



**ROLE OF EMPLOYER BRANDING IN ENHANCING THE TALENT
MANAGEMENT STRATEGIES: APPLIED STUDY AT COMMERCIAL
BANKS OF JORDAN**

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ABSTRACT

The main aim of this study is to identify to what extent the managerial leaderships in top, middle, and lower levels of commercial banks at Jordan practice the employer branding dimensions and talent management strategies. Also, it aims to explore the impact of employer branding dimensions on talent management strategies. The researcher relied on analytical-descriptive method to analyze and classify the data to achieve the objectives and to identify the variables of the study. To collect data a questionnaire was developed based on relevant literature and scales, (226) questionnaires were distributed, out of which (187) were returned and analyzed using SPSS (version 19), with response rate (82.7%). The results of the study showed that the relative importance of employer branding dimensions and talent management strategies practices in commercial banks of Jordan was high. Also, the results revealed that there is a positive relationship and significant impact of employer branding dimensions on talent management strategies among managers of commercial banks in Jordan.

Keywords: Employer Branding; Talent Management; Commercial Banks; Jordan



1. INTRODUCTION

Nowadays, the topic of talent management is becoming increasingly important. More organizations realize that their future success may depend on their ability to continuously attract, develop, and retain the talented employees with the desired competencies and abilities (Chandrasekar & Zhao, 2015). In order to win the war for talent (Figurska and Matuska, 2013) suggested that the employers should have the ability to create a good image of suitable workplace through communicating their strengths inside and outside the organization, and they should treat employer branding as central part of their human resource management strategy.

Despite major advancement in knowledge concerning employer branding in the last years, there is a little studies available that analyzing the impact of employer branding on talent management strategies, were, many studies have examined the effect of employer branding on talent acquisition and retention only, which took place in different contexts in Europe, America, Asia, and Africa. And to the best knowledge of the researcher this linkage has not been explored in Arab context especially at commercial banks sector of Jordan. As a result, there is evidently a great need for empirical research to investigate the impact of employer branding dimensions on talent management strategies among managers of commercial banks of Jordan.

2. THEORETICAL BACKGROUND

2.1. Employer branding

Employer branding concept has attracted the interest of human resource management practitioners and academicians in the mid of 1990s, where (Ambler & Barrow, 1996) defined it as a group of benefits includes functional, economic and psychological that introduced by the employment, and identified with the employing company.

Further definitions of employer branding were provided by (Garibaldi, 2014), who considered it as the foundation of an effective recruiting strategy that can make a significant difference in winning the war for talent; also (Sullivan, 2004), who referred to it as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm; and, (Backhaus & Tikoo, 2004) defined employer branding as a process of building an identifiable and unique identity of the employer, and this process consists of three steps: first, value proposition development, which relates to the value that the company offers to its employees.

The second step, external marketing: The company markets the value proposition externally to the potential employees, in order to attract the right and targeted talents at the



right time. And the third step, internal marketing: where the company markets the employer brand to its current employees and incorporate it as a part of its culture.

Sullivan (2004) identified eight elements of successful employer branding: a culture of sharing and continuous improvement, a balance between good management and productivity, obtaining public recognition (great-place-to-work), employees proactively telling stories, getting talked about, becoming benchmark organization, increasing candidate awareness of your best practices, and branding assessment metrics.

According to (Moroko & Uncles, 2008) the characteristics of successful employer branding are: known and noticeable in their market, having a value proposition that is relevant to, and resonant with, their prospective and current employees, and differentiation of the organization characteristics as an employer from those of competitors.

The importance of a strong employer branding comes from the fact that it attracts better applicants and shapes their expectations about their employment (Lievens & Highhouse, 2003). It can also, leads to higher levels of motivation and commitment among current employees, which in turns leads to enhance the customers loyalty and satisfaction, resulting higher gross and net profits (Rucci et al., 1997).

It contributes to employee retention among current employees, building brand advocates and organizational commitment (Tanwar & Prasad, 2016). Finally, Riston (2002) concluded that the employer branding can leads to reduce the cost of talent acquisition, improve employee relations, increase employee retention and even offer lower salaries in comparison with weaker employer brand organizations.

The literature proposed a number of dimensions of employer branding, Ambler & Barrow (1996) identified three dimensions, functional dimension which refers to developmental and/or useful activities, economic dimension which refers to material or monetary rewards, and psychological dimension which refers to feelings such as belonging, direction and purpose.

Berthon et al., (2005) extended the three dimensions proposed by Ambler and Barrow (1996), interest value and social value capture their psychological benefits, development value and application value expand on their functional benefits, and economic dimension. While, (Alniack & Alniack, 2012) identified six dimensions of employer branding as the following: social value, market value, economic value, application value, cooperation value and working environment value.



On the other hand, (Martin, 2008) identified three dimensions: instrumental, symbolic and cultural. While, (Michaels et al., 2001) identified five dimensions: work environment, work content, benefits, indirect financial reward and direct financial reward. Also, (Elving et al., 2013) identified four dimensions: organizational climate, development, compensation and innovation. While, (Maxwell & Knox, 2009) identified four dimensions: employment, organizational success, construed external image and product/ service characteristics. Finally, (Schlager et al., 2011) identified five dimensions: economic value, development value, social value, diversity value and reputation value.

Considering all the previous dimensions depending on the research literature, and in consistent with the population of current study, the researcher think that the most important dimensions of the employer branding are those introduced by (Berthon et al., 2005) as the following:

- a) **Interest value:** stands for degree to which an individual gets attracted towards an organization that offers an exciting work environment and involves his creativity to produce innovative products and services.
- b) **Social value:** refers to the extent to which an individual gets attracted towards an employer that offer fun-oriented workplace and has an environment of sound co-workers relations and team spirit.
- c) **Economic value:** assesses the degree to which an individual gets attracted towards an organization that offers competitive remunerations, promotional opportunities and job security.
- d) **Development value:** evaluate the degree to which an individual gets attracted to an employer that can potentially provide him the recognition, self-worth and confidence.
- e) **Application value:** measures the extent to which an individual is attracted to an employer that gives the employees the opportunities to apply what they have learnt and carry a humanitarian environment which aims to give back to the society.

2.2. Talent Management

Talent management quickly emerged into business world in the late 1990s as a significant and strategic resource that can enhance overall organizational performance, and it has been widely adopted in 21st century business organizations. (Al-Azzam & Al-Qura'an,



2019). Yet, despite this interest, there is no clear definition of talent management on the world of work, (Gallardo-Gallardo et al., 2013).

Due to confusion regarding definitions and terms and the many assumptions made by many practitioners and authors(Lewis & Heckman, 2006). Notwithstanding this criticism, (Collings & Mellahi, 2009) defined strategic talent management as systematic processes that includes the identification of major position that achieve the sustainable competitive advantage in different manner, the development of a talent pool of super-star incumbents to occupy these roles, and the development of a differentiated human resource architecture that contribute in filling these positions with qualified incumbents and to ensure their continued commitment to the organization.

In line with this definition, (Mensah, 2014) defined talent management as the identification of key strategic positions and the use of differentiated human resource architecture to recruit, manage and retain talented employees on the basis of their performance. According to (Lockwood, 2006) talent management is the process of implementing an integrated strategies for attracting, developing, retaining and utilizing people with the right knowledge, skills and abilities to achieve current and future objectives of the organization and increase the productivity of the organization.

While, On other hand, (King & Vaiman, 2019) defined talent management as an integrative and inclusive philosophy of talent management whereby the organization's full workforce is seen as organizational talent in complement to the differentiated identification of specific workforce segments and individuals who are identified as having higher relative potential to contribute to the organization's performance and competitive advantage through active development, retention and deployment in strategic positions. Also, (Jyoti & Rani, 2014) looked to talent management as a group of practices that includes the identification, succession planning, development and retention of employee.

The significance of superior talent is consider as a key source of competitive advantage (Mensah & Bawole, 2017; Bjorkman et al., 2007; Dries et al., 2013; Lewis & Heckman, 2006). While, (Nijs et al., 2014) consider talent management as precondition for achieving excellence. Also, (Bethke-Langenegger et al., 2011; Michaels et al., 2001; Collings & Mellahi, 2009) consider talent management a good strategy to superior performance.

While, (Areqat et al., 2010; Iles et al., 2010; Lockwood, 2006) consider talent management as a primary driver for organizational success especially, for organizations that



survive in a competitive market place. On other hand, (Vaiman & Collings, 2013; Lewis & Heckman, 2006) refer to the importance of talent management to attain overall corporate strategic goals. Strategic talent management decisions predict important outcomes such as organizational performance, productivity, profits, and market position(Ashton & Morton, 2005).

Many researchers have investigated three talent management strategies: talent attracting, talent development and talent retention (King, 2015; fakhreidin, 2013; kehinde, 2012; Vaiman et al., 2012; Berger, 2004). In line with the literature, this study has also adopted the same three strategies as they fit its objectives:

2.2.1. Talent attraction:

The first step in talent management strategies is to attract the most qualified persons and high performers (A. player) at the right time to fill the right position. So, talent attraction is finding and acquiring new talent with high competencies that will be a great asset for the organization, and which includes evaluating and deciding which candidate will be the best fit for the position requirements and organization culture (Carusi & Cipollone, 2016). There are a broad range of recruitment methods available to organizations for attracting talented employees relying on internal and external sources (Dessler, 2015).

Trost (2014), referred to modern approaches to finding talent on the external market including social community recruiting (LinkedIn), employee referral programme, campus recruiting, talent scouting, competition intelligence and Guerilla recruiting. Armstrong and Taylor (2014) clarified that the effectiveness of attraction process depends on two factors, the first one is employee value proposition which consists of what the organization offers prospective or existing employees that they will value and that will persuade them to join or stay with the organization, and the second factor is employer brand which is related to the image presented by an organization as a good employer.

While, Conley, et al. (2004) indicated for competitive base pay and health benefits, opportunities for advancement, work/life balance, competitive retirement benefits package, pay raise linked to individual performance, and recognition for work as a top five reasons that make talents join with an organization.

2.2.2. Talent development:

Mathis, et al., (2014) defined development as an efforts to improve employees' abilities to handle a variety of assignments and to cultivate employees' capabilities beyond those



required by the current job. According to, Garavan et. al., (2012) the talent development process includes four areas: identifying the persons who need development, identifying what competencies to develop, evaluation, and management support.

Managers can choose from various types of talent development strategies and programs such as formal education programs include off-site and on-site programs executive MBA programs; assessment which involves personality test and inventories, assessment center, and performance appraisal and 360-degree feedback; job experiences which include job enlargement, job rotation, transfers, promotions, downward moves, and temporary assignments; and interpersonal relationships through mentoring and coaching. (Noe, et al., 2012).

2.2.3. Talent retention:

Once talented employees are attracted and developed, organizations must take a necessary steps to retain them (Al-Azzam & Al-Quraan, 2019). Because they are critical to the long-term health and success of the organization (Turner & Kalman, 2014). Therefore, Rothwell (2016) referred to talent retention as the ability of the organization to maintain a stable workforce, and considered it the opposite of turnover, a well-known concept that refers to the loss of people from the workforce, that can be involuntary or voluntary.

While, Garavan, et al. (2012) mentioned that talent retention involves all the activities that prevent talented employees from leaving the organization through effective retention strategies. Tarique and Schuler (2012) identified several effective retention strategies which include talent engagement, career development, training, and talent management culture. While, Conley, et al. (2004) indicated for developing the skills of employees, understanding the unique needs of high performers, competitive base pay, aligning human resource programs to meet the business objectives, and clarifying what the company expects and what employees can expect in turn as a top five reasons that make talents retain with an organization. On other hand, Frank and Taylor (2004), concentrated on the good relationship and open communication with immediate boss as drivers of retention.

2.3. Employer branding and talent management

Despite major advancements in knowledge related to employer branding in the last 24 years, there is a limited number of studies that connect employer branding with talent management. For example, the study of (Urbancova & Hudakova, 2017), which aimed to determine and evaluate the benefits of employer branding in the Czech organizations, the study



concluded that employer branding is important element in all economic sectors and businesses and can build their brands by focusing primarily on the stability of their current employees, their continuous development, and their retaining of the most valuable talents. In regard, to the effects of employer branding on attracting talent.

Where, the study of Mohammed (2019) reviewed the literature related to the effects of employer branding on attracting talent, employee performance, organizational culture and gaining competitive advantage. The study concluded that the main goal of employer branding is to achieve a value proposition of current employees and to communicate this proposition to the prospective applicants, which contribute in talent attraction, satisfaction, retention and organizational success.

Also, the study of Veena and Mudassir (2019) examined the role of employer branding on talent management in digital context. The study concluded that in the digital context, the responsibility of human resource managers is more crucial in attracting the new generation through employer branding and developing the skills required to remain competitive.

While, the study of Mihalcea (2017) aimed to identify the major trends and strategies concerning talent management programs and development of digital skills for employees and managers. The study concluded that in an open talent economy, employer brand play an important role in recruiting, retention, learning, leadership development, rewards of the right talents.

Chhabra and Sharma (2014), aimed to examine the organizational attributes that attract final-year management students of private business school of India toward organizations. The study found that among the students, most preferred organizational attributes were organizational culture, brand name and compensation, also, the study showed that there exists a significant and positive impact of strong brand image on the possibility of prospected applicants to apply.

3. IMPORTANCE OF THE STUDY

The importance of this study emerges from the importance of the subject, which is the role of employer branding dimensions in enhancing the talent management strategies. Also, to author' knowledge, this is the first empirical study that tests the interaction of employer branding dimensions and talent management strategies in Arab context especially in commercial banks sector of Jordan.

4. Goals of the Study



The main goals of the study are:

- Knowing the relative importance of application of employer branding dimensions and talent management strategies at the commercial banks of Jordan.
- Knowing the impact of employer branding dimensions on talent management strategies at the commercial banks of Jordan.

5. RESEARCH MODEL AND HYPOTHESES

Based on the problem and goals of the study, the following major hypothesis is established:

- H₀₁: There is no significant impact at the level ($\alpha \leq 0.05$) of overall employer branding dimensions (social value, interest value, economic value, development value and application value) on overall talent management strategies among managers of commercial banks of Jordan.

From this hypothesis, the following sub-hypotheses emerged:

- H₀₁₋₁: There is no significant impact at the level ($\alpha \leq 0.05$) of the social value on the talent management strategies among managers of commercial banks of Jordan.
- H₀₁₋₂: There is no significant impact at the level ($\alpha \leq 0.05$) of the interest value on the talent management strategies among managers of commercial banks of Jordan.
- H₀₁₋₃: There is no significant impact at the level ($\alpha \leq 0.05$) of the economic value on the talent management strategies among managers of commercial banks of Jordan.
- H₀₁₋₄: There is no significant impact at the level ($\alpha \leq 0.05$) of the development value on the talent management strategies among managers of commercial banks of Jordan.
- H₀₁₋₅: There is no significant impact at the level ($\alpha \leq 0.05$) of the application value on the talent management strategies among managers of commercial banks of Jordan.

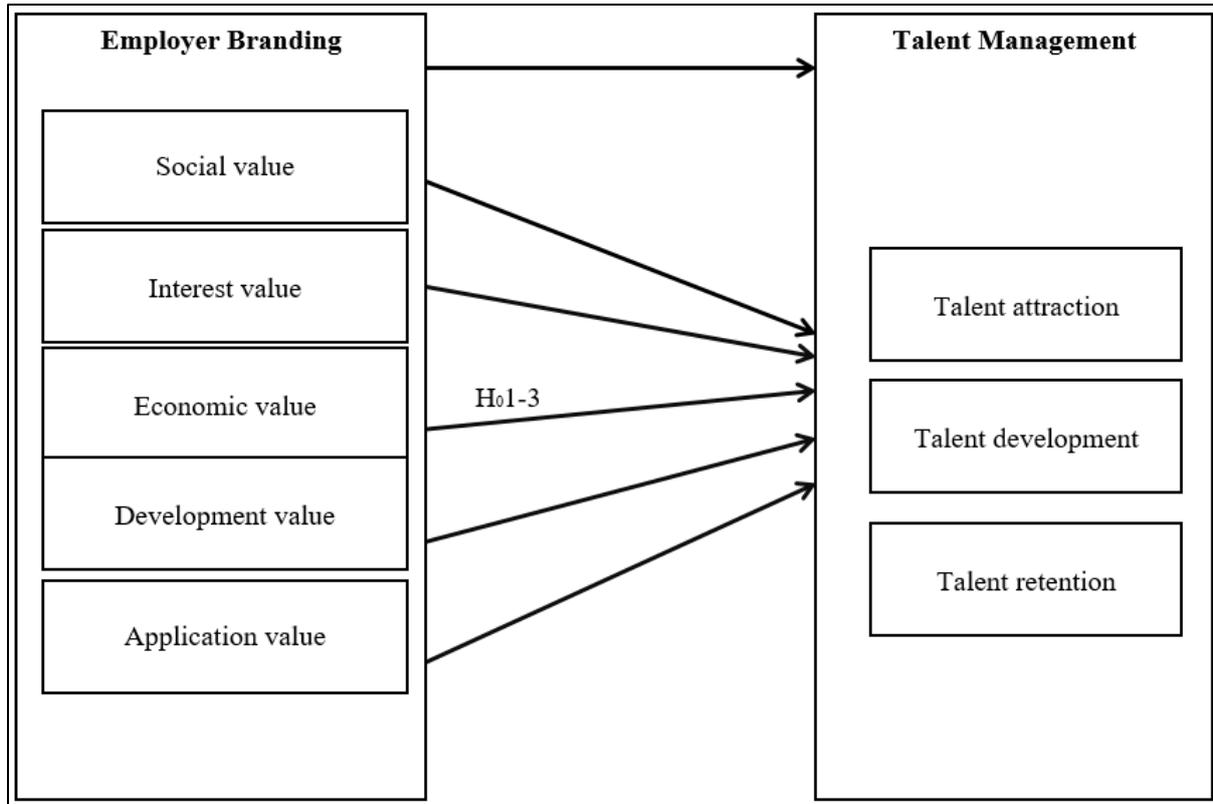


Figure 1: Research Model

6. METHODOLOGY OF THE STUDY

This study considered as an empirical research, used the analytical-descriptive approach by describing the sample and its characteristics. Books and recent papers were used to cover the theoretical part which is related to the employer branding and talent management strategies, in addition to analyzing the data related to measuring the impact of independent variable on dependent variable.

6.1. Population and Sample of the Study

This study was applied on the commercial banks of Jordan, that is considered as one of the most important Jordanian corporations, where, the number of banks operating in Jordan at the end of 2017 is (16) Jordanian banks, (13) of them are commercial banks (Arab Bank, Jordan Ahli Bank, Cairo Amman Bank, Bank of Jordan, The Housing Bank for Trade and Finance, Jordan Kuwait Bank, Arab Jordan Investment Bank, Jordan Commercial Bank, Invest Bank, ABC Bank, Bank of Al-Etihad, Societe General Bank-Jordan and Capital Bank), while, (3) of them are Islamic banks.

Also, there are nine foreign banks, one of them is Islamic(Central Bank of Jordan, Annual Report, 2017). Services of commercial banks cover almost all parts of Jordan through

their (615) branches and (47) offices(Central Bank of Jordan, Annual Report,2017,10). The number of workers in all banks operating in Jordan went up from (20065) males and females employees in 2016 to (20582) in 2017, an increase of (2.6%).

The number of employees of Jordanian commercial banks reached (15112) male and female, which, consist (73.4%) of total employees(Association of Banks in Jordan, Annual Report,2017,141). The population of the study includes all the managers at different managerial levels, top, middle, and lower levels who worked in the headquarters of (8) commercial banks of Jordan located in Amman who were response positively to participate in this study out of (13) commercial banks.

The researcher chose the three managerial levels to make the sample more representative and to generate comprehensive view toward the role of employer branding in enhancing the talent management strategies at commercial banks of Jordan. There were (565) managers at various managerial levels. In order to choose the study sample, the researcher referred to the table from (Sekaran & Bougie,2010,p.259), where the researcher find that the suitable and significant sample size is (226) managers. (226) questionnaires were distributed from the beginning of August until the late of November 2019, out of which (187) were returned and analyzed using SPSS (version 19), with response rate (82.7%).

6.2. Measurement Scale

To collect data a questionnaire was developed based on relevant literature and scales, the first measurement scale was employer branding (twenty items) that was adapted from (Berthon et al., 2005), which, consists of five dimensions namely: social value (4 items), interest value (4 items), economic value (4 items), development value (4 items), and application value (4 items).

While, the second measurement scale was talent management strategies (fifteen items) was developed and adapted from (King, 2015; fakhreidin, 2013; kehinde, 2012; Valman et al., 2012; Berger, 2004), which consists of three dimensions namely: talent attraction (5 items), talent development (5 items), and talent retention (5 items), with some modifications to set the scales according to Jordan culture in order to make them easily understandable for employees. The survey's answer options employed a five-point Likert-Scale, from (1) "strongly agree" to (5) "strongly disagree".

7. RESULTS ANALYSIS

7.1. Validity and Reliability



To test the validity of the instrument, five experts and scholars were asked to review the survey items to be consistent with Jordan environment and make sure the readability of questionnaire survey. Then, (30) questionnaires were randomly distributed, as a pilot study among managers at different levels at commercial banks of Jordan to identify ambiguities in terms, easiness of the words, and relevance of items used in the survey instrument. Also, internal reliability of the survey instrument adapted was used and results of testing scale reliability show that all values are accepted since they are more than (0.60) (Sekaran & Bougie, 2010). As seen in table 1. Cronbach's alpha reliability coefficients are fall between (0.796) for the talent attraction scale and (0.856) for development scale.

Table 1: Cronbach's Alpha

Dimensions	Cronbach's Alpha
Employer Branding	0.945
Social Value	0.823
Interest Value	0.826
Economic Value	0.832
Development Value	0.856
Application Value	0.831
Talent Strategies	0.910
Talent Attraction	0.796
Talent Development	0.853
Talent Retention	0.849

7.2. Description of the Study Variables

Table 2: The relative importance of employer branding dimensions and talent management strategies practices in commercial banks of Jordan.

variables	average	Standard deviation	rank	Relative importance
Social value	3.79	0.754	4	High
Interest value	3.76	0.736	5	High
Economic value	3.89	0.741	2	High
Development value	3.95	0.715	1	High
Application value	3.84	0.730	3	High
General average	3.85			High
Talent attraction	3.91	0.934	3	High
Talent development	4.01	0.640	1	High
Talent retention	3.97	0.662	2	High
General average	3.96			High

According to table 2, we note that the overall average of employer branding practices in terms of relative importance is high, with a general average (3.85). According to respondents' answers, development value has come first with a general average (3.95), then, followed by economic value, application value, social value, and interest value, with a general average (3.89), (3.84), (3.97), and (3.76) respectively, as they all indicate of high relative importance. Also, the overall average of talent management strategies practices in terms of relative importance is high, with a general average (3.96). Talent development was ranked first with an

average (4.01), then, followed by talent retention and talent attraction respectively with a general average (3.97) and (3.91), as they all indicate of high relative importance.

7.3. Testing the Study Hypotheses

Simple linear regression, was used to analyze the hypotheses of the study, and the rule of decision was relied on, which is to accept the null hypothesis (H_0) if the value of the significance is higher than or equal to (0.05), and reject the null hypothesis (H_0) if the significance is less than (0.05).

- a) Main hypothesis H_0 . There is no significant impact at the level ($\alpha \leq 0.05$) of overall employer branding dimensions on overall talent management strategies among managers of commercial banks in Jordan.

Table 3: Results of simple linear regression for the first main hypothesis

Dependent variable	Model summary		ANOVA			Coefficients				
	r	r ²	Calculated f	DF	SIG F*	Independent variable	β	Standard error	Calculated T	Sig T*
Talent management strategies	0.711	0.506	189.586	1	0.000	Employer branding dimensions	0.711	0.045	13.769	0.000

The results from table (3) indicates that the correlation coefficient between the two variables was ($r=0.711$) which indicates the positive relationship between the two variables, in addition to that, determination was ($r^2=0.506$) and it indicates that (50.6%) of the change in achieving talent management strategies can be explained by the change in the employer branding dimensions, with the stability of other variables. the impact of the independent variable (employer branding dimensions) on the dependent variable (talent management strategies) is statistically significant, where calculated f was (189.586), at the level (sig f= 0.000), which ensures the moral impact of the regression, the significant of regression at level ($p \leq 0.05$) and degree of freedom ($df=1$).

The regression coefficient ($\beta=0.711$) indicates the total impact of the employer branding dimensions on the talent management strategies and it is a moral impact, the T. value was (13.769) at level (sig=0.000), thus we reject the main first hypothesis and accept the alternative hypothesis that says: there is a significant impact at level ($\alpha \leq 0.05$) of overall employer branding dimensions on overall talent management strategies among managers of commercial banks in Jordan.

- b) The sub-hypotheses were also subject to the simple linear regression, and the results were:



c) First sub-hypothesis H0-1: There is no significant impact at the level ($\alpha \leq 0.05$) of the social value on the talent management strategies among managers of commercial banks of Jordan.

Table 4: The results of testing the impact of social value dimension on the talent management strategies

Dependent variable talent management strategies	Model summary		ANOVA			coefficient				
	r	r ²	Calculated f	DF	Sig f*	Ind. var	β	Standard error	T value	Sig t*
	0.540	0.291	75.961	1	0.000	Social value	0.540	0.176	13.968	0.000

The results from table (4) reveals that the impact of the independent variable (social value) on the dependent variable (talent management strategies) is statistically significant, where calculated f was (75.961), at level (sig f=0.000) which is less than (0.05). The correlation coefficient (r=0.540) indicates the positive relationship between the two variables, in addition to that, the value of determination was (r²=0.291) and it indicates that (29.1%) of the change in achieving the talent management strategies can be explained by the change in the social value, with the stability of other variables.

The regression coefficient ($\beta=0.540$) indicates the total impact of the social value on the talent management strategies and it is a moral impact, the T-value was (13.968) at level (sig=0.000), thus, we rejected the first sub-hypothesis and accept the alternative hypothesis that says: there is a significant impact at level ($\alpha \leq 0.05$) for the social value on the talent management strategies among managers of commercial banks of Jordan.

d) Testing the second sub-hypothesis H0-2: There is no significant impact at the level ($\alpha \leq 0.05$) of the interest value on the talent management strategies among managers of commercial banks of Jordan.

Table 5: The results of testing the impact of interest value dimension on the talent management strategies

Dependent variable talent management strategies	Model summary		ANOVA			coefficient				
	r	r ²	Calculated f	DF	Sig f*	Ind. var	β	Standard error	T value	Sig t*
	0.538	0.289	75.284	1	0.000	interest value	0.538	0.047	13.632	0.000

The results from table (5) reveals that the impact of the independent variable (interest value) on the dependent variable (talent management strategies) is statistically significant, where calculated f was (75.284), at level (sig f=0.000) which is less than (0.05). The correlation coefficient (r=0.538) indicates the positive relationship between the two variables, in addition to that, the value of determination was (r²=0.289) and it indicates that (28.9%) of the change in achieving the talent management strategies can be explained by the change in the interest value, with the stability of other variables.

The regression coefficient (β=0.538) indicates the total impact of the interest value on the talent management strategies and it is a moral impact, the T-value was (13.632) at level (sig=0.000), thus, we rejected the second sub-hypothesis and accept the alternative hypothesis that says: there is a significant impact at level (α≤0.05) for the interest value on the talent management strategies among managers of commercial banks of Jordan.

- e) Testing the third sub-hypothesis H0-3: There is no significant impact at the level (α ≤ 0.05) of the economic value on the talent management strategies among employees of commercial banks of Jordan.

Table 6: The results of testing the impact of economic value dimension on the talent management strategies

Dependent variable talent management strategies	Model summary		ANOVA			coefficient				
	r	r ²	Calculated f	DF	Sig f*	Ind. var	β	Standard error	T value	Sig t*
	0.597	0.357	102.714	1	0.000	Economic value	0.597	0.044	10.135	0.000

The results from table (6) reveals that the impact of the independent variable (economic value) on the dependent variable (talent management strategies) is statistically significant, where calculated f was (102.714), at level (sig f=0.000) which is less than (0.05). The correlation coefficient (r=0.597) indicates the positive relationship between the two variables, in addition to that, the value of determination was (r²=0.357) and it indicates that (35.7%) of the change in achieving the talent management strategies can be explained by the change in the economic value, with the stability of other variables.

The regression coefficient (β=0.597) indicates the total impact of the economic value on the talent management strategies and it is a moral impact, the T-value was (10.135) at level (sig=0.000), thus, we rejected the third sub-hypothesis and accept the alternative hypothesis



that says: there is a significant impact at level ($\alpha \leq 0.05$) for the economic value on the talent management strategies among managers of commercial banks of Jordan.

- f) Testing the fourth sub-hypothesis H0-4: There is no significant impact at the level ($\alpha \leq 0.05$) of the development value on the talent management strategies among managers of commercial banks of Jordan.

Table 7: The results of testing the impact of development value dimension on the talent management strategies

Dependent variable talent management strategies	Model summary		ANOVA		coefficient					
	r	r ²	Calculated f	DF	Sig f*	Ind. var	β	Standard error	T value	Sig t*
	0.675	0.456	155.100	1	0.000	development value	0.675	0.042	12.454	0.000

The results from table (7) reveals that the impact of the independent variable (development value) on the dependent variable (talent management strategies) is statistically significant, where calculated f was (155.100), at level (sig f=0.000) which is less than (0.05). The correlation coefficient (r=0.675) indicates the positive relationship between the two variables, in addition to that, the value of determination was (r²=0.456) and it indicates that (45. 6%) of the change in achieving the talent management strategies can be explained by the change in the development value, with the stability of other variables.

The regression coefficient ($\beta=0.675$) indicates the total impact of the development value on the talent management strategies and it is a moral impact, the T-value was (12.454) at level (sig=0.000), thus, we rejected the fourth sub-hypothesis and accept the alternative hypothesis that says: there is a significant impact at level ($\alpha \leq 0.05$) for the development value on the talent management strategies among managers of commercial banks of Jordan.

- g) Testing the fifth sub-hypothesis H0-5: There is no significant impact at the level ($\alpha \leq 0.05$) of the application value on the talent management strategies among managers of commercial banks of Jordan.

Table 8: The results of testing the impact of application value dimension on the talent management strategies

Dependent variable talent management strategies	Model summary		ANOVA		coefficient					
	r	r ²	Calculated f	DF	Sig f*	Ind. var	β	Standard error	T value	Sig t*
	0.700	0.490	177.469	1	0.000	application value	0.700	0.040	13.322	0.000

The results from table (8) reveals that the impact of the independent variable (application value) on the dependent variable (talent management strategies) is statistically significant, where calculated f was (177.469), at level (sig f=0.000) which is less than (0.05).



The correlation coefficient ($r=0.700$) indicates the positive relationship between the two variables, in addition to that, the value of determination was ($r^2=0.490$) and it indicates that (49.0%) of the change in achieving the talent management strategies can be explained by the change in the application value, with the stability of other variables.

The regression coefficient ($\beta=0.700$) indicates the total impact of the application value on the talent management strategies and it is a moral impact, the T-value was (13.322) at level ($\text{sig}=0.000$), thus, we rejected the fifth sub-hypothesis and accept the alternative hypothesis that says: there is a significant impact at level ($\alpha \leq 0.05$) for the application value on the talent management strategies among managers of commercial banks of Jordan.

8. DISCUSSION AND CONCLUSION

The main aim of this study is to identify to what extent the managerial leaderships in top, middle, and lower levels of commercial banks at Jordan practice the employer branding dimensions and talent management strategies. Also, it aims to explore the impact of employer branding dimensions on talent management strategies.

The results of the study showed that the relative importance of employer branding dimensions practices in commercial banks of Jordan was high, which indicates that the managerial leaderships in commercial banks of Jordan engaged effectively in building a special and unique brand name to differentiate themselves as employers from other competitors.

Also, the results of the study revealed that the talent management strategies have scored high levels of importance from the respondents' point of view, which indicate that the managerial leaderships in commercial banks of Jordan recognized the importance of investing in talented employees in achieving a positive outcomes at organizational level such as organizational high performance, productivity, profits, market position, strategic goals, excellence, organizational success, and competitive advantage and sustainability in a competitive market.

And they realized the importance of talented employees in achieving a positive outcomes at individual level such as increasing work motivation, commitment, satisfaction, and engagement. In regard to the second aim of the study, the results revealed that there is a positive relationship and significant impact of overall employer branding dimensions on talent management strategies among managers of commercial banks in Jordan.

This result came consistent with the studies of Urbancova and Hudakova (2017) whom also found that employer branding is important element in all economic sectors and businesses



and can build their brands by focusing primarily on the stability of their current employees, their continuous development, and their retaining of the most valuable talents; (Mihalcea, 2017), who concluded that employer brand is very important in recruiting and retention of high potential employees and must be focused on learning and leadership development; (Mohammed, 2019), who found that the main goal of employer branding is to maintain value proposition among current talents and communicate this proposition externally to the projected talents, which play in talent attraction and organizational success that helps the organization in smoother recruitment process, and employee retention; and (Veena & Mudassir, 2019) who concluded that the employer branding has a major role in attracting talents.

Also, the analysis of the sup-hypotheses revealed that there is a significant impact of the social value, interest value, economic value, development value, and application value on the talent management strategies. Which indicate that improving the level of employer branding in commercial banks of Jordan leads to enhancing the talent management strategies, in terms of attraction the right talents with the required knowledge, skills, and abilities to the right position at the right time, development of talented employees through using different approaches of development and training, and to take the right strategies to retain the talented employees.

9. CONTRIBUTIONS OF THE STUDY

The present study introduces theoretical and practical contributions. The theoretical contribution is presented in that it is the only study that analyze the impact of employer branding dimensions on talent management strategies in Jordan context especially at banking sector according to the knowledge of the author after reviewing the related literature. So it will be further add to the available knowledge base about employer branding and talent management. While the practical contribution of this study is that, its findings expected to provide framework for employers to ensure efficient management and maintenance of a healthy employer branding to attract the most qualified talented employees, develop them, and retain them.

10. LIMITATIONS OF THE STUDY

There are a number of limitations of the current study, the first is that this study is limited to commercial banks of Jordan, so, it may gain different findings when it is applied on Islamic banks and other sectors, therefore, the researcher recommend to implement this study at Islamic banks in addition to different sectors like industrial sector, telecommunication sector



and so on, to make a comparison between the results. The second limitation, the questionnaire was distributed to the managerial leaderships at top, middle, and lower levels whom worked at the head offices of commercial banks of Jordan, as there are several branches at different governorates in Jordan, hence, future research should empirically implement this linkage between employer branding dimensions and talent management strategies from the point view of subordinates whom worked in different branches.

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