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Employee Resilience and Employer Branding: The Mediating Role of Employee Engagement

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Abstract

Automation and other disruptive technologies are marking the new contemporary realities in a new industrial era. Due to this, organizations are demanding a workforce that is highly resilient, adaptable and responds positively to dynamic and stress-giving circumstances, and most engaged employees. Employees' resilience helps the organization recover quickly from setbacks and overcome adversity. Even though there is an eminent amount of literature revolving around employee resilience and employer branding in management discourse, the impact of employee resilience on employer branding has not been thoroughly studied in earlier studies. 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 snowball sampling to survey 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 in the connection between employee resilience and employee branding using Preacher and Hayes's mediation analysis. The study's substantial relationships between its variables were shown through 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 practical advice on how organizations can 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**

JEL Classification Code: J24, M12, M54, C12

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1. Introduction and Theoretical Background

1.1 Introduction

The relationship of organizations with their staff has garnered a great deal of attention in today's rapidly evolving work environment. Each organization faces a variety of factors and an ever more unpredictable environment. Over the years, there has been an increasing number of high-risk events worldwide (Xiao & Cao, 2017). 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, 2018). Support from the organization is crucial for this. Innovative and sustainable business concepts require a highly resilient and prospective human resource

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foundation. Employee resilience is essential for them to be able to swiftly adjust to the changing demands and work well even under demanding and emotionally taxing conditions (Fredrickson, Tugade, Waugh, & Larkin, 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); (Aguiar-Quintana, Nguyen, Cabrera , & Díaz, 2021).

Employees who 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 to withstand crises such as pandemics, mass layoffs, and the development of disruptive technology. Employees who 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 (Ekhsan, Sudiro, Mugiono, & Hussein, 2022) (Ekhsan, Badrianti, & Aeni, 2021). Consequently, organizations can use employee resilience as a foundation from which to raise employee engagement levels. (Cooke, 2016), (Malik & Garg, 2018)

Strong employer brands are created by engaged employees who are more likely to maintain a positive attitude toward their companies (Hughes & 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. However, 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.

1.2 Theoretical Background

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 that examines the relationship between any two of the three variables.

1.2.1 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 & Luthans, 2007); (Shin, Taylor, & Gu Seo, 2012); (Aguiar-Quintana, Nguyen, Cabrera , & Díaz, 2021). Resilience in the organization has three successive states like anticipation, coping, and adaptation to successfully stand back. (Duchek, 2020). Skill adjustment is one of the crucial strategies to be resilient for organizations. (Edeh, Ugboego, & Adama, 2022)

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. Even in manufacturing sector the resilience has become vulnerable to relentless catastrophic events, thus it is gaining serious concern among many economic driven sectors (Shela, Ramayah, , & Hazlina , 2023) Workers, to effectively handle and learn from unexpected events, procedures, and dynamics, developing or maintaining resources in a manner that is sufficiently flexible, storable, convertible, and flexible is necessary (Sutcliffe & Vogus, 2003). 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.

1.2.2 Employer 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 differentiates them from those of the competitor" – Philip Kotler and Gray Amstrong. (Kotler & Amstrong, 2011) Identifying the owner and creating a distinction, to gain benefits and competitive advantages is an important purpose of branding. Where the company and consumer brands are synonymous, the employer brand is also the same. Ambler and Barrow (1996) popularised this idea of employee branding, which is regarded as a synthesis of marketing and human resource management concepts. (Lengnick-Hall, 2011) (Itam & Swetha, 2022). They use brand marketing to enhance important HR outcomes like hiring, employee productivity, engagement, and improved performance. Employer branding is a collection of tactical measures 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. Employer branding aids an organisation in identifying the crucial characteristics that are covered by potential and existing workers. (Samo, Talreja, & Bhatti, 2020). 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), Employer Branding is "The package of functional, economic, and psychological benefits provided by employment, and identified with employing company". Understanding the relationship between an employer and their employees requires an understanding of the concept of Brand as a person, which is apparent in corporate reputation, internal marketing, and company culture and identity (Ambler & Barrow, 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 for employer branding to be successful (Eriksson *et al.*, 2023). This alignment can occur as part of the overall corporate culture. Employer brands are made up of two different kinds 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). When employees perceive their employer brand positively they shows more engagement toward the organisation, and to contrast to this when psychologically empowered, employees shows engagement regardless of their perception towards the employer brand (Drūteikienė, Savicke, & Skarupskienė, 2023)

1.2.3 Employee Engagement

William Kahn from Boston University initially used the term "Employee Engagement". He 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 this 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 *et al*, 2018).

Employees who 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 *et al.*, 2021). In an article in Harvard Business Review, Stein *et al.* compiled the twenty most significant elements that drive employee engagement. They also identified the three most critical levers to increase employee engagement, which are:

1. Helping workers link their work with their values
2. Creating a more pleasurable and stress-free work environment
3. Providing 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 *et al.*, 2021). Previous studies have demonstrated a clear correlation between employee engagement and significant results for the company and the workforce. Numerous studies have shown the beneficial correlation between employee engagement and other performance metrics, including productivity, profitability, task performance, job performance, and employee turnover rate.

2. Literature Review

2.1 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 situations that demand an increase in responsibility." However, in the workplace, it refers to the capacity to thrive in high-stress situations rather than only survive (Kumar & Das, 2022; Cleary *et al.*, 2018). The research paper "How Resilience Affects Employee Engagement?" by Md. Taufiq Amir & Wustari L. Mangundjaya advance theory and practice by managing engagement through observation of resilience's role and offer suggestions for better supervision of the staff-supervisor relationship as well as suitable design work to boost employee engagement. The resilience capacity of employees is unobserved as a forecaster of employee engagement. In 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.

2.2 Employee Engagement and Employer Branding

Many results have affirmed that employer branding can lead to employee engagement. However, only a few research literature conclude that good employee engagement can lead to better employer branding. Employee engagement is all about employees identifying themselves in the work and organization by expressing themselves physically, emotionally, and cognitively in performing their role. Tanwar and Prasad (2016) have explained the employer brand in five dimensions and they are: healthy work environment, work-life balance, training and development, compensation benefits, ethics, and corporate social responsibility. Workplace also contributes to employee engagement. That further leads to internal branding of company. (Khairy, Agina, Aliane, & Hashad, 2023)These five factors are very crucial to enhancing the employee engagement level and these further lead to the enhancement of the productivity of the company and performance giving the organization psychological benefits of a positive brand. Employer branding also key to talent retention in the organizations (Ahmed, et al., 2022) Brand of the company, psychological empowerment of employees and employee engagement reveals that these phenomena are all linked to disclosing employee's potential for the organization's success. The employer branding was measured in terms of four core values. Such as, economic value, social value, reputation value and Developmental value of organisation. (Anchu & Thampi, 2020). The employee's sense of pride and belongingness with their employer's brand/ reputation, positively influence the employee's attitude of engagement and loyalty behaviour (Ilyas, Adeel, Said, & Alshuaibi, 2019) (Bhasin, Mushtaq, & Gupta, 2019). The successful employer branding still supersedes organisational commitment to equal opportunities and diversity management in organization's practice. (Kele & Cassell, 2023)

2.3 Employee Resilience and Employer Branding

A resilient employee can adapt himself to change effectively. In a dynamic environment, employees often need to implement change to be competitive. Employer branding benefits when the workforce is perceived as flexible and capable of navigating through challenges, creating a positive image of the organization. Resilient employees contribute to a positive work environment by maintaining a constructive attitude, even in the stage of adversity. This positivity can enhance the overall workplace atmosphere. A positive work environment is a crucial aspect of employer branding. It attracts top talent and fosters a culture that aligns with the

organization's values. A resilient workforce helps organizations attract and keep top talent and help them thrive. Further, employee resilience is a valuable asset that can significantly impact employer branding. It contributes to a positive work culture, enhances adaptability, and attracts top talent- which are essential in forming the public perception of the company as a top employer.

3. Research Design

3.1 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 has been conducted by taking only two terms together like, employee resilience and employee engagement or employee engagement and employer branding. However, no studies have tried to establish the relationship between these three terms together. To date, no studies have been conducted to know the impact of employee resilience on building employer branding.

3.2 Objectives

The key objective of the current study is to examine 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. The ability to adapt to new circumstances with the support of the organization and increased employee engagement towards the organization may lead to this. For a good employer's brand to be created, it also takes organizational effort. To create good employer branding, employee engagement acts 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. The key objectives are:

1. To study the relationship between employee resilience and employer branding.
2. To inspect the relationship between employee engagement and employer branding
3. To examine the correlation between employee resilience and employer engagement.
4. To investigate the mediating relationship of employee engagement between employee resilience and employer branding.

3.3 Hypotheses of the Study

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

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

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

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

3.4 Hypothetical Framework

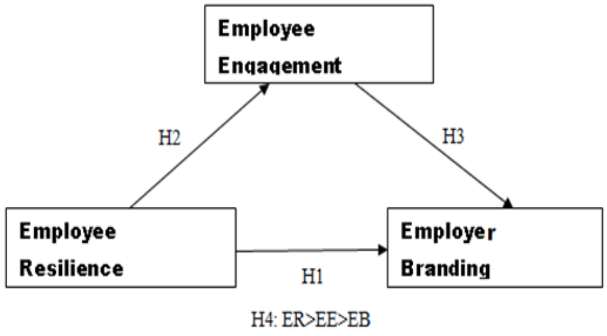


Figure 1. Hypothetical Framework of relationship between Employee Resilience and Employer Branding and Employee Engagement.

3.5 Research Methodology

The method used for this research is a quantitative research method. The study aimed to inspect the relationship between Employee Resilience (ER) employee engagement and Employer Branding (EB) among the employees of IT organizations in Bangalore City. For the research Employee Resilience is considered as an Independent Variable, the Employee Branding is considered as a

dependent Variable, and the Employee Engagement (EE) is considered as a mediating factor between employee resilience and employee branding.

1. Survey Instrument

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

2. Data Collection

The study has adopted the online survey method to collect the data from the IT professionals in Bangalore. Different IT professionals from different IT companies were approached using the snowball sampling method. This is because it was difficult to get access to the IT organization. The researcher approached many HRs of IT organizations to participate in this study through mail and formal channels, but responses from them were negative. Therefore the researchers decided to use a snowball sampling method to select the respondents. Questionnaires were distributed among a few known friends who work in the IT industry and they were asked to refer some of their friends and colleagues and circulate the questionnaire to them. This approach is called the 'Wasta Snowball Sampling Method' (WSSM). Respondents from senior to junior levels were also contacted to assess their resilience, engagement level, and impact on employee branding. Questionnaires were distributed to 100 employees of the IT sector and 60 responses were received back among 60, 7 responses were almost blank, and only 53 responses were considered for the further study.

3. Measurement

All the scales of this research study explored the attributes of ER, EE, and EB in IT companies based on the previous studies' literature review. The study uses the Likert scale with five levels from 1 which denotes strongly disagree to 5 which denotes strongly agree. The data was tested and analysed by using descriptive statistics, ANOVA, t-test, mediating factor analysis by traditional linear regression analysis, and Process procedure by Andrew F. Hayes (Hayes, 2022) used in the Statistical Software program SPSS version-26.

4. Data Analysis and Interpretation

The data was 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. As denoted in Table 1, the demographics of fifty-three participants are as follows: Respondents By age: 10 employees (18.9%) were 25 years and under 25 years age group, majority of the employees i.e., 31 (58.5%) were in the 26-35 age group, and 12 employees (22.6%) were in 36-45 age group. By gender 22 employees were female (41.5%) and 31 employees were male employees (58.5%). In terms of work experience in the IT industry,

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	**Per cent**
Female	22	41.5
Male	31	58.5
Total	**53**	**100.0**
Years of experience in the IT Industry		
	Frequency	**Per cent**
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)

4 employees had less than one year of experience i.e. (7.5%), 11 employees (20.8%) had experience of 1-5 years, and 15 employees (28.3%) had 6-10 years of experience. 19 employees (35.8%) had 11-15 years of experience, and 4 employees (7.5%) had more than 15 years of experience. (Source: Primary Data)

4.1 Scale Reliability Assessment

The reliability of the items was estimated using the Cronbach Alpha method of internal consistency analysis, which also looked at the questionnaire's usability. Table 2 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 a high level of reliability of the variable factors. The result shows that 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)

4.2 Normality Assessment

To determine if the data were normally distributed, the Shapiro-Wilk and Kolmogorov-Smirnov tests were used. From table 3, it was found that for the employee, the resilience variable showed a significance of more than (p) 0.05, and employee engagement and employer branding variables showed a significance of less than (p) 0.05. That means only employee resilience-related data are normally distributed.

Two distinct methods of analysis were applied to evaluate this notion. Initially, the Baron and Kenny's mediation process (Baron & Kenny, 1986). 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 were 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' (Baron & Kenny, 1986) method before determining if a variable functions as a mediator by determining whether certain conditions are satisfied ((Hayes A. F., 2009). Hayes wrote the explanation that follows: "For instance, is considered a mediator of the relationship between X and Y if both

Table 3. Normality Test of the data.

Tests of Normality						
	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)

a and b paths in a model like the one below figure are statistically significant and c' is closer to zero than c." (Hayes A. F., 2022)

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

Employee resilience impact on Employer's branding

The correlation coefficient between employee resilience and employer branding, from table 4, R = 0.437 shows that although there is a link between the two, it is not very strong. Only 19.1% of the variability in the dependent component EB 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. The corrected $R^2 = 0.175$ value in the table above is seen to be around the $R^2 = 0.191$ value. If the adjusted R^2 is deducted from the R^2, the value will be (0.191 - 0.175 = 0.016). 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.

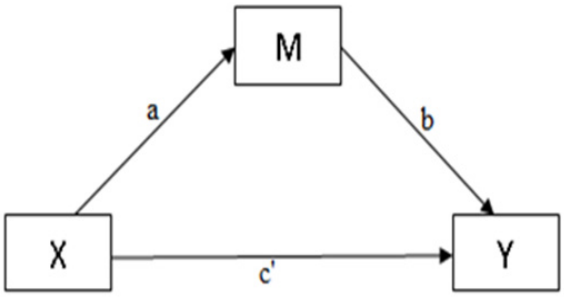


Figure 2. Example Relation between variables (Hayes A. F., 2009).

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 5 with an F ratio of 12.065 and p value less than 0.05. This result suggests that there is less than a 5% chance that an F ratio this high would just occur by coincidence. The alternative hypothesis is accepted and employee resilience has

Table 4. Regression table showing the relationship between employee resilience and employer branding

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.437[a]	0.191	0.175	0.60465
a. Predictors: (Constant), Mean_ER				

(Source: Primary data)

Table 5. ANOVA Table for the Relationship between Mean Employee Resilience and Mean Employer Branding

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	4.411	1	4.411	12.065	0.001[b]
	Residual	18.646	51	0.366		
	Total	23.057	52			
a. Dependent Variable: Mean_EB						
b. Predictors: (Constant), Mean_ER						

(Source: Primary data)

Table 6. Regression Coefficients for Predicting Mean Mean Employer Branding

Coefficients								
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)

Table 7. Regression table showing the relationship between Employee Resilience and Employee Engagement

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.533[a]	0.284	0.270	0.51867
a. Predictors: (Constant), Mean_ER				

(Source: Primary data)

Table 8. ANOVA Table for the Relationship between Employee Resilience and Employee Engagement

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	5.444	1	5.444	20.238	0.000[b]
	Residual	13.720	51	0.269		
	Total	19.165	52			
a. Dependent Variable: Mean_EE						
b. Predictors: (Constant), Mean_ER						

(Source: Primary data)

a positive impact on IT company branding since the p-value is smaller than the significant level (0.05).

The above coefficient table's (table 6) result showed that employee resilience has a somewhat beneficial impact on IT employer branding. Organizational support to employees to be resilient helps to build employer brand image among the employees and industry.

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

Employee resilience has an impact on Employee Engagement

The correlation coefficient between ER and EE, R = 0.533, in the preceding table 7 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 7, the corrected R^2 = 0.270 value is quite similar to the R^2 = 0.284 value. The result will be (0.284 - 0.270 = 0.014) 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.

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 8, with an F ratio of 20.238 and P value of less than 0.05.000, this result suggests that the likelihood of an 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.

According to the results in the above coefficient Table 9, employee resilience has a moderately good impact on IT employees' engagement. Organizational support to adjust to the change of environment, training and development, and psychological support will enhance the morale of the employees and they feel connected to the organization.

Table 9. Regression Coefficients for Predicting Mean Employee Engagement

Coefficients								
Model	**Unstandardized Coefficients**			**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**	
		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)

Table 10. Regression table showing the relationship between employee engagement and employer branding

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.770[a]	0.593	0.585	0.42921
a. Predictors: (Constant), Mean_EE				

(Source: Primary data)

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

Employee engagement has an impact on employer branding

It is evident from the above Table 10 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 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 10 the corrected $R^2 = 0.585$ value is rather similar to the $R^2 = 0.593$ value. Should the modified R^2 be removed from the R^2, the result will be (0.593 - 0.585 = 0.008) 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.

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 11, with an F ratio of 74.158 and a p-value of 0.000 is less than 0.05, this result suggests that the likelihood of an 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 11. ANOVA Table for the Relationship between Employee Engagement and Employer Branding

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	13.662	1	13.662	74.158	0.000[b]
	Residual	9.395	51	0.184		
	Total	23.057	52			
a. Dependent Variable: Mean_EB						
b. Predictors: (Constant), Mean_EE						

(Source: Primary data)

Table 12. Regression Coefficients for Predicting Mean Employer Branding

Coefficients								
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)

Table 13. Regression table showing the relationship between employee resilience and employee branding with employee engagement as a mediating factor

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 Table for the Relationship between Mean Employee Resilience and Employee Branding with Employee Engagement as a mediating factor

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	13.685	2	6.843	36.507	0.000[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 above coefficient Table 12 result showed that employee engagement has an impact on the branding of IT Companies. Most engaged employees dedicate themselves to the organization's betterment, even further they voluntarily give good words about their employers in their network. Employee productivity also helps to contribute to creating employer brands in the industry.

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

Hence, there is an impact of employee resilience with mediating variable employee engagement on employer branding.

Table 13 demonstrates a strong positive correlation (R = 0.770) between the predictors, ER and EE, and the dependent variable EB. It explains 59.4% of the variance in the dependent variable ER, as indicated by the R^2 value, while the adjusted R^2 (0.577) confirms that the model remains robust even after accounting for the number of predictors. The standard error of the estimate (0.43294) suggests that the model's predictions are fairly accurate, with a relatively small average deviation from the observed values.

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 14, with an F ratio of 36.507 and a p-value of 0.000 is less than 0.05, this result suggests that the likelihood of an F ratio of this magnitude occurring purely by coincidence is less than 5%. Employee engagement mediates 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.

Hayes (Hayes A. F., 2009) claims that all procedures are accurate. As per Table 15, the current dataset shows a strong correlation between employer branding and employee resilience. (β = 0.437, p = 0.001). Employer engagement as a mediator has a substantial connection associated with employer branding (β = 0.770, p = 0.000),

Table 15. Regression Coefficients for Predicting Mean Employer Branding

Coefficients								
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								

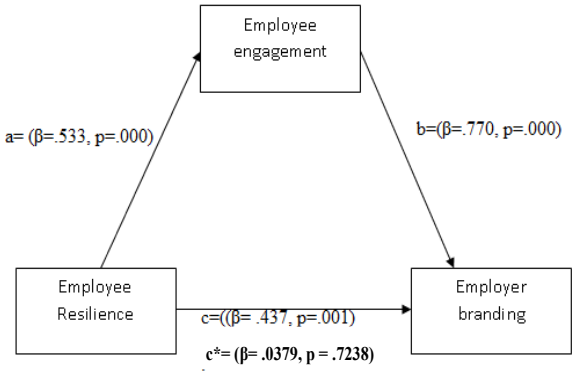


Figure 3. Process Macro by Hayden (2022) shows the relationship between Employee Resilience and Employer Branding and Employee Engagement.

and there is a positive significant relationship between employee resilience and employee engagement (β = 0.533, p = 0.000). 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 = 0.0379, 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 A. F., 2009)

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

All of the mediation role results are included in Table 16. 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 no.16.

The table's direct impact looks at whether there is a direct link between the variables and whether there isn't a mediating variable. Table 16 displays the results, which indicate that employee resilience has a direct impact on employer branding of 0.0505 with a t-value of 0.3554 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).

Table 16. Mediation Analysis of Mean_EB, Mean_ER, and Mean_EE

***************** PROCESS Procedure for SPSS Version 4.2 *****************

Written by Andrew F. Hayes, Ph.D. www.afhayes.com (Hayes A. F., 2022)

Documentation is available in Hayes (Hayes A. F., 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
0.5832	0.1679	3.4735	0.0011	0.2461	0.9203	0.4374

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
0.0505	0.1421	0.3554	0.7238	-0.2349	0.3359	0.0379

Indirect effect(s) of X on Y

	Effect	**BootSE**	**BootLLCI**	**BootULCI**
Mean_EE	0.5327	0.1077	0.3089	0.7371

Completely standardized indirect effect(s) of X on Y

	Effect	**BootSE**	**BootLLCI**	**BootULCI**
Mean_EE	0.3995	0.0772	0.226	0.5353

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.

5. Key Findings

This hypothesis strengthens the importance of employee resilience in today's dynamic environment. Data Analysis affirms the positive relationship between 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 encourages adoption. Resilience is a dynamic process that may be improved over time by fortifying organizational capacities. (Tasic *et al.*, 2019). Enhanced capabilities of the organization present it as a great employer brand in the industries with great results. It will further attract great talents to be associated with the organization. Analysis shows that there is a moderated association or correlation between employee resilience and employer branding. Along with the resilient workforce, other factors also may foster employee branding.

Resilient employees show the highest adaptability towards change. If an organisation supports this adoption process it will boost the morale of the employees and enhance the engagement level of employees. Organizations support employees to be resilient by providing training and development, psychological, and moral support in times of crisis, and this can enhance the engagement level of the employees. A higher level of resilience leads to a higher level of engagement of employees only with the backup by the company.

Employee engagement can be measured by the level of involvement, and dedication absorption by the employees towards the organization. Factors that influence employee engagement are comfortable working conditions, good remunerations, and perks, work-life balance, job security, recognition, career growth opportunities, relationship between employee and superior, and 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 that Employee Engagement is closely correlated positively with employer branding. Highly engaged employees themselves feel the organization is a great place to work and promote their organization with their performance and productivity.

Conclusion

The focus of the study was to find out the association between the variables of employee resilience, employee engagement, and employer branding. From the data analysis results, the study concludes that all variables have a positive association among the variables. When we consider only ER, EE, and EB, employer resilience has a significant impact on employee engagement and employee branding individually with a moderate correlation. When we consider the employee engagement variable as the mediating factor, the relationship between Employee resilience and employer branding is not significant. That means employee engagement has a major mediating role in deciding the relationship between employee resilience ability and employer branding. When an organization supports employees to be ready for the changes and to give crisis support, it can expect employees to be engaged with the organization for the betterment of the organization. Most engaged employees give 360^0 contributions to create a good image of the company as an employer and as a good place to work. Any organization, before thinking of building the brand image as an employer, should plan for developing employee resilient ability and enhancing the employee engagement level. Because a resilient and engaged workforce itself will become an instrument or medium in the creation of the brand image of the company.

Limitations and Scope for Future Research

Despite all the positive outcomes and findings, this research study has some boundaries. As the study samples are considered only from IT organizations which are located in Bangalore city and the number of samples is 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 employee resilience, employee engagement, and employer branding. Future research should incorporate the demographic factors to better understand the

influence of these variables. Further research can be conducted by collecting large samples from throughout India to affirm the findings. At present, the study focuses only on IT professionals and future research can be done on other professionals and other industry employees also.

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