employee branding using Preacher and Hayes mediation analyses. The study's substantial relationships between its variables were shown by the results, which also demonstrated how employee resilience affects employee engagement and company branding. The results indicate that the impact of employee resilience on company branding is fully mediated by employee engagement. This study provides organizations with practical advice on how to support employee resilience, which may then be crucial in creating a highly engaged workforce and enhancing the employer brand.

Keywords: Employer branding, employee engagement, employee resilience, Mediation effect.

INTRODUCTION

The relationship of organisations with their staff has garnered a great deal of attention in today's rapidly evolving work environment. Each organisation faces a variety of factors, and an ever more unpredictable environment. Over the years, there have been an increasing number of high-risk events worldwide (XIAO & CAO, 2017). In order to be competitive in the 21st century, organizations must have a highly resilient and engaged workforce. This is because automation and structural transformation are the new digital realities (Malik & Garg, 2017). Support from the organization is crucial for this. Innovative and sustainable business concepts require a highly resilient and prospective human resource foundation. Employee resilience is definitely essential for them to be able to swiftly adjust to the changing demands and work well even under demanding and emotionally taxing conditions. (Tugade, Waugh, Larkin, & Frederickson, 2003). For IT companies, the notion of staff resilience is important. because IT workers operate in high-stress environments with mentally taxing and demanding roles, lengthy projects, and tight deadlines, as a result, job stress and turnover rates are higher in this industry. (Bagga, 2013; Messersmith, 2007; Quintana et al., 2021).

Employees that possess resilience not only meet obstacles head-on but also maintain their drive and self-assurance, which helps them emotionally connect with their employer and raises employee engagement levels. An organization must help its resilient employees in order for them to withstand crises such as pandemics, mass layoffs, and the development of disruptive technology. Employees that exhibit high levels of vigour and mental toughness at work are considered to have high levels of employee morale. The components of work engagement are strength, dedication, and absorption. (Aeni, Badrianti, and Ekhsan, 2020). As consequently, organizations can use employee resilience as a foundation from which to raise employee engagement levels (Cooke, Cooper, Bartram, Wang, & Mei, 2016, Malik & Garg, 2017). Employees that possess resilience not only meet obstacles head-on but also maintain their motivation and self-assurance, which helps them emotionally connect with their employer and raises employee engagement levels. An organization must help its resilient employees in order for them to withstand crises such as pandemics, mass layoffs, and the development of disruptive technology. Employees that exhibit high levels of vigour and mental toughness at work are considered to have high levels of employee morale. The components of work engagement are strength, dedication, and absorption. (Aeni, Badrianti, and Ekhsan, 2020).

Strong employer brands are created by engaged employees who are more likely to maintain a positive attitude about their companies (Hughes and Rog, 2008, Tiwari & Lenka, 2020). This aids a company in drawing in new employees and positioning itself as an "employer of choice" for those who adopt its basic principles, guidelines, and procedures. But low staff engagement results in bad word-of-mouth, which damages the organization's brand (Tiwari & Lenka, 2020). Because they show positive emotions toward the company, experience better health, have a higher level of trust in the company, and have a better relationship with their leaders, engaged employees perform better than uninvolved employees. Employees are also more likely to invest themselves in their work, which has an impact on employee performance and further productivity of the company. Even better, when employees promote their employer, it may help attract and retain the most talented candidates for the company. As a result, encouraging resilience and engagement among employees is crucial to the organization's ability to recruit and retain a larger pool of skilled workers.

HYPOTHETICAL FRAMEWORK

The theoretical background for this research has been based on prior studies related to the resilience of employees, employer branding and employee engagement. In addition, some literature has been presented which examines the relationship between any two of the three variables.

1. Employee Resilience

Organizations have recently had to deal with increasingly abrupt and tumultuous changes in an unpredictable environment. The Latin word resilience implies the ability to rise or jump back. The physics word "resilience" describes a material's ability to revert to its initial condition following a disturbance. There isn't yet a single, accepted definition of employee resilience. Numerous writers have defined terms from various angles. beneficial psychology is used by the management discipline to analyze individuals, and research has shown that workers' resilience has a beneficial impact on organizational commitments, job happiness, and commitment to change (Youssef and Luthans, 2007; Shin et al., 2012; Quintana et al., 2021).

Since the IT sector operates in a very dynamic and demanding environment where employees must deal with disruptive technologies like artificial intelligence (AI), machine learning, and cloud computing, the idea of employee resilience is crucial. In order for workers to effectively handle and learn from unexpected events, procedures and dynamics that develop or maintain resources in a manner that is sufficiently flexible, storable, convertible, and malleable are necessary (Sutcliffe and Vogus, 2003, 2007). In order to be resilient, an employee requires the organization's help to go through difficult times like pandemics, mass layoffs, and the development of disruptive technology.

2. Employee Branding

In modern marketing literature, branding is undoubtedly the most important concept. A brand represents a "name, term, sign, symbol or combination of these that identifies that maker or seller of the product and differentiate them from those of the competitor" – Philiip Kotler and Gray Amstrong. To identify the owner and to create a distinction, in order to gain some benefits and competition advantages is an important purpose of branding. Where company brand and the consumer brand are used as synonymous, the employer brand is also the same. Ambler and Barrow (1996) popularized this idea of employee branding, which is regarded as a synthesis of marketing and human resource management concepts. They used brand marketing to enhance important HR outcomes like hiring, employee productivity, engagement, and improved performance. They Employer branding is a collection of tactical measures used to build a positive internal relationship with employees and a strong brand image in the external labour market. Several organizational elements support the organization in this way. A positive work atmosphere, a work-life balance, competitive pay and benefits, chances for career progression, internal connections, etc., are all directly related to the development of an employer brand.

According to Ambler and Barrow (1996) "The package of functional, economic, and psychological benefits provided by employment, and identified with employing company," Therefore, employer branding can be defined as "the culmination of an organization's endeavours to convey to present and prospective employees that it is an appealing workplace" (Lloyd, 2002, Shiela & Jaiswal, 2021). Positioning the work experience as appealing and unique from other employees is the aim of employer branding (Lievens, 2007, Tumasjan et al., 2019). Every organization has an employer brand, say Minchington & Thorne. Every day of the year, your company shapes its employer brand, whether you appreciate it or not (2007). to grasp the relationship between an employer and their employees requires an understanding of

the concept of the brand as a person, which is apparent in corporate reputation, internal marketing, and company culture and identity. (Barrow and Ambler,1996). The organization uses employer branding as a long-term strategy to draw in new hires and inspire and retain existing staff members. Employee branding benefits workers in a practical, financial, and emotional sense. Employee behaviour must match the company's overarching beliefs and objectives in order for employer branding to be successful (Eriksson et al., 2022). This alignment can occur as part of the overall corporate culture. Employer brands are made up of two different kind of values that are provided to workers: symbolic values like social identity and status, and instrumental values like career development chances and income (Sarrica, Michelon, Bobbio, & Ligorio, 2014).

3. Employee Engagement

William Kahn from Boston University initially used the phrase "Employee Engagement" in 1990. Kahn describes "the harnessing of organization members' selves to their work roles" as the process by which individuals use their bodies, minds, and emotions to express themselves in their positions. There are three phases to the idea. As the constructive opposite of burnout and an internal condition of the employee impacted by external circumstances, employee engagement is a multifaceted idea with behavioural, emotional, and cognitive components (Mazzei, 2018).

Employees that are engaged do better on the job, burn out less frequently, and remain with the company longer. Employees that are engaged often display four behavioural traits: they feel motivated at work and devoted to the organization, feel content in their work and connect with a company. (Stein and others, 2021). Stein et al. compiled the twenty most significant elements that drive employee engagement in the Harvard Business Review. They also identified the three most critical levers to increase employee engagement, which are: (a) helping workers link their work with their own values. (b) Create a more pleasurable and stress-free work environment; and (c) provide workers with more paid time off and incentives. Employee engagement increases the likelihood of displaying dedication to the organization. They become inspired to actively participate in having a beneficial social influence. High levels of vigour and mental toughness at work are indicators of engaged employees' morale (Ekhsan, Badrianti, Aeni, 2020). Previous studies have demonstrated a clear correlation between employee engagement and significant results for the company and workforce of the organization. Numerous more studies have shown the beneficial correlation between employee engagement and other

performance metrics, including productivity, profitability, task performance, job performance, and employee turnover rate.

RELATIONSHIP BETWEEN THE VARIABLES

1. Employee Resilience and Employee Engagement

According to Lupsa et al. (2020), employee resilience is "the workforce capability to endure and bounce back from issues, conflicts, lack of success, or situational that demands an increase in responsibility." However, in the workplace, it refers to the capacity to thrive in high-stress situations rather than only survive (P. S Kumar & V.T. Das, 2022; Cleary M, et al., 2018). The research paper "How resilience affects employee engagement?" by Md. Taufiq AMIR & Wustari L. Mangundjaya advances theory and practice by managing engagement through observation of resilience's role and offers suggestions for better supervision of the staff-supervisor relationship as well as suitable design work to boost employee engagement. Resilience capacity of employees is unobserved as a forecaster of employee engagement. The study titled "Investigative study on the role of employee resilience in employee engagement." the authors, Mr. P. Sai Kumar and Dr. V. Tulasi Das, have conducted research and found that an IT employee's mentorship, career advancement, job autonomy, and teamwork are all significantly impacted by their commitment to progress. The authors concluded that employee engagement is significantly impacted by staff resilience.

2. Employee Engagement and Employer Branding

Many results have affirmed that employer branding can leads to the employee engagement. But only few research literatures talked about the employee engagement can lead to the employer branding. Employee engagement is all about employee identify themselves in the work and organisation by expressing physically, emotionally and cognitively in performing their role. Tanwar and Prasad (2017) have explained employer brand in the five dimensions those are, healthy work environment, work-life balance, training and development, compensation benefit, ethics and corporate social responsibility. These five factors are very crucial to enhance the employee engagement level of employee and these further leads enhancement of productivity of the company and performance give the organisation psychological benefits of a positive brand. Brand of the company, psychological empowerment of employees and employee engagement reveals that these phenomena are all linked with regard to disclosing employee's potential for the organisation success.

3. Employee Resilience and Employer Branding.

Many results have affirmed that employer branding can leads to the employee engagement. But only few research literatures talked about the employee engagement can lead to the employer branding. Employee engagement is all about employee identify themselves in the work and organisation by expressing physically, emotionally and cognitively in performing their role. Tanwar and Prasad (2017) have explained employer brand in the five dimensions those are, healthy work environment, work-life balance, training and development, compensation benefit, ethics and corporate social responsibility. These five factors are very crucial to enhance the employee engagement level of employee and these further leads enhancement of productivity of the company and performance give the organisation psychological benefits of a positive brand. Brand of the company, psychological empowerment of employees and employee engagement reveals that these phenomena are all linked with regards to disclosing employee's potential for the organisation success.

RESEARCH GAP

The link between employee engagement and resilience has, however, received very little attention in the literature. Earlier studies have looked at and examined these concepts as separate entities, and minimal research have conducted by taking only two terms together like, employee resilience and employee engagement or employee engagement and employer branding. But no studies have tried to establish the relationship between these three terms together. And till the date no studies are conducted to know the impact employee resilience on build the employer branding.

OBJECTIVES

The key objective of the current study an examination of the relationship between employee resilience, employee engagement and employer branding. In particular, employee resilience appears to be one of the hypotheses proposed for this study. Ability to adapt to new circumstances with support of organisation Increased employee engagement towards the organisation may lead to this. In order for a good employer's brand to be created, it also takes organisation effort. To create good employer branding, employee engagement act as the mediating role. This objective is achieved by using primary data gathered through an online survey of selected information technology staff in order to describe the theoretical features of all core elements of each key concept. A survey has been carried out to assess these proposed relationships and the results have been presented in this paper.

- To study the connection between employee resilience and employer branding.

- To inspect the relationship between employee engagement and employer branding

- To examine correlation between employee resilience and employer engagement.

- To investigate the mediating relationship of employee engagement between employee resilience and employer branding.

HYPOTHESIS

- H1: There is positive relationship between employee resilience and employer branding.

- H2: There is positive relationship between employee engagement and employer branding

- H3: There is positive relationship between employee resilience and employer engagement.

- H4: Employee engagement has mediating relationship between employee resilience and employer branding.

HYPOTHETICAL FRAMEWORK
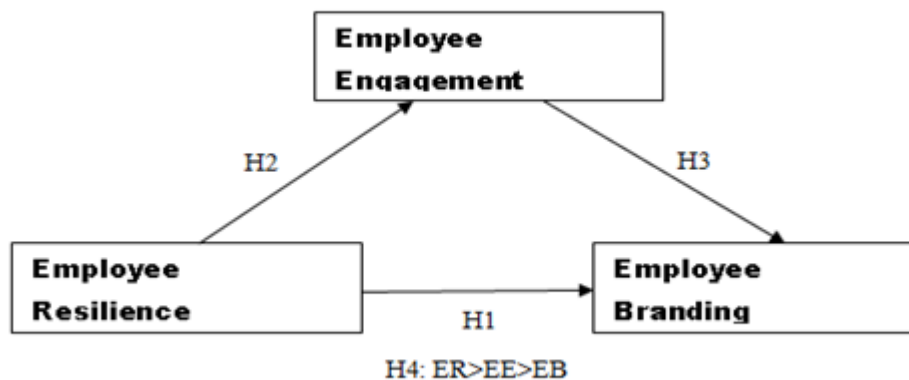
Source: Author

RESEARCH METHODOLOGY AND DESIGN

The research method used for this research study is quantitative research method. The study aimed to inspect the relationship between the Employee Resilience (ER) employee engagement and Employer Branding (EB) among the employees of IT organisation in Bangalore city. For the research Employee Resilience is considered as Independent Variable, the Employee Branding is considered as dependent Variable, and the Employee Engagement (EE) is considered as mediating factor between employee resilience and employee branding.

Survey Instrument

Structured questionnaires are used for data collection, the questionnaire has four parts, first part contains questions about demographic profile, second part contains questions about the employee's resilience construct, third part contains questions about employee engagement construct and the fourth part contains questions about employer branding.

Data Collections

The study has adopted the online survey method to collect the data from the IT professional in Bangalore. Different IT professional from different IT companies were approached using the snowball sampling method. This is because it was difficult to get access to the IT organisation. The researcher approaches many HRs of IT organisations to participate in this study through mail and formal channel, but response from them were negative. Therefore, the researchers decided to use snowball sampling method to select the respondents. Questionnaires were distributed among few known friends who working in IT industry and asked them to refer some of their friends and colleagues and circulate the questionnaire to them. This approach is called as the 'Wasta snowball sampling method' (WSSM). Respondents from senior to junior level also contacted to make assessment about their resilience, engagement level and its impact on employee branding. Questionnaires were distributed to 100 employees of IT sector and 60 responses were get back and among 60, 7 responses were almost blank and only 53 responses are considered for the further study.

Measurement

All the scale of this research study is explored the attributes of ER, EE, EB in IT companies based on the previous studies literature review, the study uses the Likert scale with five levels from 1 denote strongly disagree to 5 denotes strongly agree. The data were tested analysed by using the descriptive statistics, ANOVA, t-test, mediating factor analysis by traditional linear regression analysis and Process procedure by Andrew F. Hayes (2022) using Statistical Software programme SPSS version-26.

Data Analysis

The respondents' given data were assessed and analysed by using the statistical SPSS (Statistical Package for Social Sciences) version 26. To begin with the study data examination procedure was conducted starting with descriptive statistics to summarise and examine the respondents' demographic profile. The demographic of the53 participants were as follows: by age 10 employees (18.9%) were 25 and under 25 years age group, majority of the employees i.e., 31 (58.5%) were in 26 – 35 age group, and 12 employees (22.6%) were in 36-45 age group.

34

By gender 22 employees were female (41.5%) and 31 employees were male employees (58.5%). In terms of work experience in I T industry 4 employees (7.5%), 11 employees (20.8%) having the experience of 1-5 years, 15 employees (28.3%) had 6-10 years of experience.19employees (35.8%) had 11-15 years of experience, and 4 employees (7.5%) had more than 15 years experiences.

Table 1: Respondents Demographic Characteristics

Age		
	Frequency	Percent
25 and under 25	10	18.9
26-35	31	58.5
36-45	12	22.6
Total	53	100.0
Gender		
	Frequency	Percent
Female	22	41.5
Male	31	58.5
Total	53	100.0
Years of experience in the IT Industry		
	Frequency	Percent
less than 1 year	4	7.5
1-5 years	11	20.8
6-10 years	15	28.3
11-15 years	19	35.8
more than 15 years	4	7.5
Total	53	100.0

(Source: Primary data)

Scale reliability Assessment:

We diagnosed the data concerning its reliability. The reliability was estimated using the Cronbach Alpha method of internal consistency analysis, which also looked at the questionnaire's usability. The table below shows the Cronbach alpha values for employee engagement (0.934), employer branding (0.931), and employee resilience (0.741). All variable factors value is above typical threshold values of 0.7 which indicates the reliability of the variable factors. Result shows, the study can utilize the questionnaire as these results are statistically significant.

Table 2: Reliability Test

	Reliability Statistics	
	Cronbach's Alpha	No of Items
Employee Resilience	0.741	10
Employee Engagement	0.934	18
Employer's Branding	0.931	10

(Source: Primary Data)

Normality Assessment:

To determine if the data were normally distributed, the Shapiro-Wilk and Kolmogorov-Smirnov tests were used. For employee resilience variable showed the significance more than (p) 0.05, and employee engagement and employer branding variables showed the significance less than (p) 0.05. That means only employee resilience related data are normally distributed.

Table 3: Normality Test

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
Construct	Statistic	df	Sig.	Statistic	df	Sig.
ER	0.083	53	0.200[*]	0.974	53	0.306
EE	0.130	53	0.027	0.954	53	0.041
EB	0.165	53	0.001	0.954	53	0.042
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

(Source: Primary Data)

Two distinct methods of analysis were applied in order to evaluate this notion. Initially, the Baron and Kenny (1986) mediation process. Secondly, Andrew F. Hayes' Macro-Process approach for SPSS version 4.2 was employed. This process tool is a modelling tool for logistic regression route analysis. To calculate the impact of mediation models, it is mostly utilized in social and professional contexts. (Hayes, 2022)

Employee resilience elements were converted into a new variable in the first phase in the manner shown below: ER1 to ER10 was transformed into "Mean_ER", employee engagement items are transformed into a new variable like: EE1 to EE18 was transformed into "Mean_EE", Employee engagement items are transformed into a new variable like: EB1 to EB19 was transformed into "Mean_EB". The researcher must estimate each path in the model according to Baron and Kennys' (1986) method before determining if a variable functions as a mediator by determining whether certain conditions are satisfied (Hayes, 2009). Hayes et al. (2009) wrote the explanation that follows: "For instance, is considered a mediator of the relationship between X and Y if both a and b paths in a model like the one below figure are statistically significant and c' is closer to zero than c."
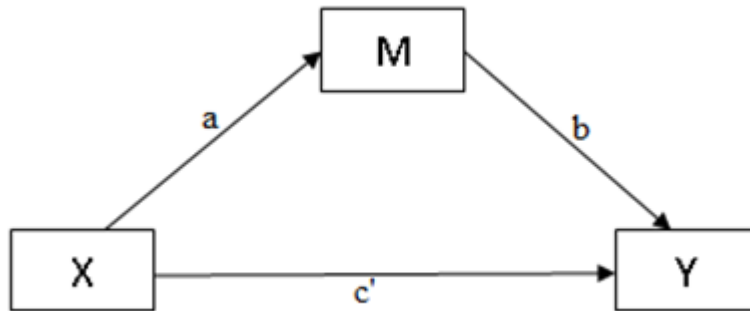
Example Relation (Hayes 2009)

H1: There is positive relationship between employee resilience and employer branding.

Employee resilience impact on Employer's branding

Table: 4

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437[a]	0.191	0.175	0.60465
a. Predictors: (Constant), Mean_ER				

(Source: Primary Data)

The correlation coefficient between employee resilience and employer branding, R=0.437, shows that although there is a link between the two, it is not very strong. This can be seen in the above table. Only 19.1% of the variability in the dependent component EB is explained by the independent factor ER, according to the coefficient of variance R2. The model's generalizability is demonstrated by the modified R2 listed in the table above. The corrected R2=0.175 value in the table above is seen to be around the R2 = 0.191 value. If the adjusted R2 is deducted from the R2, the value will be (.191-.175=.016). This significant drop indicates that there will be a 1.6% decline in the result if the sample universe takes part in the study and the model is fitted.

Table: 5

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.411	1	4.411	12.065	.001[b]
	Residual	18.646	51	0.366		
	Total	23.057	52			
a. Dependent Variable: Mean_EB						
b. Predictors: (Constant), Mean_ER						

(Source: Primary Data)

Researchers are able to statistically test the null hypothesis using the Analysis of Variance (ANOVA). The ANOVA test result is displayed in the above table with a F ratio of 12.065 and a P value less than 0.05. This result suggests that there is less than a 5% chance that a F ratio this high would just occur by coincidence. The alternative hypothesis is accepted, and employee resilience has a positive impact on IT company branding since the P-value is smaller than the significant level (0.05).

Table: 6

Coefficients[a]							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.642	0.653		2.514	0.015	0.331	2.953
	Mean_ER	0.583	0.168	0.437	3.473	0.001	0.246	0.920
a. Dependent Variable: Mean_EB								

(Source: Primary Data)

The above coefficient table's result showed that employee resilience has a somewhat beneficial impact on IT employers branding. Organisational support to employees to be resilient helps to build employer brand image among the employees and industry.

H2: There is positive relationship between employee resilience and employer engagement.

Employee resilience impact on employee engagement

Table: 7

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533[a]	0.284	0.270	0.51867
a. Predictors: (Constant), Mean_ER				

(Source: Primary Data)

The correlation coefficient between ER and EE, R=0.533, in the preceding table shows that employee resilience and employee engagement have a relatively significant link, albeit they do not follow the same route. Only 28.4% of the variability in the dependent component EE is explained by the independent factor ER, according to the coefficient of variance R^2. The model's generalizability is demonstrated by the modified R^2 listed in the table above. As can be seen in the above table, the corrected R^2=0.270 value is quite similar to the R^2= 0.284 value. The result will be (.284-.270=.014) if the modified R^2 is removed from the R^2. This degree of

decrease indicates that there will be a 1.4% decrease in outcome variation if the sample universe engages in the study and the model is fitted.

Table: 8

Model		Sum of Squares	df	Mean Square	F	Sig.
ANOVAᵃ						
1	Regression	5.444	1	5.444	20.238	.000ᵇ
	Residual	13.720	51	0.269		
	Total	19.165	52			
a. Dependent Variable: Mean_EE						
b. Predictors: (Constant), Mean_ER						

(Source: Primary Data)

Researchers are able to statistically test the null hypothesis using the Analysis of Variance (ANOVA). The ANOVA test result is displayed in the above table, with a F ratio of 20.238 and a P value of less than 0.05.000, this result suggests that the likelihood of a F ratio of this magnitude occurring purely by coincidence is less than 5%. Employee resilience influences IT employees' engagement, and as the P-value is smaller than the significant level (0.05), the alternative hypothesis is accepted, and the null hypothesis is rejected.

Table: 9

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
Coefficientsᵃ								
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.438	0.560		2.567	0.013	0.313	2.563
	Mean_ER	0.648	0.144	0.533	4.499	0.000	0.359	0.937
a. Dependent Variable: Mean_EE								

(Source: Primary Data)

According to the results in the coefficient table above, employee resilience has a moderately good impact on IT employees' engagement. Organisation support to adjust to the change of environment, training and development, psychological support will enhance the morality of the employees and they feel connected towards the organisation.

H3: There is positive relationship between employee engagement and employer branding

Employee engagement impact on employer branding

Table: 10

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770ᵃ	0.593	0.585	0.42921
a. Predictors: (Constant), Mean_EE				

(Source: Primary Data)

It is evident from the above table that there is a relatively significant association between employer branding and employee engagement, with the correlation coefficient between the two variables being R= 0.770. Only 59.3% of the variability in the dependent component EB is explained by the independent factor EE, according to the coefficient of variance R2. The model's generalizability is demonstrated by the modified R2 listed in the table above. As can be seen in the above table, the corrected R2=0.585 value is rather similar to the R2= 0.593 value. Should the modified R2 be removed from the R2, the result will be (.593-.585=.008) This significant reduction indicates that there will be a 0.8% decrease in outcome variation if the sample universe engages in the study and the model is fitted.

Table: 11

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.662	1	13.662	74.158	.000ᵇ
	Residual	9.395	51	0.184		
	Total	23.057	52			
a. Dependent Variable: Mean_EB						
b. Predictors: (Constant), Mean_EE						

(Source: Primary Data)

The null hypothesis may be quantitatively tested by researchers using the Analysis of Variance (ANOVA). The ANOVA test result is displayed in the above table, with a F ratio of 74.158 and P value of .000 is less than 0.05, this result suggests that the likelihood of a F ratio of this magnitude occurring purely by coincidence is less than 5%. Employee engagement influences IT employer branding since the P-value is less than the significant level (0.05), rejecting the null hypothesis and accepting the alternative.

Table: 12

<table>
<tr><td colspan="10" align="center">Coefficients^a</td></tr>
<tr>
<td rowspan="2">Model</td>
<td rowspan="2" colspan="2" align="center">Unstandardized Coefficients</td>
<td rowspan="2" align="center">Standardized Coefficients</td>
<td rowspan="2" align="center">t</td>
<td rowspan="2" align="center">Sig.</td>
<td colspan="2" align="center">95.0% Confidence Interval for B</td>
</tr>
</table>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	0.567	0.391		1.453	0.152	-0.217	1.352
Mean_EE	0.844	0.098	0.770	8.612	0.000	0.647	1.041
a. Dependent Variable: Mean_EB							

(Source: Primary Data)

The above coefficient table's result showed that employee engagement has an impact on the branding of IT Company. Most engaged employees dedicate themselves to the organisation's betterment, even further they voluntarily give good words about their employers among their networks. Employee productivity also helps to contribute to create employer brand in the industry.

H4: Employee engagement mediates the relationship between employee resilience and employer branding.

Impact of employee resilience with mediating variable employee engagement on employer branding.

Table: 13

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770^a	0.594	0.577	0.43294
a. Predictors: (Constant), Mean_ER, Mean_EE				

(Source: Primary Data)

Table: 14

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.685	2	6.843	36.507	.000^b
	Residual	9.372	50	0.187		
	Total	23.057	52			
a. Dependent Variable: Mean_EB						
b. Predictors: (Constant), Mean_ER, Mean_EE						

(Source: Primary Data)

The null hypothesis may be quantitatively tested by researchers using the Analysis of Variance (ANOVA). The ANOVA test result is displayed in the above table, with a F ratio of 36.507 and P value of .000 is less than 0.05, this result suggests that the likelihood of a F ratio of this magnitude occurring purely by coincidence is less than 5%. Employee engagement mediates

the between IT employee resilience and IT employer branding since the P-value is less than the significant level (0.05), rejecting the null hypothesis and accepting the alternative.

Table: 15

| Coefficients[a]								
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.460	0.497		0.925	0.359	-0.538	1.458
	Mean_EE	0.822	0.117	0.750	7.034	0.000	0.587	1.057
	Mean_ER	0.050	0.142	0.038	0.355	0.724	-0.235	0.336
a. Dependent Variable: Mean_EB								

(Source: Primary Data)

Hayes (2009) claims that all procedures have been shown to be accurate and that staff involvement has been mediated. The current dataset shows a strong correlation between corporate branding and employee resilience. (β=.437, p =.001). Employer engagement as a mediator has a substantial connection associated with employer branding (β=.770, p=.000), and there is a positive significant relationship between employee resilience and employee engagement (β=.533, p=.000). When employee engagement is taken into account as a mediator, the link between employee resilience and employee branding becomes less significant in the final phase (β=.0379, p=7238).

When employee engagement is controlled for and employee resilience has no discernible impact on company branding, there is a full mediation role. This is the situation in the model under analysis; the full mediation hypothesis is supported if the association would diminish and would not be substantial. The degree of reduction on c, in general, characterizes the mediation effect. This implies that the mediation effect is greater if c gets smaller (Hayes, 2009).

Process Macro by Hayden (2022)
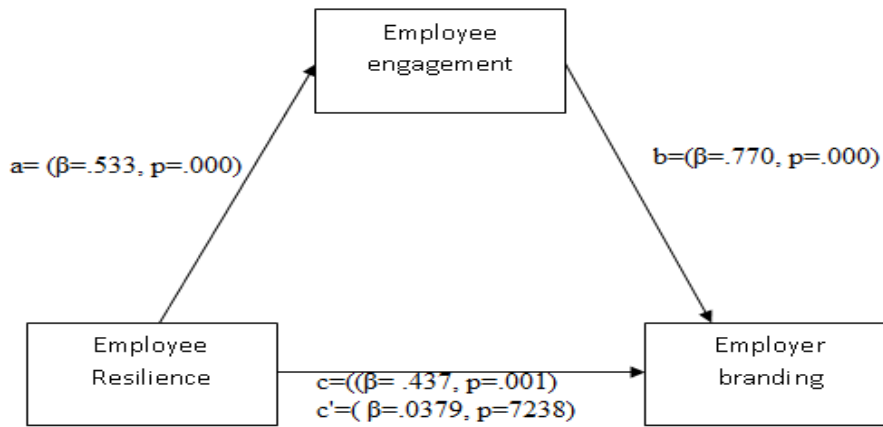
(Source: Primary Data)

Andrew Hayes created the bootstrapping statistical computer program known as Process Macro for SPSS, which is useful for analysing the impact of moderating or mediation factors on independent and dependent roles. With the software, the overall, direct, and indirect effects may be analysed. The analytical process of the macro also includes standard error, regression coefficients, both standardized and unstandardized, and additional statistical variables like p-values - Hayes (2022).

All the mediation role results are included in table number 15. The bootstrapping approach is used to present the 95% confidence interval along with the indirect, direct, and total impacts of all dependent and independent variables in the following table.

```
**************** PROCESS Procedure for SPSS Version 4.2 ****************
      Written by Andrew F. Hayes, Ph.D.      www.afhayes.com
   Documentation available in Hayes (2022). www.guilford.com/p/hayes3
***********************************************************************
Model : 4
   Y : Mean_EB
   X : Mean_ER
   M : Mean_EE
Sample
Size: 53
*********TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y*********
Total effect of X on Y
   Effect      se      t      p      LLCI      ULCI      c_cs
    .5832    .1679    3.4735   .0011    .2461    .9203    .4374

   Direct effect of X on Y
```

Effect	se	t	p	LLCI	ULCI	c'_cs
.0505	.1421	.3554	.7238	-.2349	.3359	.0379

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Mean_EE	.5327	.1077	.3089	.7371

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Mean_EE	.3995	.0772	.2260	.5353

The table's direct impact looks at whether there is a direct link between the variables and whether there isn't a mediating variable. The table displays the results, which indicate that employee resilience has a direct impact on employer branding of.0505 with a t value of.3554 and a p-value of 0.7238, which is more than 0.05. Therefore, it is impossible to reject or accept the null hypothesis that there is no direct association between employee resilience and corporate branding. To put it another way, since "Zero" is included within the 95% confidence interval, the coefficient "c'" is not significant. (-0.2349 to 0.3359).

Whether there is no indirect association at all between company branding and employee resilience is the indirect result of the investigation. The 95% bootstrap confidence interval for the indirect effect's value, which ranges from 0.3089 to 0.7371, is 0.5327. The alternative hypothesis can be accepted, and the null hypothesis rejected because "Zero is not included in the 95% coefficient interval." This indicates that the connection between employee resilience and employer branding is mediated by employer involvement. Additionally, this approach uses full mediation for the connection.

DISCUSSION

This hypothesis strengthens the importance employee resilience in today's dynamic environment. As data Analysis affirms the positive relationship between the employee resilience and employer branding. Employees with resilient abilities are therefore aware of what is going on in and around the sector and are better equipped to handle unforeseen circumstances. According to some writers, resilience is a quality in a person that helps them defend against the bad effects of their environment and encourage adoption. Resilience is a dynamic process that may be improved over time by fortifying organizational capacities. (Tasic, Amir, Tan & Khader, 2019). Enhanced capabilities of the organisation present it as a great employer brand in the industries with great results. It will further attract the great talents to be associated with the organisation. Analysis shows that there is moderated association or

correlation between the employee resilience and employer branding along with the resilient workforce other factors also may foster the employee branding.

Resilient employees show the highest adoptability towards the change. If organisation supports backed up to this adoption process it will boost the morality of the employees and enhance the engagement level of employees. Organisation support to employees to be resilient by providing the training and development, psychological and moral support in the time of crisis, can enhance to engagement level of the employees. Higher level of resilience and leads to higher level of the engagement of employee only with the backup by the company.

Employee engagement can be measure by the level of involvement, dedication absorption by the employees towards the organisation. Factors influence the employee engagement are comfortable working condition, good remunerations and perk, work life balance, job security, recognition, career growth opportunities, relationship between employee and superior, peer group. According to the survey, highly engaged workers help to shape the industry's perception and brand image of their employers. The study also shows Employee engagement is closely correlated positively with employer branding. Highly engaged employees they themselves feel the organisation great place to work and promote their organisation with their performance and productivity. It will make the organisation best in the industry.

LIMITATIONS AND FUTURE DIRECTIONS FOR RESEARCH

Despite of all the positive outcomes and findings, this research study has some boundaries. As the study samples are considered only from IT organisations which are located in Bangalore city and number of samples are only 53 employees, the result may differ in the large sample data analysis. And in the study, we have not considered the demographic factors impact on the resilience ability of employees and employee engagement, and employer branding. Future research should incorporate the demographic factors to better understanding the influence on these variables. Further research can be conduct by collecting the large sample from throughout the India to affirm the findings which are drawn by the current study. At present the study focused only on IT professional and in future research can be done on other professional and other industry employees also.

CONCLUSION

The focus of the study was to find out the association between the variables - employee resilience, employee engagement and employer branding. From the data analysis results we can conclude that all variables have the positive association among them. When we consider

only ER, EE and EB employer resilience has the positive significant impact on the employee engagement and employee branding individually with moderate correlation. When we consider the employee engagement variable is as the mediating factor relationship between Employee resilience and employer branding is not significant. That means employee engagement has the major mediating role on deciding the relationship between employee resilience ability and employer branding. When organisation support employees to be ready for the changes and to gives crisis support, it can expect employees to be engaged with the organisation in betterment of organisation. Most engaged employee give gives 3600 contributions to create the good image of the company as employer and as good place to work. Any organisations before thinking to create the brand image as an employer they should force on the employee resilient ability and enhance the employee engagement level. Because resilient and engaged workforce itself will become an instrument or medium in creation brand image of the company.

REFERENCES

1. Eriksson, T., Näppä, A., & Robertson, J. (2023). Crafting a paying-it-forward mindset in business: Five principles for a competitive employer branding advantage. Business Horizons, 66(1), 51–64. https://doi.org/10.1016/j.bushor.2022.01.001

2. Aheleroff, S., Huang, H., Xu, X., & Zhong, R. Y. (2022). Toward sustainability and resilience with Industry 4.0 and Industry 5.0. Frontiers in Manufacturing Technology, 2. https://doi.org/10.3389/fmtec.2022.951643

3. Edeh, F. O., Ugboego, A. C., & Adama, L. (2022). Human Resource Skills Adjustment and Organisational Resilience in Times of Global Crisis. Kelaniya Journal of Human Resource Management, 17(1), 60–79. https://doi.org/10.4038/kjhrm.v17i1.70

4. Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. Human Resource Management Review, 21(3), 243–255. https://doi.org/10.1016/j.hrmr.2010.07.001

5. Tasic, J., Amir, S., Tan, J., & Khader, M. (2020). A multilevel framework to enhance organizational resilience. Journal of Risk Research, 23(6), 713–738. https://doi.org/10.1080/13669877.2019.1617340

6. Shela, V., Ramayah, T., & Noor Hazlina, A. (2023). Human capital and organisational resilience in the context of manufacturing: a systematic literature review. Journal of Intellectual Capital, 24(2), 535–559. https://doi.org/10.1108/JIC-09-2021-0234

7. Salisu, I., & Hashim, N. (2017). A Critical Review of Scales Used in Resilience Research. IOSR Journal of Business and Management, 19(04), 23–33. https://doi.org/10.9790/487x-1904032333

8. Paul, H., Bamel, U. K., & Garg, P. (2016). Employee Resilience and OCB: Mediating Effects of Organizational Commitment. Vikalpa, 41(4), 308–324. https://doi.org/10.1177/0256090916672765

9. Xiao, L., & Cao, H. (n.d.). Organizational Resilience: The Theoretical Model and Research Implication.

10. Gope, S., Elia, G., & Passiante, G. (2018). The effect of HRM practices on knowledge management capacity: a comparative study in Indian IT industry. Journal of Knowledge Management, 22(3), 649–677. https://doi.org/10.1108/JKM-10-2017-0453

11. Trieu, H. D. X., Nguyen, P. v., Tran, K. T., Vrontis, D., & Ahmed, Z. (2023). Organisational resilience, ambidexterity and performance: the roles of information technology competencies, digital transformation policies and paradoxical leadership. International Journal of Organizational Analysis. https://doi.org/10.1108/IJOA-05-2023-3750

12. Duchek, S. (2020). Organizational resilience: a capability-based conceptualization. Business Research, 13(1), 215–246. https://doi.org/10.1007/s40685-019-0085-7

13. Khairy, H. A., Agina, M. F., Aliane, N., & Hashad, M. E. (2023). Internal Branding in Hotels: Interaction Effects of Employee Engagement, Workplace Friendship, and Organizational Citizenship Behavior. Sustainability (Switzerland), 15(5). https://doi.org/10.3390/su15054530

14. Tanwar, K., & Prasad, A. (2016). Exploring the Relationship between Employer Branding and Employee Retention. Global Business Review, 17, 186S-206S. https://doi.org/10.1177/0972150916631214

15. Ekhsan, M., Sudiro, A., Mugiono, M., & Hussein, A. S. (2022). Employee Retention and Change Management During Times of Uncertainty. Frontiers in Psychology, 13. https://doi.org/10.3389/fpsyg.2022.916709

16. Ahmed, R. R., Azam, M., Qureshi, J. A., Hashem E, A. R., Parmar, V., & Md Salleh, N. Z. (2022). The Relationship Between Internal Employer Branding and Talent Retention: A Theoretical Investigation for the Development of a Conceptual Framework. Frontiers in Psychology, 13. https://doi.org/10.3389/fpsyg.2022.859614

17. Loftus, R., Dobb, C., & Lawson, L. (2011). Employee engagement. MLO: Medical Laboratory Observer, 43(3), 34. https://doi.org/10.1002/9781119010722.iesc0068

18. Cleary, M., Visentin, D., West, S., Lopez, V., & Kornhaber, R. (2018). Promoting emotional intelligence and resilience in undergraduate nursing students: An integrative review. Nurse Education Today, 68, 112-120. https://doi.org/10.1016/j.nedt.2018.05.018

19. Mr. P Sai Kumar and Dr. V. Tulasi Das, 2022. Role of Employee Resilience in Employee Engagement: An Investigative Study. United International Journal for Research & Technology (UIJRT), 3(4), pp.144-152.

20. Samo, A. H., Talreja, S., Bhatti, A. A., Asad, S. A., & Hussain, L. (2020). Branding Yields Better Harvest: Explaining The Mediating Role of Employee Engagement in Employer Branding and Organizational Outcomes. ETIKONOMI, 19(1), 77–94. https://doi.org/10.15408/etk.v19i1.12320

21. Lindsay Oades, by G., Steger, M. F., Delle Fave, A., Passmore, J., & Rothmann, S. (2017). Employee Engagement. The Wiley Blackwell Handbook of the Psychology of Positivity and Strengths-Based Approaches at Work, First Edition.

22. Drūteikienė, G., Savickė, J., & Skarupskienė, D. (2023). THE IMPACT OF EMPLOYER BRAND ON THE RELATIONSHIP BETWEEN PSYCHOLOGICAL EMPOWERMENT AND EMPLOYEE ENGAGEMENT. Problems and Perspectives in Management, 21(1), 193–203. https://doi.org/10.21511/ppm.21(1).2023.17

23. Kele, J. E., & Cassell, C. M. (2023). The Face of the Firm: The Impact of Employer Branding on Diversity. British Journal of Management, 34(2), 692–708. https://doi.org/10.1111/1467-8551.12608

24. Justyna Tasic, Sulfikar Amir, Jethro Tan & Majeed Khader (2020) A multilevel framework to enhance organizational resilience, Journal of Risk Research, 23:6, 713-738, DOI: 10.1080/13669877.2019.1617340

25. Sai Kumar, P., & Tulasi Das, V. (2022). Role of Employee Resilience in Employee Engagement: An Investigative Study. In UIJRT | United International Journal for Research & Technology | (Vol. 03, Issue 04).

26. Awais Ilyas, M., Adeel, I., Said, A., Alshuaibi, I., & Shaari, H. (2019). Conceptualizing the Relationship between Employer Brand Pride, Employer Brand Reputation, Employee Engagement and Employee Brand Loyalty. In International Journal of Innovation, Creativity and Change. www.ijicc.net (Vol. 7, Issue 5). www.ijicc.net

27. Bhasin, J., Mushtaq, S., & Gupta, S. (2019). Engaging Employees Through Employer Brand: An Empirical Evidence. Management and Labour Studies, 44(4), 417–432. https://doi.org/10.1177/0258042X19870322

28. Eriksson, T., Näppä, A., & Robertson, J. (2023). Crafting a paying-it-forward mindset in business: Five principles for a competitive employer branding advantage. Business Horizons, 66(1), 51–64. https://doi.org/10.1016/j.bushor.2022.01.001

29. P. R, A., & Thampi, Santhosh. P. (2020). Employer Branding and Employee Engagement: An Evidence from Banking Sector. AIMS International Journal of Management, 14(2), 115–127. https://doi.org/10.26573/2020.14.2.4

30. Tiwari, B., & Lenka, U. (2020). Employee engagement: A study of survivors in Indian IT/ITES sector. IIMB Management Review, 32(3), 249–266. https://doi.org/10.1016/j.iimb.2019.10.003

31. Itam, U. J., & Swetha, M. (2022). Examining the structural relationship between employee branding, TQHRM and sustainable employability outcome in Indian organized retail. TQM Journal, 34, 5–28. https://doi.org/10.1108/TQM-03-2021-0093

32. Mahmood, S., Shaari, R., & Sarip, A. (2018). Sprituality and Resilience Effects on Employee Awareness and Engagement in CSR: An Overview and Research Agenda. Journal of Advanced Research in Social and Behavioural Sciences Journal Homepage, 12, 35–44. www.akademiabaru.com/arsbs.html

33. Špoljarić, A., & Ozretić Došen, Đ. (2023). Employer brand and international employer brand: literature review. In Corporate Communications (Vol. 28, Issue 4, pp. 671–682). Emerald Publishing. https://doi.org/10.1108/CCIJ-11-2022-0141

34. Malik, P., & Garg, P. (2018). Psychometric Testing of the Resilience at Work Scale Using Indian Sample. Vikalpa. https://doi.org/10.1177/0256090918773922

35. Cooke, F. L., Cooper, B., Bartram, T., Wang, J., & Mei, H. (2016). Mapping the relationships between high-performance work systems, employee resilience and engagement: A study of the banking industry in China. The International Journal of Human Resource Management, http://dx.doi.org/10.1080/09585192.2015.1137618

36. Ekhsan M., Badrianti Y., Aeni N. (2020), Employer Branding and Employee Retention: The Role of Mediating Employee Engagement. Proceedings of the 1st International Conference on Research in Social Sciences and Humanities (ICoRSH 2020), https://doi.org/10.2991/assehr.k.211102.086

37. Xiao, L. & Cao, H. (2017). Organizational Resilience: The Theoretical Model and Research Implication. ITM Web of Conferences, Volume 12, https://doi.org/10.1051/itmconf/20171204021

38. Fredrickson, B. L., Tugade, M. M., Waugh, C. E., & Larkin, G. R. (2003). What good are positive emotions in crisis? A prospective study of resilience and emotions following the terrorist attacks on the United States on September 11th, 2001. Journal of Personality and Social Psychology, 84(2), 365-376. https://doi.org/10.1037/0022-3514.84.2.365

39. Bagga, G. (2013), "How to keep the talent you have got", Human Resource Management International Digest, Vol. 21 No. 1, pp. 3-4. https://doi.org/10.1108/09670731311296401

40. Messersmith, J. (2007). Managing work-life conflict among information technology workers. Human Resource Management, 46(3), 429-451. https://doi.org/10.1002/hrm.20172

41. Aguiar-Quintana, T., Nguyen, T. H. H., Araujo-Cabrera, Y., & Sanabria-Díaz, J. M. (2021). Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience. International Journal of Hospitality Management, 94, 102868. https://doi.org/10.1016/j.ijhm.2021.102868

42. Christensen Hughes, J. and Rog, E. (2008), "Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations", International Journal of Contemporary Hospitality Management, Vol. 20 No. 7, pp. 743-757. https://doi.org/10.1108/09596110810899086

43. Tiwari, B., & Lenka, U. (2020). Employee engagement: A study of survivors in Indian IT/ITES sector. IIMB Management Review, 32(3), 249-266. https://doi.org/10.1016/j.iimb.2019.10.003

44. Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management, 33*(5), 774–800. https://doi.org/10.1177/0149206307305562

45. Shin, J.Taylor, M.S., and Seo,M.(2012). Resources for Change: the Relationships of Organizational Inducements and Psychological Resilience to Employees' Attitudes and Behaviors toward Organizational Change. Academy of Management Journal, 55(3), https://doi.org/10.5465/amj.2010.0325

46. Sutcliffe, K.M. & Vogus, T.J. (2003). Organizing for Resilience. In Cameron, K., Dutton, J.E., & Quinn, R.E. (Eds.), Positive Organizational Scholarship. San Francisco: Berrett-Koehler. Chapter 7 pp: 94-110

47. Kotler, P., & Armstrong, G. (2011). Principles of Marketing. (14th ed.) Prentice Hall.

48. Ambler, Tim & Barrow, Simon. (1996). The employer brand. Journal of Brand Management. J Brand Manag 4, 185–206. https://doi.org/10.1057/bm.1996.42