

# How Talent Management is related to Employee Brand Equity? Multilevel Moderated mediated Study of Work Family Spillover and Employee Wellbeing

Aisha Jamil<sup>1</sup>, Sehar Zulfiqar<sup>2</sup>

<sup>1</sup>PhD Scholar, Department of Management Sciences, National University of Modern Languages, Islamabad

<sup>2</sup>Assistant Professor, Department of Management Sciences, National University of Modern Languages, Islamabad

Correspondence: [aisha-jamil@live.com](mailto:aisha-jamil@live.com)<sup>1</sup>

## ABSTRACT

**Aim of the Study:** This study examined how talent management affects employee brand equity in the particular setting of Pakistani higher education institutions in an effort to fill in research gaps by drawing on the conservation of resource theory. It looked on the ways in which employee well-being as mediator influences the relationship between employee brand equity and talent management. Additionally, it sought to determine the moderating role work family spillover plays in affecting the link between employee wellness and talent management.

**Methodology:** In this study, (N=412) higher education faculty members from Rawalpindi and Islamabad were embedded in 103 groups using a unique data collection and a multilevel architecture. Data was gathered via an online questionnaire that was time-lag surveyed. Multilevel structural equation modeling in M-plus version 7 was used to get the results.

**Findings:** The findings of this study showed that talent management strategies positively and significantly influence employee brand equity. The relationship between talent management and employee brand equity was mediated by employee well-being. Moreover, Work family spillover proved to be a significant moderator in the relationship between talent management and employee wellbeing.

**Conclusion:** Overall, this research emphasizes the complex interactions between talent management practices, employee wellbeing, and the development of a positive employee brand in Pakistan's vibrant and diverse higher education landscape by using a multilevel approach that acknowledges the complexity of organizational dynamics. It also hopes to offer useful perspectives for HR professionals, organizational leaders, and legislators in the higher education sector.

**Keywords:** Talent Management, Employee Wellbeing, Employee Brand Equity, Work Family Spillover, Conservation of Resource Theory.

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## Introduction

In the ever-evolving landscape of organizational management, the strategic deployment of human capital has emerged as a critical determinant of sustained success (Kelly & Ramadu, 2022). Talent management, a comprehensive approach encompassing reward management, identification of critical positions, development initiatives, and competence training, stands at the forefront of organizational efforts to optimize the potential of its workforce. Research on the complex effects of talent management on organizational dynamics has become more important as the business community realizes the value of developing and maintaining elite talent (Deery, 2008).

As a microcosm of the larger international academic community, Pakistan's higher education system presents unique possibilities and problems in managing its talent pool (Murtaza & Hui, 2021). Universities and colleges must strike a careful balance between drawing in elite teachers, researchers, and administrators and creating an atmosphere that supports their professional and personal well-being in light of the growing emphasis on academic excellence, research output, and student engagement (Xu & Wang, 2023). In light of this, talent management strategies are crucial as academic institutions aim to maximize their people resources in order to fulfil the constantly changing needs of the academic environment (Burić & Frenzel, 2020).

The strategic identification of essential jobs, efficient incentive systems, and focused competency training and development programs are all components of talent management, which is the main emphasis of this study (Jayaraman et al., 2018). According to Collings and Mellahi (2009), identifying vital positions guarantees that important responsibilities within the organisation are acknowledged and developed, bringing individual capabilities into line with organizational objectives. According to Mahaney and Lederer (2006), reward management recognizes the critical role that performance incentives play in promoting employee engagement and commitment. Initiatives for competency training and development help workers become more skilled, stay in line with company goals, and maintain a competitive advantage in a field that is changing quickly (Sun et al., 2007).

Building a strong employee brand becomes a strategic priority as organizations, especially in the higher education sector, compete for advantages in recruiting and keeping exceptional people (Ahuja & Ranga, 2022). Employee brand equity is a dynamic indicator of the worth and reputation that workers bring to their companies. It encompasses factors like brand loyalty, brand endorsement, and brand-consistent behaviors (King et al., 2012). Comprehending the impact of talent management methods on employee brand equity is not just a theoretical endeavor but also a practical requirement in Pakistani higher education institutions. Even while talent management is widely acknowledged to be important, little is known about the subtle ways it affects employee brand equity in the particular setting of Pakistani higher education (Shulga & Busser, 2019; Karavariti et al., 2022).

Three key elements make up the concept of employee brand equity: brand endorsement, brand consistent behaviors, and brand allegiance. Employee loyalty and dedication are reflected in their brand allegiance, which is an emotional bond with the company (Ramlall, 2004). Employee actions and behaviors that are in line with the company's brand values and image are referred to as brand consistent behaviors (Burmahn et al., 2009). One important component, brand endorsement, examines how much staff members actively promote the company, acting as internal and external brand ambassadors (Shinnar et al., 2004).

The core of this research is the integration of employee brand equity, employee wellness, and talent management strategies. Although previous research has acknowledged the interdependence of these variables, there has not been a thorough analysis of how they interact in Pakistan's higher education system (Karavariti et al., 2022; Johnson et al., 2020). In order to fill this gap, this study will offer empirical data that will help develop human resource strategies that are specifically suited to the unique difficulties that academic institutions in the area confront.

This study is guided by the theoretical underpinnings of the Conservation of Resources (COR) hypothesis. According to the COR theory, people work hard to accumulate and protect resources in order to improve their quality of life (Hofball, 1989). By utilizing this theory in the context of talent management in higher education, we aim to disentangle the ways in which talent management practices support the building of resources, which in turn affects employee welfare and, ultimately, the growth of employee brand equity.

Moreover, the inclusion of work-family spillover as a mediator introduces an additional level of complexity to the study. In the academic setting, where the demands of teaching, research, and family life frequently collide, striking a balance between professional and personal obligations is especially important (Kinnunen et al., 2006). An in-depth understanding of how outside variables may affect the link between talent management, employee welfare, and employee brand equity may be gained by looking at the mitigating impacts of work-family spillover.

Given the recent changes in the view of academic institutions as employer brands on a global and local level, it is critical to investigate how talent management methods may be optimized to promote a good work environment, improve employee welfare, and ultimately increase the institution's brand equity (King et al., 2012). In order to meet this need, this study explores the complexities of talent management in Pakistan's higher education system. By doing so, it provides a basis for strategic human resource management and evidence-based decision-making in educational settings.

This study is very important for Pakistan because it is a developing nation, especially when it comes to higher education. In the current socioeconomic landscape, where human capital is being acknowledged more and more as the main catalyst for national development, it is critical to comprehend how talent management affects employee brand equity. This study provides useful insights that can guide initiatives and policies targeted at improving people management practices by illuminating the complex dynamics of academic institutions. Attracting and keeping elite talent in higher education is crucial for Pakistan as it works to improve its reputation in the world for education (Bjork, 2022).

The results of this study provide administrators and educational policymakers with evidence-based suggestions and a road map for promoting worker wellness and enhancing institutional brand equity. In the end, the study advances the body of knowledge in addition to providing useful information that might lead to improvements in the human capital landscape and ultimately benefit Pakistan's overall socioeconomic growth. This study's distinctive contribution is its multilevel approach, which enables a thorough and nuanced analysis of the effect of talent management on employee brand equity in Pakistan's higher education setting. The study goes beyond conventional uni-dimensional analyses by combining organizational-level concepts like talent management methods with individual-level factors like employee wellbeing. By taking into account both the macro and micro perspectives, this multilevel approach recognizes the interdependence of the elements impacting the environment of higher education (Aljbour et al., 2022).

Additionally, a theoretical lens that supports this multilevel framework is provided by the inclusion of the Conservation of Resources (COR) theory, which highlights the importance of resource dynamics at the human and organizational levels (Hofball, 2018). This methodological innovation offers a holistic perspective that can guide targeted interventions and strategies for sustainable human resource management in the unique context of Pakistan. It also deepens our understanding by allowing the exploration of complex relationships within the intricate fabric of higher education institutions.

## **Theory and Hypothesis**

### ***Linking Talent Management to Employee Brand Equity***

Employee brand equity is significantly shaped by talent management, the purposeful recruitment, growth, and retention of talented people inside an organisation (Jiang & Iles, 2011). The idea of Conservation of Resources (COR) offers a useful perspective for comprehending this connection. Employees see their

experiences, expertise, and knowledge as personal resources from a COR standpoint. Efficient talent management strategies provide the best possible use and conservation of these assets, enhancing worker happiness and well-being. This calculated investment in skill is consistent with the COR hypothesis, which holds that people work hard to get, hold onto, and safeguard important resources (Hofball, 2018).

Talent management originated with Peter Drucker's introduction of the concept of "the knowledge worker" in the 1950s. According to Galagan & Rinesmith (1998) Knowledge workers are an organization's most valuable asset, and their effective management is crucial to its success, according to Drucker. However, it wasn't until the 1990s that talent management became popular and widely acknowledged as an essential human resource management strategy. The term "war for talent" was coined by Lorsch & Durante (2013) and it thrust talent management to the forefront of organizational philosophy (Mokaya & al., 2012).

As essential elements of talent management, recruitment and selection play a special role in establishing employee brand equity (Maurya, 2018). When companies draw in people with important talents, their pool of resources gets better overall (Hofball, 1989). The organization's employer reputation is shaped by the favorable brand image it cultivates through a selective recruitment procedure (Patwa et al., 2018). Initiatives for ongoing training and development also show a dedication to expanding the workforce's resource base. These kinds of investment have a big impact on happy employees, which in turn boosts the company's good brand equity (Okechukwu, 2017).

Reinforcing the strong employee brand equity requires talent management retention methods that highlight elements like career development programs and a pleasant work culture (Kashive & Khanna, 2017). According to the COR hypothesis, people are driven to protect their resources, and successful retention strategies in the form of competence training, identification of critical positions, better reward management support this drive (Hofball, 2011). Employers who use talent retention tactics convey to their staff that the company is a resourceful and encouraging place to work (Lyria & Namusonge, 2017). The establishment and upkeep of robust and good employee brand equity is greatly aided by this favorable view, which in turn contributes to the organization's overall performance in the competitive business environment. The study's first hypothesis was put out in light of the following reasoning.

*Hypothesis 1: talent Management strategies positively impacts employee brand equity in a way that employees become brand advocates of the organization through effective talent management”*

### ***Linkage between Talent Management, Employee Wellbeing and Employee Brand Equity***

Strong employee brand equity is largely influenced by the interrelated fields of talent management and employee well-being. The goal of effective talent management strategies is to maximize the skills and capabilities of the workforce by addressing a variety of issues including recruiting, training, and retention (Aned et al., 2013). Organizations that place a high priority on talent management cultivate an atmosphere where workers feel appreciated, acknowledged, and involved, which promotes their general wellbeing (Guest, 2017). It is critical that talent management and well-being are positively correlated since contented workers are more likely to make valuable contributions to their jobs and act as brand ambassadors for the company (Anlesinya et al., 2020).

There are several benefits associated with using talent management techniques to invest in the well-being of employees. People who feel they have a purpose, are successful, and have a work-life balance are more satisfied with their jobs, which raises their engagement and loyalty to the company (Johnson et al., 2018). Employees that are happy and content are more inclined to act positively both at work and outside of it, which affects how they portray the company to stakeholders outside the company (Raj, 2020). Because employees who feel appreciated and supported are more likely to project a good picture of the company, this positive representation serves as a catalyst for developing and strengthening employee brand equity. This helps to create a strong and positive brand reputation (King & Grace, 2010).

Moreover, there is a spiral link between talent management, employee happiness, and higher brand equity. Top talent is drawn to organizations with great employee brand equity, which is characterized by a strong and positive organizational reputation, throughout the recruiting process. The organization's talent pool is further strengthened by this inflow of talented people, which feeds into an ongoing cycle of talent management techniques that improve well-being and raise brand equity. Organizations that place a high priority on talent management as a way to improve employee well-being stand to gain a competitive edge in the talent market and in the business world at large by significantly increasing their total brand equity (Rabbi et al., 2015).. The second hypothesis of the investigation was formulated based on the following rationale

*Hypothesis 2: Talent management at organizational level is linked to employee brand equity at individual level through employee well-being.*

### ***Moderating Role of Work Family Spillover***

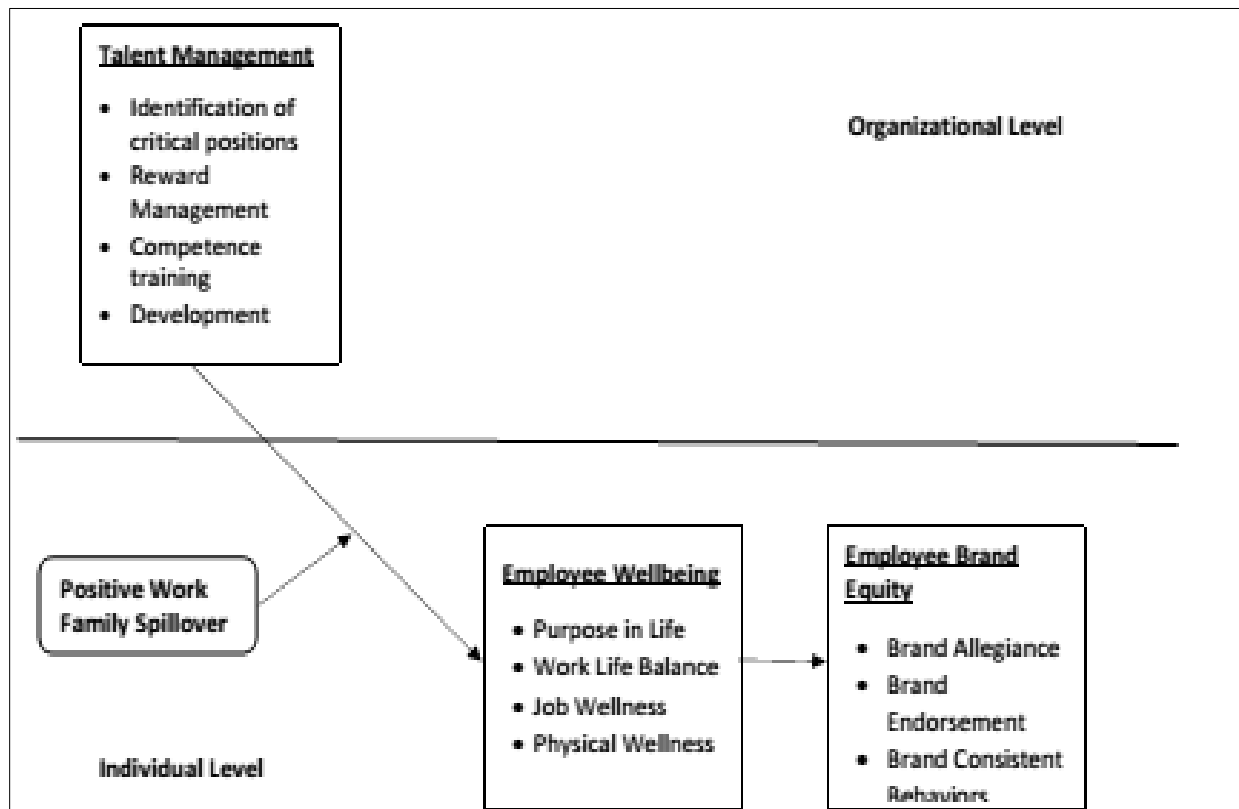
The intricate interactions between talent management, employee well-being, and the general work-life balance are greatly influenced by the phenomenon known as "work-family spill-over," which is the result of experiences and feelings from one domain (work or family) influencing the other (Arefin et al., 2021). The way that people manage their personal and professional life may be influenced by talent management methods, which include tactics for recruiting, development, and retention (Deery & Jago, 2015). Companies are better positioned to improve employee well-being when they understand the significance of managing work-family spillover within their talent management strategies (Wolfram & Gratton, 2014). Offering flexible work schedules, family-friendly rules, and a positive work atmosphere are some ways to decrease the detrimental effects of spillovers (Schnettler et al., 2021). Employees will be able to better manage their personal and professional commitments as a result. Work-family spillover can cause challenges, but by identifying and resolving these problems, businesses can support the development of a positive work environment that enhances employees' general well-being (Pagán-Castaño et al., 2020).

Work-family spillover, talent management, and employee well-being are all correlated. One way to prevent spillover effects and promote well-being is through talent management strategies that take into account and support workers' work-life integration (Ahmad et al., 2020). However, positive well-being increases an employee's likelihood of being engaged, dedicated, and productive, which boosts the success of talent management programs. Businesses that put a high priority on achieving a healthy work-life balance via talent management benefit their workforce as a whole in addition to their employees' well-being (Khokhe, 2017). This interdependent relationship emphasizes the necessity of a comprehensive people management strategy that acknowledges the impact of work-family spillover on the performance of the organisation as well as the well-being of its employees (Björk, Bolander & Forsman, 2022).

With the potential to negatively affect employees' well-being, proactive strategies for managing work-family spillover should be part of strategic people management initiatives (Kinnunen et al., 2006). Work-life balance training, counselling services, and employee support programs are just a few of the tools that companies may use to assist staff in overcoming the obstacles that come with managing work and family obligations (McNall, Nicklin & Masuda, 2010). Furthermore, fostering an environment where workers' personal lives are respected and encouraged as essential to their general well-being strengthens the beneficial effects of talent management on engagement and job satisfaction (Danielsson & Bodin, 2008). A more resilient and effective workforce is therefore a result of recognizing and actively managing the connection between work-family spillover, talent management, and employee well-being. As a result, study hypothesis number three was developed.

*Hypothesis 3: Work family Spillover moderates the relationship between talent management and employee wellbeing.*

**Figure 1: Theoretical Model of study**



## Methodology

The methodology employed in this research involves a multilevel moderated-mediated analysis, allowing for a comprehensive examination of the intricate relationships within the higher education context of Pakistan. Data was collected from two different levels: organizational level (level 1), involving Heads of Departments (HODs) and Coordinators, and individual level (level 2), and comprising faculty members. A multistage sampling technique was employed for data collection, with an initial selection of 34 universities representing diverse academic settings in Pakistan. Within each university, three departments were chosen, reflecting the diversity of disciplines. The final sample comprises 412 faculty members, nested within 103 groups formed by HODs and Coordinators. This multilevel approach facilitates the exploration of both organizational and individual-level variations, ensuring a robust analysis of the impact of talent management on employee brand equity, mediated by employee wellbeing, and moderated by work-family spillover. The use of multilevel modeling techniques enables the examination of variance at different levels, providing a nuanced understanding of the complex dynamics inherent in the higher education sector (Hitt et al., 2007).

The strategic significance of the education sector in promoting the development of human capital and social advancement led to its selection for sampling. Because academic institutions have a significant influence on the future workforce, it is crucial to comprehend how talent management strategies affect employee brand equity in the particular setting of higher education. Furthermore, the particular difficulties faced by the industry and the dynamic interactions between academics and organizational structures offer a wealth of opportunities to explore the suggested connections, offering significant contributions to the wider conversation on organizational branding and talent management.

## Measures

Each variable's elements are modified from earlier research, and a structured questionnaire with a 5-point Likert scale—1 representing strongly disagree and 5 representing strongly agree—is created. We modified 26 items from the Jayaraman et al. (2018) talent management scale. The four sub dimensions of talent management are reward management, development, competency training, and identification of critical jobs. Examples of such items are "My institution builds up talent pool in the organisation" and "My institution identifies the critical positions aligned with business strategies." We utilized the 14-item employee wellbeing measure developed by Khatri and Gupta (2019). Work-life balance, physical wellness, purpose in life, and job wellness are some of the sub dimensions of employee wellbeing. Sample items are *"I believe there is a real purpose for my existence in this world,"* *"I feel a sense of mission about my future"*. We used employee brand equity scale developed by King et al. (2012). Sample items include *"I say positive things about the organisation (brand) I work for to others,"* *"I would recommend the organisation (brand) I work for to someone who seeks my advice"* etc. Likewise the scale of Work family spillover (Grzywacz & Marks, 2000) includes sample questions *"Job helps me to deal with issues at home,"* *"Job makes me more interesting at home"* etc.

## Procedures

The survey was conducted twice with a 15-day interval between administrations, utilizing two distinct questionnaires, Forms A and B, designed for data collection at two organizational levels. Form A was distributed via email to Heads of Departments (HODs) and Coordinators across various departments, resulting in a total of 120 responses, of which 103 were deemed usable, yielding an 80% response rate. Form B, targeting faculty members, garnered 500 responses, with 432 complete and usable responses, resulting in a 69% response rate. The final sample comprised 309 faculty members nested within 103 groups of HODs or Coordinators, totaling 412 participants. Demographic analysis, encompassing age, gender, tenure, pay, employment type, and education, revealed no significant differences, suggesting the absence of non-response bias in our sample.

## Statistical Analysis

This research employed a hierarchical approach, specifically utilizing a top-down model to explore the moderated-mediated effects across different levels. The primary objective was to scrutinize the interplay of variables at distinct levels in shaping an outcome. To accomplish this, Multilevel Structural Equation Modeling (MLSEM) was applied, integrating the multilevel moderated-mediation method proposed by Zhang et al. (2009). The findings underwent analysis through Mplus version 7, enabling the investigation of both between-group and within-group variations

## Results

### Descriptive Statistics

The table offers a thorough summary of all the different statistical measures for every variable this study examined. For every variable, it displays the mean, standard deviation, skewness, and kurtosis. One may legitimately assume that the data has a normal distribution since every value in the table falls within the acceptable limits.

Table 1: *Descriptive Statistics*

	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis		
	Stats	Stats	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
ICP	1.17	4.83	2.9038	.98279	.260	.108	-1.203	.213
CT	1.00	5.00	2.9382	1.01236	.102	.108	-1.094	.213
D	1.00	4.83	2.9109	1.09881	.168	.108	-1.355	.213
RM	1.25	4.73	3.0092	1.05185	-.004	.108	-1.462	.213

<b>WLB</b>	1.00	5.00	3.3466	1.07285	-.442	.108	-1.043	.213
<b>PW</b>	1.00	5.00	3.4181	1.00736	-.378	.108	-.901	.213
<b>PIL</b>	1.00	5.00	3.3807	1.17744	-.448	.108	-1.115	.213
<b>JW</b>	1.00	5.00	3.3896	1.05717	-.498	.108	-.948	.213
<b>BE</b>	1.00	5.00	3.4446	1.02901	-.557	.108	-.902	.213
<b>BA</b>	1.00	5.00	3.4539	.98949	-.609	.108	-.658	.213
<b>BCB</b>	1.00	5.00	3.3489	1.04980	-.262	.108	-1.147	.213
<b>WFS</b>	1.00	5.00	3.1377	1.16675	-.068	.108	-1.473	.213
<b>FWS</b>	1.00	5.00	2.9737	1.15562	-.016	.108	-1.386	.213

Note: ICP=Identifying critical position, CT= competence training, D= Development, RM= Reward Management, BE= Brand Endorsement, BA= Brand Allegiance, BCB, Brand consistent Behaviors, WFS= Work Family Spillover, FWS= Family Work Spillover.

### **Reliability Analysis**

Reliability analysis was conducted before performing CFA. Table 2 demonstrates that the research indicators' strong internal consistency, reliability, convergent, and discriminant validity were confirmed by the Cronbach's Alpha, Composite Reliability, and AVE values, which not only satisfied but also exceeded stated requirements. This increased the study's credibility.

Table 2: *Reliability Statistics*

	<b>Cronbach's Alpha</b>	<b>CR</b>	<b>AVE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>TM</b>	0.933	0.952	0.832	0.912					
<b>EBE</b>	0.884	0.928	0.811	0.317	0.901				
<b>SO</b>	0.918	0.960	0.874	0.571	0.271	0.961			
<b>EWB</b>	0.915	0.940	0.798	0.370	0.437	0.236	0.374	0.893	

### **Confirmatory Factor Analysis**

We conducted a confirmatory factor analysis using Mplus version 7 (Muthén & Muthén, 2010) to ascertain the uniqueness of the multi-item variables (talent management, work family spillover, employee wellness, and employee brand equity). We investigated the fit between a one factor, two factor, and three factor model and a four component model that was hypothesized. A one factor and two factor model were found to be less suitable than the suggested model, which is best fit for table 3 (Hair et al., 1998;  $2 = 132.69$ ,  $df = 36$ , CFI = 0.94, TLI = 0.95, RMSEA = 0.067, SRMR = 0.06). Furthermore, every component in the four-factor model showed significant loadings on each of its factors. Furthermore, both the tolerance and VIF values were well within the allowed range and below 4. This demonstrates that multicollinearity, while capable of risking the statistical significance of the independent variables, is not an extreme issue.

Table 3: *Measurement Model fit indices of Tested and potential alternative models*

<b>Fit Indices</b>	<b>Absolute</b>				<b>Incremental</b>	
<b>Model Complexity</b>	<b><math>\chi^2</math></b>	<b>df</b>	<b>CFI</b>	<b>TLI</b>	<b>RMSEA</b>	<b>SRMR</b>
One factor Model (TM+EWB+SP+EBE)	2814.54	49	0.35	0.29	.31	0.26
Two factor model (TM+SP,EWB+EBE)	1914.70	44	0.47	0.34	.28	0.20
Three factor model (TM+SP+EWB,EBE)	967.93	41	0.74	0.65	0.21	0.17
Three factor Model(TM,SP,EWB,EBE)	132.69	36	0.94	0.95	0.067	0.06

Note: Note: CFI = Comparative fit index; TLI = Tucker-Lewis index; RMSEA = Root mean square error of approximation, SRMR = Standardized Root Mean Square Residual. Number of groups 103. Number of individuals = 412,  $p < .01$

### **Multilevel Analysis**

In the context of multilevel analysis, the provided Intraclass Correlation Coefficients (ICCs) show that group differences account for a significant amount of the overall variation in both Employee Brand Equity (outcome) and Employee Wellbeing (mediator). The high ICC values (0.81 for EWB and 0.84 for EBE) indicate that group-level variables, as opposed to individual-level factors, account for a substantial amount of the variability in these constructs. This suggests that the observed variance in employee well-being and employee brand equity is significantly influenced by characteristics associated with the groups or higher-level units in the analysis. Preacher et al. (2010) states that multilevel analysis must be carried out if the ICC value is higher than .70. This finding indicates that using multilevel analyses to evaluate our hypothesis is reasonable (Bryk & Raudenbush, 1992).

Table 4: *Intraclass Correlation Coefficients*

Intra Class Correlation Coefficients	
Employee wellbeing (EWB)	0.81
Employee brand Equity (EBE)	0.84

### **Hypothesis Testing**

#### **Mediation Analysis**

Using path analyses in Mplus version 7 (Muthen & Muthen, 2010), we put our proposed model to the test. ***Hypothesis 1 of the study proposes talent Management strategies positively impacts employee brand equity in a way that employees become brand advocates of the organization through effective talent management.*** As shown in Table 4, the coefficient of talent management on employee brand equity is positive and significant ( $b = 0.399$ ,  $p < 0.05$ ). Thus, Hypothesis 1 is supported. This suggests that talent management practices have a significant positive effect on employee brand equity. ***Hypothesis 2 proposes that Talent management is linked to employee brand equity through employee well-being.*** As shown in Table 4, talent management is positively related to employee well-being ( $b = 0.49$ ,  $p < 0.05$ ) and employee well-being is positively related to employee brand equity ( $b = 0.31$ ,  $p < 0.05$ ). The indirect effect was significant ( $p < 0.05$ ) for the 95% bias-corrected bootstrap confidence interval, ranged from 0.691 to 0.775, and did not include zero. Therefore, the results support Hypothesis 2.

We found evidence to support our hypothesis that individual level employee well-being is a result of talent management and that employee brand equity is driven by individual level employee well-being in our multi-level research that looked at how organizational talent management affects individual level employee brand equity.

Table 5: *Results of Multilevel mediation Analysis*

Structural paths	<i>B</i>	<i>P (Sig)</i>
TM→EBE	0.399	.001
TM→EWB	0.49	.004
EWB→EBE	0.31	.001
<b>Indirect effects (95% confidence interval)</b>	<b><i>LLCI</i></b>	<b><i>ULCI</i></b>
TM→ EWB→EBE	0.691	0.775

#### **Moderation Analysis Hypothesis 3**

***Hypothesis 3 proposes Work family Spillover moderates the relationship between talent management and employee wellbeing.*** Important information on the interactions between Talent Management (TM),

Spillover (SP), and Employee Wellbeing (EWB) may be found in the moderation analysis. The primary relationship between employee wellbeing and talent management ( $B = 0.389$ ,  $p = 0.000$ ) shows that EWB has a beneficial impact on TM. The main effect of EWB on the moderator Spillover ( $B = 0.045$ ,  $p = 0.467$ ) suggests a smaller impact. Crucially, the interaction effect (EWB \* SP) is significant ( $B = 0.258$ ,  $p = 0.000$ ), emphasizing that the relationship between Employee Wellbeing and Talent Management is contingent on Spillover. The slope test clarifies this interaction further by showing that the positive relationship between Talent Management and Employee Wellbeing increases at higher levels of Spillover (SIMP\_HI) ( $B = 0.577$ ,  $p = 0.000$ ), while the effects are 0.143 ( $p = 0.091$ ) and 0.379 ( $p = 0.000$ ) at moderate and low levels (SIMP\_MED and SIMP\_LOW), respectively. These results show the significance of taking into account the moderating function of spillover in the context of talent management techniques and their impacts on employee wellbeing. They imply that the degree of spillover influences the impact of employee wellbeing on talent management.

Table 6: *Results of Multilevel Moderation Analysis*

<b>Moderation Steps</b>	<b>B</b>	<b>P</b>	<b>LLCI 95%</b>	<b>ULCI 95%</b>
<b>Step 1:</b> EWB ON TM	0.389	0.000	0.351	0.587
<b>Step 2:</b> EWB ON SP	0.045	0.467	-0.067	0.192
<b>Step3:</b> EWB ON TM*SP	0.258	0.000	0.129	0.349

Table 7: *Moderation results at different levels*

<b>Slope test Predictor</b>	<b>Moderator Level</b>	<b>Conditional Direct Effect</b>	<b>P</b>	<b>LLCI 95%</b>	<b>ULCI 95%</b>
<b>X (EWB)</b>	LOW W (SIMP_LOW)	0.143	0.091	-0.0232	0.289
	MED W (SIMP_MED)	0.379	0.000	0.291	0.478
	HIGH W (SIMP_HI)	0.577	0.000	0.471	0.750

## Discussion

The study's conclusions support and build on earlier studies on talent management, employee wellbeing, and employee brand equity. According to research by Peterson et al. (2022), determining vital roles was found to be a crucial factor promoting good employee brand equity. This is consistent with the notion that branding and organizational success depend heavily on the targeted identification of talent (Bradley, 2016).

Furthermore, our findings support Erkmen's (2018) research, which highlighted the crucial part reward management plays in influencing how employees view their brands. The idea that a well-structured incentives system increases employee commitment and favorable brand association is supported by the positive relationships found between reward practices and endorsement, brand consistent behaviors, and brand association (Clark, Chapleo & Suomi, 2020).

Our research supports Anlesinya's (2021) results about employee wellbeing, highlighting the role that wellbeing plays as a mediator in the relationship between talent management and employee brand equity. The elements of job wellness, physical wellness, work-life balance, and purpose in life are in line with the body of research on the overall effects of employee wellbeing on organizational results (Deery, 2008).

Additionally, our exploration of work-family spillover as a moderator echoes the findings of Kinnunen et al. (2006) suggesting that the interplay between professional and personal life can significantly influence

the effectiveness of talent management strategies. This nuanced understanding contributes to the evolving discourse on the contextual factors shaping talent management outcomes (Ahmad et al., 2020).

In addition to adding to and supporting earlier studies, our study offers fresh perspectives on Pakistan's higher education system. Talent management in this unique setting requires a customized strategy due to the unique problems and dynamics involved (Farradinna, 2019; Bolt & Homer, 2024). Our research offers insightful empirical data to guide strategies in this unique context. Collectively, these contributions broaden our understanding of how talent management affects employee brand equity and provide useful information for both organizational management and academics.

### **Theoretical Implications**

Theoretical developments in the areas of organizational branding, employee welfare and talent management are greatly advanced by this work. Our research provides a theoretical lens through which to view how talent management strategies function as mechanisms for resource-building, impacting employee welfare and, in turn, forming employee brand equity by including the Conservation of Resources (COR) theory. For researchers examining complicated interactions across many organizational levels, the multilevel moderated-mediation approach and the use of Multilevel Structural Equation Modelling (MLSEM) improve the methodological toolset. The study's focus on work-family spillover as a moderator offers the literature a more nuanced viewpoint by acknowledging the significance of contextual elements in the relationship between employee brand equity and talent management. In addition to advancing existing frameworks, these theoretical contributions open up new avenues for model investigation and improvement in the ever-evolving field of talent management research.

### **Practical Implications**

Higher education institutions in Pakistan and other countries can benefit greatly from the practical consequences of this research. Academic staff members' employee brand equity may be greatly increased by human resource management techniques that place a high priority on talent discovery, efficient incentive systems, and focused competency training. Organizations have to acknowledge the comprehensive aspect of worker well-being, which includes purpose in life, work-life balance, physical wellness, and job wellness, as a crucial intermediary in converting talent management endeavors into favorable brand impressions. Moreover, it is imperative to recognise and tackle work-family spillover in order to customize talent management strategies to the particular requirements of higher education. These findings highlight the necessity of a thorough strategy to talent management that harmonizes organizational procedures with the unique circumstances of higher education. This will help the institution build a strong reputation and become more competitive in luring and keeping elite faculty.

### **Limitations and Future Directions**

Our ability to prove causation is limited by the cross-sectional form of the study; longitudinal research would offer a more comprehensive understanding of the dynamic links that develop over time between employee brand equity, talent management, and wellbeing. Future research should take a longitudinal approach to investigate the temporal dynamics of talent management practices, employee wellness, and employee brand equity in order to get around the drawbacks of the cross-sectional methodology. Over time, this would offer a more complex picture of the causal linkages.

Social desirability and response bias are potential risks associated with using self-report data. To improve the trustworthiness of the results, future study might benefit from including objective measurements or numerous data sources. The study's concentration on Pakistani higher education institutions may restrict the generalizability of findings to other institutional and cultural contexts, despite efforts to establish a varied and representative sample. Future studies ought to investigate these connections across a range of sectors and regions.

The integration of qualitative insights gained from interviews or focus groups with quantitative data may provide a more thorough knowledge of the complexities of talent management and how it affects employee attitudes. This mixed-methods approach would enhance the results and provide the quantitative data a more meaningful context. Future studies should investigate the cross-cultural differences in the connections studied, given the cultural distinctiveness of organizational practices. This would enhance our comprehension of how talent management strategies affect worker outcomes in various cultural contexts.

## Conclusion

As the study progresses, it hopes to add to the theoretical underpinnings of employee wellbeing, work-family spillover, talent management, and employee brand equity. It also hopes to offer useful perspectives for HR professionals, organizational leaders, and legislators in the higher education sector. This study aims to shed light on the complex interactions between talent management practices, employee wellbeing, and the development of a positive employee brand in Pakistan's vibrant and diverse higher education landscape by using a multilevel approach that acknowledges the complexity of organizational dynamics. By means of actual data and a careful examination of the suggested connections, the study seeks to offer a thorough grasp of how talent management may be enhanced to promote a strong employee brand in academia.

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## Conflict of Interest


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## ORCID iDs

Aisha Jamil <sup>1</sup>  <https://orcid.org/0009-0002-7169-6271>

Sehar Zulfiqar <sup>2</sup>  <https://orcid.org/0000-0002-8377-4524>

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