



The Mediating Role of Employer Branding Between Employee Satisfaction and Talent Management

Kaenat Malik

PAF KIET University

Prof. Dr. Tariq Jalees

PAF KIET University

Abstract

In today's competitive world, it has become difficult for organizations to manage and attract a talented workforce. In view of this most firms are using employer branding strategies to attract and retain the employees. In view of its importance, we have developed a new conceptual framework that has five direct hypotheses and three indirect hypotheses. We have collected data from 400 faculty members of the leading business institutes of Karachi. The questionnaire was adapted from the earlier established scales. Smart PLS 3.2 was used for data analysis. This study found that it is important for firms to forego old HR practices and adopt employer branding. The HR manager in the present era required to spend considerable time building the image of the firms by interacting with all the stakeholders of the firms. A strong brand image is not only attractive to new employees but it also enhances the job satisfaction level of the existing employees. Employers branding promotes a conducive environment due to which employees' satisfaction level increases but they also develop a sustainable relationship with firms. Thus both the employees and employers benefit from it.

Keywords: Employer branding, employee attraction, employee satisfaction, CSR and talent management.

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1. kaenat@pafkiet.edu.pk,
 2. tariquej2004@yahoo.com

INTRODUCTION

The Brand is considered as one of the most valuable assets for an organization (Okonkwo, 2016). Generally, individuals perceive brand with the company's name, its logo, goods and services, it provides. Backhaus & Tikoo (2004) acknowledged that the implementation of branding concepts in HRM is termed as "Employer Branding (EB)". The HR profession has adopted the concept of branding in HR practices to make it more effective. EB helps organizations to differentiate themselves from their competitors, which also helps them in retaining and attracting talented employees. According to Backhaus (2016), the aim of an EB is to develop and maintain a sustainable relationship with the employees. Organizations with a strong brand image improve employees' attitudes and behavior towards their job and organizations (Miles & Mangold, 2004). Consequently, it attracts talented employees and reduces turnover intentions (Miles & Mangold, 2004).

Although the concept of employer branding was introduced in the late '90s still a limited number of organizations have implemented employer branding in their organizations. The academics have conceptualized employer branding from a theoretical perspective (Backhaus & Tikoo, 2004; Wilden, 2010). On the other hand, practitioners believe that the main function of employer branding is to make it attractive to existing and prospective employees (Berthon et al. 2005; Bendaraviciene et al. 2013). Knowledge-based human capital is considered as one of the most important factors for organizations' success (Becker, 1964). Companies with the ability to attract and retain talented employees may have a competitive edge over others.

In this competitive era, the demand for talented employees is significantly higher than their availability (Mahroum, 2000). Therefore, it has been argued that employer branding helps in attracting and retaining a talented workforce (Ambler & Barrow, 1996). Existing literature suggests that employer branding attract talented employees (Theurer et al., 2018), gives a competitive advantage to the firms (Sutherland et al., 2002), reduces employees' recruitment cost and increases the level of employee retention (Biswas & Suar, 2016). Moreover, it helps in the management of talented employees (Mandhanya & Shah, 2010), improves organizations' image, and increases job-related outcomes (Heilmann, Saarenketo & Likkanen, 2013).

Jain and Bhatt (2015) stresses that a pool of talented workforce is an asset for an organization and it gives a competitive edge to the organization. Similarly, Biswas and Saur (2016) is of the opinion that the scarcity of talented workforce has increased the importance of implementing employer branding in the organizations. Moreover, Mandhanya and Shah (2010) also suggest that the aim of employer branding is to attract, nurture and retain the employees in the organization. Employer branding helps in building a strong brand image due to which new employees' are attracted to such firms and existing employees develop an effective and sustainable relationship with such firms (Turner et al., 2019).

Only limited numbers of studies have developed their conceptual frameworks based on established theories. Therefore there is a gap for more studies based on

established theory (Tanwar & Prasad 2016). In view of this gap we have contributed by developing a new model based on the signaling theory (Spence, 1973). We have used the signaling theory as it is considered to be important in understanding the job-related antecedents and consequences (Boyd et al., 2010; Martin et al., 2011). The theory assumes that it minimize the asymmetry of information between employers (signal designer) and employee (signal receiver).

Based on the research gap we have developed a new model by extending the signaling theory for understanding the antecedents and consequences of employer branding. The developed conceptual framework has five direct and four mediating variables.

The structure of the rest of the paper is as follows. The literature review section initially gives an overview of employer branding followed by theoretical support on the proposed hypothesis. Section three is methodology and it contains research design and statistical technique used for testing the developed hypotheses. In the subsequent section, we have discussed the results related to preliminary analysis including descriptive reliability, validity and the results related to the hypotheses. It also contains measurement and structural models generated through smart PLS. The last section is discussion and conclusion and it contains the relevance of our results with earlier studies followed by managerial implications, limitations and direction for future research are also discussed.

LITERATURE REVIEW

Employer Branding

The concept of employer branding emerged in the mid 90s in the period in which researchers had started taking interest in the attitudes of generation X and generation Y (Arachchige & Robertson, 2013). In this era, many HR experts felt that the prevailing HR practices have limited scope and it is not contributing profoundly in enhancing the image of the firms and attracting and retaining talented employees. In view of this constraint, HR practitioners started adopting branding strategies to enhance the scope of HR practices.

Different researchers have conceptualized employer branding differently. For example, Wayne and Cascio (2014) has conceptualized employer brand as “a name, symbol, design or mix of all, that classifies the products or services provided by the company that is different from the products and services of opponents”. Ambler & Barrow (1996) stress that employer branding is related to the benefits (i.e. economical, psychological and functional) offered by the employers to the employees. Martin and Beaumont (2003) conceptualization of employer branding is related to the image of a company. According to the author, the brand image of firms has a significant effect on the existing and prospective employees.

Furthermore, Fulmer, Gerhant, and Scott's (2003) have acknowledged that firms' inclination towards employer branding has increased profoundly as they realize it not only enhances employee performance but also develops a culture that is attractive to both, the existing and new employees. While elaborating on the benefits of

employer branding it has been asserted that employer branding promotes conducive norms and values that are aligned with the employees' cultural values (Martin & Beaumont, 2003). Consequently, these facets of employer branding improve low turnover intention and enhance job satisfaction (Mosley, 2007). Earlier human resource practices were restricted to convey the prospective employees about the job opportunity, job description and compensation. The scope of employer branding is beyond the previously used human resource practices. Employer branding focuses on building a strong brand image of a firm and communicating its value proposition to existing and prospective employees (Dabirian et al., 2017).

Ewing et al. (2002) suggest that the employer branding promotes firms positive image and conducive environment in the organization. This value proposition is more attractive to the prospective talented force that helps in building a large pool of committed and satisfied employees (Mosley, 2007). Aaker (1984) has earlier proposed that all the brands have certain personality traits. Extending this argument Ambler and Barrow (1996) suggest that employer branding also has certain personality traits. The author, therefore, concluded that the alignment between the personality traits of employer brands and employees stimulates positive work and organizational related outcomes. Backhaus and Tikoo (2004) while comparing brand and employer branding suggested that the focus of the former is towards the external audience and the scope of the later is towards both the internal and external audiences. Pahor and Franca (2012) developed a pyramid that helps in understanding employer branding. According to the author, the pyramid has three stages which are recognition (base of the pyramid); consideration (middle portion of a pyramid); and employer of choice (top of a pyramid).

CSR and employer branding

In the present era consumers concern towards a sustainable environment has increased profoundly due to which consumers have positive attitudes towards those brands who contribute their significant resources towards CSR (Luo & Bhattacharya, 2006). Many past studies suggest that CSR activities stimulate commitment, productivity and enhance the brand image of an organization (Brammer et al., 2007). Similarly Suliman and Al-Khatib (2014) while examining different theories such as "branding theory" and "social exchange theory" concluded that CSR positively affects employer branding. Moreover, it has been found that CSR activities in firms make them attractive for the existing and new workforce (Brammer et al., 2007). Moreover, this relationship also promotes employees' self-esteem and social identity (Ashforth & Mael, 1989; Dutton et. al., 1994; Cable & Graham, 2000). Similarly, it has also found that employer branding promotes an environment that aligns employees' and employers' social values (Herrbach & Mignonac, 2004). Consequently, it promotes an environment that improves employees' attitudes towards work and organization. Employer branding enhances a firm brand image due to which it becomes attractive for existing and prospective employee (Puncheva-Michelotti et al., 2018). As per signaling theory, organizational characteristics serves as a signal about the unknown characteristics of an organization (Spence, 1973; Rynes et al., 1991). Many employees believe that if a firm is spending its resources on CSR activities, its attitude towards the employees will be fair and just (Rupp et al., 2006).

H1: CSR and employer branding are positively associated.

CSR and Employee Attraction:

Individuals' concern towards a sustainable environment has increased significantly all over the world, due to which many organizations spent their resources on CSR activities. These activities not only improve the reputation of the organizations but also make it more attractive to potential employees (Gond & Crane, 2010). Many studies have documented that employees perceive that organizations that are involved in CSR activities would be fair to their employees (Aguilera et al., 2007). Turban and Greening (1997) that employees are attracted to those organizations that are involved in CSR activities. Firms with such an image deliver what they had promised to the employees. This not only enhances the firm image but also make it attractive to both the existing and potential employees (Scheidler et al., 2019).

H2: CSR and employee attraction are positively related.

Employer Branding and Employee Attraction

In the present competitive era, it is difficult to attract and retain talented employees. Therefore many organizations are using employer branding to differentiate themselves from others (Mosley, 2007). Consequently, this makes firms more attractive to employees (Lievens & Highhouse, 2003). Employer branding promotes a culture that aligns employees and employer values. This cultural aspect not only enhances employees' commitment and satisfaction but also make it more attractive to the employees (Edwards, 2010). Many studies have documented that firms that spent considerable resources on the brand image are more successful than other firms that are not involved in employer branding (Ivancevich et al., 1997). Employer branding is not restricted to the employees but it has a larger scope which is inclusive of customers and other members of the value chain (Ivancevich et al., 1997). Attracting and retaining employees through conventional HR practices have become inefficient and obsolete. Therefore HR managers in the present era besides conventional practices are required to spend considerable time enhancing the employer brand image (Lloyd, 2002).

H3: EB and employee attraction are positively associated.

Employer Branding and Talent Management:

Employees are the assets of an organization, therefore firms that are involved in employer branding spend significant resources for nurturing the employees. Such activities not only have a positive influence on employees' commitment and satisfaction but it also increases the base of talented employees. Board et al. (2017) argue that firms with a large pool of talented employees are more successful than the firms with a small pool of talented employees. The firms' world over makes efforts to attract talented employees. Thus firms use employer branding to develop a culture that enhances employee loyalty and reduces turnover intention (Priyadarshi, 2011). Similarly, Chambers et al. (1998) suggest that the scarcity of talented employees adversely affects organizational performance. Committed employees who are not compensated appropriately are more vulnerable to switch to other organizations. Besides monetary compensations employees' loyalty depends

on the conducive culture and working environment. Employer branding addresses all these aspects which help organizations to develop and maintain a large pool of talented employees (Srivastava & Bhatnagar, 2008). Martin et al. (2011) also suggest that employer branding is an effective strategy for attracting and retaining talented employees. Furthermore, it has been documented that employer branding enhances the brand image of a firm due to which it becomes more attractive to employees (Boyko, 2014).

H4: Employer branding and talented talent management are positively associated. Employer Branding and Employee Satisfaction

Employees' positive emotional response and experience towards the job are referred to as employee satisfaction (Graham & Cascio, 2018). Employee satisfaction has different facets therefore, with the same facet an employee may be satisfied while others might not be satisfied (Gülakan, 2013). A brand plays an important role in enhancing satisfaction, and it is a strong predictor towards future intention (Mittal & Kamakura, 2001). Extending this argument in employer branding it can be argued that an employer brand stimulates employees' satisfaction and may promote a sustainable relationship between an employer and employees (Mandhanya & Shah, 2010). Employer branding promotes job satisfaction and employees are generally satisfied with the entities that have a strong brand image (Mihalcea, 2017). On the contrary, it has been documented that employee satisfaction is more related to the pleasant experience at work and the brand image of an organization is insignificant to them (Tanwar & Prasad, 2016). Employer branding promotes social interactions between employees that result in generating innovative ideas and enhance employees' involvement in the decision-making process (Tsai & Yang, 2011). Consequently, it enhances employees' satisfaction level. It has also been found that employees working in a reputed firm are proud of it which consequently becomes a source of employee satisfaction (Yalim & Mızrak, 2017).

H5: Employer branding and employee satisfaction are positively associated.

CSR, Employer branding and Talent management

Many past studies have concluded that firms that practice and promote CSR activities not only are appreciated but also command respect from others. Consequently, this enhances the image of the firm (Maden et al., 2012; Verčič & Čorić, 2018). Mahesh and Suresh (2019) suggests a firm can use employer branding strategies for attracting, retaining and nurturing talented employees. Moreover, it has also been found that employer branding promotes a conducive working environment due to which employees are not only committed and satisfied but they also develop a sustainable relationship with the employers (Bali & Dixit 2016).

H6: Employer branding mediates CSR and talent management.

CSR, Employer Branding and Employee Satisfaction:

Individuals world over have become more conscious of the sustainable environment due to which they expect employers to contribute to the same cause (Suliman & Al-Khatib, 2014). Thus they develop a positive attitude towards such organizations

and generate positive WOM, Consequently, it enhances the brand image of the firm (Tanwar & Prasad, 2016). It has also been found that employees are proud to be affiliated with such organizations that enhance their commitment and satisfaction (Auer-Antoncic & Antoncic, 2011; Biswas & Suar, 2016).

H7: Employer branding mediates CSR and employee satisfaction.

CSR, Employer Branding and Employee attraction

Many leading firms not only promote but also practice CSR activities due to which they are attractive to individuals and prospective employees (Ibrahim, 2017). On the contrary, if there is a gap in what a firm claims about CSR and actual practices it will adversely affect the image of the firms. Consequently, the firms may lose credibility and may become less attractive to the employees (Albinger & Freeman, 2000).

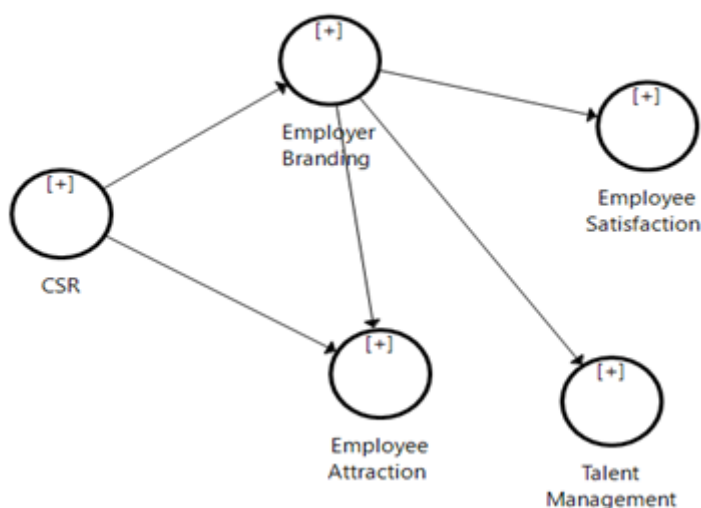
H8: Employer branding mediates CSR and employee attraction.

Conceptual Framework

The conceptual framework of the study is presented below in figure 1. The framework has five direct and three mediating relationships.

(1)

Figure 1: Conceptual Framework



RESEARCH METHODOLOGY

Sample and Population

The population for the study is the faculty of the leading business institutes of Karachi. The study has eight latent variables and forty indicator variables. Hair Jr. et al. (1998) suggest that for each indicator variable the sample size should be

5 to 25. Based on the number of indicator variables and the suggestion of Hair Jr. et al. (1998) the minimum sample size for the study will be 200 (5×40) and the maximum sample size will be 600 (25×40). In this study we have taken the mean value of 200 and 600 which comes out to 400. We have collected the data from the top ten private business institutes of Karachi. Since the sample frame was not available therefore we have collected the data based on non-random sampling.

Constructs in the Questionnaire

This study is based on five constructs and 20 indicator variables. For each construct we have adapted four items. The details for each construct used in the study are discussed in the following sections.

Employer Branding

Employer branding is developed in such a way by organizations that it helps to attract the potential talent while satisfying and retaining the current employees. This study measure the employer branding through a scale adopted by Slavković, Pavlović, and Simić (2018). In previous studies the reliability of scale has ranged between 0.81 and 0.89.

Corporate Social Responsibility

Corporate social responsibility is the integration of “social, ethical, human rights and consumer concerns into business operations and core strategy in close collaboration with their stakeholders”. Ivancevich et al. (1997) explain CSR as an organizations social obligation towards the society. This study measures CSR by adopting the scale developed by Mueller (2012). The reliability of scale has ranged between 0.65 and 0.79 in past studies.

Employee Attraction

According to Rynes et al. (1991) employee attraction is the ability of making potential candidates to see organization as a positive place to work. This study measure the employee attraction through a scale adopted by Berthon et al., (2005). In previous studies the reliability of scale has ranged between 0.72 and 0.81.

Talent Management

Talent management is the process of hiring, selecting, managing, and developing the most important resource (people) of an organization. Talent management is measured by adopting the scale developed by Armstrong (2006). This scale has reliability of 0.8 to 0.85 in past studies.

Employee Satisfaction

The positive emotional response of employees as a result of their jobs and job experience is identified as employee satisfaction. According to Gülakan (2013), employee satisfaction is the experience which employees perceive as important for themselves. This study measure the employer branding through a scale adopted by Jun, Cai and Shin (2006). In previous studies the reliability of scale has ranged between 0.81 and 0.89.

Common variance bias and non-response biasness

Collecting data through single method and non-response rate may generate irrational result. In order to address this issue we have calculated VIF values for all the indicator variables which were as high as 2.75. since these values are less than 3 therefore we can safely assume that the collected data may not have any issue related to common variance biased. Moreover, we have collected the data personally and the response rate was 95%, therefore there is no issue related to non-response biasness.

Data Analysis:

Smart PLS version 3.20 was used for data analysis. Initially we have carried out preliminary analysis which is inclusive of reliability, validity and descriptive analysis. Subsequently we generated measurement and structural model for validating the developed hypothesis.

Results

Descriptive Statistics

To ascertain the internal consistency and univariate normality descriptive statistics are provided. The results are presented below in Table 1.

Table 1: Descriptive Statistics

	Mean	Std.Dev	Skewness	Kurtosis	Chronbach's Alpha
CSR	4.76	1.13	-0.36	0.04	0.82
Employee Attraction	5.73	1.14	-0.49	0.07	0.83
Employee Satisfaction	4.97	1.22	-0.54	0.02	0.61
Employer Branding	5.75	1.17	-0.76	0.57	0.86
Talent Management	4.19	1.12	-0.63	0.66	0.88

According to results Employer Branding (Mean = 5.75, STD = 1.17, SK = -0.76) has the highest value of Skewness whereas CSR (Mean = 4.76, STD = 1.13 SK = -0.36) has the lowest value of Skewness. Moreover, talent management (Mean = 4.19, STD = 1.12, KR = 0.66) has the highest kurtosis value and employee satisfaction (Mean = 4.97, STD = 1.22, KR = 0.02) has the lowest kurtosis. As the result show that the values of Skewness and kurtosis lie between ± 3.5 , therefore variables can be considered to have univariate normality. Additionally, talent management (Mean = 4.19, STD = 1.12, α = 0.88) has the highest value of Cronbach alpha whereas employee satisfaction (Mean = 4.97, STD = 1.22, α = 0.61) has the lowest value of

Cronbach alpha. Results suggest that variables have an acceptable level of internal consistency.

Convergent Validity

The convergent validity of the was ascertained through variance explained and composite reliability. The results are shown in Table 2.

Table 2: Convergent Validity

	Mean	Std.Dev	Composite Reliability	AVE
CSR	4.76	1.13	0.876	0.61
Employee Attraction	5.73	1.14	0.885	0.64
Employee Satisfaction	4.97	1.22	0.60	0.60
Employer Branding	5.75	1.17	0.902	0.65
Talent Management	4.19	1.12	0.918	0.69

The results shows that talent management (Mean= 4.19, STD=1.12, CR=0.91) has the highest value of composite reliability while employee satisfaction (Mean = 4.97, STD=1.22, CR = 0.60) has the lowest. Moreover, talent management (Mean= 4.19, STD=1.12, AVE =0.69) has the highest value of average variable explained while employee satisfaction (Mean= 4.19, STD=1.12, AVE = 0.58) has the lowest value. As the values of composite reliability and AVE are greater than 0.6 and 0.7, therefore, we may conclude that the variables have acceptable convergent validity.

Discriminant Validity

To examine the uniqueness and distinctiveness of the constructs, they were examined by Fornell- Larcker criterion (Fornell & Larcker, 1981). The results are presented below in Table 3.

Table 3: Discriminant Validity

	1	2	3	4	5
CSR	0.781				
Employee Attraction	0.718	0.780			

Employee Satisfaction	0.633	0.715	0.774		
Employer Branding	0.727	0.719	0.773	0.806	
Talent Management	0.546	0.728	0.604	0.702	0.832

The results show that the square of each pair of correlation is lower than the square root of AVE. Therefore, variables are considered to be unique and distinct (Fornell and Larcker, 1981)

Results of the Hypotheses

To test the hypotheses the bootstrapping was used in Smart PLS software. The statistical results are presented in Table 4, and measurement and structural models are also presented in Figures 2 and 3 respectively.

Table 4: Statistical Results from SEM

	Beta	T Stat.	P Values	Results
CSR -> Employee Attraction (1)	0.259	3.532	0	Accepted
CSR -> Employer Bran. (2)	0.727	24.892	0	Accepted
Empl. Bran. -> Employee Attraction (3)	0.631	9.6	0	Accepted
Employer Bran. -> Employee Satisfaction (4)	0.775	34.703	0	Accepted
Employer Bran. -> Talent Management (5)	0.702	31.307	0	Accepted
CSR -> Employer Bran. -> Employee Attraction (6)	0.459	8.593	0	Accepted
CSR -> Employer Bran. -> Employee Satisfaction (7)	0.563	16.863	0	Accepted
CSR -> Employer Bran. -> Talent Management (8)	0.51	17.585	0	Accepted

Statistical results from SEM suggest that all five direct and three indirect relationships are accepted.

Figure 2: Measurement Model

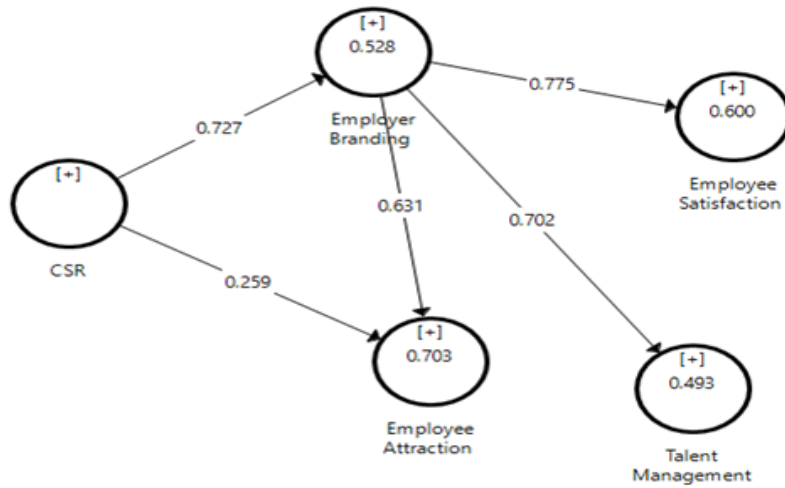
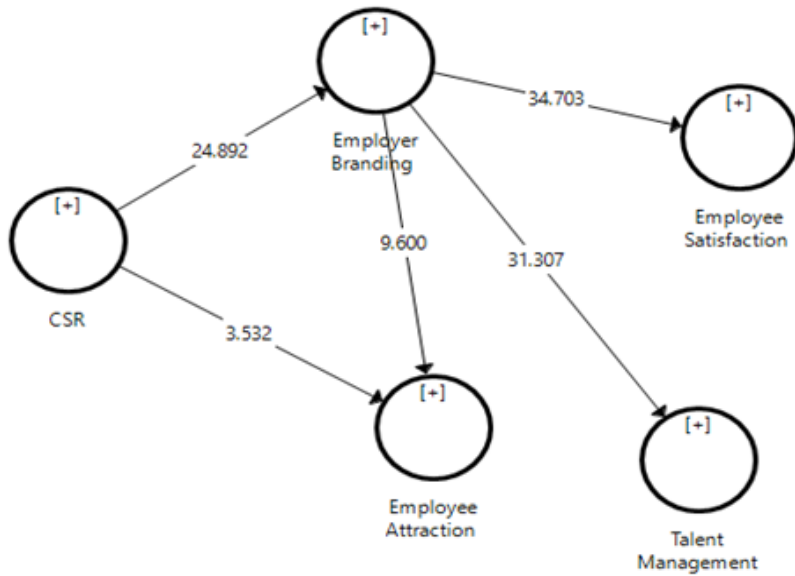


Figure 3: Structural Model



DISCUSSION & CONCLUSION

Discussion

In this study, we have examined five direct relationships and three mediating relationships. The statistical results and their relevance with previous studies are discussed in the following sections.

CSR & Employer Branding

The first hypothesis measures the effect of CSR on employer branding. The hypothesis was accepted by the results. Maden et al. (2012) suggest CSR activities of an organization promote a positive brand image. Verčič and Čorić (2018) argue that potential employees are more attractive to those firms who are concerned about sustainable environment. Thus Verčič and Čorić (2018) suggest that organizations should allocate substantial resources for CSR.

CSR & Employee Attraction

The Second hypothesis was on CSR and its effects on employee attraction, which our results support. Turban and Greenings (1997) have documented that organizations that have incorporated CSR in their vision not only practice the same but inspire others towards a sustainable environment. Many past studies have concluded that CSR activities of a firm make it more attractive to the potential employees (Evans & Davis, 2011; Joo et al., 2016).

Employer Branding & Employee Attraction

Hypothesis three was on the influence of employer branding and employee attraction. Our result is aligned with the proposed hypotheses. Dusenage and Julius (2016) suggest that many successful organizations use employer branding for attracting potential employees. Reputed firms align their and employees' values due to which they develop a sustainable relationship with the employees.

Employer Branding & Talent Management

The fourth hypothesis was on the effect of employer branding on talent management. Our results are aligned with this hypothesis. Mahesh and Suresh (2019) suggest that employer branding is an important strategy for developing and nurturing talent management. Thus Bali and Dixit (2016) acknowledge that many organizations use employer branding to create differentiation and developing a conducive environment in the organizations.

Employer Branding & Employee Satisfaction

The fifth hypothesis was on the influence of employer branding on employee satisfaction, which was accepted. Employer branding promotes a culture where all the employees are encouraged to participate and give their feedback. This conducive culture increases employee satisfaction and commitment (Backhaus & Tikoo, 2004; Gaddam, 2008; Edwards, 2010), which also enhances work and organizational related performance (Mosley, 2007).

CSR, Employer Branding & Employee Satisfaction

The sixth hypothesis was on the mediating role of employer branding on CSR and

employee satisfaction. Our results support this hypothesis. Many past studies have documented that employees were found to be more satisfied in the organizations that value CSR, in comparison to those who are not concerned about the sustainable environment (Auer-Antoncic & Antoncic, 2011; Biswas & Suar, 2016).

CSR, Employer Branding & Employee Attraction

Hypothesis seven was on the mediating role of employer branding on CSR and employee attraction. We failed to reject this hypothesis. Past studies validate that CSR has an association with employer branding, and employer branding affects employee attraction (Turban & Greening, 1997; Luce, Barber & Hillman, 2001).

CSR, Employer Branding & Talent Management

The last hypothesis was on the mediating role of employer branding on CSR and talent management, which our results support. Kotler and Lee (2008) suggest that CSR enhances employer brand image and reputation. Employer branding allows organizations to attract the best talent and helps to establish themselves as an employer of choice (Backhaus & Tikoo, 2004). Likewise, corporate social responsibility helps firms to attract, motivate, retain and manage talent (Brammer et al., 2007). Similarly, Schiebel and Pochtrager (2003) state that an increasing number of firms have realized the importance of CSR for attracting and retaining skilled workforce & talent.

Conclusion

This study found that it is important for firms to forego old HR practices and adopt employer branding. The HR manager in the present era required to spend considerable time building the image of the firms by interacting with all the stakeholders of the firms. A strong brand image is not only attractive to new employees but it also enhances the job satisfaction level of the existing employees. Employers branding promotes a conducive environment due to which employees' satisfaction level increases but they also develop a sustainable relationship with firms. Thus both the employees and employers benefit from it.

Managerial Implications, Limitations, and Directions for Future Research.

The focus of the study was on the antecedents and consequences of EB with the mediating roles of employer branding on talent management, employee satisfaction, employee attraction and CSR. Thus we recommend that employers must spend considerable resources on employer branding by interacting with all the stakeholders. Faculty are learned individuals of the society and they prefer to join those institutes that have a strong brand image. The faculty members also prefer an environment that gives them full empowerment within the operating procedures of the institutes. Thus it could be concluded that institutes that practice employer branding will not only attract other talented faculty members but also decrease their turnover intention.

This study has several limitations. It was restricted to the faculty member of selected business institutes of Karachi. Future studies can extend their work in other domains and fields. The effects of employer branding varies on the basis of demographics, which was beyond the scope of the study. Other studies may

consider this aspect of their studies. This study has used only mediating variables, other studies may incorporate moderating roles in their conceptual framework. Moreover, comparative studies with two cities or two countries may bring further insight into the phenomenon

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