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The Role of the Employer Brand in Talent Retention - a Field Research in a Sample of Private Banks Operating in Iraq

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Abstract

The aim of the research is to identify the nature of the relationship and the level of influence between the employer Brand and the talent retention, and the research problem arises in determining the impact of the employer Brand as it is one of the basic requirements for organizations to ensure the talent retention and avoid losing them, and the research was conducted in (12) private banks in Iraq As the number of respondents reached (147) workers in the general administrations of banks at (Top Level - Mid Level), while the questionnaire was relied upon as the main research tool for data collection, the data was analyzed and hypotheses tested based on a set of computer programs (Spss V.26 & Amos V.26) and the results that were reached indicate that there is a significant effect of the employer brand on talent retention.

Keywords: Employer Brand, Talent Retention, Privat Bank.

Introduction

Human resources management is associated with many practices, including providing realistic information about the job so that candidates know what is expected of them with the priority of applying traditional recruitment methods in the current business environment, as it is not enough to advertise vacancies to ensure the required number of good candidates, and competition in the market requires The work is that the organization implements the recruitment process in a timely manner, so the recruitment itself must be guided by a marketing strategy (Slavkovic, et.al, 2018) The human resources department's interest in the employer brand is attributed to the strength of the influence of brands, and the continuous human resources search for credibility coincided with And the growing interest in employee participation with difficult labor market conditions, which led to a "war for talents" and the growing interest in talent management by applying the brand concept to human resource management, considering the employer brand as a brand and the employee as (consumer / customer) (Jiang&Iles, 2011) The employer brand has become a valuable, intangible source of competitive advantage. Which Salman, et.al (2019) described as strategic preferences or methods chosen by the organization to compete in the market, used to recruit the best applicants from the labor market but also to engage and retain the talents of the organization (Kucherov & Samokish, 2016). An essential part of talent management that begins with attracting and selecting talents, as organizations seek to attract them by building an image of them as a suitable option for work that prompts them to join them and prefer them over the rest of the available offers, and this happens by adopting the employer's brand that flirts with talents by conveying a full perception of

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the nature of Work and relations within the organization and not to hide the necessary information from them, and one of the objectives of the employer brand is to enhance the mental image of the organization as a suitable place to work in the minds of individuals looking for work, and the goal of the process of building the mental image is to preserve the talents working within the organization, as their survival with The organization for a longer period represents an indicator of workers' confidence in the organization. Many previous studies focused on the relationship between the employer brand and talent retention. Many studies dealt with the issue of the employer brand (the independent variable). Rampl & Kenning (2012) found that the trust and influence of an employer brand is influenced by the sincerity of the brand's personality trait. Moreover, the employer brand is positively affected by excitement and development in traits, while Gözükarar & Hatipoğlu (2016) stated that the behavioral values of the employer brand in its dimensions influence the behaviors of employees, and Aldousari, et.al (2017) found that organizations Those that have an advanced employer branding strategy have greater productivity than those organizations that lack an employer branding strategy, Khandelwa & Shekhawatl (2018) stated that retaining talent (dependent variable) requires identifying different strategies and practices that can be used to retain talent, and that retaining skilled employees Doers require leaders who can provide them with a sense of belonging, respect, and empowerment, support their personal growth and development, and give them flexibility and freedom in performing their duties (Mey, et.al, 2021; Calderón et al., 2022)

Sokro (2012) indicated that organizations use employer brand processes in their businesses to attract employees. Saini & Jawahar (2019) noted the role of the brand in conveying the image of the organization and its impact on the employees, and it was also found that the brand names of organizations may significantly influence the employees' decision to join and stay in the organization. While Elving (2013) found that incorporating employer branding can be beneficial for organizations in attracting and retaining talent, Matongolo, et.al (2018) identified three dimensions of employer branding: reward strategy, people orientation, and leadership and development. The reward strategy only and the orientation towards individuals were shown as important indicators for talent retention. Whereas Ibrahim, et.al (2018) noted that facing talent drain requires "brain acquisition" strategies to be strictly implemented and should be systematically planned. (Pammu & Hasyim, 2023)

The research problem is summarized as follows:

- 1- The intensity of competition between organizations in attracting the best talent.
- 2- The costs associated with attracting, attracting and hiring talent and trying to compensate them if they decide to leave the organization.
- 3- Previous studies did not determine the effect of the employer Brand on talent retention.
- 4- Lack of agreement on dimensions that represent the employer Brand and its variation from one study to another.

Therefore, it was chosen to retain talent as a dependent variable, to study the factors of attraction of the employer brand that could affect it, from the above. The research questions can be formulated as follows:

- What is the nature of the relationship between the employer brand and talent retention?
- Is it possible to have a positive impact on talent retention through the employer brand?

As for the knowledge gap, the researchers indicated that there was no agreement on dimensions that represent the employer's mark, so this paper can be considered one of the first studies that dealt with this topic and its relationship to retaining talents in the Iraqi work environment.

Literature Review

Employer Brand

The idea of the employer brand was first proposed in (1996) by Ambler and Barrow in their article titled “Employer Brand.” They assert that the primary role of the employer brand is “to provide a coherent framework for management to streamline and focus priorities, increase productivity, and improve staffing.” and retention and commitment (Kucherov & Zavyalova, 2012). They also tested the term “employer brand” among human resources professionals and concluded that marketing theories are applicable in the context of employment (Alshathry, et.al, 2017), as the employer brand represents the latest common expression to portray the impression of the organization. As an employer responds to attracting and retaining the right talent, it is not a slogan, keynote speech, or subtle advertisement, but rather an expression of the organization's image and unwritten promises about its approach to potential employees (Pawar & Charak, 2015), and Ambler and Barrow (1996) defined the employer brand of a package of functional, economic and psychological benefits provided by employment and identical to the employment company, While Lievens et al. (2007) defined Employer branding is a specific form of managing an organization's identities by creating an image inside and outside the organization as a distinct and desirable employer, while Arasanmi & Krishna (2019) defined it as efforts to promote the organization's unique features that distinguish it as a desirable place to work. . The importance of the employer's brand is represented in creating an emotional relationship between the employer and the employees, drawing an image of the organization as the best place to work, distinguishing it from others, and improving its internal and external image by creating a brand of its own, and it is also used to encourage and satisfy current and potential employees to cooperate with the organization. An attractive image of the organization is linked to the attractiveness of the employer, and the more attractive it becomes, the more likely it is to attract skilled workers, because without good employees, the organization cannot obtain competitive advantages in the field of business, so the mark is one of the best ways to reach human resources. , and it is used to increase the attractiveness of the employer and to improve the reputation of the organization (Tajpour, et al., 2020; Suhail et al., 2023)

Dimensions of the Employer Brand

The dimensions were chosen after reviewing a large number of studies related to the subject of the employer brand and reviewing the dimensions used in them. The researchers found that a number of them focused on similar dimensions, as follows:

- **Work - Life Balancing:** The balance between work and life is a fundamental issue in all forms of employment, as double-occupational families have become common and high work requirements with long working hours are widespread (Delina & Raya, 2013) and represent the measures that the organization is striving for To achieve integration and balance between work and home responsibilities that apply to all workers, and that the existence of procedures has an impact on those who face additional family problems and obligations (Al-Anazi & Issa, 2017)
- **Compensation:** Rewarding an employee is an appreciation from management for his outstanding efforts at work, in addition to being part of the process of motivating others to practice proper behavior, so the rewards provided must be valuable and given fairly (Alkhafagi, 2023) Wages are also necessary for any work, so it must meet the different aspirations and needs of the worker. Wages should be commensurate with the effort expended by the workers. Compensation and bonuses are among the most important factors that help employees work for longer periods than required. It is one of the most important factors that make employees satisfied with their lives and workplaces. Appropriate compensation and praise provided to employees after completing their work is a means to raise their morale that would enable them to perform better (saeed, et.al, 2020)

- **Reputation:** Reputation represents the organization's intangible assets such as (trademark, patent, and intellectual property) that provide a sustainable competitive advantage for organizations (Saeed & Abdel Karim, 2020). The organization's reputation has a significant impact on its survival and sustainability through its high-quality products to win customers. And achieving a market share for it, and then preserving their employees and making them feel responsible towards their organization (Ramadan & Jatheer, 2020). Improving the reputation of the organization also helps the employee realize that his organization is interested in his future career, so they will be a good tool to promote the organization in all the communities and places in which it is located, which leads to In the end, to improve the organization's image and expression. (Al-Tae & Hussein, 2020)
- **Development opportunities:** Training is an important administrative function for managing human resources, and it is also one of the most common methods to improve productivity and performance levels of employees in organizations (Siddiqui & Sahar, 2019:25) and employee development is a strategic investment for the organization, as it helps employees to become more motivated to clients, as well as providing them with knowledge, skills and abilities; Which makes them qualified to provide high-quality services to customers (Alkhafagi, 2023)
- **Corporate Social Responsibility:** is a mixture of social systems for the behavior of organizations and includes all responsible and obligatory measures towards stakeholders in the context of their pursuit of economic benefits (Saeed & Abdul Karim, 2020) and includes activities that go beyond compliance with the law and reflect all changing expectations in society and are voluntary in nature And that what the organization considers appropriate and comfortable practices today may become indispensable tomorrow (Ramadan & Jatheer, 2020)

Talent Retention

Talent scarcity is considered one of the most important difficulties facing human resource management (Taiser & Al-Zubaidi, 2022). The topic of talent management (TM) began to receive great attention from corporate leaders and academics since the late 1990s when McKinsey consultants coined the term “talent war” in reference to The increasing importance of the role of talented leaders and the performance of employees who played in the success of their organizations globally (Mohammed, et al, 2020) Talent can be viewed as the sum of the employee’s capabilities, and constitutes their own talents, competencies, knowledge, intelligence, experience, personality, and behavior This confirms that the concept of talent constitutes the individual's ability to learn and develop (Al Aina & Atan, 2020). Ulrich (2008) saw that talent is a “triad” made up of “competence, commitment, and contribution,” whereby competence means that individuals have the requisite knowledge, skills, and values, and commitment means that employees work hard, dedicate the time to do what they are asked to do, and give their discretion to succeed. Employees, contributing means that they are making a genuine contribution through their work – finding meaning and purpose in their work. “...competence deals with the head (ability), commitment with hands and feet (presence), and contribution with the heart (simplicity of being)” Das & Baruah (2013) defined talent retention as a commitment and continuous exchange of talents to work with an organization making efforts to create an improved environment for their survival, described by policies and practices that meet their diverse needs, While McDonnell & Wiblen (2020) defined it as a systematic process of attracting, retaining, engaging and developing talented employees, talent retention relies on employing an employee-driven organizational culture that recognizes talent as one of the most important assets, and top management must lead this culture to retain talent, and recruitment can work Training and development also as a strategy to retain talent, which will enable the organization to achieve a competitive advantage that increases customer satisfaction, enhances business relations, improves relations between employees and managers, and enables successful planning that is reinforced by employee retention, and the inability to retain key talent is costly to the organization (Mabaso, 2018)

Dimensions of Talent Retention

The dimensions of talent retention were chosen as follows:

- **Recognition and appreciation:** Recognition and appreciation enhance the confidence of the workforce in themselves, as telling your workforce that you trust their abilities and skills and sharing with them how much you appreciate their work is an important factor for retaining them, and that when employees feel appreciated and recognized for their obligations in the work environment, the organization reaps its results by increasing the commitment of employees, and decreasing their turnover rate (Abdullah, et al, 2016:48)
- **Management Support:** The importance of administrative support for talent management is well documented. It includes effective performance management and recognition, participatory decision-making, opportunities to apply skills, and joint problem-solving. The lack of administrative support and weak leadership styles are factors that mainly contribute to The intentions of employees to change their organizations (Barkhuizen, et al, 2020:180)
- **Satisfaction with Institutional Practices:** Organizational practices are defined as those repeated actions that are achieved by groups where rules are defined in order to establish social control, and each organization has certain actions that are performed by actors, and jobs are also described And the roles that are performed and the conditions for social interaction, and these practices determine the legitimate knowledge, what is learning, as well as the correct methods, the appropriate moments, and the people who will participate in the construction of knowledge, as well as the organization of tasks, rights and obligations, and the rules and regulations that guide the interactions of the participants in the social organization (Candela, 2005: 323)
- **Intention to Quit:** Intentions represent the most immediate determinants of the actual behavior of individuals, so when people actually implement the behavior of leaving the organization, there is little possibility of reaching them to understand their previous situation to address the situation and fix it (Firth, et al, 2004:4) The intention to leave is defined as the psychological process that an individual goes through when he considers alternative employment options due to the presence of a degree of dissatisfaction with the current employment situation, as the final decision to leave results when the job dissatisfaction is at a sufficient level so that the employee has reached a decision on Desire to leave the organization and search for a new place of work (Martin, 2011:6)

Research Population and Sample

The research community reached 12 private banks operating in Iraq (Amin Iraq, Al-Thiqa, Al-Tijari Al-Iraqi, Al-Mansour, Nour Al-Iraq, Al-Rajih, Al-Sharq Al-Awsat, Al-Tanmia, Al-Motahid, Assur, Al-Titan, Al-Ahly) who worked in the general administrations of banks at the level of senior management and the middle one, after applying the sample size determination method using the ready-made table designed by (Morgan and Krejcie, 1970). The sample size should not be less than (143) individuals. The researchers extracted (147) valid questionnaires for analysis, which is the sample size. The questionnaire consists of questions related to search variables (employer label, talent retention). According to the adopted Likert scale for formulating questions.

Methods

The researchers depend on the analytical descriptive approach by collecting and analyzing the necessary data to achieve the research objectives and test the hypotheses.

Hypotheses research

- There is a significant relationship between employer brand and talent retention.

- There is a significant effect of employer brand with its dimensions (Work - Life Balancing, Compensation, Reputation, Development opportunities, Corporate Social Responsibility) in talent retention.

Results and Discussion

Validity Tests

Kaiser-Meyer-Olkin (KMO) and Bartlett tests were performed to determine sample adequacy and measurement quality using SPSS V.26 software to generate the results shown in Table 1

Table 1: KMO & Bartlett's tests

Sig	Bartlett's test		KMO test	Variables
	Df	Chi-Square		
0.001	253	2728.608	0.894	Talent retention
0.001	406	3062.474	0.925	Employer brand

Table (2) indicates that the basic conditions for (Bartlett's & KMO) tests are met, where all the results of the sample adequacy test, whether (for the full resolution or for the variables or sub-dimensions) were bigger than (0.5) (Kaiser & Rice, 1974).

Reliability Tests

The stability test is used to identify the reliability of the questionnaire and determine its ability to give the same answers if the survey was repeated on the same sample and to achieve the goals for which it was prepared, and the stability coefficient (Cronbach, s alpha) is used to measure the consistency of the internal paragraphs of the questionnaire, which are acceptable if their value exceeds (70%), that is, it is statistically acceptable in behavioral administrative research (Nunnally & Bernstein, 1994), meaning that it is not less than this limit, and the higher its value, this indicates that the scale has a higher degree of stability, and table (2) shows the results of the stability coefficient test (Cronbach, s alpha).

Table 2: Reliability tests

Variables	Alpha-Cronbach
talent retention	0.888
Employer brand	0.955

The results shown in Table (3), which were obtained from the stability tests (Cronbach, s alpha), we find that all of them exceeded the acceptable limit of (0.7), and were close to (1.00), which indicates that the scale gives similar results in the event of repetition. applied to the same sample and under similar conditions, so it is characterized by stability and internal consistency between its different paragraphs and sub-dimensions.

View sample answers

Table 3 shows the results of the descriptive statistic.

Table 3: Descriptive statistical analysis

No.	Variables	Mean	S.D	Ranking
talent retention				
1	recognition and appreciation	3.77	0.858	3
2	management support	4.20	0.633	1
3	satisfaction with institutional practices	4.02	0.760	2
4	intention to Quit	3.18	1.049	4
	variable completely	3.88	0.513	
Employer brand				
5	Work - Life Balancing	3.87	0.695	4
6	Compensation	3.53	0.846	5

No.	Variables	Mean	S.D	Ranking
7	Reputation	3.90	0.850	3
8	Development opportunities	4.17	0.758	1
9	Corporate Social Responsibility	4.04	0.693	2
	variable completely	3.90	0.661	

All variables got a high evaluation with some variation in the degree of height, and the variables and dimensions were arranged in descending order according to the average value. The highest degree of agreement achieved was for the Employer brand variable, as the value of the arithmetic mean of the respondents' answers was (3.90) which indicates that the degree of agreement of the sample members is high. Then came the talent retention variable, which achieved an average response value of (3.88). It is noted that the variables achieved close degrees to the averages of the respondents' answers, and the degree of homogeneity of the variables was close, and this indicates that there is agreement on the answers to the questions asked and that they truly reflect the variables.

Hypothesis Testing

Test the First Hypothesis

To test the first main hypothesis, the correlation coefficient will be calculated between the two variables. Figure (1) presents the correlation coefficients for each of the independent variable (Employer brand) and the dependent variable (talent retention).

Figure (1) The correlation between Employer brand and talent retention

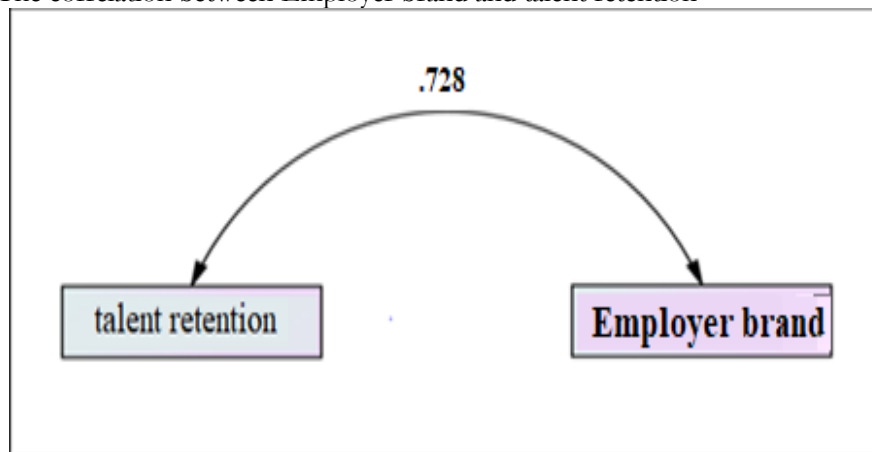


Figure (1) shows that the correlation coefficient between the Employer brand and talent retention at a significant level (0.01) is equal to (0.728) which indicates the existence of a strong positive correlation between the variables researched in private banks.

Test the Second Hypothesis

To test the second main hypothesis, the multiple linear regression model will be built:

$$Y = a + b_1 (X_1) + b_2 (X_2) + b_3 (X_3) + b_4 (X_4) + b_5 (X_5)$$

We test the significance of the regression through analysis of variance (ANOVA), the results of which are shown in Table (4), as well as Table (5), which shows the significance of building a multiple linear regression model between the variables of the third research hypothesis, as well as displaying (Adjusted R²).

Table 4: ANOVAa

Model	sum of squares	DF	mean square	F	Sig
Regression	21.089	5	4.218	34.196	0.001
Residual	17.391	142	0.123		
Total	38.481	146			

- a. Dependent Variable: talent retention.
- b. predictors: (Constant) Employer brand.

Table (5) Coefficientsa

Model	Unstandardized Coefficients		t	Sig	Adjusted R ²
	B	Std. Error			
Constant	1.603	0.190	8.453	0.001	0.532
Work - Life Balancing	0.027	0.065	0.414	0.680	
Compensation	0.101	0.052	1.926	0.046	
Reputation	0.082	0.056	1.465	0.145	
Development opportunities	0.167	0.068	2.444	0.016	
Corporate Social Responsibility	0.199	0.075	2.669	0.008	

- a. Dependent Variable: talent retention.

Figure (2) summarizes the results of the multiple regression test to determine the effect of the variable (Employer brand with its dimensions) on the variable (Talent retention).

Figure (2) The results of the multiple regression test

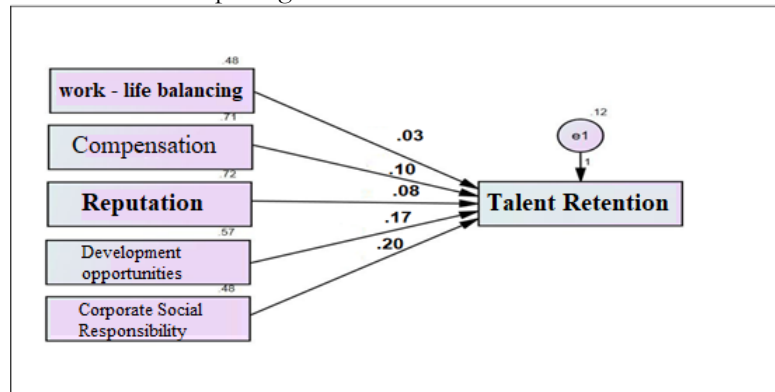


Table (5) shows that the regression is significant at the (0.05) level, which confirms the significance of the multiple linear regression by comparing the value of (f) calculated in testing the impact hypotheses by comparing it with the tabular value of (f), whose value was equal to (2.214) at the level of Significant (0.05), which shows that the value of (f) calculated is greater than the value of (f) tabular at the level of significance (0.05), that is, with a degree of confidence (95%). The researched private banks, while table (5) shows the coefficients of the multiple linear regression model for the first main research hypothesis, in the following form:

$$\text{Talent Retention} = 1.603 + 0.101 \text{ Compensation} + 0.167 \text{ Reputation} + 0.199 \text{ Corporate Social Responsibility}$$

That is, an increase of one unit in the value of compensation will increase the value of talent retention by (0.101), an increase of one unit in the value of reputation will increase the value of talent retention by

(0.167), and an increase of one unit in the value of social responsibility of the organization will increase the value of talent retention by (0.199).), while the value of the constant (a) in the equation was (1.603), which confirms the ability of the researched private banks to achieve talent retention by (1.603), even if all dimensions of the employer's mark are equal to zero, while the value of (Adjusted R2) for the linear regression equation the multiple, it amounted to (0.532), which means that the employer's mark explains about (53.2%) of the value of talent retention, and The remaining (46.8%) is explained by other factors outside the limits of the research. The two dimensions of life balance - work and development opportunities have been excluded from the multiple linear regression equation because their effect on talent retention is (0.027) and (0.082) at a significant level (0.680) for life balance - Work and a significant level of (0.145) for development opportunities, and this effect is not significant, because the level of significance for the two dimensions is higher than the acceptance level of (0.05), so it was not included in the multiple linear regression equation, so with what happened with the two dimensions of life balance - work and development opportunities It is considered a natural matter, and therefore it can be said that the employer's brand and its dimensions have an effect on talent retention. Accordingly, the main null hypothesis is rejected and the alternative hypothesis is accepted, which states, "There is a significant effect of the employer's brand with its dimensions (life-work balance, compensation, development opportunities, Reputation, the social responsibility of the organization) in retaining talent.

Conclusions

According to the results obtained in this research, we conclude that there is a direct positive relationship between the employer brand and talent retention, indicating that increased interest in training programs leads to higher talent retention rates, in addition to the existence of a significant relationship of the employer brand with its dimensions in talent retention. This influence can be invested by organizations to motivate talents to stay with them and thus achieve the goal of retention. Senior management of private banks cares about the employer brand and realizes its importance, which is evident through achieving a high degree of approval. The model also showed a lack of morale in each of the life-work balance and development opportunities.

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