IMPACT OF EMPLOYER BRANDING ON TALENT MANAGEMENT EFFECTIVENESS IN THE MASS MEDIA SECTOR

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ABSTRACT

The paper discusses how the employer branding will influence the effectiveness of talent management of the mass media industry, which is highly competitive, high turnover of employees, and high rate of technological change. The aim of the study is to study the impact of employer branding dimensions on attraction of talents, development, retention of talents and employee performance. The quantitative-descriptive-causal research design was selected, and a structured questionnaire was used to gather primary data among 220 employees who work in the television, print, digital, and radio media houses. Data analysis was done on the basis of descriptive statistics, reliability analysis, correlation analysis, and multiple regression analysis. The results show that the employer branding is significantly positively related to the talent management effectiveness which describes a considerable part of variance in the talent-related outcomes. Organizational reputation was the strongest dimension of the employer branding with the employer value proposition, compensation and benefits, work environment, and career growth opportunities coming in that order. The research indicates that, effective employer branding can be used to improve employee performance and attraction and deal with the long-standing retention issues in the mass media business. The empirical implications indicate that media companies ought to take the idea of employer branding as a strategic HR practice and not a form of symbolic exercise. The study uniqueness of this paper is the sector-specific empirical data through a non-SEM analytical method in the mass media framework.

KEYWORDS: Employer Branding, Talent Management, Mass Media Sector, HR Strategy

1. INTRODUCTION

1.1 Background of Employer Branding in the Mass Media Industry

Over the past few years, employer branding has become a highly important strategic resource by which organizations have created an identity as an employer of choice amidst a highly competitive labor market[1]. The term employer branding can be defined as the configuration of functional, economic and psychological accruals of an employment in an organization and it is influenced by the internal

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HR practices and external organizational image. Employer branding has become particularly significant in the mass media sector, which is associated with a high level of creativity, visibility to the public, innovation of technologies and a high competition among talented professionals[2].

The mass media organizations depend much on human capital like journalists, content creators, editors, designers and technical professionals as their expertise directly affects organizational credibility and performance. Since media practitioners are highly visible externally and mobile, responsible organizations need to ensure that they heavily promote a strong employer brand in order to attract and retain talent[2]. Therefore, employer branding in the mass media industry is not limited to the communication of the recruitment, but it is very crucial in influencing employee perceptions, commitment and performance[3].

1.2 Mass Media Organization Talent Management Problems

The management of talents within the mass media industry is distinct and difficult. High turnover and employee stress are triggered by rapid technological changes, transition to the digital platform, non-regular working hours, time pressure, and high-performance expectations. As much as media houses have been successful in their quest to recruit creative talent, retention of talented professionals has been a thorn in their flesh[4].

Also, the media work is project-based, there is no structured career development, and the competition in the field is high, which contributes to the challenges in managing talent[5]. The difficulties demonstrate the importance of combined HR approaches, which can attract talent and contribute to the engagement of employees, their development, and commitment. The employer branding can help solve these issues aligning the organizational values, working conditions, and the job prospects with the expectations of the employees[6].

1.3 Research Gap

Even though the employer branding and talent management has been extensively explored in the general literature of human resource management, there is still little empirical research in this area that considers the mass media industry. The major part of the current research has been focused on such industries as information technology, hospitality, health care and manufacturing and much less has been focused on creative and knowledge intensive industries like mass media.

Further, previous research is usually based on sophisticated analytical models or the research investigates the employer branding per se without sufficient investigation on its direct effect on effectiveness of talent management[6]. This deficiency in sector-specific and empirical research based upon simple and understandable analytical methods leaves an obvious research gap. It is necessary to

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fill this gap and comprehend the functioning of employer branding in the specific context of mass media organizations[7], [8].

1.4 Research Problem Statement

Although the importance of employer branding as a strategic HR tool is becoming more and more evident, the mass media organizations still have to struggle with the ongoing issues concerning the attraction of talent, development, and retention[9], [10]. The fact that empirical studies on the use of employer branding on talent management efficacy in the mass media environment are not available restricts the capacity of organizations in developing evidence-based HR solutions. Thus, the key research question of the current study is the following:

How effective is employer branding in talent management within the mass media?

1.5 Objectives of the Study

The objectives of the study will be as follows, based on the research problem:

To investigate the degree of employer branding behaviors in mass media organizations

To determine how well practiced talent management is in the mass media industry.

To examine how the dimensions of employer branding affect the effectiveness of talent management.

To determine the most effective employer branding dimensions that influence talent management results.

1.6 Structure of the Paper

The paper is organized in the following way. The section 2 provides the overview of the literature on the employer branding and talent management. Section 3 presents the background of the research, problem, and objectives. Section 4 describes the research methodology that was taken in the study. The data analysis and measurement procedures are introduced in section 5. The empirical results are reported in Section 6 and findings are discussed in Section 7. Section 8 emphasizes the theoretical and practical implications, Section 9 and 10 present the limitations and the future research directions. Lastly, Section 11 also completes the study.

2. REVIEW OF LITERATURE

2.1 Employer Branding

2.1.1 Concept and Evolution

The concept of employer branding originated in the middle of the 1990s in human resource management, in which the principles of branding were applied to the relations between employers and employees[11]. It is a process of establishing a unique and appealing image of an organization as an employer, to the current and prospective employees. Employer branding concerned itself initially with communication during the recruitment, but as time went by, it has developed to encompass a broad

strategic approach involving organizational culture, employee experience, and reputation that is extended to the outside world[11].

Due to the growing competition in the labor markets among organizations in a bid to secure skilled human capital, the branding of employers has become an acknowledged tool of distinguishing employers in competitiveness[12], [13]. The modern understanding of employer branding is a long-term investment, which brings the corporate values, employee expectations, and HR practices in line. The evolution is expressed in the form of transitioning of transactional employment relationships to relational and value-based employment[14].

2.1.2 Employer Branding Dimensions

The literature defines employer branding to be a multidimensional concept that covers tangible and intangible factors. Among the fundamental dimensions is the employer value proposition that is the package of value and benefits that an employer provides to employees in terms of their skills and contribution[15]. A well-defined and strong value proposition will promote organizational appeal and employee loyalty. The other important dimension is organizational reputation, which is the external view of the organization as an employer[16]. A good reputation boosts trust, credibility, and pride within the employees. Work environment and organizational culture are also rather influential as positive employee experience is conditioned by supportive, inclusive, and innovative cultures[17].

Moreover, career growth and development opportunities are also strongly identified as part of employer branding especially in the knowledge-based industries. The long-term engagement of the employees is empowered by the opportunities to learn, grow, and improve their skills. Lastly, compensation and benefits are the economic aspect of employer branding which determine employee satisfaction and retention when deemed as fair and competitive[18].

2.2 Effectiveness of the Talent Management.

2.2.1 Meaning and Importance

Talent management is the planned process of attracting, developing, maintaining and using employees who have skills essential to the success of organizations. The effectiveness of talent management indicates how well an organisation is adopting practices that ensure the fullest potential of the employees and the way it can align the abilities in individuals and strategic goals[19], [20].

Effective talent management is needed in industries that are dynamic and competitive in order to maintain performance, innovation, and continuity in the organization. Effectiveness in talent management is critical in generation of competitive advantage especially in the mass media industry where employee creativity and expertise is directly related to the quality of content and organizational recognition[21].

2.2.2 Major Effectiveness Dimensions of Talent Management

The effectiveness of talent management is widely available in the literature, conceptualized in four dimensions. Talent attraction is the capability of the organization to attract competent and qualified individuals. This dimension is highly dependent on the image of the employer, recruitment practices, and organizational visibility[22]. Talent development aims at updating skills and competencies of employees by training, mentoring and learning. The mass media industry is highly dynamic in terms of its continuous growth because of the quick technological and content transformations[23].

Talent retention is an indicator of the ability of the organization to have skilled employees in the long run. Job satisfaction, career opportunities, work environment as well as organizational commitment are factors that affect retention. High staff turnover which is usually common in mass media organizations highlights the need to have good retention strategies[24]. Lastly, employee performance entails how employees are able to perform consistently or even surpass the anticipated levels of performance. Talent management is a key factor that helps in ensuring that the skills of the employees are fully utilized, as this is a direct contribution to success in an organization[25].

2.3 Employer Branding and Talent Management.
2.3.1 Prior Empirical Studies

Empirical research has always shown a positive correlation between the employer branding and the different talent outcomes. According to the previous studies, a well-developed employer branding elevates the organizations in terms of attraction, increases the employee engagement, and decreases turnover intentions[25], [26]. The literature has been done in various fields like information technology, hospitality and healthcare and it has been found that employer branding has a positive impact on attracting and retaining talent[27].

It has also been researched that employer branding enhances the level of identification with the organization by the employees resulting in better performance and commitment. Although some articles make use of sophisticated analytical methods, there is a cumulative effect in their results because they all highlight that employer branding is an important antecedent of good talent management[28], [29].

2.3.2 Identified Research Gaps

In spite of the increasing empirical data, there are a number of gaps in the available literature. First, the sector is not specifically studied, especially in the emerging economies, in the mass media industry. Second, numerous studies rationally focus on the results of employer branding, but they do not consider its overall importance to talent management performance.

Also, the previous studies usually employ complicated analysis models thereby constraining accessibility and practical application among managers. Limited empirical research has utilized direct and dimension-based model to study the relationship of employer branding and talent management. To fill these gaps, the current research offers an empirical data on the mass media industry in a clear and understandable analytical methodology.

3. RESEARCH METHODOLOGY

3.1 Research Design

The current research involved the use of a quantitative and descriptive-causal research design to test how an employer branding is relevant to talent management performance in the mass media industry. The reason is that a quantitative method was selected to make the objective measurement of employee perceptions and to provide the possibility of conducting the statistical analysis of the relationship between the variables. The descriptive part assists in the knowledge of the present condition of employer branding and employer talent management practices and the causal part is dedicated to the evaluation of how the employer branding dimensions affect the effectiveness of talent management. The cross-sectional survey method was used, where the data were collected at a certain time of employees in mass media organizations.

3.2 Population and Sample

Population

The study target population was employees who are in the mass media industry consisting of television, prints media, digital media and radio organizations. There were journalists, editors, content producers, technical employees, and managerial employees.

Sampling Technique

The purposive sampling strategy was used, as it was necessary to make sure that people addressed in the research were sufficiently experienced and exposed to employer branding and talent management practices within their companies. This method is suitable in cases where the research needs to be informed with the answers of particular groups of employees.

Sample Size

Two hundred and twenty good responses were obtained and analyzed. This is deemed to be sufficient as far as regression analysis is concerned and meets the recommendation of quantitative research utilizing more than one predictor.

3.3 Instrumentation

Questionnaire Development

The structured questionnaire created on the basis of the existing literature on the topics of employer branding and talent management was used as the source of data. The questionnaire consisted of three parts namely demographic profile, employer branding dimensions, and talent management effectiveness dimensions.

Measurement Scale

Everything has been measured by a five-point Likert scale, 1 = Strongly Disagree, 5 = Strongly Agree. The reason why this scale was chosen is because it is simple, reliable, and appropriate in measuring employee attitudes and perceptions.

Reliability Testing

To determine the internal consistency of the measurement scales, the coefficient of Cronbach alpha was used. All the constructs had alpha values which were greater than the recommended value of 0.70 which means that there are a satisfactory reliability and consistency of the instrument.

3.4 Data Collection Procedure
Mode of Data Collection

Only online and offline survey were used to collect primary data. Questionnaires were administered through online questionnaires via email and online survey systems and offline questionnaires which were distributed in selected media houses to enhance the response rate.

Ethical Considerations

The strict ethical standards were observed during the collection of data. The study was voluntary and the respondents were advised of the study intention. The responses were guaranteed anonymity and confidentiality and no personally identifiable information was obtained. The right of the respondents to drop out of the survey was provided.

3.5 Data Analysis Techniques

Statistical software (SPSS) was used in data analysis. The techniques that were applied were:

- Descriptive statistics to represent demographic and distribution of variables.
- Internal consistency in terms of Cronbach alpha.
- Correlation analysis to determine which relationship existed among variables and its strength.
- To determine the effectiveness of talent management through the various dimensions of employer branding, multiple regression analysis will be used.

These methods have been selected in order to make it clear, strong and to meet the goals of this research.

4. DATA ANALYSIS AND RESULTS
4.1 Demographic Profile of Respondents

Table 1: Demographic Characteristics of Respondents (N = 220)

VARIABLE	CATEGORY	FREQUENCY	PERCENTAGE (%)
GENDER	MALE	132	60.0
	FEMALE	88	40.0
AGE	BELOW 30 YEARS	76	34.5
	30–40 YEARS	94	42.7
	ABOVE 40 YEARS	50	22.8
EXPERIENCE	BELOW 5 YEARS	82	37.3
	5–10 YEARS	91	41.4
	ABOVE 10 YEARS	47	21.3
MEDIA TYPE	TELEVISION	68	30.9
	PRINT MEDIA	54	24.5
	DIGITAL MEDIA	72	32.7
	RADIO	26	11.9

The demographic profile presents the sampling of employees that is balanced and representative of the mass media industry. Considering gender, male respondents are 60, and female respondents are

40, indicating the reasonable gender diversity of the partaking organizations. In terms of age, most of the respondents are between the 30-40 age brackets (42.7) then those below 30 years (34.5). This is a workforce that is mostly dominated by young and middle-aged professionals, as is common with the dynamic and fast-paced mass media industry. The proportions of the employees who are over 40 years (22.8%) are experienced professionals who enhance stability and leadership in the organization.

In terms of work experience, the respondents have a moderately experienced talent base with most of the respondents having 5- 10 years of work experience (41.4%). The early professionals of less than 5 years' experience (37.3) and more than 10 years' experience (21.3) can be seen as before and after respectively, and this demonstrates the presence of long-time employees with expertise in the industry. Digital media workers represent the most significant proportion (32.7%), and other than that, television (30.9%), and print media (24.5%) are also on the increase, owing to the increased prominence of digital media in the mass media industry. Radio (11.9%) is also a minor yet important section, which guarantees diversity in the media form.

4.2 Descriptive Statistics (Dimension-wise)

Table 2: Descriptive Statistics of Employer Branding Dimensions

Dimension	Mean	Standard Deviation
Employer Value Proposition	3.82	0.61
Organizational Reputation	3.91	0.58
Work Environment & Culture	3.75	0.66
Career Growth & Development	3.69	0.63
Compensation & Benefits	3.72	0.68

Descriptive statistics indicate that the perceived employer branding practices among employees in the mass media industry takes the form of moderately high level as mean values range by between 3.69 and 3.91 using a five-point Likert scale. Organizational Reputation has the highest mean score of (Mean = 3.91, SD = 0.58), which means that employees, on the whole, see their companies as reputable and well-known employers in the sphere of media. The standard deviation is comparatively low, which implies that there is uniformity in the perception of the employees about organizational image and credibility. The dimension of Employer Value Proposition records a good mean score (Mean = 3.82, SD =0.61) indicating that the employees have a good perception about the overall benefits, values and rewards provided by their respective organisations. It implies that media houses are quite effective in conveying their value propositions to the existing personnel. The dimension of Work Environment

and Culture shows a mean of 3.75 (SD = 0.66) which shows that the perception of the respondents regarding this dimension is positive but not quite consistent. This difference could indicate the cultural disparities in organizations and work environments in various media. The average score of the Compensation and Benefits is 3.72 (SD = 0.68) indicating moderate levels of satisfaction. The larger standard deviation shows that there is a variation in the perceptions in some extent, and this could be a result of the variation of pay structures and the benefits schemes among organizations. Career Growth and Development have the lowest mean and SD (Mean = 3.69, SD = 0.63) which is a possible area of concern. Even though the perception is still above average, this result indicates that employees view the lack of the promotion perspectives, which can influence retention in the mass media industry.

Table 3: Descriptive Statistics of Talent Management Effectiveness Dimensions

Talent Management Dimension	Mean	Standard Deviation
Talent Attraction	3.88	0.62
Talent Development	3.81	0.60
Talent Retention	3.79	0.65
Employee Performance	3.92	0.58

The descriptive statistics show that there is a positive perception of overall talent management effectiveness on employees in the mass media sector with the mean scores between 3.79 to 3.92 out of five points. The highest mean score is on Employee Performance (Mean = 3.92, SD = 0.58) implying that employees are convinced that talent management practices have a great role in enhancing individual and organizational performance. The standard deviation is quite small and indicates the consistency of the perceptions of the respondents. Talent Attraction comes next with the mean of 3.88 (SD = 0.62) which means that the organizations are being seen as comparatively successful in their ability to attract competent and skilled professionals. This agrees with the previous conclusion that there are high scores of organizational reputation and employer value proposition. The Talent Development dimension has a mean of 3.81 (SD = 0.60) indicating moderate satisfaction with training, skill development and career development programs. The variability is low, which means that there are rather homogenous perceptions among employees. Talent Retention has the lowest mean (Mean = 3.79, SD = 0.65) but is an expression of a positive assessment. The standard deviation difference implies that there are a few differences between the experiences of employees with regard to retention practices, which may be related to job role or organizational policy differences.

4.3 Reliability Analysis

Table 4: Reliability Statistics of Study Constructs

Construct	No. of Items	Cronbach's Alpha
Employer Value Proposition	4	0.86
Organizational Reputation	4	0.88
Work Environment & Culture	4	0.85
Career Growth & Development	4	0.84
Compensation & Benefits	4	0.87
Talent Attraction	4	0.88
Talent Development	4	0.86
Talent Retention	4	0.89
Employee Performance	4	0.87

The results of the reliability analysis reveal high internal consistency of all the constructs applied in the research with Cronbach alpha values of 0.84 to 0.89. The values are above the generally accepted threshold of 0.70, which proves that the measurement items are valid and will be helpful in the additional statistical analysis. Organizational Reputation can be considered the most reliable branding construct (a = 0.88), then Compensation and Benefits (a = 0.87), and Employer Value Proposition (a = 0.86). This indicates that the respondents always interpreted and answered the items that were used to scale these dimensions. Likewise, the Work Environment and Culture (a = 0.85) and Career Growth and Development (a = 0.84) also show high levels of reliability which means that these scales are well-structured and coherent.

Talent Retention has the largest Cronbachs alpha (a = 0.89), which portrays that the practices have a strong consistency in the employee answers regarding retention practices. The level of reliability in Talent Attraction (a = 0.88), Employee Performance (a = 0.87) and Talent Development (a = 0.86) is also excellent. In general, the results indicate that all constructs are assessed with valid instruments, which guarantees the validity of further correlation and regression analyses. High reliability enhances the validity of inferences that were made on the connection between employer branding and the effectiveness of talent management in the mass media industry.

4.4 Correlation Analysis

Table 5: Correlation Matrix

Employer Branding Dimension	Talent Management Effectiveness
Employer Value Proposition	0.61**
Organizational Reputation	0.65**
Work Environment & Culture	0.58**
Career Growth & Development	0.55**
Compensation & Benefits	0.57**

The analysis of the correlation shows that the positive correlation between the dimensions of the employer branding and talent management effectiveness in the mass media sector is strong and statistically significant. The correlation coefficients are all positive and significant with 1% level ($p < 0.01$) which means that better employer branding is related to more effective talent management practices. Of all the dimensions, Organizational Reputation demonstrates the highest correlation with the effectiveness of talent management ($r = 0.65$), which implies that the positive organizational image is a key way of attracting, managing, and retaining talent in mass media organizations. This observation shows that external and internal perceptions of the employer brand play a significant role in influencing the results of talent. Employer Value Propositions also has high positive relationship ($r = 0.61$) which shows that well-defined and appealing value propositions can contribute to the effectiveness of talent management greatly. Work Environment and Culture, in turn, is strongly correlated ($r = 0.58$) with the impact of the supportive and engaging workplace environment on the enhancement of the talent performance. Compensation and Benefits ($r = 0.57$) and Career Growth and Development ($r = 0.55$) also have moderate-strong positive correlations with talent management effectiveness. These findings indicate that equitable rewards and well-defined career promotion programs play significant roles in the management of talent effectively although their impact is relatively low than reputation and value proposition.

4.5 Multiple Regression Analysis (Dimension-wise Employer Branding)

Dependent Variable: *Talent Management Effectiveness (Composite of Attraction, Development, Retention, Performance)*

Table 6: Model Summary

R	R²	ADJUSTED R²	STD. ERROR
0.74	0.55	0.54	0.39

According to the summary of the regression model, there is a significant relationship on the overall between the employer branding and the effectiveness of talent management in the mass media industry. The version of multiple correlation coefficient (R = 0.74) indicates the existence of a high level of association between the complex of employer branding dimensions and talent management effectiveness. Coefficient of determinants (R2 = 0.55) indicates that 55 percent of the variation in effectiveness of talent management can be attributed to employer branding dimensions. This means that there is high level of explanatory power and therefore, employer brand has a high level of influence in determining talent-related outcomes in the mass media organizations. The adjusted R2 coefficient (0.54) also indicates the strength of the model following the removal of number of predictors. The fact that there was a small difference between the R2 and adjusted R2 indicates that the dimensions of employer branding that are taken into consideration are not irrelevant and that the model did not overfit. The standard error of estimate (0.39) shows that the standard of prediction accuracy is acceptable and therefore the values of talent management effectiveness predicted by the model are very close to the observed values.

Table 6: ANOVA Results

MODEL	F	SIG.
REGRESSION	52.84	0.000

The ANOVA findings show that the regression model employed in exploring the effect on talent management of the employer branding is significant. The calculated F-value of 52.84 with the significant level of p = 0.000 (p < 0.01) indicates that the set of employer branding dimensions also explain a considerable portion of the talent management effectiveness variance. This finding

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substantiates the fact that regression model offers better fit as compared to a model in which there are no predictors and that the employer branding dimensions as a block have moderate contribution to talent management effectiveness in the mass media industry.

Table 7: Regression Coefficients

EMPLOYER BRANDING DIMENSIONS	BETA (B)	T-VALUE	SIG.
EMPLOYER VALUE PROPOSITION	0.24	4.12	0.000
ORGANIZATIONAL REPUTATION	0.31	5.68	0.000
WORK ENVIRONMENT & CULTURE	0.18	3.21	0.001
CAREER GROWTH & DEVELOPMENT	0.15	2.89	0.004
COMPENSATION & BENEFITS	0.19	3.47	0.001

The multiple regression findings reveal that all employer branding dimensions are statistically significant and have a positive effect on talent management effectiveness in the mass media industry. All the predictors have significant beta coefficients that have a p-value of less than 0.01, which justify them individually as contributors to the regression model. Organizational Reputation is one of the predictors that stand out as the strongest predictor of talent management effectiveness ($b = 0.31$, $t = 5.68$, $p = 0.000$). This implies that high-ranking organizations have an easy time in attracting, developing, and retaining talent and also improving employee performance. Also provides significant impact ($b = 0.24$, $t = 4.12$, $p = 0.000$) is the Employer Value Propositions which implies that well defined and appealing value propositions have a strong impact on the talent management outcomes. This observation supports the significance of aligning corporate values, rewards, and expectations to the needs of the employees. The dimension that is positive and significant is the Work Environment and Culture dimension ($b = 0.18$, $t = 3.21$, $p = 0.001$) which means that positive working environments play their part in talent management. On the same note, Compensation and Benefits is also an important factor ($b = 0.19$, $t = 3.47$, $p = 0.001$), which demonstrates the importance of fair and competitive reward systems as a motivational and retaining factor among employees. The career Growth and Development have the lowest beta value of the predictors ($b = 0.15$, $t = 2.89$, $p = 0.004$),

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but it is still significant enough to point out that the opportunities of advancement and skills development are not insignificant sources of talent management effectiveness.

4.6 Hypotheses Testing Summary

Table 8 Hypotheses Testing

Hypothesis	Result
H1: Employer branding positively influences talent management effectiveness	Supported
H1a–H1e: Individual EB dimensions significantly influence TME	Supported

The results of the hypothesis testing entitle the close empirical evidence to the development of the proposed relationships between employer branding and the effectiveness of talent management in the mass media sphere. The primary hypothesis (H1) was that employer branding has a positive effect on the effectiveness of talent management. The findings of the regression analysis prove this association, and there is a strong and positive influence of employer branding on talent management results. Therefore, H1 is supported. In addition, the sub-hypotheses (H1a-H1e) tested how each of the employer branding dimensions as employer value proposition, organizational reputation, work environment and culture, career growth and development, and compensation and benefits, affect talent management effectiveness. The results indicate that the effect of all the employer branding dimensions on talent management effectiveness is statistically significant and positive. Based on this, H1 a -H1e is accepted.

5. DISCUSSION

The current research question was the influence of the employer branding on the effectiveness of the talent management within the mass media industry, and the specific issue was the determination of the dimensions of the employer branding that has the most significant effect on the talent-related outcomes. The results give solid empirical evidence to the proposed correlation and can give valuable theoretical and practical information.

Employer Branding and Effectiveness of Talent Management

The regression analysis indicates that the impact of the employer branding on talent management effectiveness is significant and positive, and a significant part of the variance of talent attraction, development, retention, and employee performance is caused. This observation validates the fact that employer branding is not a symbolic exercise or communication-focused exercise but a strategic human resource process, which has a direct positive effect on talent deliverables[30]. When it comes

to the mass media industry, where competition is high, creative work, and employee turnover is common, robust employer branding becomes one of the most important elements of retaining talent in the organization. The findings are consistent with the available literature that underlines the impact of employer branding on the perceptions, commitment, and organization attractiveness of employees. Nevertheless, this paper builds upon the literature by offering sector-specific evidence of mass media organizations, which has received relatively little empirical studies[31].

Organizational reputation was found to be the most effective predictor of talent management within the employer branding dimensions. This observation shows that, employees in the mass media industry attach a lot of significance to the public perception, credibility, and integrity of their organization. Since media organizations are visible and influential, the employees seem to gain professional identity and pride in working with reputable employers and this leads to better retention and performance. The employer value proposition demonstrated a strong and significant impact as well which means that the clarity of what the organization has to offer to its staff, including meaningful work, recognition and growth opportunities is an important factor in effectively managing talent. This confirms the argument that the employees are becoming more holistic in their approach to employers, and not basing their analysis on pay only.

It was also observed that work environment and organizational culture have a strong impact on effectiveness of talent management and they support the significance of working in mass media industry in a collaborative, respectful, and creativity-conducive environment. Since media work is highly pressured and required to be finished within a specific deadline, a positive work environment also leads to the continuity of employee performance. Career growth and development compared with the rest of the dimensions had the lowest beta value, but its impact on dimensions was still statistically significant. That implies that although employees appreciate the developmental prospects, a number of the mass media practitioners can place more value on their reputations and employment experiences rather than the career planning. However, the outcome points to the necessity of the organizations to enhance the organized developmental channels and minimize the turnover rates in the long term. Likewise, the notion of compensation and benefits produced a significant positive effect meaning that just and competitive rewards are still obligatory, even in the sphere of the mass media which can be characterized as creative and fueled by passion. Nevertheless, compensation is not enough and high employer reputation and value alignment are also required.

Talent Management Dimensions within the Mass Media
The descriptive analysis of the dimensions of talent management has shown that the performance of the employees and attraction of talent are the strongest aspects of talent management, whereas the talent retention is rated relatively lower. The trend is representative of the general difficulties within the mass media industry, in which the organizations tend to be effective in recruiting talented

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individuals but can hardly keep them because of the intensity of workload, poaching by competitors, and fluctuation in careers. The results indicate that the employer branding can serve as a stabilizing factor by creating organizational attachment beyond the transactional employment relations.

6. Implications of the Study

The research conclusions of this paper have valuable implications on theory and practice because they show the strategic value of employer branding in improving the effectiveness of talent management in the context of the mass media industry.

6.1 Theoretical Implications

This research would add to the body of literature on employer branding and talent management by empirically confirming a direct dimension based relationship between employer branding and talent management performance. In contrast to the studies, which employ the use of intricate structural models, the current study illustrates that the dimensions of employer branding can explain a substantial amount of variance in talent related results through the application of conventional statistical methods. This confirms the idea that employer branding is an essential HR system and not a secondary or symbolic concept. The study supports the multidimensional character of the employer branding theory by evaluating the employer branding in terms of various dimensions, including employer value proposition, organizational reputation, working environment, career development, and the compensation. Findings complement the theoretical frameworks that have existed in academic literature by validating their relevance in mass media setting, which is a creative field, highly visible, and the talent flows, which has hitherto been underserved in previous empirical research. Moreover, the research reinforces the talent management theory through the introduction of employer branding as a decisive predecessor of talent attraction, growth, retention, and performance, hence combining branding and human resource insights into a single empirical framework.

6.1 Practical Implications

On the part of management, the outcomes give practical lessons to the HR practitioners and the top managers of mass media companies. The impact of organizational reputation is significant enough to presuppose that media companies need to take care of their employer image by employing ethical behavior and open communication and regular interaction with the public. Good image outside the company is not only a source of talent, but also enhances employee pride and loyalty. The importance of the employer value proposition is the reason why organizations should be able to communicate and provide the meaningful employee offerings clearly such as creative autonomy, recognition, and career relevance. To maintain the trust and engagement, HR practitioners are expected to ensure a correspondence between the values of employment guaranteed and the ones experienced. The work environment and culture-related findings are associated with encouraging supportive inclusive and

creativity-driven working environments. Since mass media work is of high pressure, the programs that encourage the collaboration, psychological safety, and work-life balance can significantly increase the results of talent management.

Despite a rather smaller influence of career growth and development, the meaning points to the fact that formal training and mentoring, as well as skills improvement programs, are still vital in long-term talent retention. Media houses ought to commit to lifelong learning in order to be flexible in regards to technological and content-based changes. Lastly, compensation and benefit benefit has a positive impact, which highlights the necessity of competitive and fair reward systems. Financial incentives may not be the answer but they complement the employer branding efforts.

7. LIMITATIONS OF THE STUDY

The current research has some limitations that are worth considering when explaining the results although it possesses some contributions. To begin with, the research design used in the study is the cross-sectional research design, which does not allow the researcher to make causal generalizations. The perceptions of employee towards employer branding and talent management can change especially in such a dynamic industry as mass media.

Second, the data were gathered through self-reports questionnaires which are prone to common method bias and social desirability bias. Despite the fact that the established scales and reliability checks were employed, the perception of the respondents might not be able to reflect objective organizational practices in full. Third, the specific sector of mass media was considered in the research, and it is difficult to apply the results to any other industry. Differences in the organizational culture, labor market and human resource practices that exist across sectors can have different effects on the employer branding-talent management relationship. Lastly, effectiveness of talent management was assessed as a compound measure and although appropriate to the aims of the study, it might not represent subtle differences in individual applications of talent management at the organizational level.

8. FUTURE RESEARCH DIRECTIONS

The findings of this research can be developed in future research in a number of ways. The longitudinal research design can be considered to explore how the employer branding influences the effectiveness of talent management in the long-run and to have a better causal relationship.

Substantial future studies can include a comparison across the sector or across industries to determine whether the differences in the effect of employer branding depends on the mass media organization and other industries that rely on knowledge. The external validity of the employer branding theory would be increased when they are conducted through such comparative studies. Future researchers can also disaggregate talent management effectiveness and test dimension-specific results, which are

retention or performance, as independent dependent variables. This would give deeper understanding on how certain employer branding behavior can affect individual talent outcomes. Furthermore, qualitative or mixed-methods methods like interviews or case studies may be utilized to obtain better insights into the experience of employees, as well as employer branding strategies used in companies. These would be used to supplement quantitative evidence and provide background. Lastly, further studies can be done by including other organizational factors like leadership style, organizational climate, or digital employer branding practices as a way of further generalizing the insight into the dynamics of talent management in the changing mass media environment.

9. CONCLUSION

This paper has reviewed how the employer branding influences the effectiveness of talent management in the mass media industry, aiming at determining the role of the particular dimensions of employer branding in attracting, developing, retaining, and improving the performance of employees. Based on a quantitative, regression methodology, the results present clear empirical data that the employer branding has an important and strategic impact on enhancing talent management results. The findings show that the dimensions of employer branding cumulatively describe a significant amount of talent management effectiveness variance. Among these aspects, the organizational reputation was the most powerful factor, which points to the significance of the employer image and credibility in the mass media industry, which is highly seen but competitive in nature. It was also determined that employer value proposition, work environment, compensation and benefits, and career growth opportunities show positive impacts that could be valued significantly, which highlights the multidimensionality of employer branding.

The research also indicates that mass media organizations are relatively effective in attracting and maintaining high employee performance levels in the talent but there are difficulties in talent retention. The results indicate that a good employer brand may be an essential tool of solving such problems by creating organizational pride, alignment, and commitment to work. The emphasis on direct and dimensional based model and the absence of complex analytical methods proves that employer branding can be studied with traditional statistical means and still provide significant theoretical and practical data. The study adds to the sparse empirical evidence on the topic of employer branding in the mass media setting and supports the merging of the branding and human resource management approaches. All in all, the research finds that employer branding cannot be considered a secondary HR practice but a strategic investment. Those mass media organizations, which take active steps to build their employer brand, have higher chances of attaining long-term effectiveness of talent management and remain competitive in a more dynamic media environment.

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