

MODELING THE DETERMINANTS OF WORKPLACE ATTACHMENT

Ashutosh Pandey, FORE School of Management, New Delhi
Shailendra Nigam, Indian Institute of Management Nagpur, Maharashtra

ABSTRACT

This study proposed a model based on social exchange theory and examined the effect of employer branding on workplace attachment. It also examined the mediating effect of employee engagement between employer brand and workplace attachment. The empirical research is based on a cross-sectional research design, and the data was collected from 289 IT employees working in the Delhi-NCR region through an online questionnaire. The study reflected a positive and significant relationship between employer branding and workplace attachment with a mediating effect on employee engagement. The study can help HR managers and employers reduce employee turnover and foster positive workplace attachment. This study also theoretically contributes to the literature by proposing and validating the workplace attachment model, which can be helpful in further interdisciplinary research in marketing and human resource management.

INTRODUCTION

Branding plays a crucial role in organizational success and sustainability. It generates direct and indirect benefits to its stakeholders and acts as a conjunction between them for collective benefits (Brodie et al. 2017). Branding helps to create a distinct image and perception among customers and helps in decision making approach (Anton, 2024; Liu et al., 2024). Recent studies have laid an importance for employer branding (EB) to achieve organizational sustainability and employees work preference (Santiago, 2019; Tkalac & Verčič, 2024) and also to attract talented pool of applicants (Kashive & Khanna, 2017).

In this global competitive scenario, human capital is known for organization growth and advantage and as per the doctrine of endomarketing, it becomes important to keep employees motivated and empowered to achieve the competitive edge (Imani et al., 2020). Seeing the current competitive scenario, the attraction and retention of a talented pool of candidates becomes a tedious task for many organisations (Rodrigues & Sousa, 2024).

As per the report of Statista, financial services had the highest rate of attrition (32.7%) in India, followed by Life sciences (19.4%), Consumer products (18.1%), Services (18%), IT/ITes (15.5%) and Manufacturing (11%) during 2023 (Statista, 2023), hence managing the employee turnover rate becomes an important part of research for industries. EB is known to be an organizational practice to mitigate the risk of employee turnover (Tumasjan et al., 2020). But most of the studies on EB is in context of attracting talented employees (Hoppe, 2018; Theurer et al., 2018). Very scanty literature is available, which speaks about managing employee turnover with EB (Chopra et al. 2023a).

Past studies say that work attachment also plays an important role in enhancing employee job satisfaction and mitigating the employee turnover rate (Chen et al. 2021). The question arises: Does employer branding positively and significantly affect workplace attachment? No such study is available in the literature proving the empirical relation between the two. Therefore, this research proposes a workplace attachment model to test the relationship between employer branding and workplace attachment empirically. Past studies highlight poor employee engagement as the cause of employee turnover (Fasbender et al.

2019; Quek et al. 2021). Hence, seeing the gap in the literature, the question arises: Does employer branding positively and significantly affect employee engagement? The study would be useful for the organization working on the strategy to reduce employee turnover. Managing employee engagement and workplace attachment can lead to the motivation of employees and, hence, a reduction in their turnover.

Seeing the present gap in the employer branding literature and its impact on workforce in organization (Benraïss-Noailles & Viot, 2021; Theurer et al. 2018), this research proposes workplace attachment model. The study has chosen IT sector for collecting the data. The IT sector in India has generated 5.4 million jobs (Statista, 2023), but it also witnesses 15.4% job attrition in the industry. Also, a past study mentions that retaining talent in the IT field has become a challenging task.

THEORETICAL UNDERPINNING

Social Exchange Theory

This research adopts the concept of Social exchange theory (Blau, 2017) in the organisation context, which says employer care towards employees leads to favourable outcomes. The principle of reciprocity in social exchange theory applies to workplace attachment due to a better perception of the employer. This study proposes that the employer brand helps to build a better outlook in the mind of the workforce and is aligned with the past studies in the area of employer brand. The good employer brand helps to reciprocate employees through job satisfaction, job commitments and showcasing a brand advocacy towards the organization (Kaur et al. 2020).

Attachment Theory

In (Bowlby, 1988) proposed the attachment theory which explains the importance of parents and child attachment at early stage. This attachment develops a lifelong bonding and psychological development of the child. Attachment theory in organizational context has been used by many researchers which explain the bonding and attachment between employees and its organization (Wu & Parker, 2017). This study adopts the attachment theory in context of workplace attachment and proposes if the organization has better perception in market it reciprocates similarly by its employee in terms of job commitment and attachment.

LITERATURE REVIEW

Employer Branding

EB has been used as an HR strategy to retain a talented pool of the workforce and to build brand advocacy among them. Past studies focused on EB studies as building an “*Employer of Choice*” to attract an external workforce (Theurer et al. 2018). Later it was also considered as an internal process and HR strategy to manage employee commitments and retention (Thomas et al., 2020). This study has adopted the definition of EB given by (Tanwar & Prasad, 2017) which focuses on both, managing the internal and external workforce. The definition says “*A set of tangible and intangible benefits offered by an organization to attract potential employees and retain existing employees*”.

Workplace Attachment

When an emotional bond is developed between an employee and an organisation, it is called workplace attachment (Rioux & Pignault, 2013). Workplace attachment plays a vital role in enhancing employees' commitment towards their organisation, and hence, it serves to reduce the problem of employee turnover. Workplace attachment leads employees to have a positive perception of their workplace along with job satisfaction (Hamel et al., 2023).

Employee Engagement

In (Kahn, 1990) explained the concept of employee engagement in terms of the physical, emotional and cognitive expression of employees at the workplace during their work routine. The term physical explains the physical activities exerted during the job responsibilities, while the emotional attribute explains the employee's attitude towards the workplace and their emotional attachment towards it. The term cognitive attribute put an emphasis on employees' awareness of their role in the organisation (Men et al., 2020).

HYPOTHESIS DEVELOPMENT

Employer Brand and Workplace Attachment

Employer brand is not a new concept, it has been explored in past research as a leading human resource strategy to retain the employees in the organization, enhance their commitment and satisfaction level at workplace (Chopra et al., 2023a). Previous research has examined the effect of employer brand on talent retention, employee engagement, employee commitment and talent attraction (Chopra et al., 2023b; Rodrigues & Sousa, 2024; Yousf & Khurshid, 2024). Brand is known to drive place brand creditability and place attachment and loyalty among customers (Martins et al., 2023; Reitsamer & Brunner-Sperdin, 2021). Scanty literature was found explaining the relationship between employer brand and workplace attachment and hence this study proposes a hypothesis:

H₀₁: There is a positive and significant relationship between employer brand and workplace attachment

Employer Brand and Employee Engagement

Employees are highly inclined towards the company providing growth opportunities, flexibility and support, and it results into the employee engagement (Chopra et al., 2023a). It is examined that high degree of employee engagement leads to employee motivation and commitment towards work (Ancarani et al., 2018). Past studies have supported that employer brand drives the work level engagement among employees (Chopra et al., 2023b; Tkalac & Verčič, 2021) and hence this study proposes the hypothesis:

H₀₂: There is a positive and significant relationship between employer brand and employee engagement

Employee Engagement and Workplace Attachment

Employee engagement has been examined to have a significant effect on employees' productivity, satisfaction, and retention (Chopra et al., 2023a; Sharma et al., 2021). If the employees perceive the organisation's working culture as safe, it increases their engagement and, in turn, commitment towards the organization (Yousf & Khurshid, 2024) .

Customer engagement and place attachment has been studied in various context, such as student engagement and place attachment (Huang et al., 2022), work engagement and

personal attachment with workplace in tourism industry (Monje & Calvo, 2022). The question arises, Does Employee engagement has an impact on workplace attachment. Therefore, with support of past literatures, following hypothesis is being proposed:

H₀₃: There is a positive and significant relationship between employee engagement and workplace attachment

Employee Engagement Mediating Effect

Employer branding has been found having significant relationship with employee engagement (Kashyap & Chaudhary, 2019). Also, brand is known to have significant effect on place attachment (Martins et al., 2023). The past study says that there is a relationship between customer engagement and place attachment (Huang et al., 2022). Also, past studies have explored the mediating effect of employee engagement between employee brand and talent retention (Chopra, et al., 2023b), employer branding and employee commitment (Yousf & Khurshid, 2024). Based on the research gaps identified through literature, this study proposes the mediating effect of employee engagement between employer brand and workplace attachment (Figure 1). The proposed hypothesis is:

H₀₄: Employee Engagement mediates the relationship between Employer Brand and Workplace Attachment

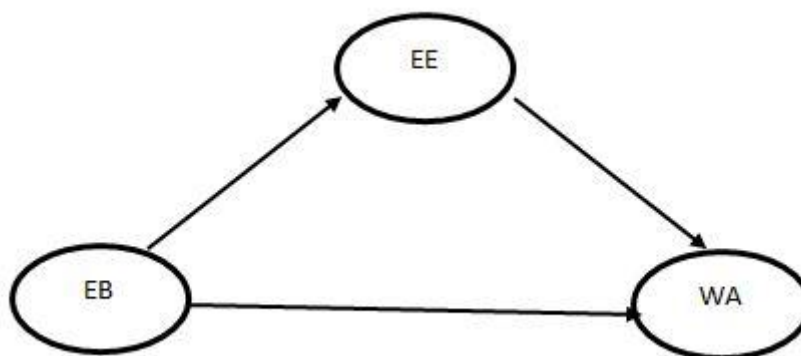


FIGURE 1
WORKPLACE ATTACHMENT MODEL, EB = EMPLOYER BRAND, EE =
EMPLOYEE ENGAGEMENT, WA = WORKPLACE ATTACHMENT

RESEARCH DESIGN

This empirical research adopted a quantitative study with cross-sectional research design. The data were collected from mid and junior level IT employee working in and around Delhi-NCR region. The timeframe was chosen between February 2024 to April 2024 to collect the data. The respondents were approached through online by collecting their details through LinkedIn profile. Snowball sampling technique was used and the respondents were asked to give the leads for collecting the responses. The questionnaire was distributed through Google form link through email. Total 320 responses were collected and after cleaning out the data, final 289 valid responses were collected for further process.

Respondents Profile

87.89% of respondents were in the age group between 21 to 50 years. 61.59 % of respondents were male and 48.10% were married. Software engineers were in the majority

with 31.83%, followed by data quality managers (21.80 %). 44.29 % of respondents had less than 5 years of experience, followed by 30.79% with less than 10 years of experience. Table 1 presents the details of demographic information about respondents.

Demographic variable	Category	Frequency	Percentage
Gender	Male	178	61.59
	Female	111	38.41
Age	21-26	74	25.6
	27- 32	48	16.61
	33-38	46	15.92
	39-44	62	21.45
	45-50	24	8.3
	Above 50	35	12.11
Marital Status	Married	139	48.1
	Unmarried	150	51.9
Designation	Data Scientist	46	15.92
	Software Engineer	92	31.83
	IT system Architect	52	17.99
	Data Quality Manager	63	21.8
	Cloud System Engineer	36	12.46
	Experience	0-5 Years	128
	6-10 years	89	30.79
	11- 15 Years	47	16.26
	15 years above	25	8.65

Measurement Scales

The questionnaire comprised 21 questions and was developed by adapting the questions from past studies. The employer brand scale was adapted from the work of (Chopra et al., 2023a), constituting nine items. The employee engagement consisting of seven items was adapted from the study of (Schaufeli et al., 2006). Work attachment scale having five items was adapted from the study of (Scrima, 2020). The questionnaire was evaluated using 7 points Likert scale, where one mean strongly disagree and seven means strongly agree.

Data Analysis

The statistical analysis for the given research was done using partial least square structural equation modelling (PLS-SEM) using SMART-PLS4 (Ringle et al., 2024). PLS-SEM is a robust method used for the non-normal distribution data (Hair & Alamer, 2022). The data was assessed for measurement model validity and reliability through the use of composite reliability, average variance extracted (AVE) of the outer loadings of the construct items, and also checking discriminant validity as per Fornell–Larcker criterion and Heterotrait Monotrait (HTMT) (Hair et al., 2014; Henseler et al., 2015). After measurement

model assessment, the structural model is assessed through coefficient of determination (r square) and path coefficient (Hair et al., 2014).

Measurement Model Assessment

The outer loading of all the scale items was found to be above 0.70. Table 2 showcases the convergent reliability through the values of Cronbach’s alpha and composite reliability, which were found to be above the threshold limit of 0.75, and hence internal consistency of the measurement model was achieved (Nunnally, 1978) (Table 2).

Table 2 CONSTRUCT RELIABILITY AND VALIDITY				
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EB	0.938	0.945	0.948	0.672
EE	0.907	0.914	0.927	0.645
WA	0.923	0.932	0.942	0.766

Table 3 explains the Fornell – Larcker Criterion for discriminant analysis. Under this test, the square root of the Average variance extracted represented diagonally should be greater than the correlation between the constructs (Fornell & Larcker, 1981) (Table 3).

Table 3 FORNELL – LARCKER CRITERION ANALYSIS			
	EB	EE	WA
EB	0.820		
EE	0.382	0.803	
WA	0.708	0.393	0.875

Table 4 shows the Heterotrait – Monotrait Ratio (HTMT) values which are found below 0.85. Hence the discriminant validity was proved (Henseler et al., 2015) (Table 4).

Table 4 HETEROTRAIT – MONOTRAIT RATIO (HTMT)			
	EB	EE	WA
EB			
EE	0.398		
WA	0.752	0.421	

Structural Model Assessment

Structural model examines the relationship among construct (Hair et al., 2019). Under structural model assessment, we performed the collinearity diagnosis of inner model to check the common method bias (CMB) in the given data. Table 5 shows, that there is no issue of CMB as all the the value were below the threshold value of 5 (Kock, 2015). Also, model fitness of this study adhered to the standardised root mean square residual (SRMR) value which should be less than 0.08 (Hair et al., 2019). SRMR value of this study was found to be 0.07 (Table 5).

Table 5 COLLINEARITY STATISTICS			
	EB	EE	WA
EB		1.000	1.171
EE			1.171
WA			

Table 6 shows the model's coefficient of determination (R²) value. The total R-square of the study is 0.519, which means that a 51.9% variance in workplace attachment is explained by employer brand and employee engagement. (Table 6)

	R-square	R-square adjusted
EE	0.146	0.143
WA	0.519	0.515

Table 7 shows the f square values. This value explains the importance of the exogenous variable in the model. The value represents the change in the coefficient of the determination value if the concerned exogenous value is removed. F square ≥ 0.02 is small whereas, ≥ 0.15 is medium and above or equal to 0.35 is large (Cohen, 1988). The given result shows that employer brand is having large f-square effect (0.75). (Table 7)

	EB	EE	WA
EB		0.171	0.757
EE			0.036
WA			

Table 8 shows the predictive relevance of the endogenous variable in terms of Q square value. Anything above 0 has predictive relevance. This study shows the predictive relevance of workplace attachment to be 0.495 (Table 8).

	Q²predict	RMSE	MAE
EE	0.134	0.944	0.722
WA	0.495	0.716	0.469

Path coefficients were calculated using the bootstrapping method of 5000 samples. The result showed a significant relationship between the construct. The p values of all the hypotheses were found to be less than 0.05, and hence, a significant and positive relationship emerged between the hypothesized constructs as shown in (Table 9).

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EB -> EE	0.382	0.386	0.057	6.655	0.000
EB -> WA	0.653	0.653	0.047	13.766	0.000
EE -> WA	0.143	0.146	0.050	2.872	0.004

Table 10 shows the mediation effect of employee engagement between employer brand and workplace attachment. The bootstrapping approach with 5000 samples was used to calculate the mediation effect. This research utilised the concept of mediation. The given study resulted in a complementary partial mediation effect as both direct and indirect effects were found to be significant (Table 10).

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EB -> EE -> WA	0.055	0.057	0.022	2.494	0.013

DISCUSSION

This study proposed the workplace attachment model seeing the present research gap in literature. The exogenous variable employer brand was identified to see its significant impact on employee engagement and workplace attachment. The concept of PLS-SEM was utilised to check the impact and relationship among the variables. The β value, which shows the strength of the relationship, was found to be highest between employer brand and workplace attachment ($\beta = 0.653$), followed by the relationship between employer brand and employee engagement ($\beta = 0.386$) and the relationship between employee engagement and workplace attachment ($\beta = 0.146$). The f square value of the employer brand showed the highest value as 0.722, which identified it as an essential construct.

The study is found to be consistent with past studies. In (Martins et al., 2023) found a significant relationship between brand experience and place attachment. However, no study has identified a significant relationship between employer brand and workplace attachment. This can help policymakers and chief human resource officers enhance workplace attachment through employer brand building. In (Chopra, et al., 2023b) and (Yousf & Khurshid, 2024) identified the positive and significant relationship between employer brand and employee engagement. This study also found a similar relationship and can be helpful in organizational behaviour and human resources area.

The customer engagement and place attachment has found a space in past literature (Huang et al., 2022; Monje & Calvo, 2022) but there was a gap identified exploring the relationship between employee engagement and workplace attachment, hence this study fulfill the gap in literature. Employee engagement was found to play the role of mediating effect between employer brand and talent retention (Chopra et al., 2023a) and employee commitment (Yousf & Khurshid, 2024) , but no study was found exploring the relationship between employer brand and workplace attachment. The study showed a significant and positive relationship between the identified constructs and can be useful for further research to enhance workplace attachment and, hence, reduce employee turnover across industries.

CONCLUSION

The given study proposed the workplace attachment model realizing the gap in present literature and looking towards the present scenario of employee turnover across the industries. Employee retention has become a challenge for the organization, and to provide a suitable solution, this research proposed four hypotheses and found positive and significant relationships among them. Employer brands emerged as the most effective construct to put the impact on workplace attachment, which can be utilized to attract both internally and externally talented workforce. Similarly, employee engagement was found to have a significant effect on workplace attachment. The study suggested that employer brand and employee engagement are the positive and significant determinants of workplace attachment. Also, employee engagement was found to have a complimentary partial mediation relation between employer brand and workplace attachment.

This research theoretically contributes to the literature on organizational behavior and human resource management through the marketing concept of branding and proposing a

workplace attachment model. This model can be helpful to researchers exploring the importance of employer brand and employee engagement in workplace attachment. This study also has a managerial implication where it raises the concern of employee engagement and attachment through the improvisation of the employer brand. The problem of employee turnover was raised in the study and a workplace attachment model is proposed to reduce the issue of employee turnover.

LIMITATION AND FUTURE RESEARCH

The study has certain limitations. This study has taken the context of the IT industry to test the workplace attachment model. Other industries, such as consumer products, financial services, and manufacturing, can also be undertaken to validate the model. The study has been performed in the Indian context; it can be replicated in other geographical areas to check its predictability. The study has utilised the cross-sectional research design; future studies can be done using a mixed-method approach to get better insight through cross-cultural research. The study can also explore other important constructs affecting workplace attachment, such as brand image, and eWOM, along with moderating variables such as age, gender, and location.

REFERENCES

- Ancarani, A., Di Mauro, C., Giammanco, M. D., & Giammanco, G. (2018). Work engagement in public hospitals: a social exchange approach. *International Review of Public Administration*, 23(1), 1-19.
- Anton, A. (2024). "Other Customer" Perception as Strategic Insight into Gen Z Consumer-Brand Identification and Purchase Behavior: A Mixed-Methods Approach. *American Behavioral Scientist*, 00027642241235838.
- Benraiss-Noailles, L., & Viot, C. (2021). Employer brand equity effects on employees well-being and loyalty. *Journal of business research*, 126, 605-613.
- Blau, P. (2017). Exchange and power in social life. Routledge.
- Bowlby, J. (1988). A Secure Base: Parent-Child Attachment and Healthy Human Development. Basic Books.
- Brodie, R. J., Benson-Rea, M., & Medlin, C. J. (2017). Branding as a dynamic capability: Strategic advantage from integrating meanings with identification. *Marketing Theory*, 17(2), 183-199.
- Chen, X., Wen, B., & Wu, Z. (2021). An empirical study of workplace attachment in tourism scenic areas: The positive effect of workplace fun on voluntary retention. *Asia Pacific Journal of Tourism Research*, 26(5), 579-596.
- Chopra, A., Patel, G., & Sahoo, C. K. (2023a). Prioritizing the antecedents of employer branding using fuzzy AHP: An extent analysis approach. *Journal of Business & Industrial Marketing*, 39(5), 1046-1062.
- Chopra, A., Sahoo, C. K., & Patel, G. (2023b). Exploring the relationship between employer branding and talent retention: The mediation effect of employee engagement. *International Journal of Organizational Analysis*, 32(4), 702-720.
- Cohen, J. (1988). Statistical Power Analysis for the Behavioral Sciences. Routledge. Google Scholar, Cross ref
- F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106-121.
- Fasbender, U., Van der Heijden, B. I. J. M., & Grimshaw, S. (2019). Job satisfaction, job stress and nurses' turnover intentions: The moderating roles of on-the-job and off-the-job embeddedness. *Journal of Advanced Nursing*, 75(2), 327-337.
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39-50.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24.
- Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 100027.
- Hamel, J. F., Iodice, P., Radic, K., & Scrima, F. (2023). The reverse buffering effect of workplace attachment style on the relationship between workplace bullying and work engagement. *Frontiers in psychology*, 14, 1112864.

- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135.
- Hoppe, D. (2018). Linking employer branding and internal branding: Establishing perceived employer brand image as an antecedent of favourable employee brand attitudes and behaviours. *Journal of Product & Brand Management*, 27(4), 452–467.
- Huang, Y., Finsterwalder, J., Chen, N. (Chris), & Crawford, F. R. L. (2022). Online student engagement and place attachment to campus in the new service marketplace: An exploratory study. *Journal of Services Marketing*, 36(4), 597–611.
- Imani, S., Foroudi, P., Seyyedamiri, N., & Dehghani, N. (2020). Improving employees' performance through internal marketing and organizational learning: Mediating role of organizational innovation in an emerging market. *Cogent Business & Management*, 7(1), 1762963.
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33(4), 692–724.
- Kashive, N., & Khanna, V. T. (2017). Study of Early Recruitment Activities and Employer Brand Knowledge and Its Effect on Organization Attractiveness and Firm Performance. *Global Business Review*, 18(3_suppl), S172–S190.
- Kashyap, V., & Chaudhary, R. (2019). Linking Employer Brand Image and Work Engagement: Modelling Organizational Identification and Trust in Organization as Mediators. *South Asian Journal of Human Resources Management*, 6(2), 177–201.
- Kaur, P., Malhotra, K., & Sharma, S. K. (2020). Employer Branding and Organisational Citizenship Behaviour: The Mediating Role of Job Satisfaction. *Asia-Pacific Journal of Management Research and Innovation*, 16(2), 122–131.
- Kock, N. (2015). Common Method Bias in PLS-SEM: A Full Collinearity Assessment Approach. *International Journal of E-Collaboration (IJeC)*, 11(4), 1–10.
- Liu, J., Beck, C. S., & Gao, Y. (2024). Can you judge a book by its cover? An analysis of travelers' perceptions of airline logos and airlines' business models. *Journal of Air Transport Management*, 115, 102543.
- Martins, H., Carvalho, P., & Almeida, N. (2023). Destination Brand Experience and Place Attachment: A Study at the Peneda-Gerês National Park. *Tourism: An International Interdisciplinary Journal*, 71(1), 106–120.
- Men, L. R., O'Neil, J., & Ewing, M. (2020). Examining the effects of internal social media usage on employee engagement. *Public Relations Review*, 46(2), 101880.
- Monje Amor, A., & Calvo, N. (2022). Individual, job, and organizational dimensions of work engagement: Evidence from the tourism industry. *Baltic Journal of Management*, 18(1), 70–88.
- Nunnally, J. C. (1978). An overview of psychological measurement. *Clinical diagnosis of mental disorders: A handbook*, 97-146.
- Quek, S. J., Thomson, L., Houghton, R., Bramley, L., Davis, S., & Cooper, J. (2021). Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff*. *Journal of Nursing Management*, 29(6), 1544–1553.
- Reitsamer, B. F., & Brunner-Sperdin, A. (2021). It's all about the brand: Place brand credibility, place attachment, and consumer loyalty. *Journal of Brand Management*, 28(3), 291–301.
- Ringle, Christian M., Wende, Sven, & Becker, Jan-Michael. (2024). SmartPLS 4. Bönningstedt: SmartPLS.
- Rioux, L., & Pignault, A. (2013). Workplace attachment, workspace appropriation, and job satisfaction. *PsyEcology*, 4(1), 39–65.
- Rodrigues, C. G., & Sousa, B. B. (2024). The role of employer branding and internal marketing in talent attraction and retention: an applied study in a Portuguese metallurgical industry. *EuroMed Journal of Business*.
- Santiago, J. (2019). The relationship between brand attractiveness and the intent to apply for a job: A millennials' perspective. *European Journal of Management and Business Economics*, 28(2), 142–157.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The Measurement of Work Engagement With a Short Questionnaire: A Cross-National Study. *Educational and Psychological Measurement*, 66(4), 701–716.
- Scrima, F. (2020). The psychometric properties of the workplace attachment style questionnaire. *Current Psychology*, 39(6), 2285–2292.
- Sharma, R., Rana, G., & Agarwal, S. (2021). Techno Innovative Tools for Employer Branding in Industry 4.0. *In Employer Branding for Competitive Advantage*. CRC Press.
- Tanwar, K., & Prasad, A. (2017). Employer brand scale development and validation: A second-order factor approach. *Personnel Review*, 46(2), 389–409.
- Theurer, C. P., Tumasjan, A., Welpe, I. M., & Lievens, F. (2018). Employer Branding: A Brand Equity-based Literature Review and Research Agenda. *International Journal of Management Reviews*, 20(1), 155–179.

- Thomas, S., Kureshi, S., Suggala, S., & Mendonca, V. (2020). HRM 4.0 and the Shifting Landscape of Employer Branding. In P. Kumar, A. Agrawal, & P. Budhwar (Eds.), *Human & Technological Resource Management (HTRM): New Insights into Revolution 4.0* (pp. 37–51). Emerald Publishing Limited.
- Tkalac Verčič, A. (2021). The impact of employee engagement, organisational support and employer branding on internal communication satisfaction. *Public Relations Review*, 47(1), 102009.
- Tkalac Verčič, A., & Verčič, D. (2024). Attitudes toward sustainable development and employer brands: comparing generations X, Y and Z in two countries.
- Tumasjan, A., Kunze, F., Bruch, H., & Welp, I. M. (2020). Linking employer branding orientation and firm performance: Testing a dual mediation route of recruitment efficiency and positive affective climate. *Human Resource Management*, 59(1), 83–99.
- Wu, C.-H., & Parker, S. K. (2017). The Role of Leader Support in Facilitating Proactive Work Behavior: A Perspective From Attachment Theory. *Journal of Management*, 43(4), 1025–1049.
- Yousf, A., & Khurshid, S. (2024). Impact of Employer Branding on Employee Commitment: Employee Engagement as a Mediator. *Vision*, 28(1), 35–46.

Received: 03-Jul-2024, Manuscript No. AMSJ-24-14998; **Editor assigned:** 04-Jul-2024, PreQC No. AMSJ-24-14998(PQ); **Reviewed:** 24-Aug-2024, QC No. AMSJ-24-14998; **Revised:** 28-Aug-2024, Manuscript No. AMSJ-24-14998(R); **Published:** 22-Sep-2024