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KEYWORDS	ABSTRACT
Employees Branding, Employees Performance, Talent Management	<p>This research aims to determine how company brand influences employee performance. The second objective of this study is to examine that how talent management influences connection between employer brand and employee performance. The study's main data was collected using closed-ended and structured questions. Likert scales using 5-point Likert scale, spanning from 1 to 5, have been used to measure the response level. The statistical analysis of this research is based on random sample of 300 respondents who responded to a questionnaire. To test the expected associations between the research variables, the partial least squares (PLS) approach of structural equation modelling (SEM) was used. Researcher also analyzed the direct and indirect correlations between variables in the structural model. The data indicate that employer branding has a significant effect on employee performance. It is strong predictor of increased levels of performance & talent management moderates the association significantly and thus provide the clues to future researchers for further studies.</p> <p> 2023 Journal of Social Research Development</p>
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INTRODUCTION

The core concept that was given the label "talent management" is an important component in the modern stage of human resource management. This concept was given name "talent management." In addition, human resource practitioners, who are those who are very active in the HR operations of organizations, believe talent management to be a cutting-edge new topic (Gregorka, Silva & Silva, 2020). In order to explicitly address problem of efficient organizational talent management, global corporate organizations are making it a top priority to attract personnel who can be modelled after

company's assets (Maurya & Agarwal, 2018). A new idea that has been given the name employer branding is responsible for bringing together two distinct areas of human resource management and brand marketing into single solid conceptual framework (Reis, Sousa & Dionísio, 2021). Because of this, the employer can be seen as a brand as result of this, and the employees of the company might be able to develop profound relationship with their employer by means of this brand (Gregorka, Silva & Silva, 2020). Idea of employer branding advocates differentiating company's attributes as an employer from those of its rivals' traits in order to attract and retain qualified workers (Backhaus & Tikoo, 2004).

Employer brand management extends the scope of this brand intervention beyond communication to include every facet of employment experience and people management procedures and practices (commonly referred to as "touch-points") that have an effect on attitudes of both current employees and likely new hires (Maheshwari, Gunesh, Lodorfos & Konstantopoulou, 2017). To put it another way, managing an employer's brand involves taking into consideration not just the actual working circumstances of organization but also how those conditions are portrayed to prospective workers (Gilani & Cunningham, 2017). When this is done, it bolsters not only the external recruitment of the suitable kind of talent that is required by a company in order for it to be able to fulfil its goals, but also the subsequent desire for effective employee engagement and employee retention (Graham & Cascio, 2018). As a result of the fact that majority of research into the connection between talent management practices and organizational performance has been carried out in other countries, the researcher intends to close the knowledge gap that currently exists by carrying out the study in Pakistan. The research will only focus on Pakistan's service sector due to the fact that this industry has had highest percent increase in terms of overall economic development and is now seeing the most robust expansion.

Padgett and Powell (2012) came to the conclusion that service sector is becoming a key component of economy in terms of its contribution to growth. This was determined by taking into consideration a global viewpoint. There have only been a limited number of academic studies conducted on the influence that talent management has on employer branding, and those studies have only focused on a few specific global contexts (Yaqub & Khan, 2011). Maurya and Agarwal (2018), came to the conclusion that efficient organizational talent management has a positive impact on boosting the perceived employer branding in Indian coal and mining industry. This was one of key takeaways from their investigation (Monteiro, Santos, Reis, Sousa, Sousa & Oliveira, 2020). In a similar vein, Yaqub and Khan (2011) recognized acknowledged the "talent management" as a crucial effect in promoting employer branding among university students of Rawalpindi University and Islamabad University. This was the case in Pakistan. In both universities, it was discovered that this was in fact the case. Despite the fact that Ambler and Barrow (1996) choose to use the term "organizational attractiveness" rather than "employer branding" in their extensive review. This is due to the fact that, Yaqub and Khan (2011) believe that "organizational attractiveness" is a more accurate description of what they mean.

Creating a positive public perception of a product is primary goal of branding efforts. This image will have an effect on the value that is believed to be associated with the product, as well as value

that the consumer places on brand, which will ultimately result in customer loyalty (Maheshwari, Gunesh, Lodorfos & Konstantopoulou, 2017). An employer brand may be used to assist firms in efficiently competing in the labour market and in generating employee loyalty via the adoption of strategies that are beneficial in areas of recruiting, employee engagement, and employee retention (Graham & Cascio, 2018). Every company has a reputation in marketplace as employer, regardless of whether or not they have actively worked to foster that standing. Their brand will be dependent on how they are seen as the "place to work," for example by individuals who are considering joining company, those who are already working there, and those who are leaving company (Ohunakin, Adeniji, Salau & Sodeinde, 2020). This study sheds light on potentially detrimental repercussions that might arise from having a workforce that is deficient in skills. This study will prove useful in the future for both practitioners and researchers. Additionally, it will be beneficial for the management of organization, as it will allow them to better understand their position in diverse situations in relation to performance of their employees, which is necessary in order to transform company into a branded organization.

LITERATURE REVIEW

Employer branding is based on resource-based approach, which recognizes value of human capital to the entire operation of an organization. This is the foundation upon which employer branding is built (Gilani & Cunningham, 2017). Yet, a deeper comprehension of the concept and its application is a key factor in the talent gap that has existed in the past, remains in the present, and will continue to exist in future (Reis, Sousa & Dionísio, 2021). When there is a restricted talent pool, organizations will go seeking for prospects (using employer branding), rather than other way around, according to Wahba and Elmanadily (2015), In the past, a shortage of talent was caused by the concomitant low levels of unemployment that occurred during periods of economic expansion. On other hand, the current talent shortage may be traced back to a variety of different causes (Gilani & Cunningham, 2017). The current knowledge economy highlights two key factors, namely demographic shifts and social shifts, which contribute to talent gap that exists now and will continue to exist in foreseeable future. These shifts include ageing of population and changes in societal norms. From demographics point of view, increasing generations of workers are on verge of entering retirement and generations who will be taking their place are notably younger than ones they will be replacing (Reis, Sousa & Dionísio, 2021).

Despite the fact that there is a need for sociologists with backgrounds in technology, engineering, and other science-related subjects, disappointingly low number of individuals are pursuing studies in this field. In addition, employees of younger generations have a propensity to change professions a great deal more often, which creates a challenge for businesses in terms of maintaining needed staffing levels (Lodberg, 2011). Human resources consist of the methods, knowledge, and behaviours of workers, and difficult-to-replicate regulating system, habits, and learning systems. Companies seek to recruit, inspire, promote and retain exceptional people via smart human-resources practices as labour market competition increases (Gregorka, Silva & Silva, 2020). The employer brand will increase the workers' loyalty to their employers, which will have a direct effect on the employees' identification with their employers' production efficiency. Temporarily, it will reduce staff turnover (Maheshwari et al., 2017). When disloyal employee leaves his or her employer, he/she will transfer

company's most valuable technologies and customers with them to competitor, causing substantial loss for the original employer. The good employer brand will increase employee satisfaction and loyalty (Verčič, 2021).

The studies conducted by Backhaus and Tikoo (2004) on the examples of SEARS clearly shown how the building of the employer brand improves the company's workers' work attitude and customers' happiness, consequently increasing the company's revenues. Being the best employer becomes an integral aspect of the employer strategy for many businesses (Wahba & Elmanadily, 2015; Graham & Cascio, 2018). Since they trust their employers, the workers of top employers are highly engaged in their job and have stronger commitment to them. As a result, they will have greater performance and favorably promote their companies (Yaqub & Khan, 2011). The interaction between employers and workers might enhance the functioning of the firm. It is a high levels of success tool to be the best employer, bringing a pleasant working environment and a decent humanistic atmosphere to the public and so attracting and retaining people. The employees of branded private organizations in India enjoy the benefits of more effective talent management practices (Monteiro, Santos, Reis, Sousa, Sousa & Oliveira, 2020). These practices include clearly defined organizational policies, attractive salaries, healthy work-life balance, larger work teams, flexible work hours, opportunities for careers in other countries, recognition for good works, and employment that is both secure and a reference for next job.

Maurya and Agarwal (2018) found via their empirical study key results that supported all of the previously presented points. Organizational talent management strategies have beneficial effect on the perceived employer branding in Indian coal and mining sector (Maurya & Agarwal, 2018). According to the findings of research, talent management does have an effect on the performance of employees and the efficiency of organizations (Thamilselvan, 2013). It has been discovered that talent management may have an effect on the performance of workers inside a business. It is much simpler for a business to make an investment in professional growth of its high-potential employees after it has determined who those employees are (Ohunakin, Adeniji, Salau & Sodeinde, 2020; Lenka & Chawla, 2015). The development requires investment decisions to learning, training, and development of individual, whether for growth, chain planning, performance management, etc., an organization is bothered about where to make this investment, and talent management just makes this easier for them (Tumasjan, Kunze, & Bruch, 2016). This research is vital for the performance of organizations as employees are intellectual capital that can make organization better (Reis, Sousa & Dionísio, 2021). On other hand, if employees do not have the skills and competencies necessary to perform the duties and responsibilities of their jobs, then the goals and objectives of organization cannot be achieved.

RESEARCH METHODS

The present study is quantitative in nature, and the researcher used a positivist approach to the philosophical argument being investigated. Workers who are employed in Pakistan manufacturing industry are focus of this particular research project's population. Thus, many departments of these organizations that are currently active in Lahore area have been taken into consideration for this research. In order to get the data, we seek, we have resorted to using a method called simple random

sampling, which involves collecting data from various departments of firms that have operations in Lahore. In this investigation, a total of 30 different items and 300 samples were collected. The strategy of structural equation modelling (SEM), which makes use of method of partial least squares (PLS), was used so that the predicted relationships between the study variables could be evaluated. PLS is an initialism for the method of evaluating partial least squares. In addition, the researchers looked at the links, both direct and indirect, that existed between many variables that made up the structural model.

DATA ANALYSIS

The researcher employs variance inflation factor in order to conduct an analysis of multicollinearity problem present in the data. According to scholars' multi-collinearity is acceptable if the number is less than five. Our computed VIFs for the model variables were all lower than the threshold value of 3.805. More than 0.70 is the construct reliability achieved by the reflecting structures. In addition, results of table 1 demonstrated that the values of both (Rho A) and C-A are more than permissible limit of .70. The fact that the AVEs recorded for each of the constructs fell between the range of .574 and .702 indicates good level of construct reliability and convergence across measurement models. Last but not least, the discriminant validity of the measurement model was evaluated, as can be shown in Table 1.

Table 1 Reliability Analysis

Construct	F-items	FA	VIF	AVE	CR	Rho A	C-A
EB	EB1	0.836	1.298	0.574	0.854	0.862	0.887
	EB2	0.782	1.333				
	EB3	0.736	2.608				
	EB4	0.859	1.794				
	EB5	0.835	1.734				
	EB6	0.797	1.932				
EP	EP1	0.729	1.654	0.641	.776	.744	.783
	EP2	0.794	1.021				
	EP3	0.885	1.705				
	EP4	0.829	1.625				
	EP5	0.707	1.294				
	EP6	0.855	1.348				
TM	TM1	0.814	2.615	0.702	0.754	0.769	0.799
	TM2	0.754	1.946				
	TM3	0.585	1.313				
	TM4	0.459	1.031				
	TM5	0.766	2.186				
	TM6	0.801	2.244				

The results of the HTMT, which is yet another measure of discriminant validity, were presented in Table 3. The findings suggest that the values fall somewhere in the range of 0.47 and 0.85, which indicates discriminant validity (Farooq et al., 2018).

Table 2 Discriminant Validity (HTMT)

	Employees Performance	Employer branding	Talent Management
Employees Performance			
Employer branding	0.374		
Talent Management	0.467	0.578	1

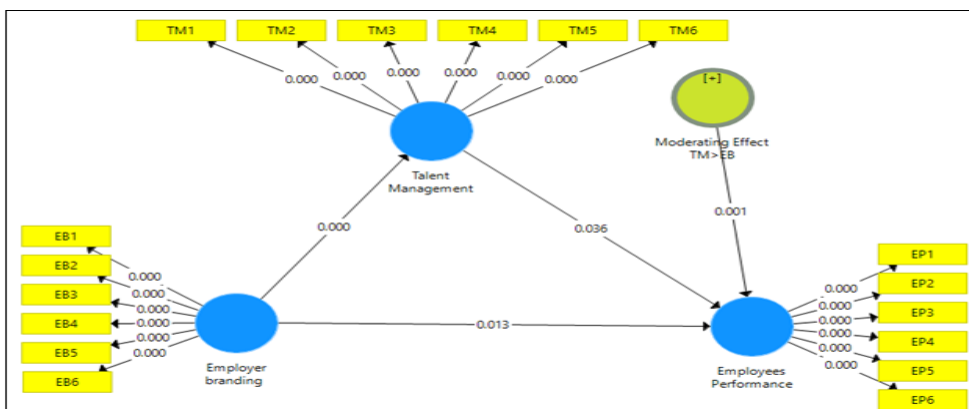
Structural Model

The researcher assessed predicted structural relationships among variables. Employees branding had significant effect on employee performance (Beta=0.306, T=4.598, P=.013), hence supporting the first hypothesis (H1). Our results validate H2's assertion that Employees branding has significant effects upon talent management (Beta= 0.438, T= 8.231, P=.000). (= 0.312, 6.973, P=.036) Talent management has significant impact on employee performance. Moderating influences of corporate branding and employee performance were examined by scholar who studied talent management. Table 3 and Figure 1 display the findings of the structural mediating models. It moderates observed variables significantly (= 0.306, t=5.159, p=0.031). Hence, H2 is supported and has a moderating influence on variables.

Table 3 Testing of Hypothesis

Relationship	Beta -Value	T-Value	Decision
Direct Effect			
Employer Branding -> Employees Performance	0.306	4.598**	Supported
Employer Branding -> Talent Management	0.438	8.231***	-
Talent Management -> Employees Performance	0.312	6.973**	-
Moderation Analysis			
Employer branding -> Talent Management -> Employees Performance	0.306	5.159**	Supported

Figure 1 Structural Equational Model Results



DISCUSSION & CONCLUSION

This study aims to establish the empirical relationship between corporate branding and employee performance, with talent management functioning as moderator. The first hypothesis studied effect

of employer branding on employee performance, and findings suggested that employer branding had a significant beneficial impact on employee performance in organisational sector of Pakistan. The findings are consistent with those of previous research. Present research studied moderating effect of talent management on association amid employer branding and employee performance and results supported hypothesis that talent management moderates' association amid employer branding and employee performance. Other surveys have found similar results to those of current research. This research concludes that employer branding is a growing issue in Pakistani sector, and that managers choose technological over non-technical ways to counteract employer branding. To combat employer branding in Pakistan's organisational sector, a non-technical approach, i.e., use of employee performance, is more effective. Current research reveals that so as to boost organizational performance, satisfaction and to satisfy employer branding requirements, managers must guarantee that employee performance increases. The organizations must therefore organize training courses for their employees.

This study highlights the importance of employer branding in organization sector. Employees in the organization sector are more frequently aware of organizational performance and have a significant impact on how other people perceive the company. Organizational leaders are under pressure to use their resources in a smart, strategic, and cost-effective manner in this age of transparency and accountability in higher management. Instead of spending money on many different employment values or benefits, an employer may obtain a better performance return by investing more money in those that improve performance and less or none in those that don't, unless those that don't improve performance improve other desirable employee qualities. Companies with a smaller budget might also consider allocating a larger portion of their limited resources to satisfying the requirements of the core group of employees who provide the most competitive value and sustain the organization. This is preferable to providing the same benefits and values to all employees or assuming that all employees are equal. This research was considered to be valid by using perspectives of professionals working within the organization; however, a future study ought to present a different approach by investigating the thought process of recent graduates or students who are currently enrolled in universities in Pakistan.

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