"IMPACT OF EMPLOYER BRANDING ON EMPLOYEE COMMITMENT IN PAKISTAN'S BANKING SECTOR: EMPLOYEE ENGAGEMENT AS A MEDIATOR"

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ABSTRACT

This study explores the intricate dynamics of employer branding and its influence on employee commitment within Pakistan's banking industry. The research specifically aims to investigate how employer branding impacts employee commitment, with a particular focus on the roles of training and development (TD) and compensation and benefits (CB) in shaping employer branding strategies. Furthermore, the study delves into the mediating effect of employee engagement (EE) on the relationship between employer branding and organizational commitment. This study adopts a quantitative research design to analyze the impact of employer branding on employee commitment, considering the mediating role of employee engagement. The primary data is sourced by employing surveys from employees across two Pakistani Banks in specific regions i.e. Islamabad and Rawalpindi: one from the private sector and one from the public sector. This comparative approach further helps in understanding general trends and sector-specific dynamics of the banking industry of Pakistan. The survey data is collected online and offline from approximately 200 respondents, with 100 from each bank. The findings reveal a significant positive relationship between strong employer branding and heightened employee commitment. Additionally, the study identifies that effective training and development programs, along with competitive compensation and benefits, are pivotal components of successful employer branding. Employee engagement is shown to play a critical mediating role, enhancing the positive impact of employer branding on organizational commitment. These insights contribute valuable knowledge for HR professionals and organizational leaders aiming to foster a committed and engaged workforce through strategic employer branding initiatives.

Keywords: *Employer Branding, Training & Development, Compensation & Benefit, Employee Engagement, Employee Commitment , Banking Sector, Pakistan*

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1. INTRODUCTION

1.1 BACKGROUND

The prospect of a strong employer brand is well highlighted and acknowledged by different researchers. The significant role of employer branding caught the attention of many businesses, companies, and firms. It is because of workforce skill deficiencies that employers are realizing the need for attracting and managing different talent and aggressive recruitment. In today's contemporary business environment, organizations view employer branding as essential for managing, attracting, and retaining talent (Tariq et al., 2023).

According to Dabrian et al. (2019), Employer branding (EB) is "a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regard to a particular organization." In particular, this study wants to have an impact on how Pakistani Banking Industry make policies and follow processes in order to draw and keep top people. These days, many business experts and scholars have talked a lot about how useful EB is in over the world (Maurya and Agarwal, 2018). Since the end of the COVID-19 epidemic, there has been a lot of staff change in the Banking Industry (Shankar and Kuppusamy, 2018). The banking sector has grown the services it offers, made strong relationships with clients, and improved ways to give services around the world. The Banking sector is becoming more interested in EB because there is a lot of competition for top talent, which makes it harder for companies to keep employees (Dasan, 2022). The Banking Industry was chosen because, even though it has 3.7 million employees and is the largest private-sector employer, it still manages to deal with many problems, such as an unstable global economy, inflation, immigration issues, and high unemployment rates (NASSCOM, 2016). Even To be fair, Banking Industry often have trouble finding and keeping top people (Deepa and Baral, 2021). Pakistani workers who are more focused on relationships value organizational security, well-being, and compliance more than their Western peers (Chatterjee and Pearson, 2000). Because of this, companies need to keep an eye on the deals they make. EB may be more important than ever for Pakistani businesses as a way to plan

their routes. This piece is about current choice-based EB models for Pakistani employees that are based on work value.

Employer branding positively influences employee commitment and engagement by forming better perceptions about the organization's core values and culture (Srinivasan, 2007). The role of Employer Branding is more critical in the current employment landscape in addressing the challenges related to unstable employment avenues and evolving retention strategies. As mentioned by (Arasanmi and Krishna, 2019) Employer Branding helps in hiring a proficient and skilled workforce. Employer branding supports employee engagement, fostering commitment from employees in return for organizational support (Arasanmi and Krishna, 2019). Employer branding has garnered significant attention as a strategic tool that can foster employee commitment. Employer branding, which encompasses an organization's value proposition to employees and its reputation as an employer, plays a pivotal role in attracting, retaining, and motivating talent. In Pakistan, as in many developing countries, understanding the impact of employer branding on employee commitment is vital for sustaining a competitive edge in the global market. For sustainable competitive advantage, employers must divert their attention to fostering employee engagement. (Bhasin et al., 2019). This Study sets the stage for a comprehensive examination of the interplay between employer branding, employee engagement, and employee commitment, highlighting the importance of strategic HR practices in the contemporary banking environment of Pakistan.

1.2 STATEMENT OF THE PROBLEM

In the competitive employment market of today, many companies—especially those in the banking sector—find it difficult to hire and retain outstanding people. One important component of resolving this issue is employer branding, which is the attempt of a business to promote itself as a desirable place to work. Pakistan's economy heavily depends on the banking sector, so there is fierce rivalry for qualified personnel. Though workplace branding is well known, little study has been done on how it impacts employee engagement in this industry. With regard to job performance, turnover rates, and overall company efficiency, dedicated workers are crucial for companies. Lower service quality, increased recruiting expenses, and a lot of staff turnover are all

consequences of inadequate commitment from workers. In the banking industry, where maintaining client confidence and delivering reliable service are critical, this is particularly critical. Though it comes up often when individuals discuss how to increase employee commitment, not much study has been done on how employee engagement influences the connection between employer branding and employee commitment, particularly in Pakistan's banking sector. You have to include your staff if you want to convert excellent workplace branding into genuine employee commitment. Workers' emotional and psychological connection to their work and the organization is known as employee engagement.

Thus, by examining the relationship between corporate branding and employee commitment in Pakistan's banking sector, with an emphasis on how employee engagement serves as a bridge, this study seeks to close a research vacuum. Researching this relationship may enable bank managers to increase the success of the company and get a competitive advantage by increasing staff enthusiasm in their job.

1.3 RESEARCH QUESTION

1. How does employer branding impact organizational commitment among employees in the Pakistan banking industry?
2. What roles do Training and Development (TD) and Compensation and Benefits (CB) play in shaping employer branding within the Pakistan banking sector?
3. How does Employee Engagement (EE) mediate the relationship between employer branding and organizational commitment in the Pakistan banking industry?

1.4 CONTRIBUTION

This study provides valuable insights, beneficial for the banking industry of Pakistan to strategize their policies in line with their local needs by providing a comprehensive analysis. This analysis is deduced from quantitative and qualitative data comprising employees' perceptions and experiences. This analysis further highlights the factors that influence employee commitment and engagement. This research contributes to both academic and practical domains by providing

insights into the dynamics of employer branding and its correlation with employee commitment in a developing country setting. The identification of specific factors, such as Training and Development and Compensation and Benefits, as proxy variables for employer branding offers practical insights for organizations seeking to enhance their attractiveness and competitiveness in the labor market.

1.5 OBJECTIVE

The objective of the research is:

- To investigate the impact of employer branding on employee commitment in the Pakistan banking industry.
- To examine the role of training and development (TD) and compensation and benefits (CB) in employer branding.
- To explore the mediating role of employee engagement (EE) in the relationship between employer branding and organizational commitment.

1.6 SIGNIFICANCE

It is crucial for employers to understand the relationship between employer branding and employee commitment if they want to attract and retain talent in the context of Pakistan's Banking industry. The findings of the research help practitioners to foster a committed workforce by enhancing their employer brand strategies (Tariq et al., 2023). The literature review and research methodology are discussed in subsequent sections.

1.7 LIMITATIONS OF THE RESEARCH

Since this research mainly examines how employee engagement influences the relationship between employee loyalty and corporate branding in Pakistan's banking sector, it has some weaknesses. First off, the findings may not apply to other industries or nations with diverse cultural and economic backgrounds since the research only examined one sector and one company. People who utilise self-reports run the risk of biassing them, and cross-sectional data could not

demonstrate how things evolve over time. Though they may not have been included since the research was too small, leadership style and corporate culture are two additional crucial considerations. Furthermore, restricting the research are issues with group size and diversity, the accuracy of the measuring instruments, and unanticipated external variables like changes in the economy. Be cautious when deciphering the implications of the findings and suggest subjects for further investigation to close any holes. This is so because Pakistan's own culture and the fast-changing financial sector may have an impact on the usefulness and longevity of the findings.

1.8 OPERATIONAL DEFINITIONS

1.8.1 Employer Branding

Employer branding is the act of a business marketing itself as an excellent place to work. To inform both present and prospective staff members about its values, culture, and benefits, the organization takes many steps (Tariq et al., 2023). The purpose of this research is to determine the degree to which a company's image, opportunities for professional development, work environment quality, and value to workers may characterize it.

1.8.2 Employee Engagement

We term such individuals "engaged" when they have strong emotional and mental attachment to what they do for a job. It matters how committed, enthusiastic, and joyful employees are about their employment. Employee engagement will be gauged in this research by a survey that measures factors like energy, loyalty, and participation in work activities.

1.8.3 Employee Commitment

We define "employee commitment" as the degree of loyalty an employee has to their employer. They thus want to work for the organization and give it their all (Alves at el., 2020). The three categories of employee commitment examined in this research are affective commitment (which gauges emotional attachment), continuance commitment (which gauges perceived costs of quitting), and moral commitment (which gauges sentiments of need to remain).

1.8.4 Banking Sector

The banking industry in Pakistan for the purposes of this research comprises banks that accept deposits, provide loans, and provide investment products. This paper looks at the laws that control both state and private business banks in Pakistan.

1.8.5 Mediating Variable

An intermediary variable may allow us to better comprehend the relationship between employee commitment and corporate image. According to this research, employee engagement serves as a connection between employee loyalty and the supposedly related corporate image.

1.8.6 Pakistan's Context

That indicates, in this instance, that the research is being conducted in the particular legal, cultural, and economic setting of Pakistan. The way a firm operates, the economics, cultural standards, and local labor laws may all have an impact on the study's findings.

2. LITERATURE REVIEW

Much research has been done recently, aimed at highlighting the considerable influence of employer branding on employee retention and commitment. Kaur et al. (2024) studied the relationship between employee brand equity and employer branding. Kaur et al. (2024) found out that in the private banking sector employer branding significantly improves given bureaucratic and supportive cultures, which in return positively influence employee long-term commitment and brand equity. Kaur et al. (2024) found a positive association between employer branding and employee brand variables: brand endorsement, brand consistent behaviour, and brand allegiance. Alves at el., (2020) examined the association between affective commitment and employer branding, highlighting the fact that increased employee engagement from a great employer brand promotes a high degree of emotional organisational commitment. This implies that employee engagement is a key mediating factor in the relationship between employee commitment and employer branding. The results show that when an individual identifies with the organization and gets involved, it develops affective commitment towards the Organization (Alves at el., 2020).

Another Pertinent study done by Silva and Dias (2022) explored the connection between corporate reputation, employer branding and job application intention. This study demonstrated how a positive corporate reputation and strong employer branding draw talent and improve retention rates suggesting that an organization's entire reputation has a significant impact in its capacity to engage and commit workers. A study performed by Alzaid and Dukhaykh (2023) focused on the mediating role of relational psychological contracts while examining the influence of employer branding on employee retention in Saudi Arabia's banking industry. According to Alzaid and Dukhaykh (2023) study, relational psychological contracts are fostered by strong employer branding, which in turn greatly improves employee retention.

2.1 THEORETICAL FRAMEWORK

To have a better understanding of the relationship between Employer Branding on Employee commitment in Pakistan's Banking Sector, with the mediating role of Employee Engagement, Social Identity theory (SIT) by John Turner and Henri Tajfel provides a foundational lens.

According to SIT, people get their sense of self-worth and identity from belonging to social groups, including their workplace. SIT theory is particularly relevant in understanding how employer branding can influence employees' commitment and engagement within an organization. The Social Identity theory contributes to a better understanding of relationship between the employee engagement, employer branding and organizational commitment.

2.1.1 SOCIAL IDENTITY THEORY

Social Identity Theory implies that individuals divide people into in-groups (us) and out-groups (them). This categorization is based on how they classify other people and themselves. These classifications greatly impact attitudes and behaviours by fostering a sense of identity and belonging within the group. The SIT framework suggests that a robust and favourable employer brand can augment employees' sense of affiliation with the organization when it comes to employer branding. This identification increases employee commitment by fostering a sense of pride, loyalty, and belonging. Employer branding initiatives can help employees feel more engaged and valued by letting them know they are a part of a prestigious company. This theory stresses the importance of social categorization and recognition in the forming and moulding of personal behaviour and attitudes. In corporate, employees usually form a feeling of belonging or attachment to their organization. The theory proposes that people develop some part of their individuality from the social gatherings they attend (Scheepers and Ellemers, 2019).

When social identity theory is applied to the association between organizational commitment, employee engagement and employer branding, it helps in explaining how a strong employer brand can positively contribute towards generating a better organizational identity, which in return forms a sense of commitment and belonging among the employees (Scheepers and Ellemers, 2019). Altogether, SIT gives a comprehensive idea of all the psychological and social processes that are involved in the employee-employer relationship. Employer Branding forms and molds the perception of the organization, Social Identity Theory explains the social facet of the employee connection, and lastly three-component model proves to be useful in categorizing and better understanding the different dimensions of commitment (Solinger et al., 2008). The SIT theory

helps in a more refined and detailed understanding of the complex relationship between employer branding, employee engagement, and organizational commitment. It admits the multi-dimensional nature of employee-employer relations, bearing in mind cognitive, emotional, and social facets (Lee et al., 2001).

2.2 BRANDING AND ORGANIZATION

Branding is all about how people see you, what you stand for, and your character. Kapoor (2010) and Aldousari et al. (2017) say that customers see brands as a collection of their thoughts. The product brand, the company brand, and the newest addition to this list, the workplace brand, are all different kinds of brands. A brand does more than just sell goods; it also affects how people see themselves (Pratt and Foreman, 2000). Employer branding started in the 1990s as a way to deal with the lack of skilled workers. This has made companies that are looking to fill open jobs very competitive (Verma and Ahmad, 2016). What's more, every company has employees, and every company has a job brand, whether you know it or not. However, the idea of "employer branding" came about in 1996. Since then, businesses in every industry have worked to improve and perfect their brand image in order to get and keep the best employees (Carrington, 2007). Parts of workplace branding are how much an organisation values its employees and how well-known it is as a place to work. Barrow and Mosley (2011) and Dabirian et al. (2011) were used as references. The idea is that a company can benefit from job branding if its current employees and major owners think it is a great place to work. "One where employees trust the people they work for, take pride in the work they do, and appreciate the organisation of the people they work with" refers to the best place for the company to work (Kashyap and Verma, 2018). The idea of a "Employer Brand" came from two different places. These two ideas are now combined into the term "Employer Brand." The first idea is the strength of a "corporate brand" that grows through "recruitment communication," and the second idea is brain science linked to words that creates the possibility of a "psychological contract" (Rosethorn, 2009).

In the 21st century, the company brand has become more important for keeping up with the changing needs of the workforce. "Employer Branding" refers to "the bundle of practical, financial,

and psychological advantages given by the employment and is related to the employing organisations" (Ambler and Barrow, this is how some methods are used by the groups. As a way to become the "employer-of-choice," one system is pushing tactics for building a strong workplace brand. The term "employer branding" refers to a company that possible workers think is a great place to work, according to Ahmad and Daud (2016) and Joo and Mclean (2006). Great workplaces aren't made by chance; they're made by people who work hard to bring in businesses, keep them, and connect them. The things a company does to show potential and current workers that it is a great place to work are all part of job branding (Lloyd, 2002). There is more to an employer's image than just the company itself. It is also affected by the decisions that individual workers make. A study by Dabirian et al. (2017) says that an employer brand's market effect depends on how well the actions of the brand's workers match the organization's culture and traits. Tanwar and Prasad (2016) and Mosley (2007) say that company branding is becoming an important approach for human resource management. It means changing both internal processes and how people see the company from the outside in order to make employees happier and more engaged.

Employer branding can help a business learn more about the important traits that current and future workers hold. These traits, which are sold as a "bundle of advantages" through both internal and external marketing platforms, are found in the best workers. Edwards (2009) says that company branding gives current and future workers an option besides standard ways of working. Macey and Schneider (2008) and Shuck et al. (2011) say that people who work in human resource development are being asked to push for the adoption of a system that makes employees more engaged at work. According to a study by Shuck and Wollard (2010), an involved workforce is "an individual worker's intellectual, enthusiastic, and social state coordinated towards required organizational consequences."

Kahn (1990) says that workers' long-term emotional interest in their work supports claims about their beliefs that aren't as stable but are still very important, like job happiness and duty. There is an area called human resource development that defines employee involvement as the "subjective, passionate, and behavioral strength" that a person has to work together to get good results (Alagaraja and Shuck, 2015). Engagement is a positive state of mind that inspires others (Parker

and Gryphon, 2011). It is known to work within the three interconnected psychological dimensions that are present intellectual, passionate, and conduct energies. It is also supported by the larger field of management (Rich et al., 2010). Going above and beyond what is expected of them is what active bosses do and it makes their job better. Khan first described engagement in 1990 as the "outfitting of hierarchical individuals' selves to their work jobs." He also said that during engagement, "individuals utilise and convey what needs be physically, subjectively, and emotionally throughout job performances." There is no such thing as a universal definition of engagement, so it is best to think of engagement as a variable at the individual level (Alagaraja and Shuck, 2015). Based on earlier study, people tend to think well of how they were executed. According to Ashforth and Mael (1989) and Van Dick et al. (2004), a person is more likely to follow the group's rules and traits if they identify with the group more. Davis (2001) and Van Dick et al. (2004) say that keeping employees is one of the main jobs of human resource management and a big goal and standard of groups. Koopmans et al. (2013) both said that Individual Work Performances (IWP) were "practices or activities that are significant to the objectives of the organisation." In this way, IWP cares less about what happens when employees do things and more about the things that employees do.

People should also be able to choose what they do; this will help get rid of the effects of the surroundings on behaviour (Rotundo and Sackett, 2002). Before you can assess IWP, you need to know how it is put together. Task performance, which is "the ability of individuals to carry out the core substantive or specialized undertakings integral to their activity," has been the main focus of the IWP construct for a long time. Personally, performing well means doing things that are rewarded by the government and follow the rules set out in JD.

Everyone knows that the hotel business has a lot of staff change. These reasons make it very important for companies in this field to act to keep their employees (Milliman et al., 2018). Research by Johari et al. (2012) and Milliman et al. (2018) says that "intention to stay" means that an employee wants to stay with their current boss for a long time. Two work attitudes that affect intention to stay are organisational duty and employee happiness, which are linked to employee motivation and faith in the workplace. Intention to stay is seen as a key indicator of real change

behaviour. Saks (2011). Through social exchanges with coworkers, workers can learn new things. In the same way, employees are more likely to change and improve their skills if they think their company values sharing information. Their desire to stay ahead of the competition is fueled by their sense of belonging and connection with the group. Employees' long-term goals for professional growth and better job prospects affect their emotional involvement in the company and, as a result, their choice to stay (Naim and Lenkla, 2016). Organisational recognition should be linked to stronger support for the business and its people as a whole. In this case, the result should be a stronger decision to stay with the company. Employer branding is still new and needs more study, but it's becoming more famous and important for businesses (Backhaus and Tikoo, 2004). This study tries to figure out how company branding affects people's success and decision to stay by looking at how engaged their employees are.

People are what keep a company going; their success is made up of both what they do and don't do. You can judge someone's success by how much and how well they produce, how reliable that production is, how flexible they are, how valuable their job is, and how present they are at work. Employer branding is important for improving performance, but it can't be done without it (Al Salman and Hassan, 2016). The business either wins or fails based on how well the workers do their jobs. The main reason for little progress in global markets is the skills, knowledge, and competencies that talented workers have gained. A great workplace brand is needed to help people get the best knowledge, abilities, and skills they can so they can do their best work and be successful. Training and reward programmes can help workers feel respected and recognised by their boss. This makes them more likely to go above and beyond in their work (Elnaga and Imran, 2013). Putting your attention on people has big effects. People are loyal to the companies that hire them, which helps them do their best work and give the company a great result.

The idea of corporate commitment says that employees are more likely to really care about a company if they share its values (Backhaus and Tikoo). Two good things that happen when you build a workplace brand are more and better job applicants and more work from employees (Fulmer et al., 2003). Baruch and Peiperl (2000) say that "in the best-case scenario," companies and people will work together to handle jobs and share useful information about chances and contacts that can

help with both. When employees are happy with their jobs, they are more likely to stay with the company, take more initiative, and think of new ways to solve problems (Huang and Liu, 2010). company branding tries to reach its goals by making the link between employee success and loyalty to the company brand stronger. Several studies that looked at the links between an organization's results and its employees back up employer branding. First, studies have shown that people who are happy are more effective and have more good experiences in general (Ryan et al., 2006).

Being good at your job has a positive effect on customer happiness service income chain says that how buyers see prices are connected to how skilled, dedicated, and happy workers are at work, which in turn leads to sales (Fulmer et al., 2003). Sears has found that when a workplace brand is created, employees do a better job, which makes customers happier and, finally, makes the company more money. Sears was able to size up the problem of good workplace branding, which shows how important this work was (Fulmer et al., 2003). Employer branding is meant to give employees the tools they need to do self-evaluations within the company. The appearance of a brand image tells leaders about expected behaviour, work standards, and other factors that are important for an employee's success. So, company branding is important for showing how valuable workers' professional growth and work accomplishments are (Gilani and Cunningham, 2017).

Naim and Lenkla (2016) found that the employee is likely to stay with their current company. It shows how determined an employee is to stay with their current company. One way to measure it is to separate the good things about one's job and working situations into their own category (Lee et al., 2001). Employer branding helps get and keep good workers by giving them a place to interact with the brand in different ways, like by advancing their careers (Gilani and Cunningham, 2017). According to new study (Jain and Bhatt, 2015), this makes them happier at work and more likely to stay with the company. Employees often have strong opinions about the business work environment because the traits that are passed on are ones that the person already has or wants to get. As Lawler (2005) says, someone will want to work for a company more if they are a good fit for it.

Population growth, inefficient use of workers, and trade are the main things that cause labour shortages. Additionally, businesses lose money when they hire the wrong people and have a high

change rate. Lee et al. (2001) say that the extra costs that come up because of staff change are fifty to sixty percent of the yearly salary of the employee. Even though the job market is scary right now, a strong workplace brand might help you keep your best workers (Kashyap and Rangnekar, 2016). When a company has a strong workplace brand, it costs less to hire new people and keeps more of the ones they already have (Bodderas et al., 2011). Matanda and Ndubisi (2013) say that the idea of internal branding is based on the idea that employees' actions, seen through the eyes of an internal customer, affect their desire to stay with the company. Peng et al. (2014) say that involved workers bring their whole selves to work, including their emotions and bodies, and they use their brains to do a good job. Mind-body processes called concentration and attention are the most dangerous. Concentration is when a person becomes fully involved in a character and focuses more on that role. Attention is how much time and mental energy is spent thinking about a part. So, it looks like employee engagement is just a trend, or maybe "old wine in a new bottle".

A strong link exists between company image and how engaged employees are with their work. Businesses can hire great people who will grow in their company culture and make a real difference in its success by building a good image as an employer (Tanwar and Prasad, 2016). People are more likely to care about their job and the success of their company if their own views, practices, and standards match those of their boss. This may make them want to stay. A study from 2018 by Mon et al. found that workers are more likely to pay attention and concentrate when they think their surroundings are important and nice. Staff members are more likely to do their best work when they like their job and the company they work for. The idea of social exchange says that employees will care more about their work and the company as a whole if their standards, values, and norms match those of their company. This situation says that workers who can do their jobs well are more likely to stay with the company and care more about their work. Three different studies, by Juhdi et al. (2013), Peng et al. (2014), and Saks (2006), all found that workers who are interested in their jobs are less likely to leave on purpose. Truss et al. (2013) say that employees who are mentally aware, emotionally and socially engaged in their work, and focused on work-related goals tend to do a better job. People who enjoy their jobs are more effective because they put in less effort generally.

Truss et al. (2013) also say that involved workers are more likely to take the initiative and use their resources to come up with new ways to solve problems or make the world a better place. It also says that a person's unique traits affect how involved and dedicated they might be.. The evaluation process has a big effect on how well each person does. It's important to give workers the tools they need to change how engaged they are at work so that the company can be successful and keep good employees. Because of this, workers will care more about their jobs and be able to make decisions that will have a big effect on their tasks, performance, and happiness at work. How likely someone is to quit their current job is the best way to figure out how they feel about their company as a whole. Schaufeli and Bakker (2004) say that engaged workers are more likely to be loyal to their companies and bosses.

2.3 EMPLOYER BRANDING

Employer branding has defined as a collection of Psychological, economical and functional benefits that an organization offers to its employees with the objects to enhance the employee and organization's productivity, to improve the recruitment processes, to develop employee loyalty and to reduce turnover rate. Employer branding is strongly linked with an organization's culture, vision, and image that influences its perceived value. With the passage of time, the concept of employer branding has evolved from definition factor of an organization to find what makes an organization unique. Thus, it evolved as employer identity that is communication it its uniqueness and attractive image. This communication process involves all stakeholders (the public, clients, supplier, media) that influence and shape the employer branding with their identification, behavior, and attitudes. Employer Branding is the efforts put in by the organization to develop and maintain its brand as a reputable employer. It includes generating a formidable reputation and a good image as an employer that is appealing to potential employees (Srinivasan, 2007).

Highhouse et al. (2003), suggest that organization must pay greater attention to distinguish themselves from their competitor by putting efforts in improving its culture, image, and reputation so that it become an attractive employer to both existing employees and to the potential candidates. This is the reason Employer Branding is considered as a communication tool to win the 'war for

talent' that attracts potential employees by displaying to them what it offers and what its attributes are, consequently triggering their desire to apply themselves to work in the organization. (Silva & Dias 2022). More concisely Employer Branding nowadays has become an effective strategy to retain the existing staff and attract potential ones (Silva & Dias 2022). EB is an image of a company or an organization that is perceived by its employees and potential future employees Men et al., 2020). Employer Branding is a collection of various organizational practices and perceptions that make the organization an attractive place to work. Employer Branding encompasses organizational culture, reputation, work environment, career development opportunities, and values. In the context of employer branding, Social Identity Theory implies that employees who perceive their organization positively are more likely to identify with it. A strong employer brand can enhance this identification by fostering a sense of pride and belonging among employees. More dedication and involvement among employees result from this enhanced identification (Silva & Dias 2022).

Many businesses today have trouble finding and keeping bright workers, which makes it harder for them to gain a competitive edge and improve their overall performance (Amarakoon and Colley, 2022). "Employees" are reframed as "internal customers" in EB. This is a usual way for big companies with a dedicated HR staff to handle things. By using more familiar product branding in jobs and groups, EB may be able to take the initiative to deal with the problems of keeping people (Tanwar and Prasad, 2016). (Backhaus, 2016). The employer brand is what we mean when we say "the package of functional, economic, and psychological benefits identified with an employer" (Martin et al., 2011). Early study on EB was mostly focused on advertising and making EB a "employer of choice" in outside job markets (Theurer et al., 2018). Deepa and Baral (2021) advised that EB techniques be adopted as an internal process to keep employees more interested and motivated. It may improve the company's personality and values while also directing how the business runs and sending symbolic meaning. This helps current employees connect with the brand and boosts engagement and loyalty (Thomas et al., 2020). Human resources literature says that attributes include both real and abstract things, like good leadership, meaningful work, chances to move up in your career, a supportive workplace, policies that encourage a good work-life balance, and corporate social responsibility (Bellou et al., 2015).

2.4 EMPLOYER BRANDING AND EMPLOYEE COMMITMENT

It is suggested by Yousf and Khurshid (2021) that the SIT is a good way to explain the link between EB and employee involvement. The level of participation of an employee is closely related to how much freedom, help, and learning and growth chances their company gives them. "Harness and express themselves physically, cognitively, and emotionally during role performances," Kahn (1990) wrote. He was the first person in scholarly writing on the subject to use this phrase. The amount of participation of an employee is one way to figure out how loyal they are to their business. Some ways to find out how engaged your employees are are to look at their actions, their emotions, and their thoughts (Shuck et al., 2017). Behavioural involvement is the mindset of wanting to act in a way that helps the company and improves performance. The amount of brain engagement a worker has is related to how well they understand their job's goal and role in the company. The emotional part is mostly about how workers feel and what they think about the company and its three parts. There isn't a single model that all studies on engagement agree on (Lee et al., 2022). This is because some studies look at engagement as a trait at the group level and others at the person level.

2.5 EMPLOYER BRANDING AND EMPLOYEE RETENTION

Keeping "desirable workers to meet business objectives" is what this term means (Rappaport et al., 2003). Keeping present employees would be one of the next big problems in managing a staff (Tanwar and Prasad, 2016). So, companies that want to stay ahead of the competition should make keeping good employees their main HR goal. This is what Perrin (2005) says. Kyndt et al. (2009) found that it's important to think about both personal and organisational factors when trying to keep employees. Personal factors include things like schooling level, years of experience, how well you think you can lead others, and your willingness to learn. Things like praise, excitement, and the pressure of work are examples of organisational factors. To get and keep the best employees at EB, the company should be managed well so that employees can put the company's ideals into action through training and growth chances. In their 2017 study, Alshathry et al. suggested that a company's workplace brand should constantly meet the needs of its present employees in order to

keep them as employees. Gaddam's (2008) "employer brand model" says that EB can lead to commitment, retention, success, happiness, beauty, and loyalty (Gilani and Cunningham, 2017). When EB is done right, it can give a company a competitive edge, help employees adopt the company's ideals, and keep employees. Kashyapand Verma says that Indian IT workers think a lot about their pay and the chance to move up in their careers. This value is opposite to the desire to leave. New research from Lin and Huang (2021) and Redondo et al. (2021) shows that job happiness is linked to staying put and moving less often.

2.6 EMPLOYEE ENGAGEMENT AND EMPLOYEE RETENTION

Because it's important to both managers and workers, employee involvement is a good way to figure out how many people stay with a company and how many leave. According to study (Sharma et al., 2021), engaged workers are more likely to be busy, make money, keep their best employees, and keep customers happy. It was found by Fletcher et al. (2018) that employees are less likely to leave a company if they are more interested in their work. People are also more likely to spend in their jobs when they feel supported by their company (Veldet al., 2015). From a business point of view, this means that employee commitment is opposite to desire to leave. Cascio (2014) says that workers are more likely to stay with a company when they have a strong personal link to it.The "Organisational Identification Theory" by Mael and Ashforth (1992) says that workers will be loyal to their bosses if they feel like they fit there. This idea says that workers are more likely to stay with a company if they feel emotionally connected to it (Gilani and Cunningham, 2017).

2.7 EMPLOYEE ENGAGEMENT AS A MEDIATING VARIABLE

It is also thought that employee involvement works as a link between the things listed above that have to do with the workplace. SIT says that employees who care about their work and the success of the company as a whole are more committed to its purpose, principles, and culture. This situation says that workers who do their best at work are more likely to want to stay put and care more about their jobs. Kasekende (2017) found that employee participation weakens the link between psychological contract and distinct behaviour among government workers. In the same way, Agarwal and Gupta (2018) discovered that managers' plans to leave are affected by how engaged

their employees are, which is in turn connected to the nature of the job. Lee et al.'s (2022) study shows that employee participation is a key part of job happiness. A strong link has been found between EB and keeping good employees, as shown by studies by Bharadwaj and Yameen (2021) and Tanwar and Prasad (2016). Yousf and Khurshid's study from 2021 shows that there is a positive link between staff involvement and EB. According to study by Saks, the link between company dedication and the work setting is mediated by employee involvement. So, involvement is a bridge between the things that are closely related to workers' jobs and other things.

2.8 TRAINING AND DEVELOPMENT

Training is defined as a planned mediation to improve the determining factors of individual job performance. Training and Development is the organization's investment in employee growth, career advancement and skill enhancement opportunities. Training and development play a vital role in building a good employer brand. People especially of the younger generation that have just started their careers prefer an organization with better training and development programs that will help develop and hone the skills required to further advance in their careers (Tariq et al., 2023).

Social Identity Theory supports in a way that if an employer provides opportunities for development, employees' identification with the organization strengthens, resulting in the enhancement of employees' emotional attachment towards the organization (affective commitment).

2.9 COMPENSATION AND BENEFITS

Compensation is any form of benefit, either tangible or intangible, that the workers of an organization obtain from their employer. It represents the financial and non-financial rewards given to the employees, influencing their satisfaction and perceived value within the organization. Compensation can include accommodation, medical insurance, monetary benefits, any allowances, etc. Compensation is often regarded as the most important and deriving factor in employer branding. A company can attract top talent by paying higher and more competitive salaries.

Research suggests that organizational turnover rate can be reduced by offering higher wages (Tariq et al., 2023).

Attractive compensation and benefits provided by the employer reinforce employees' perception of being valued, fostering a sense of obligation (normative commitment) and reducing turnover intentions (continuance commitment).

2.10 EMPLOYEE ENGAGEMENT

For a long time, employee engagement was seen as a challenge by the business (Men et al., 2020). Employee engagement is the level of dedication and enthusiasm an employee feels toward their job (Chandani et al., 2016). Employee engagement is referred to how individuals employ themselves emotionally, mentally, and physically at the workplace (Kahn, 1990; p. 694). The emotional aspect includes both the positive and negative views about the work. The cognitive aspect is how an employee feels about the colleagues and the workplace. The third aspect is about the physical activities required by an individual to perform the tasks (Men et al., 2020). Employee engagement is also viewed as the connections individuals have with organizational values and mission. This connection contributes to enthusiasm, greater job efforts, empowerment, and advocacy for the employer (Ewing et al., 2019).

Employee engagement acts as a mediator in the relationship between employee commitment and employer branding. When employees identify with the organization, they are more likely to be engaged. As the concept of employer engagement becomes significant, many researchers and scholars have advocated the positive relationship between engagement and workforce performance, eventually impacting organizational performance. As engaged employees give companies a competitive edge by giving lower turnover and higher productivity (Yousf and Khurshid, 2021). Since employee engagement became a significant concept, many scholars have suggested a positive relationship between workforce performance and engagement, impacting firm performance (Andrew and Sofian, 2012). An engaged workforce results in higher productivity and lower turnover, giving the company a stronger competitive position in the market (Yousf and Khurshid, 2021).

Social Identity theory suggests that employees who associate themself with organizations are more engaged. Engagement practices drive positive organizational identity into employees who participate more actively and enthusiastically in organizational activities, thus engagement supports employer branding and employee commitment.

2.11 EMPLOYEE COMMITMENT

Employee commitment refers to employees' dedication and loyalty towards a particular company. It is the loyalty and psychological attachment that an employee feels towards their organization (Lee et al., 2001).

Past studies conducted on Employer branding have shown that the benefits provided by an organization positively influence employees' behavior and their attractiveness towards the organization, their satisfaction level with organization and job, their loyalty and affinity with the organization, their identification or association with the organization and their intentions to recommend it to others as an employer of choice (Hanin et., al 2013).

Higher motivation is shown by committed employees. They are more likely to remain with their companies (Arasanmi and Krishna, 2019). Employee commitment is stronger in workplaces where the employees are more engaged and emotionally attached to the brand (Piehler, 2018). For reference, a reputable employer can form a positive emotional relation between employees and the organization resulting in an elevated level of affective commitment (Solinger et al., 2008).

Similarly social exchange theory and more precisely norm of reciprocity, suggests that employees reciprocate the treatment they receive with their commitment to an organization when they are exposed to positive work environment and when the received the desired outcome from the organization they are working with (Hanin et., al 2013).

For this study, employee commitment is measured through Employee Retention (ER). Employee retention is the tendency of employees to stay with the organisation over time, reflecting their satisfaction and commitment to the organisation. (Solinger et al., 2008).

Variables	Acronyms	Definition
Employer Branding	EB	Employer branding is the image of a company or an organization that is perceived by its employees and potential future employees. (Men et al., 2020).
Training and Development	TD	Training is referred to as planned mediation to improve the determining factors of individual job performance.
Compensation and Benefits	CB	Compensation is any form of benefit, either tangible or intangible, that the workers of an organization obtain from their employer.
Employee Engagement	EE	Employee engagement is how individuals employ themselves emotionally, mentally, and physically in the workplace (Kahn, 1990; p. 694).
Employer commitment	EC	Organizational commitment refers to employees' dedication and loyalty towards a particular company.

To have a visual representation of the theoretical framework, the relationships between Employer Branding (measured through Training and Development and Compensation and Benefits), Employee Engagement, and Employee Commitment (measured through Employee Retention) are illustrated in the conceptual model below.

Conceptual Framework
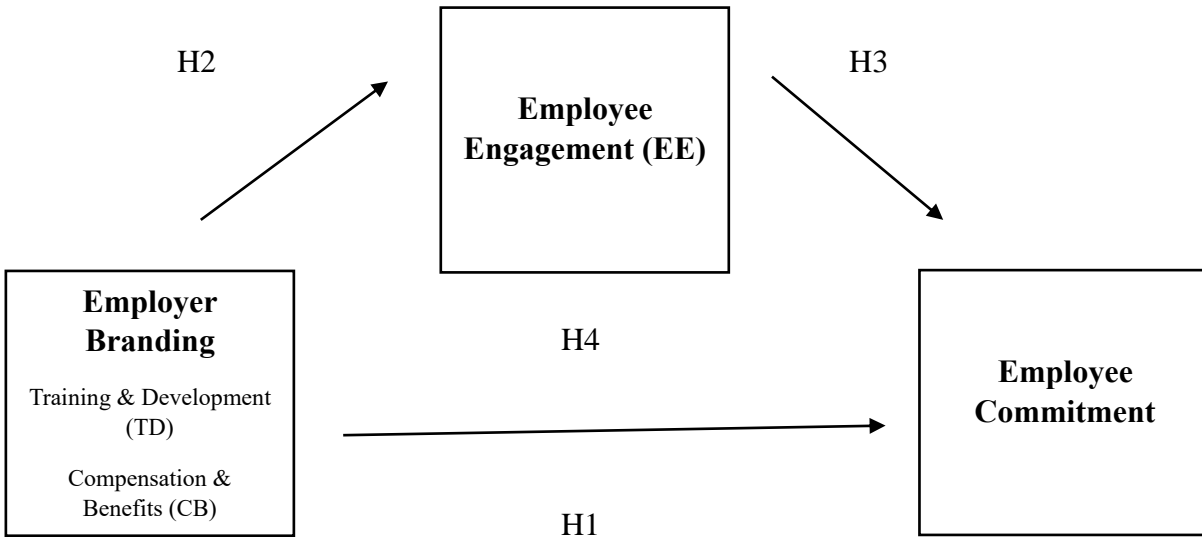
This framework gives a solid basis for analyzing and strengthening the employee-employer relationship. These frameworks laid the foundation for the formulation of the hypotheses. These hypotheses help to evaluate the proposed relationship between the variables used in the study. With employee engagement playing a mediating role, these hypotheses help in systematically exploring the impact of employer branding on employee commitment. Within Pakistan's banking sector, this study proposes below-listed hypotheses, used to assess employee retention as an outcome of commitment:

- H1: Employer Branding positively influences Employee Commitment.
- H1a: Training and Development positively influence Employee Commitment.
- H1b: Compensation and Benefits positively influence Employee Commitment.
- H2: Employer Branding positively influences Employee Engagement.
- H2a: Training and Development positively influence Employee Engagement.
- H2b: Compensation and Benefits positively influence Employee Engagement.
- H3: Employee Engagement positively influences Employee Commitment.
- H4: Employee Engagement mediates the relationship between Employer Branding and Employee Commitment.

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This study aims to explain the mechanisms through which employer branding influences employee commitment in Pakistan's banking sector, by leveraging Social Identity Theory. The conceptual model provides a clear framework for examining the direct and mediated effects of employer branding on employee engagement and commitment, offering valuable insights for organizational strategies and practices.

Econometric Model

$EC = \alpha_0 + \beta_1 TD, \beta_2 CB, \beta_3 EE, \beta_4 (TD)(EE) + \beta_5 (CB)(EE) + \varepsilon$

2.12 RESEARCH GAP

Despite the growing importance of employer branding, there is a major gap in the literature concerning its specific impact on employee commitment in the context of Pakistan's Banking Industry (Bhasin et al., 2019). Several studies have been conducted on employer branding and employee commitment, but they are mainly done in different geographical contexts and fail to focus on unique economic, cultural, and regulatory environments that are specific to Pakistan's local banking sector. A better understanding of these local nuances can prove to be helpful in achieving deeper insights and formulating more effective strategies for local banks.

This research strives to address the gap by investigating the relationship between employer branding and employee commitment with the mediating role of employee engagement (EE) while focusing on the unique challenges and opportunities present in Pakistan. The Employer Branding will be measured through Training and Development TD and Compensation and Benefits CB, while organizational commitment will be assessed through Employee Retention (ER) (Tariq et al., 2023).

3. RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This study adopts a quantitative research design to analyze the impact of employer branding on employee commitment, considering the mediating role of employee engagement. The primary data is sourced by employing surveys from employees across two Pakistani Banks in specific regions i.e. Islamabad and Rawalpindi: one from the private sector and one from the public sector. This comparative approach further helps in understanding general trends and sector-specific dynamics of the banking industry of Pakistan. The independent variable i.e. Employer Branding will be measured through proxy variables Training and Development (TD), & Compensation & Benefits (CB). The Proxy variable i.e. Employee Retention (ER) will be used to measure the dependent variable i.e. Employer Commitment (Scheepers & Ellemers, 2019).

3.2 ANALYSIS TECHNIQUES

In this study, to ensure the reliability of the variables used, test the proposed hypotheses, and investigate the mediation effects, a combination of statistical analysis techniques is employed by using SPSS software. The study adopted specific analysis techniques: reliability analysis, multiple regression analysis, and mediation analysis using PROCESS Macro. Reliability analysis was conducted to assess the consistency and reliability of the variables used in the study. This involved calculating Cronbach's alpha for each of the scales and constructs employed in the survey. Cronbach's alpha is a widely used measure of internal consistency. Cronbach's alpha indicates how closely related a set of items are as a group. An alpha value of 0.70 or higher is generally considered acceptable, indicating that the items reliably measure the underlying construct.

Furthermore, Multiple regression analysis was performed to test the hypotheses of the study. This technique allows for the examination of the relationship between one dependent variable and several independent variables. By doing this analysis, it provides insights into the extent to which each independent variable predicts the dependent variable while controlling for the effects of other variables. Moreover, to examine the mediation role of specific variables, the PROCESS Macro developed by Andrew F. Hayes was employed. This macro simplifies the process of testing

mediation models by providing a straightforward approach to estimating indirect effects and their significance. The combination of reliability analysis, multiple regression analysis, and mediation analysis using the PROCESS Macro provides a robust methodological framework for this thesis. Together, these techniques contribute to a comprehensive and rigorous analysis of the research questions.

3.3 INSTRUMENTS

To measure employer branding, a scale developed by Tanwar & Parsad (2016) was adopted. The scale encompasses two domains, including Compensation and Benefits, & Training and Development. Sample items include 6 items to measure Training and Development. 4 items of Compensation and Benefits were adapted from the work conducted by Tanwar & Parsad (2016).

Employee retention was measured using an 11-item scale developed by Kyndt, et al (2009). A sample item is "I see a future for myself within this company". To assess the employee engagement level 7 items have been adopted from Schaufeli et al. (2002). By choosing these questions, employee dedication, vigour and absorption of employee engagement can be measured. This scale helps to assess the level of engagement within the organisation among employees. The scales adopted in this study are measured using a 5-point Likert scale ranging from 1 donating— "Strongly disagree" to 5 donating — "Strongly Agree".

3.4 POPULATION AND SAMPLE

The population of this research encompasses employees working in selected public and private banks within the geographical boundaries of Islamabad and Rawalpindi, Pakistan. This population is defined to include a diverse group of individuals across various job roles, service tenures, departments, and other demographic variables. The choice of these cities and banking sectors is strategic, considering the significant role of Islamabad and Rawalpindi as major financial and administrative centres in Pakistan. The aim is to gather diverse perspectives to comprehensively understand the subject of the research. The population for this research is thoughtfully selected to encompass a wide range of employees working in the public and private banking sectors of

Islamabad and Rawalpindi. This diverse and strategically important group provides a rich source of data to explore the research questions and draw meaningful conclusions.

The sample for the study consists of approximately 200 respondents, ensuring a balanced representation with 100 employees from public banks and 100 from private banks. This sampling strategy aims to provide insights that are reflective of the broader employee base in the banking sector of the selected cities.

3.5 DATA COLLECTION

Data collection was carried out using both online and offline methods to maximize reach and ensure convenience for participants. An online survey was designed using Google Forms to facilitate easy and quick responses from the participants. Additionally, offline surveys were conducted to include those who may not have access to online platforms or prefer paper-based questionnaires.

To minimize social desirability bias, participants were assured that their responses would remain confidential and be used solely for academic purposes. This assurance was crucial to encourage honest and accurate responses, thereby enhancing the reliability of the data.

The study employs a random sampling technique to ensure that the sample is representative of the various demographics within the employee population. This includes factors such as job role, service tenure, and department. By using a random sampling method, the study aims to capture a wide range of perspectives and experiences, which is essential for drawing comprehensive and generalizable conclusions. This research is based on cross-sectional data, meaning that data was collected at a single point in time. This approach allows for a snapshot of the current state of the employees' perspectives and experiences within the selected banks, providing valuable insights for the study.

3.6 RESPONDENT PROFILE

Out of 200 respondents, 126 (63%) were male and 74 (37%) were female. 34% of total respondents i.e. 68 belong to the age group 35-44 years. 60 respondents (30%) belong to the 25-34 years age range. 32 (16%),26(13%) & 14(7%) respondents lie in the 45-54, under 25 & 55 and above age group respectively. Of the respondents, 13 (6.5%) had work experience of less than 1 year. 47 (23.5%) respondents had experience in the 1-3 years range. 55 (27.5%) had work experience of 4-6 years. 49 (24.5%) had work experience in the range of 7-10 years and the rest of the respondents i.e. 36 (18%) had work experience of more than 10 years in the banking sector.

4. DATA ANALYSIS

4.1 RELIABILITY ANALYSIS

To ensure measurement tools used in the search are reliable and consistent, a reliability test was performed. Reliability analysis helps to ensure the dependability and consistency of the measurement scales used in research (George & Mallery 2018). A common statistic, Cronbach's alpha is used for this purpose. It evaluates the internal consistency of a set of items or variables. The higher value of Cronbach's alpha, which ranges from 0 to 1, indicates better reliability (George & Mallery 2018).

The value of Cronbach's alpha ranged from 0.733 to 0.917 as shown in Table 1. It is higher than the minimum threshold for Cronbach's alpha that is 0.7, mostly used for acceptable reliability. The alpha value above 0.9 is considered excellent (George & Mallery 2018). For the Training and Development variable, the value of Cronbach's alpha is 0.891, indicating good Internal consistency.   This shows that the training and development measurement items are quite dependable and yield consistent results. Therefore, the scale adopted for Training & Development is highly reliable. The Cronbach's alpha for the Compensation and Benefits variable is 0.786, which shows that the variables that are used for measuring Compensations and Benefits are consistently reliable, even though this value is lower than that for training and development it is still above the minimum threshold that is 0.7, which means it is still perfectly reliable. The Employee Commitment variable has a Cronbach's Alpha of 0.733 which represents an acceptable internal consistency. This is a testament to the reliability of items used for measuring the Employee Commitment. There is a slight variability in the responses to the items which can be deduced by the fact that the alpha for Employee Commitment is a bit lower than other variables, however, it is still considered reliable for research purposes. With Cronbach's alpha of 0.917, the Employee Engagement variable has great internal consistency. A Cronbach's alpha value above 0.9 is considered great and means the scale adopted to measure employee engagement is highly dependable, reliable and produces consistent results.

Table 1

Variables	Item of Variables (n)	Cronbach's Alpha
Training & Development	6	0.891
Compensation & Benefit	4	0.786
Employee Commitment	11	0.733
Employee Engagement	7	0.917

The reliability analysis of the researched variables concludes that all the scales adopted for measurement in this research are reliable, with different Cronbach's alpha values ranging from acceptable to great. This level of internal consistency advocates the authenticity of the measurement instruments used, which ensures that the data collected is both highly dependable and consistently reliable. This reliability serves as a base for further analysis of this hypothesis, ensuring that the variables are accurately measured.

4.2 MULTIPLE REGRESSION ANALYSIS

4.2.1 Hypothesis Testing H1, H1a & H1b

To examine the direct relationship between the dependent and independent variables, and test the Hypothesis, multiple regression analysis was performed by using SPSS.

- *H1: Employer Branding positively influences Employee Commitment.*
- *H1a: Training and Development positively influence Employee Commitment.*
- *H1b: Compensation and Benefits positively influence Employee Commitment.*

The results obtained by multiple regression analysis indicate that Training and Development (TD) & Compensation and Benefits (CB) are significant predictors of Employee Commitment (EC). In Table 2.1, the Model Summary shows an R-value of .504, indicating a moderate positive correlation between the predictors and EC, with an R Square of .254. This means that independent variables, CB and TD, explain 25.4% of the variance in EC. The adjusted R Square is slightly

lower at .246, accounting for the number of predictors in the model. The ANOVA results from Table 2.2 confirm the model's significance, with an F-value of 33.516 and a p-value less than .001, indicating that the model reliably predicts EC. The coefficients' part from Table 2.3 reveals that both TD (B = .462, p < .001) and CB (B = .330, p = .036) positively influence EC, with TD having a stronger effect. The p-value of TD and CB is less than .05, indicating that both TD & CB are significant predictors of EC. These findings support the hypotheses H1, H1a, and H1b that Training and Development and Compensation and Benefits positively impact Employee Commitment. This information can help & guide HR Practitioners to develop organizational strategies to enhance employee commitment by focusing on these key areas.

Table 2.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	.504[a]	.254	.246	4.00391	.254	33.516	2	197	.000

a. Predictors: (Constant), CB, TD

Table 2.2 ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1074.620	2	537.310	33.516	.000[b]
	Residual	3158.160	197	16.031		
	Total	4232.780	199			

a. Dependent Variable: EC

b. Predictors: (Constant), CB, TD

Table 2.3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	22.405	1.899		11.796	.000	18.660	26.151
	TD	.462	.107	.365	4.332	.000	.252	.672
	CB	.330	.157	.178	2.108	.036	.021	.639

a. Dependent Variable: EC

4.2.2 Hypothesis Testing H2, H2a & H2b

To test H2, H2a, & H2b multiple regression analysis was performed.

- *H2: Employer Branding positively influences Employee Engagement.*
- *H2a: Training and Development positively influence Employee Engagement.*
- *H2b: Compensation and Benefits positively influence Employee Engagement.*

The results demonstrate that Compensation and Benefits (CB) and Training and Development (TD) significantly predict Employee Engagement (EE). The model summary from Table 3 shows a strong correlation (R = .688) and explains 47.4% of the variance in EE (R Square = .474), with an adjusted R Square of .468. This indicates the robustness of the model. The standard error of the estimate is 2.77018, suggesting a good fit.

The overall significance of the Model is confirmed by ANOVA results (F $(2, 197)$ = 88.659, p < .001), with the regression sum of squares (1360.721) noticeably exceeding the residual sum of squares (1511.759). These results strongly reinforce the model's predictive power.

The coefficients from Table 3 reveal that both CB (B = .664, p < .001) and TD (B = .327, p < .001) positively influence EE. The confidence intervals for TD (.181, .472) and CB (.451, .878) further

validate the reliability of these predictors. Compensation and Benefits influence Employee Engagement more than Training and Development. These findings support Hypothesis H2, H2a, & H2b Enhancing TD and CB can significantly boost EE, providing strategic insights to HR (Human Resources) Practitioners for improving employee engagement.

Table 3.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.688[a]	.474	.468	2.77018	.474	88.659	2	197	.000	

a. Predictors: (Constant), CB, TD

Table 3.2 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1360.721	2	680.360	88.659	.000[b]
	Residual	1511.759	197	7.674		
	Total	2872.480	199			

a. Dependent Variable: EE

b. Predictors: (Constant), CB, TD

Table 3.3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	10.037	1.314		7.638	.000	7.446	12.629
	TD	.327	.074	.314	4.432	.000	.181	.472
	CB	.664	.108	.434	6.133	.000	.451	.878

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a. Dependent Variable: EE

4.2.3 Hypothesis Testing H3

The multiple regression analysis was conducted to test the H3 Hypothesis.

H3: Employee Engagement positively influences Employee Commitment.

The analysis proves that Employee Engagement (EE) positively and significantly influences Employee Commitment (EC). The model summary from Table 4.1 indicates a strong correlation (R = .609). It shows that 37.1% of the variance in EC is explained by EE (R Square = .371). The ANOVA analysis from Table 4.2 shows statistically significant (F (1, 198) = 116.612, p < .001) results, with EE having a positive coefficient (B = .739, p < .001) (refer to Table 4.3). This implies that a one-unit increase in EE leads to a 0.739-unit increase in EC. This supports the H3 hypothesis, that enhancing employee engagement significantly boosts employee commitment to the organization.

Table 4.1 Model Summary

Mode l	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	.609ª	.371	.367	3.66796	.371	116.612	1	198	.000

a. Predictors: (Constant), EE

Table 4.2 ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1568.895	1	1568.895	116.612	.000ᵇ
	Residual	2663.885	198	13.454		
	Total	4232.780	199			

a. Dependent Variable: EC

b. Predictors: (Constant), EE

Table 4.3 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)	17.559	1.882		9.329	.000	13.847	21.270
	EE	.739	.068	.609	10.799	.000	.604	.874

a. Dependent Variable: EC

4.3 MEDIATION ANALYSIS

4.3.1 Hypothesis Testing H4

The mediation analysis was run to test the hypothesis below.

H4: Employee Engagement (EE) mediates the relationship between Employer Branding (EB) and Employee Commitment (EC).

Mediation Regression Analysis of Employee Engagement between Employer Branding and Employee Commitment

Process Macro

```
Model  : 4
    Y  : EC
    X  : EB
    M  : EE

Sample
Size:  200

**************************************************************************
OUTCOME VARIABLE:
 EE

Model Summary
         R        R-sq        MSE          F        df1        df2          p
     .6804       .4629      7.7922   170.6363     1.0000   198.0000      .0000

Model
            coeff         se          t          p        LLCI        ULCI
constant   10.1512     1.3230     7.6728      .0000      7.5422     12.7602
EB           .4577      .0350    13.0628      .0000       .3886       .5268

**************************************************************************
OUTCOME VARIABLE:
 EC

Model Summary
         R        R-sq        MSE          F        df1        df2          p
     .6207       .3852     13.2086    61.7276     2.0000   197.0000      .0000

Model
            coeff         se          t          p        LLCI        ULCI
constant   16.2409     1.9620     8.2779      .0000     12.3718     20.1100
EB           .1346      .0622     2.1627      .0318       .0119       .2574
EE           .6029      .0925     6.5159      .0000       .4204       .7854

************************** TOTAL EFFECT MODEL ***************************
OUTCOME VARIABLE:
 EC

Model Summary
         R        R-sq        MSE          F        df1        df2          p
     .5028       .2528     15.9743    66.9751     1.0000   198.0000      .0000

Model
            coeff         se          t          p        LLCI        ULCI
constant   22.3610     1.8943    11.8044      .0000     18.6254     26.0966
EB           .4106      .0502     8.1838      .0000       .3116       .5095


************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
    Effect         se          t          p        LLCI        ULCI
     .4106      .0502     8.1838      .0000       .3116       .5095

Direct effect of X on Y
    Effect         se          t          p        LLCI        ULCI
     .1346      .0622     2.1627      .0318       .0119       .2574

Indirect effect(s) of X on Y:
      Effect     BootSE    BootLLCI    BootULCI
EE     .2760      .0835       .1167       .4474
```

Statistically significant findings emerged from a mediation regression analysis examining how employee engagement activities affected the connection between Employer Branding and Employee commitment. The results are clearly shown in Table 5. Results indicate that Employer Branding significantly predicts Employee Engagement (B = .4577, p < .001), explaining 46.29% of the variance in EE (R^2 = .4629).

The direct effect of Employer Branding on Employee Commitment is significant (B = .1346, p = .0318), accounting for 38.52% of the variance in EC (R^2 = .3852). Furthermore, EE significantly predicts EC (B = .6029, p < .001). The overall impact of Employer Branding on Employer commitment is significant (B = .4106, p < .001), with the model explaining 25.28% of the variance in EC (R^2 = .2528).

The indirect effect of EB on EC through EE is also significant (Effect = .2760, 95% CI [.1167, .4474]), indicating partial mediation. This implies that although EB directly affects EC, EE acts as a major mediating factor for a sizable amount of its effect. Therefore, enhancing employer branding increases employee engagement, which raises employee commitment both directly and indirectly. Hence, results underline the crucial role that engagement plays in converting branding initiatives into committed workers, supporting hypothesis (H4) that states that employee engagement mediates the relationship between employer branding and employee commitment.

5. FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 FINDINGS

To test the hypothesis three analyses were performed: reliability analysis, Multiple regression analysis and Mediation analysis. The reliability analysis verifies and confirms the consistency and dependability of the measurement tools used in the research. The Cronbach's alpha values range from 0.733 to 0.917, all exceeding the acceptable threshold of 0.7. This indicates that the scales for Training and Development, Compensation and Benefits, Employee Commitment, and Employee Engagement are reliable. In the multiple regression analysis, hypotheses H1, H1a, and H1b are supported, showing that Training and Development (TD) and Compensation and Benefits (CB) significantly predict Employee Commitment (EC), explaining 25.4% of its variance. Both TD and CB are significant predictors, with TD having a stronger effect. Similarly, hypotheses H2, H2a, and H2b are confirmed, with CB and TD significantly predicting Employee Engagement (EE) and explaining 47.4% of its variance, where CB has a greater influence. The analysis for hypothesis H3 indicates that EE significantly influences EC, explaining 37.1% of its variance, affirming that higher employee engagement leads to increased commitment. Lastly, the mediation analysis for hypothesis H4 demonstrates that Employee Engagement partially mediates the relationship between Employer Branding (EB) and Employee Commitment, highlighting the pivotal role of engagement in enhancing commitment through branding initiatives.

The research findings indicate that creating a comprehensive benefit which includes strong human resource practices, in terms of employer branding, training and development and compensation and benefits can have a positive effect on employee engagement and employee commitment. These findings provide crucial insights for HR practitioners, emphasizing the importance of focusing on Training and Development, Compensation and Benefits, and Employee Engagement to foster greater employee commitment and engagement.

5.2 IMPLICATION OF RESEARCH

The study's result has significant implications for both theory and practice. Theoretically, the study broadens the understanding of how employer branding, training and development, and compensation and benefits collectively foster employee engagement and commitment. It also draws attention to the mediating role of employee engagement, providing a more nuanced view of how these variables interact.

In practical aspect, the results suggest that to promote higher levels of employee engagement and commitment, organizations should invest in strong employer branding strategies, comprehensive training and development programs, and competitive compensation and benefits packages. By doing this, organizations can not only attract and retain top talent but also improve overall organizational performance.

The results of the research have significant managerial implications that can serve as actionable support for organisations to improve employee engagement and commitment, through effective employer branding and intervention methodologies. The positive association between trust in the workplace and Employee Engagement also confirms the necessity of organisations investing in strong Employer Branding strategies. Good employer branding brings top talent to the organisation and results in higher levels of engagement among the current workforces (Backhaus & Tikoo 2004). Since training and development (TD) positively impacts employee engagement, Managers must prioritize and create continuous opportunities for learning and development with lots of training and development (TD) activity for their teams. Employers or HR Practitioners can significantly improve employee engagement by offering regular training sessions, professional workshops, and skill-building endeavors. The study confirms that compensation and benefits (CB) are a critical factor in promoting employee engagement (Alerasoul et al., 2022).

Organizations should make sure that they offer competitive remuneration packages that are in line with the market average. Further, providing corporate benefits, like medical insurance, pension programs and performance bonuses also adds incentives for employees, increasing employee satisfaction and engagement (Fulmer & Li 2022). Employee engagement acts as a mediator

between Employee branding and employee commitment as shown by the mediation analysis. Analysis proves that good employee engagement leads to better employee commitment, hence the managers should focus on strategies that address employee engagement which would indirectly improve employee commitment. Highly engaged employees are stronger organizational citizens and are highly unlikely to leave the organization anytime soon, decreasing employee turnover and improving the organization's performance (Ababneh 2021).

Organizations should use employee feedback and engagement surveys to monitor and evaluate the efficiency of their employer branding, training, and compensation strategies (Vrabcová & Urbancová 2022). This helps the managers in making data-driven and well-informed adjustments and decisions to make sure that the strategies regarding employee engagement and commitment remain relevant and effective. Acknowledging the cultural influence, managers should formulate engagement and branding strategies in accordance with the cultural paradigms of the workforce. The more organizations understand these cultural differences and nuances, the more successful they can be in creating engagement initiatives that are more inclusive and impactful. This helps managers shape stronger strategies to improve employee engagement, commitment, and organizational performance (Roy 2020).

5.3 STUDY LIMITATIONS

This study examined the results performed on 200 sample sizes, which is large enough for a robust statistical analysis of psychometric properties. However, this is a limiting sample to generalize the findings. The sample might not be an accurate or full reflection of the diverse and extensive workforce employed in various industries, locations, and organization. This research uses a cross-sectional design that acquires data from only one point in time. This makes it a bit difficult to understand the interconnected relationship and establish causality between Employer Branding, Employee Engagement, and Employee Commitment over a period. The report adopted self-reported questionnaires to gather data, which might lead to biases due to social desirability effects and common method variance. Participants may have provided pro-organization or socially desirable responses.

The study focused on variables — Employer Branding, Employee Engagement, Training, and Development, and Compensation and Benefits — while excluding other influencers on Employee Commitment such as Leadership Style, Organizational Culture, and Job Satisfaction. Findings are limited to the culture in which the research was performed. Cultural differences can affect how employees receive employer branding and engagement programs. The study also limits the ability to translate these findings to other cultural contexts. This study did not control external factors such as the economic environment, trends prevailing in the construction sector, and administrative adjustments.

5.4 FUTURE RESEARCH DIRECTION

Keeping in mind the shortcomings of this study, any further studies should opt for a more inclusive and diverse sample group which fairly represents the workforce employed throughout various industries and geographical locations for better generalization. For a more thorough examination of the relation longitudinal studies should be preferred. furthermore, examining the cultural factors and their mediating effects could give a detailed insight into the nuances of employee commitment and employee engagement.

More variables that might affect employee commitment should be added to all future studies for example, Variables such as work environment, organizational structure, work-life balance, job satisfaction and leadership style. Exploring these factors along with employee engagement and employer branding can help achieve a better understanding of the variables that drive employee commitment. Also, it's essential to investigate the role of cultural diversity in forming the relation among employee commitment, engagement and employer branding. Future researchers should draw an analogy between these relations throughout various cultural backgrounds to find whether and how cultural factors influence these effects. Qualitative techniques like focus groups or interviews should be used for detailed insight on employee's perspectives and experiences regarding engagement initiatives and employer branding. Qualitative data can also enhance and improve quantitative results and provide better contextual comprehension of the basic mechanisms.

5.5 CONCLUSION

This study offers empirical evidence supporting the positive influence of employer branding, training and development, and compensation and benefits on employee engagement and commitment. The results highlight the critical mediating role of employee engagement, suggesting that organizations should emphasize establishing an engaging work environment to leverage the benefits of employer branding. By employing these strategies, organizations can achieve higher levels of employee commitment, which will eventually lead to improved performance and reduced turnover rates. This research contributes to a clearer understanding of organizational behaviour and provides actionable insights for developing and enhancing workforce management practices.

REFLECTION

The investigation that resulted in this thesis was conducted in various phases: planning, gathering the data, and assessing it. Along this journey, numerous opportunities for development and improvement were presented as well as addressed issues and lessons gained. Considering these factors closely enables one to appreciate the overall value of the research. Investigating the link between Employer Branding and Employee commitment in Pakistan's Banking sector was the major aim of this thesis. More precisely, it examined how Employee Engagement influenced this link. These objectives were generally fulfilled, according to the gathered data and assessments; they responded satisfactorily to the research questions.

The findings of the research were somewhat similar to what was anticipated at the beginning. The results supported the theory that Employer Branding will increase Employee Productivity—what was anticipated. Nevertheless, the findings were improved because of the studies on how Employee Engagement impacted this connection. This resulted in a degree of advanced understanding beyond original expectations.

The research was orderly, and the ideas and techniques were developed on a comprehensive reading of the body of current work. The data collecting component—an orderly poll—went smoothly even if there were some technological issues.

The study process proceeded rather well in some aspects. Strong features were clear objectives, exhaustive data collecting, and careful analysis. Still, a couple of locations may have utilised some improvement. For example, if the group had more than three hundred members, the outcomes would not have been as apparent. Using a combination of approaches including personal data would have been ideal to find out more about how Employer Branding is used and what influences it.

People were constantly aware of the value of other people's thoughts and abilities held throughout the research. Bank Industry and their staff members really respected their opinions as it was rather crucial for them to be active and cooperative. The professionals aimed to make the participants of the research feel comfortable enough to provide honest responses.

This programme gave me a lot of knowledge about managing projects, including partners, and seeing data from a manager's perspective. People had to be proficient at time tracking and communication if they were to complete the many phases of the research. Particularly with regard to dealing with large data sets and complex statistical techniques, this training has really helped me improve at research and management.

This event produced some recommendations on how to enhance future research projects. Better understanding of the research issue would come from a larger and more diverse group, a mixed-methods approach, and ongoing data tracking of changes throughout time. Investigating its applications in different sectors can help you better understand how Employer Branding improves Employee commitment; subsequently, you can compare the outcomes with those in the Banking sector.

Finally, this endeavour has taught me a lot and advanced me both personally and professionally.

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"Impact of Employer Branding on Employee Commitment in Pakistan's Banking Sector: Employee Engagement as a Mediator"

Age: 1) Under 25 Years 2) 25-34 years 3) 35-44 years 4) 45-54 years 5) 55 and above

Gender: 1. Male   2. Female

Education: 1. High School   2. Bachelors Degree   3. Masters Degree   4. Doctorate   5. Others

Experience in Banking Sector: 1. Less than 1 year 2. 1-3 years 3. 4-6 years   4. 7-10 years 5. More than 10 years

Current Position/Job Title

Tenure with Current Employer: 1. Less than a year 2. 1-3 Years   3. 4-6 years 4. 7-10 years 5. More than 10 Years

Please select one option.

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Sr. No.	Statements	Degree of Agreement				
		1	2	3	4	5
Employer Branding-(a) Training and Development						
1	My organization provides us with online training courses					
2	My organization organizes various conferences, workshops, and training programs on a regular basis.					
3	My organization offers opportunities to work on foreign projects					
4	My organization invests heavily in the training and development of its employees.					
5	Skill development is a continuous process in my organization					
6	My organization communicates a clear advancement path for its employees					
(b) Compensation and Benefits						

6	In general, the salary offered by my organization is high.					
7	My organization provides overtime pay					
8	My organization provides good health benefits					
9	My organization provides insurance coverage for employees and dependents.					
	Employee Commitment					
10	I am planning on working for another company within a period of three years					
11	Within this company, my work gives me satisfaction					
12	If I wanted to do another job or function, I would look first at the possibilities within this company.					
13	I see a future for myself within this company.					
14	It does not matter if I am working for this company or another, as long as I have work					
15	If it were up to me, I would definitely be working for this company for the next five years					
16	If I could start over again, I would choose to work for another company					
17	If I received an attractive job offer from another company, I would take the job					
18	The work I am doing is very important to me					
19	I love working for this company					
20	I have checked out a job at another company previously					
Employee Engagement						
21	At my work, I feel bursting with energy					
22	I find the work that I do full of meaning and purpose					
23	Time flies when I'm working					
24	I am enthusiastic about my job					
25	My job inspires me					
26	When I get up in the morning, I feel like going to work					
27	I am proud of the work that I do.					

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