



EMPLOYER BRANDING AND EMPLOYEE ENGAGEMENT MEDIATING THE RELATIONSHIP BETWEEN TALENT MANAGEMENT PRACTICES AND INTENTION TO STAY

Geeta Shree Roy

(Assistant Professor, Department of Commerce, A. C. College of Commerce, Jalpaiguri, Pin code: 735101, WB, India)

Abstract : This paper examines the relationships among talent management practices as predicting variable, intention to stay as outcome variable and employer branding & employee engagement as mediating variables. We found that talent management practices are positively related to employer branding, employee engagement and intention to stay. We also found that employer branding and employee engagement partially mediated the relationship between talent management practices and intention to stay.

Index Terms: Talent Management, Employer Branding, Employee Engagement, Intention to Stay

1. INTRODUCTION

The adverse effect of pandemic was that, it has given us a new lens to look more deeper into the human matters. Do we actually need human in the organisation? Or work will be compensated by Artificial Intelligence. Organizations that endeavour to achieve competitive edge are entailed to emphasize on talent management (Chambers, Foulton, Handfield-Jones, Hankin & Michaels, 1998; Silzer & Dowell, 2010). Thunnissen, Boselie, Fruytier's (2013) is of the view that proficiently making optimum utilization of talents should be the focal point for managers. It is strongly believed that "the firms with the right talent win" (Huselid, Beatty & Becker, 2005) and the most unique and unparalleled resources to firms are its human capital (Hitt, Bierman, Shimizu & Kochhar, 2001). The competencies of the talent collectively encompass the organization's core strengths. The talented work force brings in capabilities that are intricate to imitate and benchmark by the competitors. Of all the assets, talent provides the utmost potential for sustained competitive advantage (Paauwe, 2007; Farndale, Scullion & Sparrow, 2010; Lawler, 2008). In the global

context wherein the businesses becoming borderless, talent is considered to be the strong source to acquire competitive advantage (Tajuddin, Ali & Kamaruddin, 2015)

On the other hand, the dearth of talent has been a concern across the globe. Annual Talent Shortage Survey (2015) carried out by Man power Group revealed that one-third of employers globally faced difficulties in filling up crucial positions in their organizations and approximately 50% of the employers failed to get the right talent for their business. The current status of the skill landscape in India reveals that the situation is quite shocking. According to the India Skill report (2017), among the job aspirants getting into the job market across the country, scarcely 2/5 fulfils the standards of the employment established by the employers. The skill set that the employers are looking from the aspirants are not found in majority of the cases. The pool of talent with the requisite skills and experience is awfully low. The organizations are facing difficulties to find talented work force and in addition to this, they are also facing the problem of retaining employees. The major challenge encountered by pharmaceutical industry in India is talent gap and one of the main reasons is due to high attrition rate. In Sikkim, the pharma companies are facing problems to attract and retain the talent. Talent management is a matter of serious concern for pharma companies in general and Sikkim specifically.

2. LITERATURE REVIEW

Talent and Talent Management

In 1990's, McKinsey group carried out research wherein employees were acknowledged as inimitable assets and developed the term "War for Talent" (Scullion & Collings, 2011). Though there are many thoughts regarding the evolution of the concept of talent management, still there is not much formal definition specifically on term talent management (Lewis & Heckman, 2006), nor does unanimous perception on what exactly talent management does, and consequently there are very less organizations to have talent management system in place (Warren, 2006). Similarly, the concept of talent management contradicts among the authors since its existence. There are authors who believe talent management to be a new term with same functions of HRM (e.g. Chuai, Preece & Iles, 2008; Iles, Preece & Chuai, 2010; Tansley, 2011), some believe it to be exclusively for focussed group or key employees and Gallardo- Gallardo, Dries, & Gonzalez-Cruz, (2013) pointed out, "It appears that talent can mean whatever a business leader or writer wants it to mean, since everyone has his or her own idea of what the constructs does and does not encompass."

The term talent in Old English (used until 1149) was *talente*, which was originated from the Latin term *talentum* (Knowles, 2005; Stevenson, 2010). Over the time literature has witnessed many definitions and explanation on the meaning of this term.

Table 1: Definitions of Talent

Sl. No.	Authors	Definitions
1	Gagné (2000)	“(…) superior mastery of systematically developed abilities or skills”. (p. 67)
2	Williams (2000)	“Talent describe those people who do one or other of the following: regularly demonstrate exceptional ability – and achievement – either over a range of activities and situations, or within a specialized and narrow field of expertise; consistently indicate high competence in areas of activity that strongly suggest transferable, comparable ability in situations where they have yet to be tested and proved to be highly effective, i.e. potential.” (p. 35)
3	Michaels, Handfield-Jones & Axelrod, (2001)	“The sum of a person’s abilities – his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also includes his or her ability to learn and grow.” (p.12)
4	Lewis & Heckman (2006)	“(…) is essentially a euphemism for ‘people’”. (p. 141)
5	Tansley et al., (2007)	“Talent can refer to generic meta-competence, such as the ability to learn and the potential for development, or context-bound specialist competence, which is related to a specific profession or organisation.”
6	Tansley et al. (2007)	“Talent consists of those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer-term by demonstrating the highest levels of potential.” (p. 8)
7	Ulrich (2007)	“Talent equals competence [able to do the job] times commitment [willing to do the job] times contribution [finding meaning and purpose in their work]”. (p. 3)
8	Cheese, Thomas & Craig (2007)	“Essentially, talent means the total of all the experience, knowledge, skills, and behaviours that a person has and brings to work.” (p. 46)
9	González-Cruz, Martínez-Fuentes & Pardo-del-Val, (2009)	“A set of competencies that, being developed and applied, allow the person to perform a certain role in an excellent way.” (p 22)
10	Silzer and Dowell (2010)	“In groups talent can refer to a pool of employees who are exceptional in their skills and abilities either in a specific technical area (such as software graphics skills) or a competency (such a consumer marketing talent), or a more general area (such as general managers or high-potential talent). And in some cases, “the talent” might refer to the entire employee population.” (pp. 13–14)
11	Bethke-Langenegger (2012)	“talent to be one of those workers who ensures the competitiveness and future of a company (as specialist or leader) through his organisational/job specific qualification and knowledge, his social and methodical competencies, and his characteristic attributes such as eager to learn or achievement oriented”. (p. 3)
12	Ulrich & Smallwood (2012)	“Talent = competence [knowledge, skills and values required for today’s and tomorrow’s job; right skills, right place, right job, right time] × commitment [willing to do the job] × contribution [finding meaning and purpose in their job]”. (p. 60)

13	Schiemann (2014)	“Talent is a collective knowledge, skills, abilities, experiences, values, habits, and behaviours of the employees”.
----	------------------	--

Source: Compiled by the authors

Talent Management (TM) is defined in various ways by different authors as depicted in Table 2.

Table 2: Definitions of Talent Management (TM)

Sl. No.	Authors	Definitions
1.	Sloan, Hazucha, & Van Katwyk (2003)	“Managing leadership talent strategically, to put the right person in the right place at the right time”. (p. 236)
2.	Pascal (2004)	“Talent Management encompasses managing the supply, demand, and flow of talent through the human capital engine”. (p. 9)
3.	Schweyer (2004)	“Talent Management includes sourcing, screening, selection, retention, development, and renewal of the workforces with analysis and planning”.
4.	Ashton & Morton (2005)	“TM is a strategic and holistic approach to both HR and business planning or a new route to organizational effectiveness. This improves the performance and the potential of people—the talent—who can make a measurable difference to the organization now and in future. And it aspires to yield enhanced performance among all levels in the workforce, thus allowing everyone to reach his/her potential, no matter what that might be”. (p. 30)
5.	Dutttagupta (2005)	“In the broadest possible terms, TM is the strategic management of the flow of talent through an organization. Its purpose is to assure that a supply of talent is available to align the right people with the right jobs at the right time based on strategic business objectives” (p. 2)
6.	Boudreau & Ramstad (2004)	Talent Management focuses on “identification of pivotal talent pools”, where human capital makes the biggest difference to strategic success”.
7.	Lewis & Heckman (2006)	“Talent Management is a collection of typical HR department practices such as recruiting, selection, development and career and succession management”.
8.	McCauley and Wakefield (2006)	“Talent management processes include workforce planning, talent gap analysis, recruiting, staffing, education and development, retention, talent reviews, succession planning, and evaluation”.
9	Silzer & Dowell (2010)	“Talent Management is an integrated set of processes, programs, and cultural norms in an organization designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs”. (p. 18)
10	Stahl et al., (2012)	TM refers to “Organisation’s ability to attract, select, develop, and retain key employees”.
11	Jyoti & Rani (2014)	“TM is an organisational activity, which starts with the systematic identification of key positions (through talent review and talent evaluation), creation of talent pool for these positions (through internal talent segmentation and talent nomination), followed by succession planning, development, and retention of the talent, i.e., the high performers, who help in achieving organisation’s strategic priorities as well as sustainable competitive advantage”.
12	Gallardo-Gallardo & Marian Thunnissen , (2016)	“TM is aimed at the systematic attraction, identification, development, engagement/retention and deployment of high potential and high performing

		employees, to fill in key positions which have significant influence on organization's sustainable competitive advantage".
--	--	--

Source: Compiled by the authors

Employer Branding

Ambler and Barrow (1996) portrayed the employer brand as the 'package of functional, economic and psychological benefits provided by employment, and identified with the employing company'. Employer branding (EB) is defined as 'a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm' (Sullivan, 2014). The organization leaders and the human resource professionals are assigning excessive premium to employer branding as a key success factor for the companies in the pursuit to gain winning advantage in the context of talent war (Cheese, Thomas & Craig, 2007; Crous, 2007; Minchington, 2006). Employer branding associates with applying principles of branding to HRM and effective employer branding is expressed as an employer's steered HRM strategy to carry on the employer brand promise (Minchington, 2006; Glen, 2007). EB embraces a company's values, norms, systems and policies towards the goal of talent attraction, motivation and talent retention. (Wilden, Gudergan & Lings 2010).

Employee Engagement

Kahn (1990) defined engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Employee engagement is 'a positive attitude held by the employee towards the organization and its values'. The organization must work to develop and nurture engagement which requires a two-way relationship between employer and employee' (Robinson, Perryman, & Hayday, 2004). 'Employee engagement is a two-way street. Having a fully engaged employee is a win-win situation. Engaged employees stay longer and contribute in a more meaningful way' (Devi & Nagini, 2013).

Intention to Stay

Intention to stay is defined as 'employees' intention to stay in the present employment relationship with their current employer on long term basis' (Johari, Yean, Adnan, Yahya & Ahmad, 2012). Research has demonstrated that "intent to stay" and its contrary term "intent to leave" predict retention and turnover (Vandenberg & Nelson, 1999), though their predictive ability differs across various studies. Vandenberg &

Nelson (1999) defined 'employees' intention to quit as an individual's estimated probability that they are permanently leaving their organization at some point in the near future'.

Talent Management, Mediators (EB & EE), Intention to Stay and their Interrelations

Effective talent management in the company would lead to a positive employer branding (Tajuddin, Ali & Kamaruddin, 2015). A trend is being observed by the organizations adopting a new unified approach to employer brand management that possibly deliver a vital reference theme for employee engagement strategy. The organizations are deploying employer brand management to facilitate internal employee engagement, as an add-on to its more general usage in fostering external image and acquisition of talent. 'Employee engagement significantly influences talent retention' (Frank & Taylor, 2004). 'Firms with engaged employees have greater employee retention' (Silverthorne, 2001; Lockwood, 2007; Malik, 2013). Talent engagement is significant as it leads to better organization performance & retention of talent. Talent engagement drivers (feeling valued & involved, good quality of line management, two-way communication, career development, clarity of company values & image and effective management of talent) help organization in formulating strategies which will have an impact on performance, retention & competency of talent in dynamic environment (Jeswani & Sarkar, 2008).

Talent retention rests on the positive and strong employer branding of an organization in an industry (Fitzenz, 2003; Brewster, Sparrow & Harris, 2005; Neal & Gebauer, 2006). The reputation of company reflected by the employer brand helps in strengthening to be a distinct and desirable employer and assists in talent retention (Hughes & Rog, 2008). 'Employer brand is imperative for recruitment & retention of high potential employees' (Mihalcea, 2017). Positive relationship exists between outcomes of EB (job satisfaction & psychological contract) and employee retention (Tanwar & Prasad, 2016). There is a positive and significant relationship between employer brand and its dimensions: compensation, brand and reputation, authority, work environment, corporate social responsibility and employee retention (Khoshnevis & Gholipour, 2017). EB will be integrated into the organization and various employer brand attributes with organization's culture holds value for employees and contributes them to retain in the same organization (Gilani, & Cunningham 2017).

Employer branding messages that fail to provide a realistic job preview and proper picture of organizational culture will contribute to intention to quit and employee turnover (Backhaus & Tikoo, 2004). The

consequences for not delivering employer brand promise can lead to disengaged & resentful employees, higher employee turnover and ultimately reduced organizational performance (Wallace, Lings, Cameron & Sheldon, 2014). Employer brand perception emerged as a significant predictor of employee's turnover intentions (Kashyap & Rangnekar, 2016). There is a positive and significant relationship between employer brand and employees' retention (Khoshnevis & Gholipour, 2017; Tanwar & Prasad, 2016). Indian companies are strategically working to utilize the employer brand in order to attract and retain talent (Karthika & Latha, 2017). Many companies have realized that effective EB results in competitive advantage, assist employees to appreciate company values and help in retention of the employees (Conference Board, 2001). There is substantial research evidence supporting the association between employer branding and talent retention (Cheese, Thomas & Craig, 2007; Crous, 2007; Minchington, 2010; Willock, 2005).

Talent management is a significant predictor of employee engagement (Wahba, 2015). Talent management has many positive consequences such as enhanced employee engagement, employee retention, and many more (Ballesteros & Inmaculada, 2010; Hughes & Rog, 2008). Engaged employees are more likely to identify and be attached with the organization. They exhibit organizational citizenship behaviour and thereby have a lesser tendency to quit the organization (Schaufeli & Bakker, 2004). 'Employee retention goes hand in hand with employee engagement' (Gubman, 2003). The major outcome of employee engagement includes intention to stay in the organization (Saks, 2006; Truss *et al.*, 2006; Wilson, 2009; Harter, Schmidt & Hayes, 2002; Mortimer, 2010; Kumar & Swetha, 2011; Mehrzi & Singh, 2016; Kang, 2014). 'Engagement is moderately and negatively related to turnover intention' (Halbesleben, 2010).

Talent management will be a key success component for its human resource strategy and as segment of the business strategy to retain talented employees (Hussain, Yunus, Ishak & Daud, 2013). When key employees leave the organization, it results in losing critical skills, disrupting organization's operations and posing threat to the organizational growth (Kay & Moncarz, 2004). When an employee quits an organization, it is very costly to the organization as it bears high replacement cost, loses institutional knowledge and depletes the resources of an organization (Cascio, 1991). 'Erratic working hours, inadequate career growth opportunities, deficiencies in working culture, salary, brand values, instability, family reasons, social relationships are the vital causes for employee turnover in Pharma sector' (Dube & Verma, 2015). Employee retention is considered to be a strategic opportunity for many companies to sustain a competitive workforce

(De Long & Davenport, 2003). Stalcup & Pearson (2001) explored that better opportunities for career growth, good organization culture and policies facilitating work-life balance of the employees decline the rate of attrition in an organization. Different factors perform a significant role in employees' intention to stay and quit. Optimum work-life balance policies, organization practices and the organization culture are the important factors (Rani & Joshi, 2012).

In response to today's workplace exigencies, companies are executing novel approaches that surpass a decent remuneration in order to retain and preserve their talented employees. To keep pace with dynamism and handle intricacies of technological innovations, companies must strengthen employees' competencies. 'Individuals need greater flexibility in their career paths, and organizations need greater flexibility from employees' (Athey, 2004).

The effective talent management strategies augment the retention rate in organizations. They deal with critical employee concerns and strengthen firm's competitive standing (Hughes & Rog, (2008).

Objective of the Study

- 1) To determine the mediating effects of employer branding & employee engagement on the relationship between talent management & intention to stay.

Hypothesis

H₁: Employer branding & employee engagement mediates the relationship between talent management and intention to stay.

3. METHODOLOGY

The participants for the study are employees working in pharma companies in Sikkim. During the time of this study there were 21 pharma companies in Sikkim and among them two companies are less than one year old and five companies are sister concerns which are excluded from the purview of the study. For the purpose of the study, 14 companies are considered out of which 11 pharma companies are situated in East District and three companies are situated in South District of Sikkim. There are 3760 employees working in six select pharma companies in East District and 770 employees working in two select companies in South District. The questionnaires were distributed to 700 employees but 692 filled-in questionnaires were received out of which

419 questionnaires are from employees working in six select companies in East district and 273 are from employees working in 2 select companies in South district totalling 692.

Participants' demographic characteristics

Table 3: Demographic characteristics of sample respondents

Sample Characteristics	Frequency (n=653)	Percent (%)
Gender		
Male	477	73.0
Female	176	27.0
Age		
Below 20 years	47	7.2
20-30 years	372	57.0
30-40 years	200	30.6
40 years & above	34	5.2
Marital Status		
Single	326	49.9
Married	327	50.1
Educational Qualification		
Till SSC	32	4.9
+2/ Intermediate	91	13.9
Bachelors degree	394	60.3
Masters degree & above	136	20.8
Work Experience in Current Organization		
Less than 1year	130	19.9
1-3 years	248	38.0
3-5 years	163	25.0
5 years & above	112	17.2
Overall Experience		
Less than 1year	75	11.5
1-5 years	300	45.9
5-10 years	198	30.3
10 years & above	80	12.3
Designation		
Senior Level	7	1.1
Middle Level	91	13.9
Junior Level	136	20.8
Executive Level	116	17.8
Officers Level	303	46.4

Source: Developed by the authors

Survey Instrument

Based on the interactions with HR managers of four pharma companies and the insights drawn from literature review, questionnaire was designed which comprised six sections encompassing demographic details, talent management construct, employer branding, employee value proposition, employee engagement and intention to stay. In order to ascertain the responses of the employees towards various constructs of the study, seven-point Likert scale ranging from 1 (Strongly disagree) to 7 (Strongly agree) was used. Pilot study was

conducted with 60 employees in order to validate the survey instrument. The reliability of the constructs was evaluated using Cronbach alpha. Cronbach alpha values ranged from 0.732 to 0.950 and all the coefficients exceeded the recommended cut off of 0.70 (Nunnally, 1978).

Table 4: Reliability of Constructs

Source: Developed by the authors

The serial mediation analysis was performed with the help of Process Macro and AMOS. Statistical significance of the model in the present research was tested through the software developed by Hayes (2012; 2013), the approach grounded on ordinary least-squares regression, and the bootstrap method. Before proceeding to analysis, variables were scrutinized for any missing values, accuracy of data entry and outliers. After cleaning the data, valid responses were 653 which were used for further analysis.

Construct/ Dimension	No. of Items	Cronbach's Alpha Value
Talent Management	25	0.955
Employer Branding	8	0.925
Employee Engagement	12	0.914
Intention to stay in the organization	4	0.732

4. RESULTS AND DISCUSSION

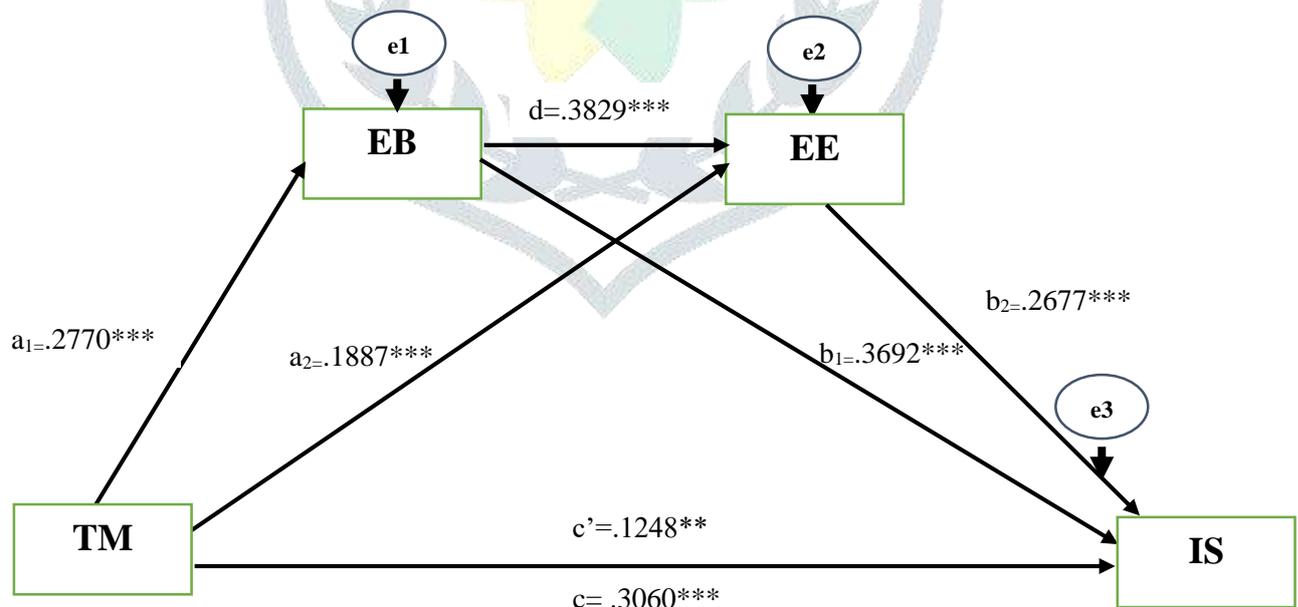


Fig. 1: Serial Mediation model indirect effect of TM on IS through EB& EE

Table 5. Mediation Model Results

Figure 1 TM, EB, EE & IS	B	SE	t	P	CI (Lower)	CI (Upper)
TM→ EB	.2770	.0089	31.2317	***	.2596	.2944
TM→ EE	.1887	.0143	13.2414	***	.1607	.2167
EB→ EE	.3829	.0398	9.6102	***	.3047	.4611
TM→ IS	.1248	.0140	8.8847	***	.0972	.1524
EB→ IS	.3692	.0372	9.9110	***	.2960	.4423
EE→ IS	.2677	.0343	7.8011	***	.2003	.3351

Source: Developed by the authors

Notes: TM= Talent management, EB= employer branding, EE= Employee Engagement, IS= intention to stay, ***p<0.001.

Abbreviations: b- unstandardised beta coefficient; SE- standard error; t- critical ratio; CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval.

Table 6. Path coefficients, indirect effects, and 95% bias-corrected confidence interval predicting intention to stay (N=653)

Path	Effect	SE	p-value	CI (Lower)	CI (Upper)
Total effect	.3060	.0092	***	.2879	.3241
Direct effect	.1248	.0140	***	.0972	.1524
				BootLLCI	BootULCI
Total Indirect effect	.1812	.0143	Significant	.1538	.2099
Indirect effects					
TM→EB→ IS	.1023	.0140	Significant	.0767	.1320
TM→EE→ IS	.0505	.0102	Significant	.0306	.0712
TM→EB→ EE→IS	.0284	.0066	Significant	.0167	.0421

Source: Developed by the authors

Notes: TM= Talent management, EB= Employer branding, EE= employee engagement, IS= Intention to stay.

Abbreviations: CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval; BootLLCI- bootstrapping lower limit confidence interval; BootULCI- bootstrapping upper limit confidence interval; SE- standard error.

Hypothesis Testing

Mediation

In order to better understand the serial- multiple mediation of EB& EE in the relationship between TM and IS, the regression-based approach and bootstrap method as recommended by Hayes (2012; 2013) were used.

Obtained results are presented in Figure 1 Table 5 and Table 6.

As can be seen in Table 6, total effect (c) of the TM on IS was significant ($b=.3060$, $SE=.0092$, $p<0.001$) (Step

1). Table 5 reveals that the direct effect of TM on EB ($b=.2770$, $SE=.0089$, $t=31.2317$, $p<0.001$) was significant. Since the coefficient is positive, it implies that effective talent management in the company would lead to a positive employer branding, supporting the positive effect hypothesis. This finding is in conformity with the study conducted by Tajuddin, Ali & Kamaruddin, (2015)

The results also portrayed that the direct effect of TM on EE ($b=.1887$, $SE=.0143$, $t=13.2414$, $p<0.001$) was significant. The finding is in line with earlier studies that talent management has positive consequences such as enhanced employee engagement and employee retention (Ballesteros & Inmaculada, 2010; Barkhuizen, Welby-Cooke, Schuttet & Stanz, 2014; Srivastava & Bhatnagar, 2008; Hughes & Rog, 2008). Talent management is a significant predictor of employee engagement (Wahba, 2015).

The direct effect of EB as the first mediating variable on the second mediating variable of EE ($b=.3829$, $SE=.0398$, $t=9.6102$, $p<0.001$) was significant (Step 2). As the coefficient is positive, it can be inferred that strong employer branding in the organization would lead to more engaged employees, supporting the positive effect hypothesis. This is in line with the finding (Kunerth & Mosley, 2011) that the organizations are deploying employer brand management to facilitate internal employee engagement, as an add-on to its more general usage in fostering external image and acquisition of talent. The work force is more actively engaged in the companies which have developed strong employer brand (Kucherov & Zavyalova, 2012). Similarly, review of the direct effects of mediating variables on IS, showed that the effects of EB ($b=.3692$, $SE=.0372$, $t=9.9110$, $p<0.001$) and EE ($b=.2677$, $SE=.0343$, $t=7.8011$, $p<0.001$) were also significant levels (Step 3). The results are in conformity with the previous studies. Talent retention rests on the positive and strong employer branding of an organization in an industry (Fitz-enz, 2003; Brewster, Sparrow & Harris, 2005; O Neal & Gebauer, 2006; Hughes & Rog, 2008; (Mihalcea, 2017; Khoshnevis & Gholipour, 2017; Gilani & Cunningham, 2017). There is a positive and significant relationship between employer brand and employees' intention to stay (Khoshnevis & Gholipour, 2017; Tanwar & Prasad, 2016; Cheese, Thomas & Craig, 2007; Crous, 2007; Minchington, 2010; Willock, 2005). The major outcome of employee engagement includes intention to stay in the organization and engaged employees have a lesser tendency to quit the organization (Sonntag, 2003; Saks, 2006; Du Plooy & Roodt, 2010; Robyn & Du Preez, 2013; Truss *et al.*, 2006; Shuck & Wollard, 2010; Wilson, 2009; Mendes & Stander, 2011; Harter, Schmidt & Hayes, 2002;

Mortimer, 2010; Kumar & Swetha, 2011; Mehrzi & Singh, 2016; Kang, 2014; Schaufeli & Bakker, 2004; Takawira, Coetzee & Schreuder, 2014; Gubman, 2003).

When TM and all other mediating variables were simultaneously entered into the equation (Step 4), the relationship between TM and IS, in relation to direct effect (c') was reduced but was significant ($b=.1248$, $SE=.0140$, $p<0.001$). Through PROCESS Macro model 6, a 95% bias-corrected confidence interval based on 10,000 bootstrap samples revealed that (Table 6), the total indirect effect of TM through EB & EE on IS was above zero and is statistically significant ($b =.1812$, $SE=.0143$, 95% CI=.1538, .2099). Within the tested model, single mediation of EB ($b =.1023$, $SE=.0140$, 95% CI= .0767, .1320), serial-multiple mediation of EB& EE ($b =.0284$, $SE=.0066$, 95% CI= .0167, .0421), and single mediation of EE ($b =.0505$, $SE=.0102$, 95% CI= .0306, .0712) were found statistically significant. As the indirect effect was significant and the direct effect though reduced was significant, it can be inferred that there is a significant partial mediation of talent management's effect on intention to stay through employer branding and employee engagement at $\alpha=.05$. Based on these results, the mediating variables were observed to partially mediate between TM and IS.

5. CONCLUSION

By implementing an effective talent management strategy, organizations can ensure that the right people are in the right place at the right time, with the right KSAs (Knowledge, Skills and Abilities). Talent management practices relating to attracting, developing, motivating and rewarding the talent provide the sustained competitive advantage to the organization in the market (Heimen & Colleen, 2004; Heidrick & Struggles, 2011; Grant, R.M., 1996). The organization's major source of competitive advantage lies in its people who are considered to be the assets that are becoming scarce in nature (Hughes & Rog, 2008). The study found that talent management practices build employer branding that would create a more actively engaged workforce and inclination to stay with the company. The effective talent management strategies augment the retention rate in organizations. They deal with critical employee concerns and strengthen firm's competitive standing (Hughes & Rog, 2008).

References

1. Ambler, T., & Barrow, S. (1996). The employer brand. *The Journal of Brand Management*, 4(3), 185–206.
2. Annual Talent Shortage Survey (2015), conducted by Manpower Group. <https://www.manpowergroup.com/wps/wcm/connect> retrieved on 17/5/2018.
3. Ashton, C., & Morton, L. (2005, July/August). Managing talent for competitive advantage. *Strategic HR Review*, 4(5), 28-31.
4. Athey, R. (2004). *Why Acquisition and Retention Strategies Don't Work*. Retrieved June 3, 2018, from <http://www.barretrose.com/acquisition-retention-strategies-work/>
5. Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9, 501–517.
6. Ballesteros, S. R., & Inmaculada, D. F. (2010). Talents- the key for successful organization. *Unpublished thesis, Linnaeus School of Business & Economics*. Linnaeus University.
7. Barkhuizen, N., Welby-Cooke, G., Schutte, N., & Stanz, K. (2014). Talent management and leadership reciprocity: The case of the South African aviation industry. *Mediterranean Journal of Social Sciences*, 5 (9), 11-17.
8. Bethke-Langenegger, P. (2012). The differentiated workforce: Effects of categorization in talent management on workforce level. Unpublished working paper, No. 18. Switzerland: Department of Business Administration, University of Zurich.
9. Boudreau, J. W. & Ramstad, P. M. (2004, September). Talentship and the evolution of human resource management: from professional practices to strategic talent decision science. *Center of Effective Organizations*, Los Angeles, CA.
10. Brewster, C., Sparrow, P., & Harris, H. (2005). Towards a new model of globalizing HRM. *International Journal of Human Resource Management*, 16, 949-970.
11. Cascio, W. F. (1991). *Costing human resources: The financial impact of behaviour in organizations* (3rd ed.). Boston, MA: PWS-Kent Publishing.
12. Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M., & Michaels, E. G. (1998). The war for talent. *McKinsey Quarterly*, 3, 44-57.

13. Cheese, P. (2008). Talent a prerequisite for high performing companies. *Management Today*, March, 38–42.
14. Cheese, P., Thomas, R.J., & Craig, E. (2007). *The talent powered organization: Strategies for globalization, talent management and high performance*. London: Kogan Page Limited.
15. Chuai, X., Preece, D., & Iles, P. (2008). Is talent management just “old wine in new bottles”? The case of multinational companies in Beijing. *Management Research News*, 31(12), 901–911.
16. Conference Board, (2001). Engaging employees through your brand. *The Conference Board*, New York, NY.
17. Crous, S. (2007). Talent makes the rules now. *Corporate Research Foundation*, 33, 4–7.
18. De Long, D. W., & Davenport, T. (2003, Fall). Better practices for retaining organizational knowledge: Lessons from the leading edge. *Employee Relations Today*, 30(3), 51-63.
19. Devi, V. R., & Nagini, A. (2013). An investigation of factors influencing job satisfaction of employees in banking sector of India. *International Journal of Research in Organizational Behavior and Human Resource Management*, 1(3), 107-115.
20. Du Plooy, J., & Roodt, G. (2010). Work engagement, burnout and related constructs as predictors of turnover intentions. *SA Journal of Industrial Psychology*, 36(1), 1-13.
21. Dube, P., & Verma, S. (2015). Study of attrition trend and influencing factor in the sectors of IT (service) and pharma (manufacturing). *International Journal of Social Science and Humanities Research*, 3 (1), 388-393.
22. Duttgupta, R. (2005). *Identifying and Managing Your Assets: Talent Management*, London, UK: PricewaterhouseCoopers.
23. Farndale, E., Scullion, H., and Sparrow, P. (2010). The Role of the Corporate HR Function in Global Talent Management. *Journal of World Business*, 45, 161–168.
24. Fitz-enz, J. (2003). *Human capital branding: the new organizational effectiveness model*. *Heads Count: An anthology of the competitive enterprise*. Peoplesoft, Inc., Pleasanton, CA.
25. Frank, F. D., & Taylor, C. R. (2004). Talent management: Trend that will shape the future. *HR. Human Resources Planning*, 27(1), 33-42.

26. Gagné, F. (2000). Understanding the complex choreography of talent development through DMGT-Based analysis. In K. A. Heller, F. J. Mönks, R. Subotnik, Robert J. Sternberg, International handbook of giftedness and talent (2nd ed.). *Oxford: Elsevier. International Handbook of Giftedness and Talent.*
27. Gallardo-Gallardo, E., & Thunnissen, M. (2016). Standing on the shoulders of giants? A critical review of empirical talent management research. *Employee Relations*, 38(1), 31-56.
28. Gallardo-Gallardo, E., Dries, N., & Gonzalez-Cruz, T. (2013). What is the meaning of "talent" in the world of work? *Human Resource Management Review*, 23(4), 290-300.
29. Gilani, H., & Cunningham, L. (2017, August). Employer branding and its influence on employee retention: A literature review. *The Marketing Review*, 17(2), 239-256.
30. Glen, C. (2007). Fostering talent opportunity: Getting past first-base. *Strategic Direction*, 23(10), 3–5.
31. González-Cruz, T., Martínez-Fuentes, C., & Pardo-del-Val, M. (2009). La gestión del talento en la empresa industrial española. *Economía Industrial*, 374, 21–35.
32. Grant, R.M. (1996). Prospering in dynamically-competitive environments: organizational capability as knowledge integration. *Organization Science*, 7 (4), 375-387.
33. Gubman, E. (July, 2003). Engaging talent. *Executive Excellence*, 20, 7-11.
34. Halbesleben, J.R.B. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences. In: A.B. Bakker and M.P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research*, New York: Psychology Press, 2010, 102-17.
35. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta- analysis. *Journal of Applied Psychology*, 87(2), 268-279.
36. Hayes, A. F. (2012). Process: A versatile computational tool for observed variable mediation, moderation, and conditional process modeling. Retrieved from <http://www.afhayes.com/public/process2012.pdf>
37. Hayes, A. F. (2013). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*. New York, NY: Guilford Press.
38. Heidrick, & Struggles. (2011). *Global talent info graphic index*. Retrieved January 24, 2016, from <http://www.heidrick.com/WEF2011/Documents/GTI.htm>[Retrieved January, 24, 2016]

39. Heimen, S. J., & Colleen, O. N. (2004). *Managing talent to maximize performance*. Retrieved May 14, 2018, from Wiley inter science: www.intersciencewiley.com.
40. Hitt, M. A., Bierman, L., Shimizu, K., & Kochhar, R. (2001). Direct and moderating effects of human capital on strategy and performance in professional service firms: A resource-based perspective. *Academy of Management Journal*, 44(1), 13-16.
41. Hughes, J. C., & Rog, E. (2008). Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations. *International Journal of Contemporary Hospitality Management*, 20(7), 743-757.
42. Huselid, M. A., Beatty, R. W. & Becker, B. E. (2005) 'A Player' or 'A Positions'? The strategic logic of workforce management. *Harvard Business Review*, December, 110- 117.
43. Hussain, I. A., Yunus, N., Ishak, N. A., & Daud, N. (2013). The influence of intentions to leave towards employment engagement among young bankers in Malaysia. *International Journal of Business and Management*, 8(14), 89-97.
44. Iles, P., Preece, D., & Chuai, X. (2010). Talent Management As A Management Fashion In HRD: Towards a Research Agenda. *Human Resource Development International*, 13(2), 125-145.
45. India Skill Report 2017, People partner, Wheel box, CII.
46. Jeswani, S., & Sarkar, S. (2008, October-December). Integrating talent engagement as a strategy to high performance and retention. *Asia-Pacific Business Review*, IV(4), 14-23.
47. Johari, J., Yean, T. F., Adnan, Z., Yahya, K. K., & Ahmad, M. N. (2012). Promoting employee intention to stay: Do human resource management practices matter. *International Journal of Economics and Management*, 6(2), 396-416.
48. Jyoti, J., & Rani, R. (2014). Exploring talent management practices: Antecedents and Consequences. *International Journal of Management Concepts and Philosophy*, 8(4), 220-248.
49. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
50. Kang, H. J. (2014). A model of hospitality employee engagement. (Doctoral dissertation, University of Nevada). Retrieved from <http://digitalscholarship.unlv.edu/>
51. Karthika, M., & Latha, V. (2017). A study on employer branding with special reference to Hirotec India Private Ltd. *International Journal of Research- Granthaalayah*, 5(6), 527-543.

52. Kashyap, V., & Rangnekar, S. (2016). The mediating role of trust: Investigating the relationships among employer brand perception and turnover intentions. *Global Business Review, 17*(3S), 64S-75S.
53. Kay, C., & Moncarz, E. (2004). Knowledge, skills, and abilities for lodging management success. *Cornell Hotel and Restaurant Administration Quarterly, 45* (3), 285-298.
54. Khoshnevis, M., & Gholipour, A. (2017). Exploring the relationship between employer brand and employees' retention. *International Journal of Scientific & Engineering Research, 8*(10), 141-151.
55. Knowles, E. (Ed.). (2005). *The Oxford Dictionary of Phrase and Fable* (2nd ed.). Oxford: Oxford University Press.
56. Kucherov, D., & Zavyalova, E. (2012). HRD practices and talent management in the companies with the employer brand. *European Journal of Training and Development, 36*(1), 86-104.
57. Kumar, D. P., & Swetha, G. (2011). A prognostic examination of employee engagement from its historical roots. *International Journal of Trade, Economics and Finance, 2*(3), 232-241.
58. Kunerth, B., & Mosley, R. (2011). Applying employer brand management to employee engagement. *Strategic HR Review, 10*(3), 19-26.
59. Lawler, E. E. (2008). *Talent: Making people your competitive advantage*. San Francisco: Jossey-Bass.
60. Lewis, R. E., & Heckman, R. J. (2006). Talent Management: A critical review. *Human Resource Management Review, 16*(2), 139-154.
61. Lockwood, R. (2007). Leveraging employee engagement for competitive advantage: HR's strategic role. *HR Magazine, 52* (3), 1-11.
62. Malik, H. (2013). Relationship between leader behaviors and employees' job satisfaction: a path-goal approach. *Pakistan Journal of Commerce and Social Sciences, 7* (1), 209-222.
63. Manpower Group. (2013). *Talent shortage survey*. Milwaukee: MANPOWERGROUP. Retrieved from https://www.manpowergroup.com/wps/wcm/connect/587d2b45-c47a-4647-a7c1-e7a74f68fb85/2013_Talent_Shortage_Survey_Results_US_high+res.pdf?MOD=AJPERES
64. McCauley, C., & Wakefield, M. (2006). Talent management in the 21st century: Help your company find, develop, and keep its strongest workers. *Journal for Quality and Participation, 29*(4), 4-7.
65. Mehrzi, N. A., & Singh, S. K. (2016). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management, 65*(6), 831-843.

66. Mendes, F., & Stander, M.W. (2011). Positive organization: The role of leader behaviour in work engagement and retention. *South African Journal of Industrial Psychology*, 37(1), 1-13.
67. Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). *The war for talent*. Boston: Harvard Business School Press.
68. Mihalcea, A. D. (2017). Employer branding and talent management in the digital age. *Management Dynamics in the Knowledge Economy*, 5(2), 289-306.
69. Minchington, B. (2006). *Your employer brand*. Torrens ville: Hyde Park Press.
70. Minchington, B. (2010). *Employer Brand Leadership - A Global Perspective*. Australia: Torrens ville: Collective Learning.
71. Minchington, B. (2010). *The employer brand manager's handbook*. Torrens ville: Collective Learning.
72. Mortimer, D. (2010). Employee engagement: 5 Factors that matter to employees. Retrieved from <http://www.hrreview.co.uk/analysis/analysiswellbeing/employee-engagement-5-factors-that-matter-to-employees/8221>.
73. Neal, S., & Gebauer, J. (2006). Talent management in the 21st century: Attracting, retaining and engaging employees of choice. *World at Work*, 15(1), 6-17.
74. Nunnally, J. C. (1978). *Psychometric Theory*. New York, NY: McGraw-Hill.
75. Paauwe, J. (2007). HRM and performance: In search of balance. Netherlands: Tilburg University.
76. Pascal, C. (2004). Foreword. In: A. Schweyer, *Talent Management Systems: Best Practices In Technology Solutions For Recruitment, Retention and Workforce Planning*, P.9. San Francisco: CA: John Wiley & Sons.
77. Rani, A., & Joshi, U. (2012). A study of talent management as a strategic tool for the organization in selected Indian IT companies. *European Journal of Business and Management*, 4(4), 20-28.
78. Robinson, D., Perryman, S., & Hayday, S. (2004). *The drivers of employee engagement*. Brighton: Institute for Employment Studies.
79. Robyn, A., & Du Preez, R. (2013). Intention to quit amongst Generation Y academics in higher education. *SA Journal of Industrial Psychology*, 39(1), 1-14. Retrieved from <http://dx.doi.org/10.1042/sajip.v39i1.1106>

80. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
81. Schaufeli, W.B. and Bakker, A.B. (2004) Job demands, job resources and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*, 25, 293–315.
82. Schiemann, W.A. (2014). From talent management to talent optimization. *Journal of World Business*, 49, 281–288.
83. Schweyer, A. (2004). *Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention, and Workforce Planning*. Canada: Wiley.
84. Scullion, H., & Collings, D. (2011). *Global Talent Management*. New York: Routledge
85. Shuck, B., & Wollard, K. (2010, March). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110.
86. Silverthorne, C. (2001). A test of the path-goal leadership theory in Taiwan. *Leadership and Organization Development Journal*, 22 (4), 151-158.
87. Silzer, R., & Dowell, B. E. (2010). *Strategy-Driven Talent Management: A Leadership Imperative*. San Francisco, CA: Jossey-Bass.
88. Sloan, E. B., Hazucha, J. F. & Van Katwyk, P. T. (2003). Strategic Management of Global Leadership Talent. In: W. H. Mobley, & P. W. Dorfman, *Advances In Global Leadership*, 3, 235-274. New York: NY: JAI.
89. Sonnentag, S. (2003). Recovery, work engagement, and proactive behaviour: A new look at the interface between nonwork and work. *Journal of Applied Psychology*, 88, 518-528.
90. Srivastava, P., & Bhatnagar, J. (2008). Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB. *Industrial and Commercial Training*, 40(5), 253-260.
91. Stahl, G., Bjorkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., et al. (2012). Six principles of effective global talent management. *Sloan Management Review*, 53 (2), 25-42.
92. Stalcup, L. D., & Pearson, T. A. (2001). A model of the causes of management turnover in hotels. *Journal of Hospitality & Tourism Research*, 25(1), 17-30.
93. Stevenson, A. (Ed.). (2010). *Oxford Dictionary of English* (3th ed.). Oxford: Oxford University Press.
94. Sullivan, D.J. (2014, November 14). *Building an employment 'brand'*. Retrieved 19 January 2018, from [https:// drjohnsullivan.com/uncategorized/building-an-employment-brand-2](https://drjohnsullivan.com/uncategorized/building-an-employment-brand-2).

95. Tajuddin, D., Ali, R., & Kamaruddin, B. H. (2015). Using talent strategy as a hedging strategy to manage banking talent risks in Malaysia. *International Business Management*, 372-376.
96. Takawira, N., Coetzee, M., & Schreuder, D. (2014, January). Job embeddedness, work engagement and turnover intention of staff in a higher education institution: an exploratory study. *SA Journal of Human Resource Management*, 12(1), 1-10.
97. Tansley, C. (2011). What do we mean by the term “talent” in talent management? *Industrial and Commercial Training*, 43(5), 266–274.
98. Tansley, C., Turner, P., Carley, F., Harris, L., Sempik, A., Stewart, J., et al. (2007). *Talent: Strategy, management, measurement*. London: Chartered Institute of Personnel and Development (CIPD).
99. Tanwar, K. & Prasad, A. (2016). Exploring the relationship between employer branding and employee retention. *Global Business Review*, 17(3), 1-21.
100. Thunnissen, M., Boselie, P., & Fruytier, B. (2013). A review of talent management: Infancy or adolescence?. *The International Journal of Human Resource Management*, 24(9) 1744-1761.
101. Truss, C., Soane, E., Edwards, C., Wisdom, K., Croll, A. and Burnett, J. (2006). *Working Life: Employee Attitudes and Engagement*, London: CIPD.
102. Ulrich, D. (2007). The talent trifecta. *Workforce Management*, 86(15).
103. Ulrich, D., & Smallwood, N. (2012). What is talent? *Leader to Leader*, 63, 55–61.
104. Vandenberg, R. J., & Nelson, J. B. (1999). Disaggregating the Motives Underlying Turnover Intentions: When Do Intentions Predict Turnover Behaviour?. *Human Relations*, 52(10), 1313-1336.
105. Wahba, M. (2015). Talent management practices effect on employee engagement: Applied in logistics sector in Egypt. *Annual Paris Business Research Conference*. Paris.
106. Wallace, M., Lings, I., Cameron, R., & Sheldon, N. (2014). Attracting & Retaining staff: role of branding and industry image. In R. Harris, & T. Short, *Workforce Development* (pp. 19-36). Singapore: Springer Science+Business Media.
107. Warren, C. (2006). Curtain Call: Talent Management, *People Management*, 24-29.
108. Wilden, R., Gudergan, S., & Lings, I. (2010). Employer branding: Strategic implications for staff recruitment. *Journal of Marketing Management*, 26(1), 56-73.
109. Williams, M. (2000). *The war for talent: Getting the best from the best*. London: Chartered Institute of Personnel and Development (CIPD).

110. Willock, R. (2005, May). Employer branding is key in fight for talent. *Personnel Today*, p. 4.

111. Wilson, K. (2009). A survey of employee engagement. (Doctoral dissertation, University of Missouri). Retrieved from <https://mospace.umsystem.edu/xmlui/bitstream/handle/10355/6137/research.pdf?sequence=3>.

