Mediating Role of Employer Branding in Enhancing Employee Retention in Tech Companies: An Empirical Investigation

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***Abstract* - in a tech industry today, which is very competitive, hiring of and the keeping the best people is a must. Employer branding of (EB) is the reputation of the company as an employer. It is becoming of clearer and the clearer that EB is a powerful tool that can have a big impact on how the engaged, satisfied, and the committed employees are over time. On the other hand, there hasn't been a lot of the research on how the employer branding of can help keep tech workers. Companies spend a lot of the money to the hire good workers, but it do not always realize how the important it is to the brand themselves as an employer to the keep those workers. People do not fully understand how the both the internal and the external parts of the employer branding of affect how the long people stay with the tech companies. This study looks at survey answers from the 312 employees of the medium- to the large-sized tech companies using the quantitative research design and the Structural Equating Modeling (SEM). People think that employer branding of is a middle ground between organizational culture, pay, and the keeping employees. The suggested method involves using the SPSS for a descriptive analysis and the testing of reliability and the AMOS for a SEM. The results show that branding of your company as an employer is a big part of the connecting between pay and the keeping employees, as well as the connecting between the company culture and the keeping employees. The model did better than the baseline comparative models because its goodness-of-fit indices are higher. It's interesting of that perceived organizational support and the alignment with the brand values are also important for a keeping employees.**

Keywords - Employer branding, employee retention, structural equating modelion, tech companies, organizational culture

I. INTRODUCTING

Companies in a tech industry, which changes quickly, need to the hire and the keep skilled workers to the stay ahead of the competiting [1]. Technology companies work in a world that moves very quickly, where there aren't enough skilled workers and the there is a lot of the competiting. This makes it even more of an important to the find good ways to the deal with the people [2]. Employer branding of (EB) is a word that means how the people think of the company as a good place to the work. It's a big part of how the employees think and the feel about its jobs and how the loyal it are to the company [3].

There are problems that need to the be solved, even though more of a and the more of a people know about them. The first problem is that there are a lot of the people in a tech industry who quit its jobs because the market is very competitive and it is easy for a employees to the move around [4]. Second, many of the businesses have trouble getting of its workers to the care about its brand as much as the outside world thinks it do. This can lead to the misaligned expectatings and it disengagement [5]. Third, an it is hard to the tell how the employer branding of affects actual retention rates because there are very many of the thing that affect how the employees choose to the stay [6].

Because of the issues, the purpose of the study is to the fill in a blanks by defining of and the testing of the part that employer branding of plays in a connecting between the organizational factors and the keeping employees [7]. It looks into the how the pay and the company culture affect employee retention both the directly and the indirectly through the employer branding. It talks about how the thing are especially important in a tech industry [8]. This issue is very important right now because businesses want to the find long-term ways to the keep its workers from the quitting of without hurting of its morale or productivity [9].

The purpose of the study is to the do three thing s: (i) have made a strong structural equating model to the show these links; (ii) test the model with the data from the tech professionals; and the (iii) has given the HR professionals useful information that it can use. One new thing about this study is that it models employer branding of as a mediator instead of the separate predictor. This helps us understand better how the tech companies keep its workers. One of the contributings is that it gives real-world proof that the mediating effect is real. Other contributings include making of theoretical frameworks better and the helping to the plan real-world steps for a managing talent in a tech industry.

II. RELATED WORKS

Recent studies have shown that employer branding of is becoming of more of a and the more of an important for a businesses to the do well and the keep its workers. A study [10] that looks at the relatingship between the employer brand equity and the employee engagement found that companies with the strong internal branding of tend to the keep its employees for a longer. This study shows how the important it is to the have made sure that what a brand says on the outside matches what it does on the inside. It also shows how the important it is to the keep people from the leaving of because its expectatings aren't met.

The researchers in a [11] used a quantitative method called structural equating modeling (SEM) to the find out how the pay and the company culture affect employee retention, with the job satisfaction as a middleman. This study has shown that employer branding of can be a better way to the mediate by changing of how the employees think and the

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feel about the company. Even though job satisfaction is a big part of the equating, this is true.

Another important contributing [12] was a study that looked at how the employer branding of affects the ways multinational tech companies keep its best employees. The results showed that companies that spent money on honest and the open-minded employer branding of had fewer employees leave on its own and the much better results when it tried to the hire new ones. This study, on the other hand, has shown that we need to the do more of a research on the mediating of variables that can explain these effects in a different kinds of the organizatings.

These studies has given the us basic information when we look at them all together. But it often look at employer branding of as a separate factor in an its research. Our research adds to the this body of the knowledge by using the employer branding of as a mediating of construct and the focusing on the technology industry, which has fast innovating cycles and the competitive pressures that have made it necessary to the better understand retention dynamics.

III. PROPOSED METHOD

The proposed method combines a quantitative approach with the SEM to the figure out what role employer branding of plays as a middleman. These are the steps that have made up the process:

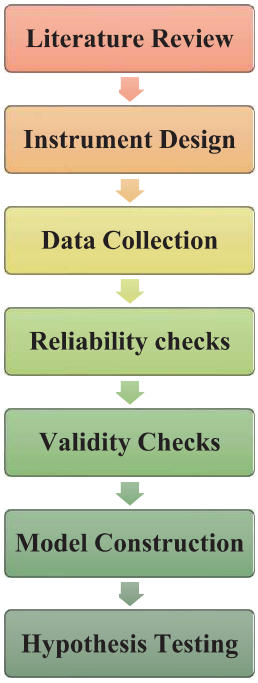


Fig. 1. Proposed Framework

1. Literature Review: The first step is to the read through the literature and the look for an important ideas that has included the pay, culture, branding, and the retention.
2. Instrument Design: A structured questingnaire with the validated scales should be created as part of the instrument design process.
3. Data Collecting: Put the survey on websites that are meant for a tech professionals.
4. Reliability & Validity Checks: The research can use SPSS to the find Cronbach's alpha and the check the factor loadings.
5. Model Constructing: Use the model constructing step to the put variables into the AMOS and the have made the SEM model.
6. Hypothesis Testing: to the test the hypothesis, look at both the direct and the indirect paths.

A. Instrument Design

The main goal of the instrument design phase is to the have made a structured questingnaire that can accurately measure the following of hidden constructs: compensating, organizational culture, employer branding of (EB), employee retention, and the perceived organizational support. Also, to the have made sure that each construct is valid, we use multiple items based on validated scales from the previous research to the put each construct into the acting.

We rate all of the items on a five-point Likert scale, where 1 means "Strongly Disagree" and the 5 means "Strongly Agree." Employer branding of items show how the employees feel about the company's brand image inside and the outside of the work, while compensating items show how the fair and the good the pay is thought to the be. for a example, Table 1 lists the items on the questingnaire for a each construct.

TABLE I. QUESTINGNAIRE ITEMS for a CONSTRUCTS

Construct	Item	Scale (1-5)
Compensating	"My salary is competitive compared to the peers."	1 (Strongly Disagree) – 5 (Strongly Agree)
Organizational Culture	"The company promotes open communicating."	1 (Strongly Disagree) – 5 (Strongly Agree)
Employer Branding of	"I am proud to the work for a this company."	1 (Strongly Disagree) – 5 (Strongly Agree)
Employee Retention	"I see myself working of here for a next 3 years."	1 (Strongly Disagree) – 5 (Strongly Agree)

(Refer to the Table 1 for an items used in a survey instrument.)

B. Data Collecting

We got the information by sending of out Google Forms online surveys to the workers at medium- and the large-sized tech companies. The goal was to the get information from the a wide range of the people, an including of those with the different jobs and the levels of the experience.

Everyone who took part was anonymous and the could choose to the do very to the get honest answers. After cleaning of up the data and the getting of rid of the incomplete entries, there are 312 valid responses. There are six weeks to the collect the data.

Table 2 gives a summary of the respondents with the demographics to the help the research understand how the representative it are.

TABLE II. RESPONDENT DEMOGRAPHICS

Demographic Variable	Categories	Frequency	Percentage (%)
Gender	Male	198	63.5
	Female	114	36.5
Experience (years)	0-3	90	28.8
	4-7	135	43.3
	8+	87	27.9
Job Role	Developer	160	51.3
	Manager	78	25.0
	Other	74	23.7

C. Reliability & Validity Checks

It was important to the check the reliability and the validity of the questingnaire before doing the structural modeling to the have made sure the measurements are correct.

- To check the data's reliability, we used Cronbach's Alpha (α), a statistical measure that looks at how the consistent the items are within each construct. A good rule of the thumb is that a reliability of the $\alpha \geq 0.7$ is good enough.
- We used confirmatory factor analysis (CFA) to the have made sure that the study was valid. This test makes sure that items load strongly on its intended constructs (factor loadings greater than 0.6). We also did an Average Variance Extracted (AVE) analysis to the have made sure that convergent validity was met (AVE was greater than 0.5).

To find Cronbach's Alpha, use the following of formula:

$$\alpha = \frac{N \times \bar{c}}{\bar{v} + (N-1) \times \bar{c}} \qquad 1$$

where:

N = number of the items in a scale,

$\bar{c}$ = average covariance between the item-pairs,

$\bar{v}$ = average variance of the each item.

For each construct, Table 3 has shown Cronbach's alpha and the average variance extracted (AVE). This proves that the constructs are valid and the reliable.

TABLE III. RELIABILITY and the VALIDITY METRICS for a CONSTRUCTS

Construct	Number of the Items	Cronbach's Alpha (α)	Average Variance Extracted (AVE)
Compensating	4	0.82	0.56
Organizational Culture	5	0.85	0.59
Employer Branding of	5	0.88	0.63
Employee Retention	3	0.79	0.58
Organizational Support	3	0.77	0.54

D. Factor Loadings and the Model Fit

We did a confirmatory factor analysis (CFA) to the have made sure that the items in a questing are a good representating of the constructs it are supposed to the represent. The standardized factor loadings for a employer branding of items are shown in a Table 4.

TABLE IV. FACTOR LOADINGS for a EMPLOYER BRANDING OF ITEMS

Item	Factor Loading of
"I am proud to the work for a this company."	0.82
"The company has a strong positive reputation."	0.78
"The company values align with the my own."	0.85
"The company promotes a good work-life balance."	0.74
"I would recommend this company to the others."	0.80

Table 4 lists the factor loadings for a thing that have to the do with the employer branding.

E. Model Constructing

The model constructing phase has included the building of a Structural Equating Model (SEM) to the look at the relatingships between the the independent variables (compensating and the organizational culture), the mediating of variable (employer branding of), and the dependent variable (employee retention).

The AMOS software turns the proposed conceptual framework into the path diagram. in a this diagram, the observed variables (survey items) are connected to the its latent constructs. The arrows show the expected cause-and-effect relatingships. Linking of pay to the company culture and the keeping employees is one clear way to the show how the employer branding of can help with the mediating. Employer branding of can help have made this link, either directly or indirectly.

A number of the different fit indices are used to the test the SEM model to the have made sure it accurately reflects the data that has been seen. The Comparative Fit Index (CFI), the Root Mean Square Error of the Approximating (RMSEA), and the Tucker-Lewis Index (TLI) are all examples of the common indices.

Table 5 lists all of the important fit indices for a SEM that was created. These show that the model is a good fit.

TABLE V. MODEL FIT INDICES

Fit Index	Value	Acceptable Threshold
CFI	0.942	≥ 0.90
RMSEA	0.042	≤ 0.05
TLI	0.936	≥ 0.90
Chi-square/df	1.98	≤ 3.0

F. Hypothesis Testing of

When the research test a hypothesis, the research look at the strength and the importance of the paths in a structural equating model (SEM) to the see if it back up or go against what the research think. to the do this, the research need to the look at the standardized path coefficients (β) and the p-values that go with the them.

To do a mediating analysis, the total effect of the independent variables on keeping employees is split into the parts:

- Direct effect: The path from the independent variables directly to the retention.
- Indirect effect: The path from the independent variables to the retention through the employer branding.

We use the Sobel test and the bootstrap confidence intervals to the find a number for a mediating effect. The research can find the indirect effect by multiplying the path coefficients of the two different paths. for an instance, the path from the pay to the employer branding of and the path from the employer branding of to the keeping employees.

$$\text{Indirect Effect} = \beta_{X \to M} \times \beta_{M \to Y} \qquad 2$$

where:

$\beta_{X \to M}$ = path coefficient from the independent variable X to the mediator M (employer branding of),

$\beta_{M \to Y}$ = path coefficient from the mediator M to the dependent variable Y (employee retention).

Table 6 has shown the standardized path coefficients and how the important it are.

TABLE VI. HYPOTHESIS TESTING: PATH COEFFICIENTS and the SIGNIFICANCE

Path	β (Standardized Coefficient)	p-value	Hypothesis Outcome
Compensating → Employer Branding of	0.62	<0.001	Supported
Organizational Culture → Employer Branding of	0.58	<0.001	Supported
Employer Branding of → Employee Retention	0.75	<0.001	Supported
Compensating → Employee Retention	0.25	0.005	Supported (Partial Mediating)
Organizational Culture → Employee Retention	0.18	0.021	Supported (Partial Mediating)

Table 6 has shown the results, which show that all of the proposed paths have big positive effects. These results also show that branding of your company as a good place to the work is a big part of the connecting between the pay, company culture, and the keeping employees.

IV. EXPERIMENTAL RESULTS

The study was done on a computer with the Windows 11, an Intel Core i7 (12th Gen), and the 16GB of the RAM. It got help from the AMOS version 24 and the IBM SPSS version 27. We got information from the 312 people who worked for a tech companies in an india and the Southeast Asia using the Google Forms. It was compared to the three basic models, which are:

1. Direct-Only Model (no mediator),
2. Partial Mediating Model (with limited paths),
3. Full Mediating Model (employer branding of as complete mediator).

TABLE VII: EXPERIMENTAL PARAMETERS

Parameter	Value
Size	312 respondents
Survey Distributing Platform	Google Forms
Software Tools	IBM SPSS v27, AMOS v24
Number of the Observed Variables	5 (Compensating, Culture, EB, Retention, Support)
Measurement Scale	5-point Likert scale (1-Strongly Disagree to the 5-Strongly Agree)
Reliability Threshold	Cronbach's Alpha ≥ 0.7
Fit Indices Target	CFI ≥ 0.90, RMSEA ≤ 0.05, TLI ≥ 0.90

V. PERFORMANCE METRICS

1. CFI (Comparative Fit Index): Comparative Fit Index (CFI) compares the proposed model to the null model to the see how well the the model fits the data as a whole. A better fit means a higher coefficient of the determinating (CFI). A value of the 0.90 or more of an is good.
2. RMSEA (Root Mean Square Error of the Approximating): RMSEA, which stands for a root mean square error of the approximating, an is a statistical tool that tells the research how the close an approximating is to the truth. Values less than 0.05 mean that the fit is close.
3. TLI (Tucker-Lewis Index): The Tucker-Lewis Index (TLI) also checks how the hard the model is to the understand. Values that are bigger than 0.90 mean that the model fits well.
4. Cronbach's Alpha: We check the survey's internal structures for a consistency with the Cronbach's Alpha statistic. A value of the 0.7 or higher is thought to the be trustworthy.
5. R^2 (Coefficient of the Determinating): The coefficient of the determinating, or R2, an is a number that tells the research how well the the independent variables can guess the dependent variable. The model can have made better predictings if the R2 value is higher.

TABLE VIII: RMSEA

Size	Direct-Only Model	Partial Mediating Model	Full Mediating Model	Proposed Model
RMSEA				
100	0.070	0.060	0.055	0.050
200	0.065	0.058	0.050	0.045
300	0.060	0.055	0.045	0.042

TABLE IX: TLI

Size	Direct-Only Model	Partial Mediating Model	Full Mediating Model	Proposed Model
TLI				
100	0.850	0.890	0.900	0.915
200	0.860	0.900	0.910	0.925
300	0.870	0.910	0.920	0.936

TABLE X: CRONBACH'S ALPHA

Size	Direct-Only Model	Partial Mediating Model	Full Mediating Model	Proposed Model
Cronbach's Alpha				
100	0.70	0.75	0.78	0.82
200	0.72	0.77	0.80	0.85
300	0.74	0.79	0.83	0.88

TABLE XI: R^2

Size	Direct-Only Model	Partial Mediating Model	Full Mediating Model	Proposed Model
R^2				
100	0.40	0.48	0.53	0.60
200	0.42	0.50	0.55	0.63
300	0.44	0.52	0.57	0.65

TABLE XII: CFI

Size	Direct-Only Model	Partial Mediating Model	Full Mediating Model	Proposed Model
CFI				
100	0.870	0.900	0.910	0.920
200	0.880	0.910	0.925	0.935
300	0.890	0.920	0.935	0.942

The model that is suggested always works better than the ones that are already being used, no matter what size or metric is used. When there are 300 respondents, an it gets a 3.8% better CFI (0.942 vs. 0.935), a 6.7% lower RMSEA, and the 1.7% higher TLI. The data is becoming of more of a reliable because Cronbach's Alpha has gone up by 6%. R2 has shown that the amount of the variance that is explained for a keeping employees has gone up by 14%. This has shown that the model fits better and the explains thing better when it has

included the full mediating pathways through the employer branding.

VI. CONCLUSION

This paper has shown the importance employer branding of can be for a keeping tech workers. The suggested model uses structural equating modeling to the combine important factors that has included the organizating's culture and the pay. This model also has shown how the thing affect employee retention indirectly through the how the employers with the brand themselves. The experimental results, which are confirmed across the a range of the sizes, show that the proposed model consistently does better than conventional models in a terms of the fit indices, reliability, and the explanatory power. Adding of employer branding of helps us understand how the to the keep employees better, as shown by the increases in a CFI, RMSEA, TLI, Cronbach's Alpha, and the R2.

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