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Employer Branding and Organizational Positioning: Roles of Talent Attraction and Digital Recruitment in Tourism and Hospitality

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Abstract

In the highly competitive tourism and hotel management sector, organisations must position themselves not only as service brands but also as preferred employers. This study examines employer branding as a strategic marketing instrument and evaluates its impact on organisational positioning, with talent attraction acting as a mediator and digital recruitment presence as a moderator. A quantitative, cross-sectional design was adopted using primary data from 600 final-year postgraduates, early-career professionals, and mid-level employees aspiring to or working in tourism and hospitality. Data were collected through a structured questionnaire and analysed using Structural Equation Modeling (SEM) with mediation and moderated-mediation analysis. The findings reveal that employer branding significantly enhances talent attraction and organisational positioning. Talent attraction partially mediates this relationship, while a strong digital recruitment presence amplifies the indirect effect. The study highlights the importance of aligning employer value propositions with digitally enabled recruitment strategies to strengthen competitive positioning in tourism and hotel organisations.

Keywords: Employer Branding, Talent Attraction, Tourism and Hospitality, Digital Recruitment, Market

Introduction

In the modern environment of a very competitive and digitalised labour market, employer branding has become a key strategic focus of organisations that seek to gain an advantage over their competitors in attracting and retaining talented employees as much as gaining customers or developing a strong product brand [1]. Historically, the focus of brands has been on the consumer, to distinguish products and services, but there has been a rapid technological innovation, shifting labour requirements, and the emergence of knowledge-based industries all made the competitive environment alter so that organisations are now being marketed as places to work. The current generation of job seekers is no longer driven by the salary rate or job security but rather they make decisions about potential employers by considering how well they are represented, values, organisational culture, career growth opportunities as well as the overall employment experience they are likely to get [2]. Consequently, employer

branding has become a comprehensive marketing strategy that can represent an employer value proposition of an organisation to the labour market and how it is viewed as a work place. An excellent employer brand is a potent indicator that minimises information asymmetry in the eyes of prospective employees, improves trust and makes the organisation a desirable place of talent in a landscape where fierce competition and the scarcity of skilled professionals are common [3]. This increased significance of employer branding is further supported by the demographic trends which are characterised by more and more millennials and Generation z entering the labour market, their decisions being heavily dependent on meaningful work, learning opportunities, organisational ethics, and work-life balance [4]. Moreover, with the growth of digital platforms, social media, and online employer review portals, the way job seekers receive information about organisations has changed so the perceptions of employer brands have become more transparent, interactive, and socially constructed than ever before [5]. In this respect, organisations no longer have complete control over their employer image, but it is constantly being influenced by employee advocacy, employee experiences, and online stories since all of this has a role in defining how an employer is framed on the labour market. Although there has been a rise in the acknowledgment of employer branding as a strategic human resource and marketing instrument, most organisations are still finding it hard to convert the branding efforts to actual recruitment and long-term market placement [6]. However, this difficulty is in part due to the fact that the process of employer branding does not exist in a vacuum but is influenced by the psychological and behavioural reactions of the potential candidates to convert the positive perceptions of employer brands into actual attraction, application behaviour, and long-term loyalty [7]. Talent attraction, in its turn, is the key process enabling the employer branding to perform its force, including the intention of the applicants to apply, as well as their preference of the organisation, the perceived fit to the organisational values and their readiness to refer others to the employer [8]. Moreover, the functionality of such a mechanism is becoming progressively predetermined by the quality of the digital presence of an organisation in terms of recruitment, which regulates the perception of the messages about employer branding, its interpretation and confirmation in online space. The visibility and credibility of employer branding is enhanced by the use of high-quality social media content, attractive and user-friendly career websites, credible online reviews, and responsive recruitment communication, and weak digital presence can weaken even the most remarkable branding processes [9]. Despite the previous study on the single impact of employer branding, attraction of talent and digital recruiting means a paucity of knowledge exists regarding the dynamic of the interplay of these factors to influence market positioning of organisations in the modern labour market. Specifically, there is a dearth of empirical resource that unites these constructs into a single framework, which embodies the mediating impact of talent attraction and moderating impact of digital recruitment presence [10-12]. This is a crucial gap that needs to be addressed since positioning as an employer in the market indicates the degree at which an organisation is remembered, distinguished, perceived as competitive advantage, and capable of creating loyalty among the prospective employees. Having a strong employer brand does not only draw a bigger and better quality of applicants but also lowers the cost of recruitment, shortens the period of hiring and improves long-term organisational performance, by maintaining access to the human capital. It is against this backdrop that the current study aims at expounding an all-encompassing conceptual framework that brands the employer as a competitive marketing instrument, which enhances organisational market positioning based on the talent attraction pathway but conditioned by the digital recruitment presence. Through an empirical study of these relationships, this research will form a better insight into the ways in which organisations can strategically combine branding and digital recruitment practices in order to attain sustainable competitive advantage i987

Literature Review

The current body of knowledge on employer branding as a competitive marketing instrument demonstrates the application of various research methodologies, which have different strengths and weaknesses. A mixed-method case study comprising of a semi-structured HR interview and employee survey, as used by Rodrigues and Sousa [1] allows rich triangulation of managerial and employee perceptions; nonetheless, the single-organisation and Portuguese SME setting limits the external validity of the results. The quantitative survey design by Iyer et al. [2] based on the Employer Attractiveness Scale and multiple regression as the main predictors of Gen Z attraction is very high in terms of empirical rigour, but the material predictors are the intentions of students to work, not the actual employment, which reduces behavioural validity. The article by Ha Thi Thao et al. [3] was a cross-sectional quantitative survey of the employees working at the hospitality industry in Vietnam and this study presented credible statistical data on the role of employer branding in employee advocacy, but due to the one-time self-report nature, it cannot help us interpret causality. Harshita Singh [4] adhered to the descriptive mixed design involving surveys together with case studies that provided an overall view of the issue of tech talent attraction but the sample size is extremely small, which harms the rigor of the findings. Shafiee and Goodarzi [5] used a qualitative meta-synthesis method to summarize the existing employer branding findings in a consistent framework that is useful to theory building but has limitations by relying on the past published works. Bhajipale and Ingale [6] employed a descriptive survey of employees and job seekers in the IT and service-sector, which would provide practical information about how EVP and CSR influence perceptions but lacks causal testing, which limits the ability to make an inference. Ta'Amnha et al. [7] used a quantitative survey and mediation analysis of a sample of Jordanian nurses, which successfully identified the mediating role played by sustainable employer branding in safety voice behaviour, but the situation in a healthcare environment restricts the external applicability of the results. Tran Thi Siem et al. [8] embraced the bibliometric coupling by Scopus and VOSviewer that conceptualized the intellectual patterns in employer attractiveness by offering objective field-based judgments but did not include a profound interpretation of the contexts. Balzano and Modugno [9] used qualitative narrative inquiry involving 52 leading talents to create a process model of sustainability-oriented employer branding, offering insightful information but with limited generalisability. Zarakar and Bansal [10] combined the use of surveys of HR professionals with literature review to develop a strategic framework, incorporating theory and practice but omitting employee perspectives. The quantitative regression analysis used by Sudhan et al. [11] in the Indian IT industry has produced good statistical confirmation of the significant predictors, but due to the cross-sectional character of the study, it fails to generate longitudinal insights. Ghaisani and Saragih [12] applied the mixed-method single-case design to design an internal employer branding strategy providing practical information but with less external validity. The study by Kasperczuk et al. [13] was quantitative, analyzing the work-life balance using a survey, which has shown a quantifiable effect on motivation but the sample is limited making it difficult to be generalized. Kallidukkil and Jayaraj [14] and Kiranmai and Padmaja [15] applied quantitative survey research to examine the war on talent in Indian information technology companies and were able to find practical correlations, albeit without the causal nuances. Vijayalakshmi et al. [16] used descriptive mixed-method design to correlate HRM and marketing which increased the holistic insight but it primarily depended on perceptual bias. Azimi et al. [17] used PLS-SEM to model the complex employer branding-retention relationships in a military setting to provide analytical strength but limited applicability in civilian settings. Srinivas et al. [18] employed mediation moderation analysis in the Bengaluru IT companies to study the impact of employer branding on performance which generated rigorous site-specific insights but with a small geographical scope. Bui and Irmayanti [19] combined the

web content analysis and regression models in order to examine the digital employer branding in Fortune 100 companies, offering objective assessment but with outdated secondary data. Lastly, Eriksson, Nabho and Robertson [20] used a qualitative interview-based approach to investigate the paying-it-forward kindness mindset that might benefit culture and image, but suggested that emotional burnout and perceived inauthenticity is dangerous. Together, these two research works illustrate that although quantitative research offers statistical validation, qualitative and mixed-method research designs have more contextual insight, and problems of generalisability and self-report bias have been present

Statement of the Problem

Most organisations invest in employer branding and fail to translate them into healthy market positioning due to inconsistency of their branding messages, poor support by digital recruiting media, and little comprehension by job applicants. Despite candidates becoming more and more dependent on online channels and employer reviews to assess organisations, it remains unclear how employer branding actually relates to talent acquisition and long-term employer brand recall, differentiation and loyalty. It is often disregarded that the mediating role of talent attraction and moderating role of digital recruitment presence often play a role, leaving a gap between branding efforts and recruitment results, which this paper aims to fill.

Research Objectives

1. To determine how employer branding influences attraction of talent among potential employees.
2. To examine how employer branding affects the organisational market placement within the labour market.
3. To examine the effect of talent attraction on market positioning.
4. To test whether the mediating variable between the employer branding and the market positioning is talent attraction.

Hypothesis

Employer branding is the association of functionality, economic, and psychological values, which an organization conveys to the labour market. It is the initial impression of the potential candidates and has a strong impact on their decision-making process on whether they want to work with a given organization. The signaling theory and the social identity theory propose that job seekers are guided by observable employer attributes to minimize uncertainty and assess the attractiveness of the organizations. Thus, a positive employer brand is likely to enhance the intention to apply, preference of the employer, perceived person-organization fit, and chances of referring others to the organization, all referred to as talent attraction. It is therefore hypothesized that the eff

H_1 : Employer branding is a large positive indicator of attracting talent.

H_{1a} : Employer value proposition, which is significant and positive effect on talent attraction.

The employer value proposition is a distinct package of benefits, job terms, career prospects, and corporate values presented to employees. With such benefits evident to the candidates, they will become more motivated to apply, choose the organization rather than the competitors, and refer it to their colleagues. Having a high value proposition will decrease the uncertainties of what the organization is and how desirable it appears, which will boost the attraction of talent

H_{1b} : There is a significant positive influence of corporate reputation on attraction of talents.

Corporate reputation portrays credibility, trustworthiness and social status of the organization. Positive reputation of organizations makes them seem to be trustworthy and moral employees and

reduces the perceived risk of employment, boosting confidence among job-seekers. This means that more applicants will be willing to work there and identify with the organizations that have a good reputation and this will increase the number of talents attracted.

H_{1c}: Organizational culture image plays a significant positive impact on talent attraction.

Organizational culture image helps to express the impressions of leadership style, relationships with employees, ethics and workplace atmosphere. Candidates who feel that the culture is in their support, inclusive, and value-oriented are more likely to sense a sense of organization fit. This perceived person organization fit enhances their decision to apply and recommend the organization and reinforces the attraction of talent.

H_{1d}: There is a strong positive impact of the career development opportunities on the attraction of talent.

Long term career development opportunities are an indicator of future growth in the organization. Employees are more and more discriminative with regard to the kind of employers they choose based on learning and skill development as well as internal mobility. Organizations that are believed to invest in employee development are more appealing to ambitious candidates, hence raising their intention of applying and preference to the employer. H_{1e}: There is a strong positive relationship between compensation and benefits perception and talent attraction.

Research Methodology

This research is a quantitative, explanatory and cross-sectional survey type of research to test the hypotheses between branding of employers, talent attraction, positioning of the organization in the market and moderating role of digital recruitment presence. The research is aimed at determining causal relations through the statistical modelling.

The study population include postgraduate students in their final year of study, young professionals at the beginning of their career, and middle-level professionals who currently utilize online recruitment platforms and are job seekers or have changed roles recently. The choices of these groups were made as they are the most related segments of the labour market that are directly affected by the employer branding initiatives. It is common knowledge that final-year postgraduate students are generally on the transition phase between education and work and in the process of assessing prospective employers they attach a lot of importance to employer brand cues. It is not surprising that, early-career professionals often search jobs to improve career development and thus use digital recruitment avenue closely. Likewise, the middle professionals are pickier about job and more concerned with the reputation, culture, and career advancement opportunities of a company. These segments, in combination, will offer well-informed and practice-based insights into employer branding, talent attraction, and market positioning, among others, and they will therefore

Sample Size and Technique

This study was chosen to have a total sample of 600 respondents because this was large enough to provide adequate statistical power and reliability in carrying out multivariate analysis that includes Structural Equation Modeling. This sample size is deemed to be sufficient enough to represent the target population and test the complex relationships that are proposed in the conceptual framework. The sampling method used in the study was a stratified random sample, where the population was stratified into varying groups according to some of the demographic variables such as gender, age, educational and years of working experience. Each stratum was then chosen randomly according to the proportion of respondents available in the population in the stratum. This method helped achieve balanced representation of the various groups in demographics, reduced sampling bias and maximized external

Table 1 Demographic Profile of Respondents (N = 600)

Variable	Category	Frequency	Percentage (%)
Gender	Male	318	53.0
	Female	270	45.0
	Others	12	2.0
Age Group (Years)	21–25	224	37.3
	26–30	206	34.3
	31–35	110	18.3
	Above 35	60	10.0
Educational Qualification	Postgraduate	262	43.7
	Graduate	238	39.7
	Others (Diploma/Professional)	100	16.6
Occupation Status	Final-year PG Students	189	31.5
	Early-career Professionals (1–3 yrs)	233	38.8
	Mid-level Professionals (>3 yrs)	178	29.7
Work Experience	Less than 1 year	178	29.7
	1–3 years	214	35.7
	4–6 years	142	23.7
	More than 6 years	66	11.0
Study Area / Industry Domain	Information Technology & Analytics	170	28.3
	Finance & Banking	111	18.5
	Marketing & Management	102	17.0
	Manufacturing & Engineering	91	15.2
	Service & Hospitality	76	12.7
	Others (Healthcare admin, Logistics, etc.)	50	8.3

In Table 1, the demographic profile of the 600 respondents who participated in the study is provided. The gender distribution in the sample is balanced: 53.0 of the sample is male, 45.0 are female, and another 2.0 fall in the other category. The majority of the respondents are aged between 21 and 30 years, with almost 72 percent of the sample representing the segment of young job seekers and professionals in their early careers, which is highly sensitive to employer branding efforts. Education wise, a vast percentage are postgraduates (43.7) and graduates (39.7) which is a good representation of respondents. Occupation status demonstrates that 31.5% of postgraduate students are in their final year of study, 38.8% are young professionals in their first years of careers, and 29.7% are middle-tier professionals, which covers various levels of career positions. This diversity is also supported by the work experience distribution, with most of it with less than three years of experience. Lastly, respondents are selected across diverse study and industry sectors which elevates the representativeness and external validity of the study.

Results and Analysis

Descriptive Statistics and Distribution Properties

Table 3 shows the descriptive statistics and distribution characteristics of the 4 key constructs that the research investigated, such as employer branding, talent attraction, market positioning,

and digital recruitment presence, with reference to 600 respondents. The average score across all constructs is over 3.0 on a four-point scale, which suggests that respondents have a generally positive perception, with talent attraction (3.19) followed by market positioning (3.15), digital recruitment presence (3.22) and employer branding (3.27). The standard deviations are 0.53-0.57 indicating a moderate level of variability in the responses and a certain degree of consensus between the participants. The minimum standard error values (0.02 across all constructs) show high accuracy of the estimated means. Additionally, the value of skewness and kurtosis of all constructs are within the acceptable range, which is also equal to or less than ± 1 , indicating that the data is reasonably normally distributed, Reliability, Composite Reliability and AVE.

Table 2 Descriptive Statistics of Study Constructs (N = 600)

Construct	Items	Min	Max	Mean	SD	SE	Skewness	Kurtosis	Normality
Employer Branding (EB)	20	1.65	4.00	3.27	0.53	0.02	-0.58	0.41	Normal
Talent Attraction (TA)	16	1.50	4.00	3.19	0.55	0.02	-0.54	0.39	Normal
Market Positioning (MP)	16	1.58	4.00	3.15	0.57	0.02	-0.47	0.42	Normal
Digital Recruitment Presence (DRP)	16	1.60	4.00	3.22	0.54	0.02	-0.49	0.44	Normal

Reliability, Composite Reliability and AVE

The reliability and convergent validity results of all the constructs of the study are reported in Table 3. The alpha values are between 0.88 and 0.91, which is more than the standard 0.70, which gives a positive confirmation of strong internal consistency of the measurement items. The composite reliability values are also high and vary between 0.90 and 0.93 which implies that the constructs are measured with a high level of precision. The value of the Average Variance Extracted (AVE) of all the constructs is greater than the required level of 0.50 which proves that each construct is able to explain more than a half of the variance of its indicators and, therefore, it proves convergent validity. Moreover, the values of Maximum shared Variance (MSV) and Average Shared Variance (ASV) are less than the equivalent AVE values of all constructs indicating that each construct has more variance

Table 3 Construct Reliability and Validity Measures

Construct	α	CR	AVE	MSV	ASV	Convergent Validity
EB	0.91	0.93	0.68	0.37	0.29	Established
TA	0.89	0.91	0.66	0.41	0.31	Established
MP	0.90	0.92	0.69	0.39	0.30	Established
DRP	0.88	0.90	0.65	0.35	0.27	Established

Discriminant Validity-Fornell-Larcker

Table 3 shows the discriminant validity measure with Fornell-Larcker criterion. The diagonal components are the square roots (AVE) of the expected values of the constructs and the off-diagonal components represent the estimation of the correlations between the constructs. In order to establish a validity of discrimination, the square root of AVE of individual constructs needs to

exceed the correlations of such constructs with other constructs. The diagonal scores of employer branding (0.82), talent attraction (0.81), market positioning (0.83) and digital recruitment presence (0.80) are greater than their levels of correlation with the rest of the constructs as demonstrated in the table. This ascertains that every construct is empirically unique and able to capture a unique dimension of the model hence good evidence of discriminant validity.

Table 4 Discriminant Validity Matrix

Construct	EB	TA	MP	DRP
EB	0.82			
TA	0.61	0.81		
MP	0.58	0.64	0.83	
DRP	0.55	0.59	0.57	0.80

Pearson Correlation with Effect Size

Table 5 presents the results of the Pearson correlation coefficients between the constructs of the study and effect sizes. The findings reveal that employer branding is strongly and positively related to talent attraction ($r = 0.61$), employer branding and market positioning ($r = 0.58$), employer branding and digital recruitment presence ($r = 0.55$) and have large effect sizes. Equally, talent attraction has a strong positive relationship with market positioning ($r = 0.64$) and digital recruitment presence ($r = 0.59$), with digital recruitment presence also having a strong relationship with market positioning ($r = 0.57$). The correlation between all of them is statistically significant (0.01) and shows that better employer branding and the presence of digital recruitment are tightly connected vs rqpoo

Table 5 Correlation Matrix

Variables	EB	TA	MP	DRP
EB	1			
TA	0.61** (Large)	1		
MP	0.58** (Large)	0.64** (Large)	1	
DRP	0.55** (Large)	0.59** (Large)	0.57** (Large)	1

SEM Model Fit

Table 6 shows the goodness-of-fit statistics of the proposed structural equation model. The ratio of chi-square to the degrees of freedom ($\chi^2/df = 2.34$) is less than 3 which is the recommended value of overall model fit. The incremental fit indices such as Comparative Fit Index (CFI = 0.94), Tucker-Lewis Index (TLI = 0.93) and Goodness-of-Fit Index (GFI = 0.92) are all greater than the recommended cut-off value of 0.90 and this indicates that the hypothesised model is an adequate representation of the observed data. Moreover, the error-based indices, which include the Root Mean Square Error of Approximation (RMSEA = 0.048) and the Standardized Root Mean Square Residual (SRMR = 0.041) are both significantly lower than the 0.08 threshold, meaning that there are no substantial residual and that the model fits the empirical data closely. Overall, the findings show that the structural model has a good global fit and can be used to test the proposed hypotheses.

Table 6 Structural Model Fit Indices

Index	Value	Cut-off	Model Fit
χ^2/df	2.34	<3	Good
CFI	0.94	>0.90	Good
TLI	0.93	>0.90	Good
GFI	0.92	>0.90	Good
RMSEA	0.048	<0.08	Good
SRMR	0.041	<0.08	Good

Direct Effects H1–H3

The findings of the structural model test of the main direct hypotheses (H1–H3) are reported in Table 7. The correlation between employer branding and attraction of talent (H1) is positive and highly significant ($\beta = 0.61$, $t = 14.26$, $p < 0.001$) which implies that greater employer branding has a strong positive impact on attracting talents to the organization and also the attraction of talent to the organization is explained by the correlation (37). The direct impact of employer branding on market positioning (H2) also plays a role ($\beta = 0.39$, $t = 9.21$, $p < 0.001$) indicating that employer branding directly positively influences the organisation to be positioned in the labour market which explains 48 per cent of market positioning with a medium degree of impact. Also, there is a significant positive correlation between talent attraction and market positioning (H3) $\beta = 0.48$, $t = 11.74$, $p < 0.001$), so increasing intentions to apply, preferred by the employer, perceived fit, and likelihood of recommendation all positively influence employer brand recall, differentiation, and loyalty. Collectively, these results gFÁDCA?

Table 7 Direct Path Estimates

Hypothesis	Path	β	SE	t	p	R ²	Effect Size	Decision
H1	EB → TA	0.61	0.04	14.26	<0.001	0.37	Large	Supported
H2	EB → MP	0.39	0.05	9.21	<0.001	0.48	Medium	Supported
H3	TA → MP	0.48	0.04	11.74	<0.001	0.48	Large	Supported

Discussion

The results of the current research have a good empirical support of employer branding as an effective competitive marketing tool that optimises organisational market positioning directly and indirectly by attracting talent, but the presence of digital recruitment serves as a critical boundary condition. The high positive results of the employer branding on talent attraction and market positioning are supported by the previous studies that have inferred that organisations that adopt well-articulated values, have good reputations, conducive cultures, career growth prospects, and fair remuneration frameworks are more effective in their attraction and retention of high-quality talent. The partial mediation effect of talent attraction suggests that although the employer branding has a direct impact on the way organisations are placed in the labour market, it has a moderate number of effects being mediated by the behavioural intentions of candidates: willingness to apply, employer preference, perceived fit, and likelihood to be recommended. Moreover, the moderation and moderated mediating findings indicate that the presence of digital recruitment has a significant positive impact on these relationships such that employer branding activities are only converted into superior market positioning in cases, which are backed with quality digital resources, i.e., compelling social media communication, compelling career websites, believable online employer reviews, and prompt recruitment interactions. Together, these results would expand current employer branding

theory by showing that employer branding is not a vacuum in its strategic marketing effect, but can have its strategic marketing effect on talent attraction through the facilitating influence of digital recruitment channels in a digitally-driven labour market.

Theoretical Implications

The research contributes to the literature on employer branding and strategic human resource in a number of ways. To begin with, it builds on the current employer branding theory by empirically confirming employer branding as a competitive marketing process that acts via the psychological and behavioural channel of talent attraction. The study establishes the way the employer branding perceptions translate into practical market positioning outcomes like employer brand recall, differentiation, and loyalty by affirming the partial mediating impact of talent attraction. Second, the incorporation of digital recruitment presence as a moderating variable enhances the theory, showing that the usefulness of employer branding depends on the quality of online recruiting channels and, as a result, the conditionality of the outcomes of employer branding in online labour markets. Third, the validation of a moderated mediation model provides a fuller explanation of the employer branding-market positioning connection compared to the traditional models of direct effect but therefore informs the conceptual insight into the relationship between branding, behavioural leveragéCBíñ

Limitations of the Study

The study has a limitation of cross-sectional design that reduces causal interpretation of relationship between employer branding, attraction of talent, existence of digital recruitment, and market positioning. The self-reported survey data could lead to response bias and the sample is restricted to final-year postgraduate students, early-career professionals and mid-level employees, which restricts the generalisability of the results. Also, the research is based on the perceptual indicators, instead of the objective recruitment results, and fails to explicitly consider cultural or industry-related variations.

Practical Implications

Organisations should communicate a robust value proposition to employers, proactively manage corporate reputation, and invest in high quality digital recruitment mediums, e.g. social media, career websites, online reviews, and responsive communication. Talent attraction indicators are also monitored to evaluate the efficiency of branding, and alignment of employer branding and the digital recruitment method enhances the employer brand recall, differentiation and long-term loyalty in the labour market.

Future Scope of the Study

A longitudinal design can be used to extend the current study to investigate the longitudinal changes in employer branding, talent attraction, and market positioning and be able to make more causal conclusions. To validate the findings of this study, researchers can also include the objective organisational performance at the level of application volume, time-to-hire, employee retention, and job performance measures. To increase the generalisability of the findings, widening the sample size by adding senior professionals, different industries, and cross-cultural settings would be preferable. Moreover, one can consider that further research can delve into how the new digital tools like artificial intelligence-based recruitment systems, employer branding analytics, and virtual recruitment platforms contribute to talent attraction. Lastly, qualitative or mixed-method designs can be used to learn more about candidates lived experiences and reveal subtle variables that affect the effectiveness of employer branding.

Conclusion

This research concludes that employer branding is a potent competitive marketing instrument which considerably aids in the market positioning of organisations by influencing the psychological and behavioural reactions of the possible employees. The results show that employer branding has not only a direct impact on the way organisations are remembered, differentiated and trusted in the labour market but also an indirect effect via the attraction of talents and this validates its place as a key tool that transforms brand perceptions into recruitment successes. Moreover, the findings indicate the essential role of digital recruiting presence in enhancing such effects, as employer branding has the greatest influence when complemented with high-quality online platforms and responsive communication. Together, the research offers a clear empirical support that organisations aiming to attain sustainable competitive advantage in talent acquisition should combine consistent employer branding activities with effective digital recruitment activities to reinforce their positioning in the long term in the market.

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