Employer attractiveness practices, individual work performance and turnover intentions: the moderating role of talent

Luís Andrade[1,2], Liliana Faria[2,3], Ana Raquel Duarte[1]

[1]ISPA – Instituto Universitário, Portugal
[2]Universidade Europeia, Portugal
3 Socius/CSG, ISEG-Universidade de Lisboa, Portugal

ABSTRACT: *This study seeks to understand the impact of employer attractiveness practices on individual work performance and turnover intentions on current employees of an organization, essential aspects for achieving competitive advantage in the current context. This study also examines the moderating role of talent in the relationships between employer attractiveness practices and, individual work performance and turnover intentions. The proposed hypotheses were tested by linear regression model using data collected from 227 employed subjects, aged between 18 and 62 years old. The results allow us to verify the existence of a significant impact of the employer's attractiveness role value, familiarity value, career growth value, localization value and development value on the results under study. The findings also showed that talent moderated the relationships between employer attractiveness and individual work performance. Specifically, there was a moderating effect of talent quality on the relationship between employer attractiveness value career growth and contextual performance. Theoretical and practical implications of the study are discussed along with avenues for future research.*
KEYWORDS: *Employer attractiveness; individual work performance; turnover intentions; talent.*

I.   INTRODUCTION

Human capital has gained a central role in today's global economy. Consequently, human resources practices are particularly relevant, as they influence organizational policies and systems, which will ultimately influence employees (Abun et al., 2022; Chang et al., 2013). Currently, the search for competitive advantage is central in the organizational context, with performance and talent attraction being crucial factors in the constitution of this advantage. It is up to human resources management to promote practices that lead to the achievement of higher levels of employee performance (Klinefelter, 2020) and their attraction and retention, decisive factors with a direct impact on the success of organizations (Ha & Luan, 2018; Khan et al., 2011; Klinefelter, 2020; Sivertzen et al., 2013). In this context, the focus in the area of human resources has particularly focused on the search for strategies capable of increasing the performance of employees and attracting the best talent (Ha & Luan 2018). However, along with the importance of attracting the best talent, there is a need to retain them (Dabirian et al., 2019; Klinefelter, 2020).

Employer attractiveness is a recent human resources practice, which has gained increasing relevance for organizations that seek to be attractive in order to attract and retain talent (Sivertzen et al., 2013). Associated with employer attractiveness comes the concept of employer branding (Dabirian et al., 2019), which acts as an internal and external marketing tool, with the objective of projecting the attractive characteristics of the organization to the inside and outside of it (Berthon et al., 2005; Dabirian et al., 2019). Although there is evidence of the impact of these practices in terms of attracting employees and in terms of organizational performance (Aldousari et al., 2017), few studies seek to understand the impact of employer attractiveness on current employees of an organization (Puri, 2018). Likewise, in terms of employee retention, there is evidence that strategies in this area have a positive impact (Dabirian et al., 2019), however, the specific factors that contribute to this are not known such. It is in this context that it is equally relevant to understand which aspects of Employer Attractiveness influence employees' turnover intentions. Thus, the ability to timely predict turnover intentions allows organizations to adapt their actions and prevent the direct and indirect costs associated with the departure of employees (Chang et al., 2013).

The present study seeks to understand whether Employer Attractiveness practices influence the current employees of an organization in terms of their individual work performance and their turnover intentions, that is, if the fact that employees perceive certain practices of their organization as attractive increases their

---

performance and decreases their turnover intentions, the main predictor of voluntary departure (Khalida, 2016; Xiong& Wen, 2020). Since this practice is mostly associated with the attraction and retention of talent, the study also seeks to understand the moderating role of talent.

Literature review and hypothesis development
Employer attractiveness (EA)

Attractiveness is crucial for any organization to be able to attract well-qualified and motivated candidates for positions that will create added value from a human resources point of view (Buchelt et al. 2021; Sivertzen et al., 2013). According to Berthon et al., (2005) attractiveness of the employer's brand is defined as the imagined benefits that a future employee recognizes when working for a specific organization, which become important in attracting employees with superior skills and knowledge and a primary source of competitive advantage.

Among the different perspectives in the literature (e.g., Berthon et al., 2005; Lievens et al., 2007) that analyze the factors that constitute Employer Attractiveness, Puri (2018), based on studies of Berthon et al. (2005) suggested an Employer attractiveness model consisting of eleven dimensions, seeking to understand the degree to which an organization offers the following values to its employees: (i) role value: the role played by the employee and the empowerment provided by the organization; (ii) ethical and cultural value: an ethical organization with a good teamwork environment; (iii) employer brand value: an employer brand with positive characteristics, as well as good recruitment practices; (iv) familiarity value: the familiarity that people have with the organization, either through their contact with it or through their presence in the media; (v) development value: the learning and development of organizational skills and practices; (vi) innovative value: the organization's level of innovation, with high quality products and services; (vii) career growth value: the level at which the organization values its employees and at which it can bring good future employment opportunities; (viii) social value: the size of the organization and its international presence; (ix) ease value: flexibility of work options in the organization; (x) economic value: an attractive benefits and compensation package, as well as attractive practices on the part of the organization and; xi) localization value: the possibility for the employee to choose a location to carry out the work (especially if the organization is able to offer a location close to home).
Studies show the existence of a significant positive relationship between employer attractiveness both with the attraction of potential employees and with the retention of current employees (e.g., Easa&Bazzi, 2020; Ha & Luan, 2018; Helm, 2012; Rozsa et al., 2019).

Individual work performance (IWP)

Individual work performance is important both for the individual and for organizations. For the individual, to the extent that their performance leads them to experience feelings of satisfaction and pride, if they perform tasks correctly, or dissatisfaction and failure, if they do not. For organizations because to achieve their goals and gain competitive advantage needs individuals with high work performance (Abun, et al., 2022; Tria&Rahmat, 2018).

Individual work performance is defined as behaviors or actions relevant to the organization's goals (Campbel et al., 1990) and not an outcome (Koopmans et al., 2011). Koopmans et al. (2011) identified three indicators of this construct: (i) contextual performance: refers to the behaviors of the subjects that support the organizational, social and psychological environment where the central functions are carried out, contemplating all the tasks and initiatives that are extra to their function, as well as the subject's ability to adapt to changes in the work context; (ii) task performance: competence to perform the main tasks of the work, involving planning and organization of work, quality of work, orientation towards results and ability to work efficiently and; (iii) counterproductive work behavior: voluntary behavior detrimental to the well-being of the organization, such as missing work, going to work sick or being under the influence of substances while working, and misusing the time and resources available to them.

Studies show (e.g., Nguyen et al., 2021) a significant relationship between employer attractiveness and employee performance. There is evidence that training and development opportunities, working conditions, the relationships established between organization and its employees, safety, remuneration and compensation policies, practices that are contemplated in the Employer Attractiveness model (Puri, 2018), influence the performance of employees (Aldousari et al., 2017). Taken together, the previous findings suggest the following hypothesis:

Hypothesis 1: *Employer attractiveness (EA) establishes a positive relationship with individual work performance (IWP)*
Hypothesis 1a: EA establishes a positive relationship with IWP_contextual performance.
Hypothesis 1b: EA establishes a positive relationship with IWP_task performance.
Hypothesis 1c: EA establishes a negative relationship with IWP_counterproductive behaviors.

Turnover intentions (TI)

Turnover intentions refer to the voluntary intention of an employee to leave the current organization, being defined as the conscious and deliberate will of an employee to leave their organization (Tett& Meyer, 1993). It is a psychological process where employees begin to look for job alternatives (Khalida, 2016). Ultimately, this process will lead to the effective departure of the employee from his/her workplace, given that turnover intentions are the main predictor of whether an employee can effectively do it (Khalida, 2016; Xiong& Wen, 2020). The literature points out several variables that may determine turnover intentions, from the economic context, to organizational variables, individual variables related and not related to work (Kamau et al., 2021; Knardahl& Christensen, 2022; Owusu &Gregar, 2021).

The departure of employees from an organization can be problematic, especially if it is a frequent situation and if the employees in question are talents, in which the organization has invested significantly (Rozsa et al., 2019). Financially, the impact of an employee leaving can also be an expensive process, not only because of the need to trigger a new recruitment process, but also because of the costs inherent in training new employees (Dabirian et al., 2019). In addition, many of the employees who leave the organization take with them knowledge that is impossible to replace (Kamau et al., 2021).

In this scenario, the ability to timely predict employee departure intentions constitutes a competitive advantage for organizations (Rozsa et al., 2019) which, in this way, can adapt their actions and prevent the direct and indirect costs of leaving of employees (Chang et al., 2013). Several studies have identified work autonomy, reward, social support, satisfaction, organizational commitment and demographic variables such as age and gender as the most common predictors of turnover intentions (Chang et al., 2013; Kamau et al., 2021; Owusu, &Gregar, 2021; Tett& Meyer, 1993). In addition to these factors, turnover intentions establish a significant negative relationship with engagement and organizational citizenship behaviors, and a significant positive relationship with counterproductive behaviors (Xiong& Wen, 2020). As previously mentioned, studies show that employer attractiveness influences the retention of current employees (Helm, 2012), and the factors that most contribute to the decision of the employee to remain working in the organization are applicability, economic, interest, and social values (Rozsaetal.,2019). Thus, we formulate the following research hypothesis:

Hypothesis 2: EA establishes a negative relationship with TI.

Talent

In an organizational context, employees who contribute the most to organizational performance, either immediately or in the long term, are considered to be talents, demonstrating high levels of potential, that is, who repeatedly outperform their peers in the most varied contexts and circumstances (Ready et al. al., 2010). These employees, while achieving high levels of performance, demonstrate behaviors that reflect the culture and values of their organization. In addition, they demonstrate a great capacity for growth and evolution in their career, more proficiently than the others (Ready et al., 2010).

Based on this perspective, Oliveira et al. (2013) conceptualize talent as the set of interrelated skills demonstrated by professionals exclusively in carrying out their work, which contribute positively to the organization's objectives. These skills include three dimensions of talent in carrying out the work (i) quality: performance of work activities with excellence and a high level of quality; (ii) quickness: agility and quickness with which work is performed and tasks are completed; and (iii) autonomy: the subject's ability to develop work-related activities and problems without the need to resort to the help of colleagues and supervisors.

At a time when companies are facing a "race for talent", it is crucial for organizations to present themselves as attractive employers. Failing to invest in strategies such as Employer Attractiveness can reduce companies' ability to acquire and retain valuable human capital, generating disadvantageous organizational effects. However, there are no studies that seek to understand whether more talented employees perceive these practices differently from less talented employees. As such, the following hypothesis were formulated:

Hypothesis 3: Talent will positively moderate the relationship between EA and IWP.
Hypothesis 4: Talent will negatively moderate the relationship between EA and TI.

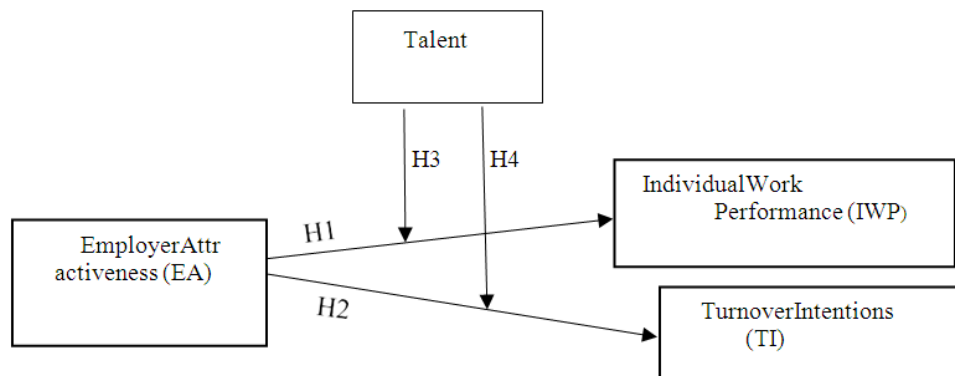Figure 1 presents a conceptual model based on all the four hypotheses

Figure 1: A hypothesized model

II. METHODOLOGY

This research adopted a quantitative approach to answer the research questions. Data were collected from a convenient sample.

Sample

A total of 227 people participated in this study (72,2% women and 27,8% men), aged between 18 and 62 years (M=37,55; SD=10,76), with bachelor's degree, and master's or doctoral degree (49%), high school diploma (45,8%) andless than high school (5,2%), workers in private (79,7%) and public (20,3%) companies, from different sectors of activity [Education (13,2%), Financial and Insurance Activities (9,7%), Human Health and Social Support (9,3%), Others (67,8%)], with an average length of service in the organization of 9,6 years (SD=10,04; Min=,8 months, Max=40 years).

Measures

With the exception of the Organizational Talent Scale, which was in Brazilian Portuguese, all the original scales were in English, so they had to be translated and validated for use in the Portuguese context. The translation technique that was used in this study followed by the backward translation approach. The scales were translated and presented to two researchers fluent in Portuguese and English, having been analyzed at the conceptual, linguistic and contextual levels, reaching a consensus about their translation. Subsequently, the elaborated versions were compared with the original versions, to ensure that they kept the same meaning, and no discrepancies were found. The two researchers judged the face and content validity of the scales as adequate. To examine the structure of the scales Data from this sample were subjected to confirmatory factor analysis (CFA) using AMOS Version 25.0.

Employer Attractiveness Scale (Puri, 2018): composed of 39 self-report items, with a 7-point Likert response (1=strongly disagree and 7=strongly agree), grouped into eleven dimensions, which allow identifying which factors contribute most significantly to an organization being considered attractive to work for: role, ethical and cultural, employer brand, familiarity, development, innovative, career growth, social, ease, economic and localization values. The scale was adapted from the perspective of the current employees of an organization (in the original version it is formulated from the perspective of potential employees). This process involved the phrasing of the items, which were originally formulated so that the participants indicated the level of importance they attributed to the mentioned characteristics, when considering applying for an organization, and which were adapted so that the participants indicated the degree of agreement with the characteristics mentioned in your current organization, for example "In my organization, I have the opportunity to play a challenging role", "I identify myself with the value system of my organization". We tested an eleven-factor model structure, previously defined by Puri (2018), and this model fitted the data well (χ^2/df=2,17; CFI (comparative fit index)=,90, RMSEA (mean square error of approximation)=,07). Regarding to reliability, through the observation of Table 1, it can be seen that, with the exception of the dimensions EA_familiarity value (α=,63), EA_social value (α=,51), EA_ease value (α=,61) and EA_localization value (α=,31) the other dimensions showed acceptable levels of internal consistency (Murphy &Davidshofer, 2005).

Individual Scale Work Performance Questionnaire (Koopmans et al., 2012): composed of 18 self-report items, with a 5-point Likert-type response (1=strongly disagree and 5=strongly agree), grouped into 3

dimensions that allow the measurement of perceived Individual Work Performance: Task Performance, Contextual Performance and Behaviors counterproductive.

The CFA presented indexes indicating a good quality of adjustment ($\chi2$/gl=1,44; CFI=,97; RMSEA=,04). All dimensions showed acceptable levels of internal consistency (Table 1).

Scale Turnover Cognition (Bozeman &Perrewe's, 2001): composed of 5 self-report items, with a 7-point Likert-type response (1=strongly disagree and 7=strongly agree), it allows the assessment of voluntary intention to leave. It is a one-dimensional scale, measuring three specific aspects of exit intentions: the intention to leave the job, the actual job search and the intentions to look for another organization. The CFA presented indexes indicating a good quality of adjustment ($\chi2$/gl=1,35; CFI=1,00; RMSEA=,04). The reliability coefficient was ,94.

Organizational Talent Scale(Oliveira et al., 2013): composed of 5 self-report items, with a 5-point Likert response (1=strongly disagree and 5=strongly agree), grouped into 3 dimensions: quality, quickness and autonomy, it aims to measure talent in an organizational context. The CFA presented indexes indicating a good quality of adjustment ($\chi2$/gl=1,79; CFI=,93; RMSEA=,06). All dimensions showed acceptable levels of internal consistency (Table 1).

Data collection procedures

The data collection process involved the construction of a questionnaire consisting of a general introduction about the purpose of the study and the conditions for participating in it (being currently employed), the set of four aforementioned instruments and a group of sociodemographic questions (age, gender, seniority in the organization, education, sector of activity and sector of the company) for the purpose of characterizing the sample. In the introduction, all ethical issues related to the research were guaranteed (scope of the study, guarantee that participation is voluntary, confidential and that it may be terminated at any time, without prejudice, clarification regarding the fact that the data collected are exclusively for research purposes, informed consent, willingness to share overall study results). The requirement for approval was waived by the ethics committee.

Before the questionnaire was made publicly available, a pilot was carried out to test its facial validity. The questionnaire was made available to ten individuals to whom it was explained that they should give their feedback about it, exposing any doubts/suggestions that arose during their response. That said, minor terminological adjustments were made and the questionnaire was finalized. In the next phase, the questionnaire was made available online, on social networks, through the Google Forms platform, for one month.

Data analysis techniques

In order to test the previously formulated hypotheses, we employ regression models (Baron & Kenny, 1986). The moderation effect was analyzed through the interaction between one or more independent variables and the respective effect on the dependent variable, which should have consequences on the magnitude and/or direction of the effect of the independent variable on the dependent variable, making this relationship more or less intense and more or less significant in the presence of the moderator variable (Baron & Kenny, 1986).

III. FINDINGS

Strength of the relationships between variables of the study

In general, the observed pattern of correlations (Table 1) indicated that in general the IPW: contextual and task performance establish a significant positive correlation with EA (exceptions IWP_contextual performance with EA_ease value and EA_economic value (p>,05). In turn, only the EA_role value dimension establishes a significant weak negative correlation with the IWP_counterproductive work behavior (r=-,16, p<,5).

Only talent quality revealed a significant positive correlation with practically all EA dimensions (except for EA_development and EA_localization values). In turn, talent autonomy only establishes a significant positive correlation with Ea_familiarity value, while talent quickness is only positively correlated with EA_social and EA_localization values. Finally, it is possible to observe a significant negative correlation between all EA dimensions and turnover intentions, with the exception of the EA_ease value. It is also possible to verify that the IWP_task performance establishes a significant positive correlation with all the talent dimensions. In turn, IWP_contextual performance establishes a significant positive correlation with talent quality and autonomy, while IPW_counterproductive work behavior only establishes a moderate significant negative correlation with talent quickness. Regarding turnover intentions, only the IWP_task performance establishes a significant negative correlation with them and, with regard to Talent and turnover intentions, no correlations were found (p>,05).

Hypothesis Tests

Through the multiple linear regression represented in table 2, it is possible to conclude that the model under study is significant, with 25% of the total variability of the IWP_contextual performance being explained by the predictor variables present in the model (F (11,215) =7,86; p <,001; R^2a=,25). However, the data obtained indicate that only EA_role (β=,23; p =,05), EA_familiarity (β=,23; p=,01) and EA_career growth (β=,32; p>,01) values have a significant positive effect on IWP_contextual performance (p ≤,05). This tells us, with regard to the EA_role value, the more an individual perceives that the role he performs is valued, challenging and that the organization is capable of providing him with a clear career plan and providing constant empowerment, the greater his performance in terms of the manifestation of behaviors that support the organizational, social and psychological environment. The same happens with the EA_familiarity value, that is, the more employees perceive that their organization is recognized, either through its presence in the media or through the personal contact they establish with it, the greater its contextual performance will be. In the same sense, the more an organization values its employees and provides them with career opportunities (EA_career growth value), the greater the contextual performance of its employees. In view of the above, it is possible to conclude that Hypothesis H1a is partially corroborated.

Regarding H1b, it is possible to conclude that the model under study is significant, with 17% of the total variability of the IWP_task performance explained by the EA (F (11,215)=5,26; p<,001; R^2a=,17). However, the data obtained indicate that only the EA_ethical and cultural (β=,29; p=,01) and the EA_localization (β=,17; p=,03) values have a significant positive effect on the IWP_task performance (p<,05). These data reveal that the more an individual perceives that the organization for which he works is ethical and with a good working environment, the greater his ability to perform essential tasks for his function. In the same sense, when the individual considers that his organization gives him the possibility to choose a location to work, the greater will be his ability to perform tasks fundamental to his function. On the other hand, the development value, contrary to expectations, revealed to have a significant negative effect on the IWP_task performance (β=-,20; p=,04), which reveals that the more the organization provides the development of competences, namely through training, the less is the ability of employees to perform tasks fundamental to their function. That said, it is concluded that the H1b hypothesis is also partially supported.

Concerning H1c, it is possible to conclude that the model under study is significant, with the total variability of the IWP_counterproductive work behavior being explained 5% by the independent variables present in the model (F (11,215) =2,13; p<,01; R^2a=,05). However, and contrary to what is recommended, the data indicate that the EA_localization value is the only one with a significant impact on the IWP_counterproductive work behavior, with this relationship being positive (β=,18; p=,04), and not negative as expected. These data indicate that when an individual considers that his organization gives him the possibility to choose a location to work, the more will be the counterproductive work behavior of the employees. In view of the above, it is possible to conclude that Hypothesis H1c is not supported.

Table 1: Reliability analysis, means, SD and correlation between variable

	Itens	α	Mean	SD	12	13	14	15	16	17	18
1.EA_Role	6	,89	4,87	1,23	,33**	,43**	-,16*	,21**	,07	-,04	-,57**
2.EA_Ethical and cultural	6	,87	5,33	1,14	,36**	,34**	-,18	,19**	,05	,00	-,47**
3. EA_Employer brand	5	,85	4,66	1,33	,31**	,40**	-,11	,17*	,10	,05	-,40**
4.EA_Familiarity	4	,63	4,69	1,20	,28**	,42**	,03	,22**	,15*	,07	-,34**
5.EA_Development	3	,75	4,25	1,43	,16*	,35**	-,05	,06	-,02	-,04	-,35**
6.EA_Innovative	3	,83	4,60	1,48	,22**	,41**	-,05	,16*	,06	,04	-,33**
7.EA_Career growth	3	,85	4,44	1,50	,28**	,48**	-,09	,16*	,03	,01	-,37**
8.EA_Social	2	,51	4,65	1,66	,21**	,31**	-,01	,14*	,08	,18*	-,22**
9.EA_Ease	2	,61	3,42	1,73	,05	,25**	,07	,16*	,01	-,11	-,10
10.EA_Economic	3	,76	2,99	1,57	,12	,30**	,02	,13*	-,02	-,12	-,24**
11.EA_Localization	2	,31	3,14	1,64	,21**	,23**	,11	,08	,04	-,18**	-,20**
12.IWP_Contextual performance	8	,84	4,03	,71				,31*	,33**	,29**	-,14*
13.IWP_Task performance	5	,82	4,22	,66				,37*	,31**	,11	-,23
14. IWP_Counterproductive work behavior	5	,77	2,33	,93				-,00	-,30**	,356	-,00
15. Autonomy talent	4	,77	4,13	,76							-,02
16. Quality talent	9	,87	3,38	,78							,03
17. Quickness talent	6	,81	3,94	,66							-,09
18.Turnover intentions	1	,89	3,20	1,91							0

*p<,05**p<,01

Table 2: Multiple Linear Regression between EA, IWP and TI dimensions

Predictor variable	β	P	β	P	β	P	β	P
	Contextual performance $R^2_{ajusted}$=,25		Task performance $R^2_{ajusted}$=,17		Counterproductive work behavior $R^2_{ajusted}$=,05		Turnover intentions $R^2_{ajusted}$=,33	
EA_Role value	,23	,05*	,13	,30	-,15	,25	-,68	<0,01**
EA_Ethical and cultural	-,12	,24	,29	,01*	-,16	,15	-,04	,70
EA_Familiarity	,23	,01*	,10	,23	,15	,10	-,11	,15
EA_Development	-,04	,70	-,20	,04*	,06	,59	,05	,56
EA_Career growth	,32	<,01**	,02	,85	,01	,92	,16	,11
EA_Localization	-,03	,67	,17	,03*	,18	,04*	-,00	,99

*p<,05**p<,01

Regarding the H2 test (Table 2), it is possible to conclude that the model under study is significant, with 33% of the total variability of turnover intentions being explained by the predictor variables present in the model (F (11,215) =11,145; p<,001; R^2a=,33). However, the data obtained indicate that only the EA_role value has a negative and significant effect on turnover intentions (β=-,68; p<,01), that is, the more an individual perceives that the role he or she performs is valued, challenging and that the organization is able to provide you with a clear career path, the less your intention to leave the company and look for another job. Thus, it is possible to conclude that H2 is also partially corroborated.

Moderating role of talent

Table 3 presents the findings of the regression analysis that investigated the moderating role of talent. The first equation of the table presents the cross-level interaction effect between Talent and EA_career growth value on IWP_contextual performance. The interaction term had a significant and negative coefficient for Quality Talent (p<,05). The second equation in Table 3 investigates the cross-level interaction effect talent and EA_ethical and cultural value on IWP_task performance. The interaction term had a significant and negative coefficient for quickness talent (p<,05). These interaction effects are illustrated in Figures 2 and 3.

Table3: Regression analysis results for moderation of Talent

IWP			β	*p*
Contextual performance	Model1	OT_Quality	,30	,00
		OT_Quality XEA_Career growth value	-,11	,05*
	Model2	OT_Quickness	,11	,07
		OT_Quickness X EA_Career growth	,03	,59
	Model3	T_Autonomy	,29	,00
		OT_Autonomy X EA_Career growth	-,05	,43
Task performance	Model1	T_quality	,24	,00
		OT_Quality XEA_Ethical and cultural	,04	,54
	Model2	T_Quickness	,30	,00
		OT_Quickness X EA_Ethical and cultural	-,12	,05*
	Model3	OT_Autonomy	,31	,00
		OT_Autonomy X EA_Ethical and cultural	-,10	,09

*p≤,05

These figures suggest that in situations of high talent quality, the difference between a high EA_career growth value is not as pronounced as in situations of low talent and that, in situations of high talent quickness, the difference between a high EA_ethical and cultural value and a low EA_ethical and cultural value is not as pronounced as in low-talent quickness situations. Thus, hypothesis H3 is partially supported.
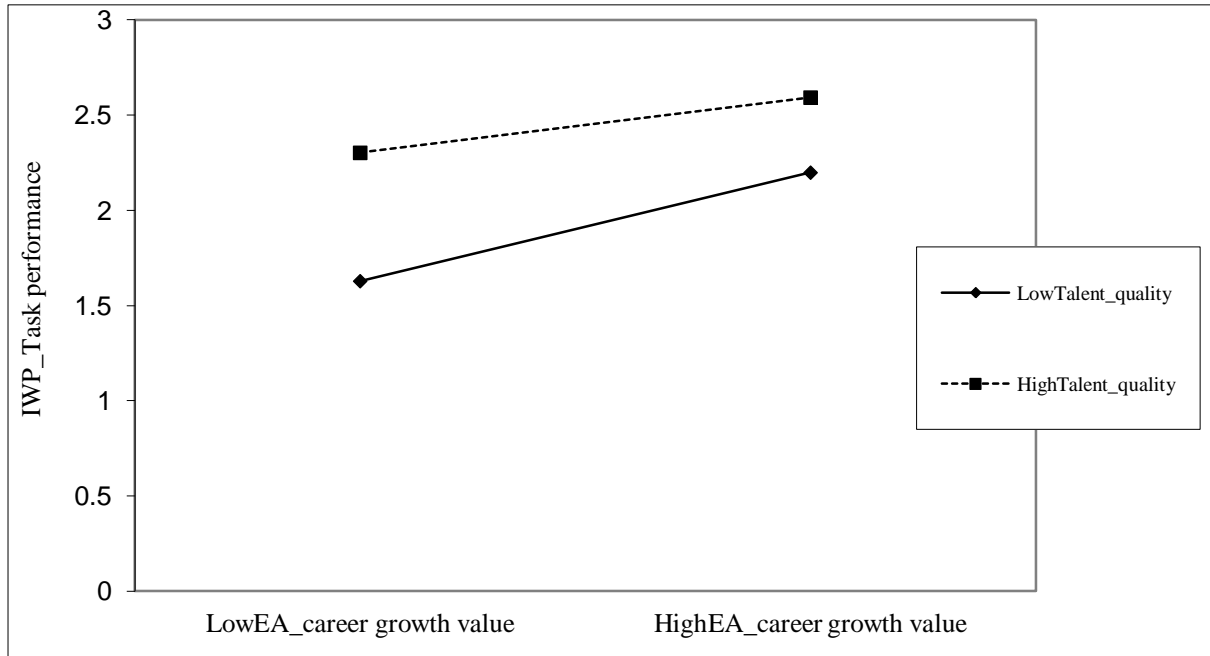
Figure 2: Moderating effect of Talent_quality on the relationship between EA_career growth value and IWP_contextual performance
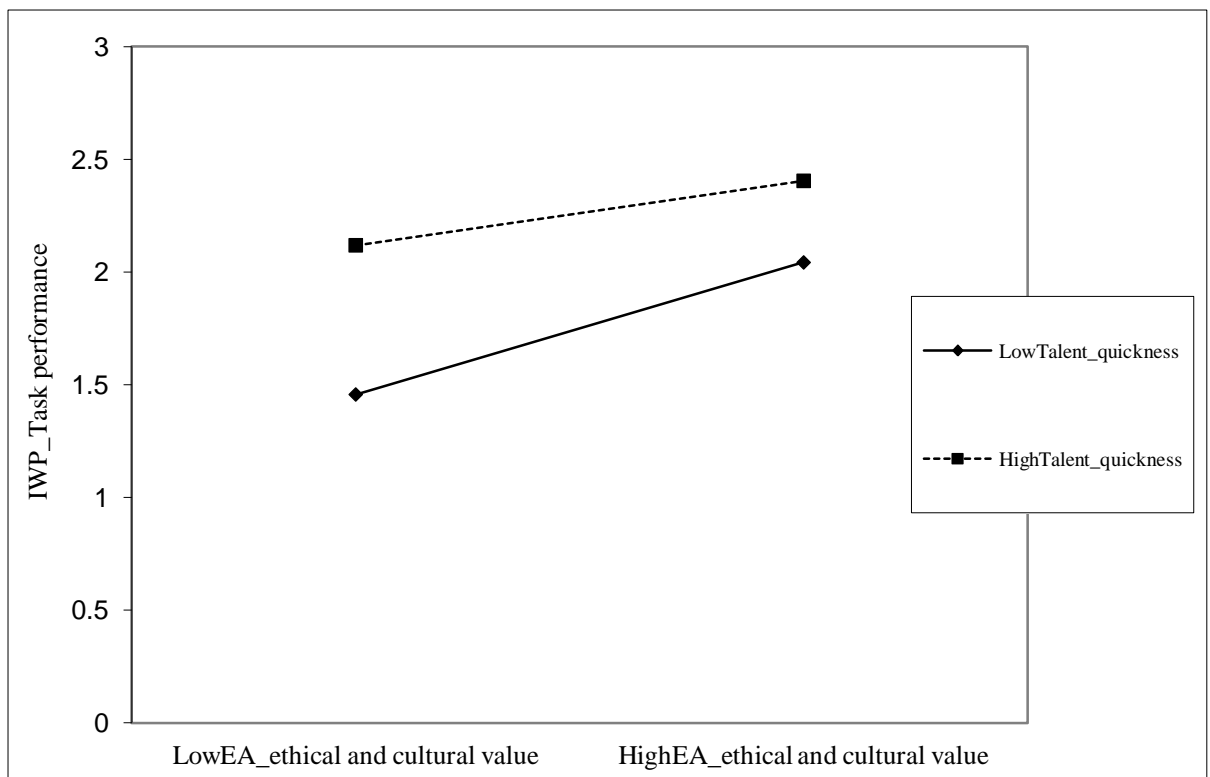

Figure 3: Moderating effect of talent_quickness on the relationship between EA_ethical and culturalvalue and IWP_task performance

There was no moderating effect on the part of the three dimensions of talent in the relationship between EA_role value and turnover intentions (p>,05). Thus, hypothesis H4 was not supported.

IV. DISCUSSION

The study aimed to analyze the relationships between EA practices on individual work performance and turnover intentions on current employees of an organization. It also sought to examine the moderating role

of talent in the relationships between Employer attractiveness practices and, individual work performance and turnover intentions.

The analyzes showed that there is an impact of some EA practices on the different dimensions of the IWP and turnover intentions. Regarding the moderating effect of talent, this is only performed by Talent_quality in the relationship between EA_growth career value and the IWP_contextual performance and by Talent quickness in the relationship between EA_ethical and cultural value and the IWP_performance task. Talent does not seem to moderate the relationship between EA and turnover intentions.

Specifically, the EA_role, EA_familiarity and EA_career growth values have been shown to positively influence the IWP_contextual performance (partially corroborated H1a), data that suggest that behaviors that support the organizational, social and psychological environment of workers (Koopmans et al., 2011), is increased by the value that the organization gives to their role and contribution, by promoting a clear career plan (EA_career growth value), by the empowerment provided to its employees (EA_role value) and by the close contact established with customers as well as for its disclosure (EA_familiarity value). It seems that the more the organization shows attention to the employee, both in terms of the importance of their role and in terms of their career plan and in providing opportunities, the more the employee tends to increase organizational support behaviors. This fact is in line with the literature that postulates that perceived organizational support enhances reciprocity, leading to a feeling of obligation to contribute to the organization (e.g., Kurtessis et al., 2015). In other words, employees who perceive high support and support from their organization tend to be involved in redoubled efforts at work, which promotes their performance in activities extra to their role. In turn, the fact that the EA_familiarity value dimension has a positive impact on the IWP_contextual performance can be understood in the light of the theory of social identity (Tajfel & Turner, 1986) which postulates that both the identity and the self-esteem of individuals are determined, in part, by due to their belonging to social organizations, namely the organization for which they work. When the organization is seen in a positive light, both by itself and by others, the employee's sense of belonging to the organization increases, also increasing their self-esteem (Lievens et al., 2007; Riketta, 2005).

In turn, EA_ethical and cultural and EA_localization values, and EA_development value showed to influence, respectively, positively and negatively the IWP_task performance (H1b partially corroborated). The data suggest, therefore, that the more the organization provides learning and skills development, the lower the performance of its employees in terms of essential tasks for the proper execution of their function. These data are contrary to the literature (e.g., Aragón et al., 2014; Khan et al., 2011) which has shown a positive impact of training and development on employee performance. However, it can be explained by the effectiveness of the transfer of training, that is, the degree to which the employee considers that training relevant and applicable to his/her role, his/her level of participation in it and the degree to which he/she considers his/her performance a factor important for their professional development (Sackett et al.,1998).

In turn, with regard to EA_ethical and cultural value, the results indicate that the more an individual perceives that the organization he works for is ethical and has a good working environment, the better his performance in terms of execution. core activities of its function. As previously postulated, the ethical position adopted by the organization and the good working environment can increase the individual's identification with it, which will later impact their performance at the task level (Riketta, 2005).

Contrary to what was recommended, the EA_localization value revealed a positive impact on the IPW_counterproductive work behavior, which suggests that harmful behaviors for the organization, such as greater presenteeism, absenteeism, extra-task behaviors and prolonged breaks (Koopmans, et al., 2011) are enhanced by the possibility that the company offers to the employee to choose the location to develop their work, not having to travel to the organization daily, which is why hypothesis H1c was not supported. Similar to the results obtained, the studies in this area are not congruent, while some conclude that this type of work enhances the performance of employees and, therefore, that of the organization; others argue that this working method has consequences, such as a less demarcated organizational culture, less availability during regular working hours and less communication, which in turn leads to a decrease in productivity (Hill et al., 2003).

In terms of the Impact of EA on turnover intentions, only the EA_role value revealed a significant negative effect, which leads us to conclude that the more an individual perceives that the organization values their role, that it is challenging for them, that the organization trust your work, provide you with constant empowerment and give you a clear career path, the less your intention to leave and look for another job. Thus, it is possible to conclude that Hypothesis 2 is partially corroborated. According to Khalida (2016) it is the mismatch between needs of the employee and what the organization offers that triggers the intention to leave the organization. The data obtained help the organization to timely identify which factors may be behind turnover intentions, in order to adjust its actions, prevent the costs associated with the departure of employees (Chang et al., 2013) and achieve an advantage. competitive (Rozsa et al., 2019). The present study thus suggests that EA does not only have an impact at the level of attraction (Ha & Luan, 2018) but also at the level of retention, and further studies are needed in this area to consolidate this relationship.

The results regarding talent moderation allow us to conclude that, for people with high quality talent,

---

the fact that the organization provides career growth opportunities does not have as strong an impact as for people with low quality talent. This indicates that people with low-quality talent, who do not perform work activities with excellence and a high level of quality, are more sensitive to the fact that they are in an organization where career growth is enhanced, which in turn will have a greater impact on their manifestation of behaviors that support the organizational, social and psychological environment (contextual performance).

In the same sense, people with lower levels of quickness talent, people who are less agile and less quick in performing their tasks, are more sensitive to the fact that their organization has ethical practices and a good working environment than people with higher levels of quickness talent, which, therefore, makes their ability to perform tasks essential for their function to be enhanced (task performance). A possible explanation for these results is the fact that individuals with higher levels of talent, quality and quickness are aware of their value and potential, and, therefore, are not so focused on this type of practices provided by the organization. On the other hand, people with lower levels of talent may value more opportunities for growth, the good work environment and the values transmitted by the organization, increasing their performance as a form of retribution (Kurtessis et al., 2015).

As a conclusion, it is possible to verify that these practices revealed a positive impact on the outcomes under study for most employees, given that moderation by talent only occurred in two specific dimensions, which reinforces the pertinence of the adoption of attractive practices on the part of organizations, in order to stand out and acquire a competitive advantage over the remaining.

Limitations and Suggestions for future studies

Aforementioned results meet expectations and meet the theoretical body presented, as well as justify the pursuit of studies in this domain. However, some steps must be taken to ensure the validity of these results. Thus, we would like to mention some relevant limitations of the present study that may lead to future studies. First, the sample size, which despite being acceptable for the proposed objective, is still small, and the sampling method, which is a convenience sample (non-probabilistic) is not representative of the population, therefore, the interpretation of the results should be limited to the sample used in the study. Second, given the non-experimental and cross-sectional nature of the study design, it is not possible to establish causal relationships between variables. Third, the measures used in the study were self-report measures, which are susceptible to social desirability, as they may influence the study results. Fourth, in relation to the metric qualities, it is important to mention that some dimensions of Employer Attractiveness are the reason why the interpretation of the results must be cautious.

For the reasons presented above, it is suggested that future studies be carried out with larger, representative and significant samples, in order to be able to generalize for the Portuguese population. In addition, studies bringing together indicators about performance and real talent and indicators of perception about it through performance evaluation and interviews with peers and managers, for example, can help to eliminate biases, due to social desirability effects associated with self-report.

Practical Implications

The main contribution of the present study was to support the hypothesis that Employer Attractiveness strategies influence both individual performance and turnover intentions of current employees of an organization, highlighting the wide range of impact of these practices, which extend beyond candidates' attraction. This fact corroborates the thesis that this type of practices is relevant to the achievement of the organization's objectives, which largely depend on the performance of employees and their retention. However, these practices should not be associated only with talent retention, since in the present study they did not show a special influence on employees with a high level of talent, on the contrary, they showed a greater impact on employees with lower levels of quality and quickness talent, in the relationship between EA_career growth value and IWP_contextual performance and between EA_ethical and cultural value and IWP_task performance, respectively.

Considering the results obtained, if organizations aim to increase the level of task performance of their employees, they must invest in practices in terms of ethical and cultural value and localization value. To increase the perception of ethical and cultural value, the organization must focus on the recognition of merit and the promotion of positive relationships between peers and managers. To this end, measures of public recognition can be adopted, both in view of the achievement of organizational objectives and in view of positive attitudes towards colleagues/team. Also, in this context, team building activities can be promoted and spaces for socializing can be created to promote relationships between employees from the same team and from different teams, in order to promote their relationship and a better understanding of the role of each one in the organization.

Regarding localization value, organizations must increasingly focus on differentiated and flexible work regimes, creating the possibility for employees to choose the method they consider most advantageous, as this flexibility has shown a positive impact on task performance. However, special attention must be paid to the

implementation of practices in this area, trying to adapt them as much as possible to the needs of employees and the organization, given that in the present study they simultaneously revealed a positive impact on counterproductive behaviors. These results demonstrate the need for further studies in this area, in terms of the benefits and consequences of adopting this work regime.

In terms of contextual performance, the practices that showed the most impact were at the level of EA_role, EA_familiarity and EA_career growth values, which highlights the importance of organizations demonstrating their trust and appreciation for the work carried out by employees (EA_role value), namely through the implementation of a culture that encourages feedback, for example, through the creation of monthly meetings where employees' strengths and areas for improvement are discussed. In addition, the salary and bonus review systems should also be reviewed, in order to provide a sense of recognition and fairness on the part of employees.

Regarding the EA_career growth value it is essential that the organization provides a clear career plan, which provides growth opportunities according to the employee's goals. It would be relevant that, for example, when evaluating performance, there was an opportunity for the subject to mention his future goals and in what sense he perceives that the organization can contribute to this. In this way, the organization will be more aware of the employee's expectations and goals, and will be able to adapt more effectively.

With regard to EA_familiarity value, the importance of developing strategies that promote proximity to the customer and that make the organization available in the mind of the customer, namely through advertising campaigns, permanent activity on social networks, and dissemination of social responsibility initiatives, attendance at events and effective customer service practices, for example.

In terms of turnover intentions, the practical contributions are similar to those mentioned above, given that the EA_role value was the one that showed an impact in terms of reducing them.

Finally, it would be relevant to develop training programs within the scope of employer branding and employer attractiveness in order to make organizations aware of the importance and benefits of adopting practices in this area in the current organizational context.

REFERENCES

[1]. Abun, D., Macaspac, L., Magallanes, T., Catbagan, N., &Mansueto, J. (2022). The effect of organizational politics on the individual work performance. *International Journal of Research in Business and Social Science, 11*(2), 157-171. https://doi.org/10.20525/ijrbs.v11i2.1643

[2]. Aldousari,A.,Robertson,A.,Yajid,M.,&Ahmed,Z.(2017).Impactofemployerbrandingon organization's performance. *Journal of Transnational Management, 22*(3), 153-170.https://doi.org/%2010.1080/15475778.2017.1335125

[3]. Aragón, M., Jiménez, D., & Valle, R. (2014). Training and performance: the mediating role oforganizationallearning.*BRQBusiness ResearchQuarterly, 17*(3), 161-173.https://doi.org/10.1016/j.cede.2013.05.003

[4]. Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology, 51*(6), 1173-1182.

[5]. Berthon, P., Ewing, M., & Hah, L. (2005). Captivating company: dimensions of attractivenessin employer branding. *International Journal of Advertising, 24*(2), 151-172. https://doi.org/10.1080/02650487.2005.11072912

[6]. Bozeman, D., &Perrewé, P. (2001). The effect of item content overlap on organizationalcommitment questionnaire - turnover cognitions relationships. *Journal of Applied Psychology,86*(1), 161-173. https://doi.org/10.1037//0021-9010.86.1.161

[7]. Buchelt, B., Ziębicki, B., Jończyk, J., &Dzieńdziora, J. (2021). The enhancement of the employer branding strategies of Polish hospitals through the detection of features which determine employer attractiveness: a multidimensional perspective. *Human Resources for Health,19*(1), 1-14. https://doi.org/10.1186/s12960-021-00620-0

[8]. Campbell, J., McHenry, J. J., & Wise, L. (1990). Modeling job performance in a population of jobs. *Personnel Psychology, 43*(2), 313–333. https://doi.org/10.1111/j.1744-6570.1990.tb01561.x

[9]. Chang,W.,Wang,Y.,&Huang,T.(2013).Work design–relatedantecedentsof turnover intention: a multilevel approach. *Human Resource Management, 52*(1), 1-26.https://doi.org/10.1002/hrm.21515

[10]. Dabirian, A., Paschen, J., &Kietzmann, J. (2019). Employer Branding: understandingemployer attractiveness of IT companies. *IT Professional, 21*(1), 82-89.https://doi.org/10.1109/MITP.2018.2876980

[11]. Easa, N., &Bazzi, A. (2020). The influence of employer branding on employer attractiveness and employee engagement and retention: ten years of literature.*International Journal of Customer Relationship Marketing and Management (IJCRMM), 11*(4). https://doi.org/10.4018/IJCRMM.2020100104

[12]. Ha, N., & Luan, N. (2018). The effect of employers' attraction and social media on jobapplication attention of senior students at pharmaceutical universities in Vietnam.*InternationalJournal ofBusiness andSociety, 19*(2), 473-491.

[13]. Helm,S.(2012).Amatterofreputationandpride:associationsbetweenperceivedexternalreputation, pride in membership, job satisfaction and turnover intentions. *BritishJournalofManagement,24*(4),542-556. https://doi.org/10.1111/j.1467-8551.2012.00827.x

[14]. Hill, E., Ferris, M., &Märtinson, V. (2003). Does it matter where you work? A comparison ofhow three work venues (traditional office, virtual office, and home office) influenceaspects of work and personal/family life. *Journal of Vocational Behavior, 63*(2), 220–241.https://doi.org/10.1016/s0001-8791(03)00042-3

[15]. Kamau, O., Muathe, S., &Wainaina, L. (2021). Demographic factors and turnoverintentionsof teachers' in public secondary schools in Kenya. *International Journal of Research in Business and Social Science*, 10(4), 363-374. https://doi.org/10.20525/ijrbs.v10i4.984

[16]. Khalida, R. (2016). The effect of person-organization fit on turnover intention with jobsatisfaction as mediating variable. *Bisnis&Birokrasi Journal, 23*(3), 120-130.

[17]. Khan, R., Khan, F., & Khan, M. (2011). Impact of training and development onorganizational performance. *Global Journal of Management and Business Research, 11*(7), 62-68.

[18]. Klinefelter, A. (2020). "How Software Can "Chip In" to the IC Design Process: A multidisciplinary approach may attract new talent and accelerate innovation. *IEEE Solid-State Circuits Magazine*, 12(4), 48-55. https://doi.org/10.1109/MSSC.2020.3021840

[19]. Knardahl, S., & Christensen, J. O. (2022). Working at home and expectations of being available: effects on perceived work environment, turnover intentions, and health. *Scandinavian Journal of Work, Environment & Health, 48*(2), 99-108. https://doi.org/10.5271/sjweh.3996

[20]. Koopmans,L.,Bernaards,C.,Hildebrandt,V.,Buuren,S.,Beek,A.,&Vet,H.(2012). Development of an individual work performance questionnaire. *International Journalof Productivity and Performance Management,62*(1), 6-28.https://doi.org/10.1108/17410401311285273v

[21]. Koopmans,L.,Bernaards,C., Hildebrandt,V.,Schaufeli, W.,Vet,H., &Beek,A.(2011). Conceptual frameworks of individual work performance. *Journal of Occupational andEnvironmentalMedicine,53*(8),856-866. https://doi.org/10.1097/jom.0b013e318226a763

[22]. Kurtessis,J.,Eisenberger,R.,Ford, M.,Buffardi,L.,Stewart,K., &Adis,C. (2015). Perceived organizational support: a meta-analytic evaluation of organizationalsupporttheory. *Journal of Management, 43*(6),1854-1884.https://doi.org/10.1177/0149206315575554

[23]. Lievens,F.,VanHoye, G.,&Anseel,F.(2007).Organizationalidentityandemployerimage:Towardsaunifyingframework.*British Journalof Management*, *18*,S45-S59.https://doi.org/10.1111/j.1467-8551.2007.00525.x

[24]. Murphy,K., &Davidshofer,C. (2005).*PsychologicalTesting: Principles andApplications.* NewJersey:PrenticeHall.

[25]. Nguyen, M. H., Luan, N. V., &Khoa, B. T. (2021). Employer attractiveness and employee performance: an exploratory study. *Journal of System and Management Sciences, 11*(1), 97-123. https://doi.org/10.33168/JSMS.2021.0107

[26]. Oliveira, M., Natividade, J., & Gomes, W. (2013). A medida do talento: evidências devalidade de uma escala para aferir talento em organizações [Themeasureoftalent: evidenceofvalidityof a scale to measuretalent in organizations]. *TemasemPsicologia, 21*(2),419-437. https://doi.org/10.9788/TP2013.2-10

[27]. Owusu, V. K., &Gregar, A. (2021). Measuring the antecedents of turnover intentions: Perspectives of private healthcare employees in a less-developed economy.*Problems and Perspectives in Management,19*(4), 232-247. http://dx.doi.org/10.21511/ppm.19(4).2021.19

[28]. Puri, D. (2018). Developing the scale to measure employer attractiveness. *Annals of theUniversity Dunarea de Jos of Galati: Fascicle: I, Economics &AppliedInformatics,24*(3).https://doi.org/10.26397/eai1584040923

[29]. Ready, D., Conger, J., & Hill, L. (2010). Are you a high potential.*Harvard Business Review,88*(6), 78-84.

[30]. Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior,66*(2), 358-384.https://doi.org/10.1016/j.jvb.2004.05.005

[31]. Rozsa,Z.,Formánek, I., &Maňák,R.(2019).Determiningthefactorsoftheemployees'intention to stay or leave in the Slovak's SMES. *International Journal ofEntrepreneurialKnowledge, 7*(2), 63-72.https://doi.org/10.2478/IJEK-2019-0011

[32]. Sackett, P., Gruys, M., & Ellingson, J. (1998). Ability–personality interactions when predicting job performance. *Journal of Applied Psychology, 83*(4), 545–556. https://doi.org/10.1037/0021-9010.83.4.545

[33]. Sivertzen, A., Nilsen, E., &Olafsen, A. (2013). Employer branding: employer attractivenessand the use of social media. *Journal of Product & Brand Management, 22*(7), 473-483. https://doi.org/10.1108/JPBM-09-2013-0393

[34]. Tajfel, H., & Turner, J. C. (1986). The social identity theory of intergroup behaviour. In S. Worchel& W. Austin (Eds), *Psychology of Intergroup Relations* (pp. 7-24). Nelson-Hall.

[35]. Tett, R., & Meyer, J. (1993). Job satisfaction, organizational commitment, turnover intention,andturnover: pathanalysesbased onmeta- analyticfindings.*Personnel Psychology,46*(2),259-293. https://doi.org/10.1111/j.1744-6570.1993.tb00874.x

[36]. Tria, W., &Rahmat, H. (2018). Adaptation of individual work performance questionnaire into Bahasa Indonesia. *International Journal of Research Studies inPsychology,7*(2), 101-112. https://doi.org/10.5861/ijrsp.2018.3020

[37]. Xiong, R., & Wen, Y. (2020). Employees' turnover intention and behavioral outcomes: Therole of work engagement. *Social Behavior and Personality: An International Journal,48*(1),1-7. https://doi.org/10.2224/sbp.8609