

Role of Human Resource Marketing Practices on Valuable Human Capital Under the Mediating Role of Intentions to Apply

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Abstract

Acquiring a talented workforce is a dream for every organization. Over the years, firms have been using traditional approaches to capture/exploit market talents. Unfortunately, the success rate of these conventional approaches is relatively low. The present study aims to find some appropriate practices that the firms may use to capture the best talent from the market. From a sample of 509 participants across the different cities of Pakistan, the relationship between HR marketing practices and valuable human capital was assessed. The results show that better HR marketing practices will result in improved capturing of talented individuals from the market. The study provides deep insight to managers for introducing the best HR marketing practices to acquire the best talent. It also recommends that HR officials promote valuable jobs ads and promotions, which could attract prospective candidates.

Keywords: HR Marketing Practices, Intentions to Apply, Human Capital, AMOS.

Introduction

Talent hunting and its management have now become a global phenomenon. People with intelligent minds and skills are complex to find and critical to retain. Digitalization, labor deficiencies, growth through acquisitions, synchronized downsizing and extensions, and workforce demographic changes are just a few trends prioritizing talent (Guerrero & Barraud, 2004). Organizations are putting substantial resources into recruiting competitive human resources from the market. The role of human resource management departments (HR departments) has now moved to the next generation, where technology, logistics, and techniques are as necessary as other business operations (Shamout et al., 2022). Since the pandemic of Covid-19, the importance of technology and its usage has become a core requirement in every organization around the globe. Like others, HR departments are also tracing new tools and techniques to hunt talented workers for their workplaces, as what is considered the best HRM practice is most likely different (Lawler, 2007). As literature has widely advocated that HR practices impact organizational performance (Tangthong et al., 2014) and help retain existing employees (Othman & Lembang, 2017), it is necessary to follow or apply those practices that could satisfy both.

Over the years, firms have used various HR practices and methods to attract prospective employees from the market and retain and motivate existing workers to stay longer term

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(Zheng et al., 2009). The use of these practices is not new or surprising, but despite being in literature for many years, a complete/thorough settlement on them is still awaited. It is advocated that HR practitioners must grasp marketing and branding concepts with communications and web-based tools that allow them to gain profit from the social media possibilities offered to recruit talent. They are maintaining a customer-oriented relationship with marketing and human resources management, considering prospective and existing talents as consumers, and adopting the HR marketing philosophy (Ruel & Bondarouk, 2014). It allows companies to create systematic talented-management practices objectives and improve productivity by enhancing skilled and talented employee recruitments, retentions, and commitments.

Though multinational companies have a brand image and recognition that helps them attain and retain valuable human resources around the vicinity, they still need help meeting their human resource objectives. Local firms even suffer more from this. Candidates applying for jobs consider multiple factors and motivations to use. The intangible assets for any firm are equally important, or it can be claimed that they are more critical than tangibles (Khuwaja et al., 2020). Companies invest more in developing their intellectual capital instead of spending on high-end buildings or infrastructures. However, for every business, a challenge still exists to recruit and gather a stable workforce that can help the organization grow everlastingly.

Within these encounters, it is challenging to locate the appropriate staff. But how do we attract workers from the market? One of the objectives of this work is to solely investigate the potential impact of HR marketing practices on capturing valuable human capital from the market. Secondly, the study will also focus on extracting features in any advertising ad that will help to increase a person's intentions to apply for a particular post. Lastly, the study will try to find out the role of choices that were improved by better HR marketing strategies in attaining valuable human capital. To answer these questions, the present study is performed to:

1. Assess the factors or attributes that motivate an individual in applying for a particular job.
2. To investigate the relationship between assessed factors and intentions to use.
3. To check the role of HR policies and practices that dominantly impact the candidate's Intention to use.

Valuable human capital, employee job satisfaction, commitment, motivation, stress, attitude, and behavior are affected by selecting and hiring the appropriate workforce. Previous research shows valuable human capital, like skilled and motivated labor, can play a better role than poor strategies adopted by organizations before. HR practices are always looking for fruitful initiatives, as Rundle (1997) recommends that his Humanoid source of the association, nevertheless firm, remains an acceptable apparatus for defining how firms drive the answer to search for skilled labor. Relation theory can help us to get better HR marketing practices with gratification, inspiration, and enlarged information, plus the obligation of a company's top skilled workers, resulting in a basis of reasonable profit on behalf of the organization.

The present research aimed to provide evidence about how HR marketing practices collect valuable workforces for the organization, in which hip crack becomes a foundation of economic benefit (Terpstra & Rozell, 1993). It was argued that companies would build profits by putting talented people first as their valuable human capital (Kerzner, 2002). Hence, this research will be beneficial for industrial recruiters to capture the importance and usage of HR marketing practices.

Literature Review & Hypothesis Development

HR Marketing Practices

One of the keystones of the business and organizational thinking survey is to maximize the effect and competence of humanoid investment within administrations. Such maximization is commonly believed to benefit individuals and organizations. Researchers from applied psychology and strategic HR marketing practice show that investment in human capital can produce positive outcomes individually and at the organizational level. A fundamental principle of micro-organizational research is that human resources available to an organization have potential performance implications (Takeuchi et al., 2007). Since Nafukho et al. (2004) the engine of economic growth has been regarded as human capital. There have been several hypotheses to explain why human capital is essential. The first involves the direct impact of human capital on labor productivity as an explicit production factor embodied in practical work. Economic and non-economic factors are also being influenced by better and healthy HR marketing practices and the value of human capital in the long run.

As mentioned in the data section, we have many different measurements of IT capital, the human capital of their workers, and the whole structure of workplaces. The first method we use to analyze the data is to take account of correlations between these metrics. We begin by examining the relationships between Spearman rank-order pairs for the industry, the company size (employment), and the makeup of the central production employees of each company. The final check is a manufacturing procedure. We risk "over-control" variables that may be endogenous to our theory to minimize the influence of uncontrolled heterogeneity in the sample. Tables 4 to 8 demonstrate that IT, HK, and WO are all closely linked in our data, regardless of how each term is assessed. You can thus anticipate, for example, the structure of a company's work about its rivals when you know the degree of IT or human capital and vice versa.

HR Marketing Practices and Valuable Human Capital

Much research shows that human capital elements enhance the identification or growth of opportunities (Shane, 2000). The idea of humanoid investment suggests that people with more or better-quality human capital would achieve further desired results. However, most academics have yet to evade the issue of how human capital contributes to radical innovation. This study seeks to address this gap by examining how elements of human capital are connected to identifying possibilities that lead to extreme innovation results. We use previous business studies to study human capital and its connection to fundamental improvement to evaluate universal and particular human capital (Dimov & Shepherd, 2005). This article makes a lot of contributions in this respect. Firstly, we expand our knowledge of technology entrepreneurial traits by analyzing three kinds of general human capital linked to radical innovation: depth of experience, expertise, and formal education. Secondly, by examining the previous knowledge of technology entrepreneurs, we analyze particular human capital. We show how variations in prior knowledge of the markets, consumer difficulties, methods to serve the needs, and technology systematically affect the radical nature of future goods and services. We then examine whether combinations of human capital in general and particular are linked to radical innovation. By analyzing the configurations of human capital from technology entrepreneurs with high and low innovation, we aim to improve knowledge of which features are linked radically.

Furthermore, disparities between previous knowledge and identifying opportunities create knowledge configurations or shapes that provide distinct benefits. Such arrangements provide a more comprehensive view of the variables which affect the identification of opportunities. Examining the structures of knowledge may identify which components of

previous knowledge are more likely to be linked to radical innovation and how multivariate combinations of human capital can be utilized to comprehend the results of technology businesses in the future. In summary, this research examines the general and particular forms of human capital related to radical innovation results and how human capital's configurations may be linked to better standards of radical innovation. The paper is written in the following lines. In the following part, we examine briefly the literature on the results of creation and the contractor. We next provide a theoretical explanation as to why elements of the individual human capital affect differing results in innovation. There are suggested hypotheses relating to general and particular human capital and its impact on radical innovation. We then report on our empirical examination techniques and findings. A discussion follows, and the article ends with research and practical implications.

This section aims to examine the research and to develop hypotheses linking elements of the human capital of technology contractors to the radical nature of their inventions. First, the idea of human capital is explained, and this theory helps improve our knowledge of how certain people identify innovation possibilities. Well-known elements of human capital are examined, and hypotheses are made. We next explore particular kinds of information shown to affect opportunity identification and offer views unique to the previous knowledge framework used to analyze human capital for technology entrepreneurs.

Education is another element of a person's human capital necessary for discovering and exploiting possibilities. Education improves the store of knowledge and abilities of a person, particularly those required to identify and follow a business opportunity effectively. The success of Canadian biotechnology companies has been studied by Smith et al. (2001) and founders with master's degrees have shown quicker employment and income growth than others in the sample. Many types of research on capital have embraced the concept that "more is better," using formal or school years as a measure of human capital. However, results have been mixed regarding a beneficial connection between education and risk creation and education and the identification and use of possibilities. Dimov and Shepherd (2005) argue that broad actions need to be sufficiently sensitive to capture the effect of human capital on the different consequences of entrepreneurship.

This approach predicts the growth of HR marketing practices by new investments in human capital.

H1(a): Employer legitimacy has a positive relationship with valuable human capital.

H1(b): Practice employment has a positive relationship with valuable human capital.

H1(c): Technology innovation has a positive relationship with valuable human capital.

H1(d): HR practice has a positive relationship with valuable human capital.

H1(e): Firm reputation positively correlates with valuable human capital.

HR Marketing Practices and Intention to Apply

In the previous era, the rivalry for aptitude has become violent. Organizations challenge to stimulus job seekers' application purposes and conclusions favorably over numerous methods. In an international labor marketplace, the significant level of achievement is enticing and retentive the best aptitude, and products are reflected as dangerous in enticing the finest workers. Employer imprinting focuses on forming the copy of administrations as latent managers and administrations organize numerous managers, marking gears to produce and uphold their appearance in the minds of potentially talented and experienced workers (Backhaus & Tikoo, 2004).

H2(a): Employer legitimacy positively correlates with the application.

H2(b): Practice employment has a positive relationship with the Intention to apply.

H2(c): Technology innovation has a positive relationship with the Intention to apply.

H2(d): HR practice has a positive relationship with Intention to apply.

H2(e): Firm reputation positively correlates with Intention to apply.

Intention to apply and Valuable Human Capital

There is a positive connection between the area of valuable human capital and the desire to implement different elements such as job features, organizational qualities, and views of the candidate. In addition, there are some areas for further study in future research. In Adler et al. (2014) analyze real intentions regarding broad views of pay and benefits have only been assessed. According to these authors, the research findings had a favorable effect. Gomes and Naves suggested additional research into the link between workplace familiarity and propensity to apply. To date, it is strange that few research studies have been conducted with honest applications on the concept of valuable human capital.

Over the previous three periods, physical capital possessions identified as intelligent investments have been a significant motorist of nationwide commercial growth and company development among several academics (Buenechea et al., 2018). These scholars emphasize that the effectiveness of companies and their upcoming prospects are more and more dependent on valuable and competent human resources, which in opportunity touch both their ability to advance advanced technology and knowledge-based operations and the opportunity of acquiring, cultivating, and sharing fresh information (Bianchi et al., 2016). Businesses and managers may influence valuable human capital as a collection of physical possessions in which companies can gain reasonable benefits, enhance profit, and create value (Buenechea et al., 2018). Potentially skilled and experienced employees are needed by every organization to gain long-lasting profit and retain valuable human capital. Mainstream academics believe that application intentions are one of the primary resources, particularly in the early stages of complicated start-ups and company competitiveness.

H3. Intention to apply has a positive relation with Valuable human capital

Intention to Apply as a Mediator

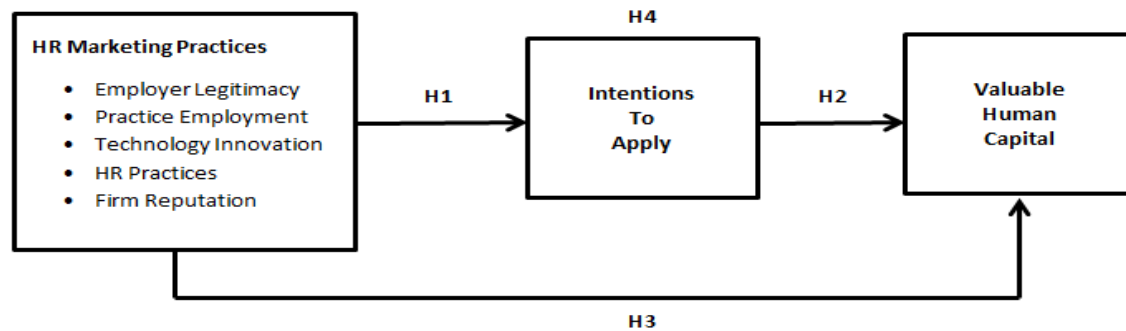
The appeal to an unknown organization is a signal. Various kinds of brand names offer various indications for the viewpoint of individuals. The same applies to the employer's decision to relocate the applicant's desire to smear for a pot. The aim of this research, however, is to emphasize the assessment of which kinds of employers differ regarding signals with talent management. The banking industry was chosen with this account since the sector has seen intensive rivalry for many years. The availability of skilled human capital is a significant issue. To improve efficiency, banks must recruit young and trained staff. The HRM department is mainly responsible for hiring qualified and prospective workers with their dedicated purposes of application.

The intention to apply is to work as a mediator of our research that strengthens the relationship between Valuable human capital and HR marketing practices with its dimensions (Kumari & Saini, 2018). As we added before, selection and Recruiting talent is a planned HR marketing practice to attract valuable human capital; more ever, our research puts to light the help of HR marketing practices to attract valued job seekers with their utmost observations and responses to such attractive job offers (Mochi et al., 2017). We also investigate the role of employee intentions on attractive HR marketing practices (Gupta & Saini, 2018). Our research also explains the critical participation of contributory intention to apply in a potential organization for long-term perspective (Ganesan et al., 2018). This research also gives pragmatic evidence based on HR marketing practices with the development of application intentions in a reputed organization (Sharma & Prasad, 2018).

H4: Intention to apply intermediates the connection among the HR marketing practices plus Valuable human capital.

Conceptual Framework

Figure 1 Conceptual Framework



Methodology

To achieve the desired goals, descriptive research phenomena were used. In addition, the study was analytical and correlational. This study adopted the characteristics of interest normally dispersed amongst the employees. Therefore, we used the *non-probability convenience sampling technique* in this study, in which respondents were selected based on our convenience for getting the required response. Since all measures were collected using the same survey from self-reporting informants, potential problems arising from common-method bias were evaluated using Harman's single-factor test (Podsakoff et al., 2012). A précised survey-based questionnaire was used to get the results from different schools, colleges, universities, banks and the general public across various cities of Pakistan. Cross-sectional data of 509 respondents were collected from workers at various levels working in various sectors. Data was collected at distinct levels, and the hypotheses in the study were nearly examined.

Measures

The study variables were measured using an established scale for the evaluation and survey questionnaires. The details of the authors and research from where the scale was adopted are highlighted and described in Table 1. The first section covers demographics, including name, marital status, designation, experiences, education, etc. The Second segment includes the measurement of Employer legitimacy and its dimensions (Employer Legitimacy, Practice Employment, Technology innovation, HR practices and Firm Reputation).

Table 1 Measures of the variable

Variable Name	Author's Name	No. of Items	Sample Item
Employer Legitimacy	Poister & Streib (1999)	7	We involve directors in the expansion of presentation trials.
HR Practice	Cabello-Medina et al., (2011)	15	Training happenings that target mature firm-specific skills/information.
Technology Innovation	Chung-Jen Chen (2007)	5	Emerging new tools. Including skills in fresh goods

Practice Employment	Sharma & Bhatnagar (2017)	12	I recognize what is anticipated of me at exertion.
Intentions to apply	Chung-Jen Chen (2007)	1	I anticipate smearing for a place with this body.
Valuable Human Capital	Cabello-Medina et al., (2011)	5	Employees have abilities that generate customer assessment.

Results

Reliability Analysis

Though the study uses established measures for the studied variables, the reliability of the construct was assessed using Cronbach Alpha. Table 2 highlights the reliability test results for the variables where all the values are above the threshold, i.e. 0.70. The values range from 0.89 to 0.75, and the overall reliability score of the questionnaire appeared to be 0.80.

Table 2 Cronbach Alpha

Sr. No.	Construct	Number of Items	Cronbach's Alpha
1	Employer Legitimacy	07	0.87
2	Practice Employment	10	0.75
3	Technology Innovation	03	0.81
4	HR Practices	11	0.83
5	Firm Reputation	05	0.89
6	Intention to Apply	04	0.79
7	Valuable Human Capital	05	0.88

Correlation Matrix and Analysis

Pearson's correlation technique measured the variables' magnitude and directional relationship. All the demographic and construct variables are in the correlation matrix listed below in Table 3. According to the results, a strong positive relationship appeared among the variables. Accordingly, HR marketing practices positively correlate with valuable human capital, with overall figures ranging from 0.958*** to 0.604**. This supports H1, as presented above. These values lie within the prescribed ranges of statistically defined figures.

Similarly, HR marketing practices have a positive relationship with intentions to apply with an over value of 0.899**. This supports H2. Lastly, the intention to apply has positive relations with valuable human capital with an overall value of 0.833** supporting H3. These values support our established narratives and help further prove our hypotheses from the literature. In addition to these studied variables, the relationships with demographics are shown in Table 3.

Table 3 Correlation Matrix

	Mean	Std. Deviation	Gender	Marital Status	Qualification	Experience	Employer Legitimacy	Practice Employment	Technology Innovation	HR Practices	Firm Reputation	Intention to Apply	Valuable Human Capital
Gender	1.2613	0.43977	1										
Marital Status	1.5344	0.49931	.322**	1									
Qualification	2.6169	0.58238	0.084	.089*	1								
Experience	1.6248	0.89104	-.242**	-.495**	-.141**	1							
Employer Legitimacy	1.4878	0.38122	-0.020	0.017	-0.057	-0.026	1						
Practice Employment	1.3170	0.43437	-0.022	.112*	-0.052	-0.049	.753**	1					
Technology Innovation	1.2849	0.46797	-0.050	0.083	-0.054	-0.033	.676**	.772**	1				
HR Practices	1.2719	0.40674	-0.017	0.020	-0.023	-0.028	.661**	.680**	.750**	1			
Firm Reputation	1.3678	0.41795	-0.004	0.039	-0.053	-0.043	.741**	.780**	.686**	.803**	1		
Intention to Apply	1.2863	0.39568	-0.033	0.070	-0.037	-0.030	.755**	.864**	.894**	.912**	.756**	1	
Valuable Human Capital	1.2811	0.43632	-0.014	0.019	-0.029	-0.033	.604**	.656**	.723**	.958**	.899**	.833**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4 Random Coefficients Regression Analyses

Predictor	Model 1 Value Human Capital		Model 2 Value Human Capital		Model 3 Value Human Capital		Model 4 Value Human Capital		Model 5 Value Human Capital		Model 6 Value Human Capital		Model 7 Value Human Capital	
	Est.	SE	Est.	SE	Est.	SE	Est.	SE	Est.	SE	Est.	SE	Est.	SE
Age	-0.056	0.080	-0.053	0.046	-0.046	0.043	-0.062	0.082	-0.037	0.081	-0.014	0.072	-0.091	0.052
Gender	-0.024	0.022	0.032*	0.013	0.038*	0.013	-0.023	0.023	-0.035	0.022	-0.123	0.037	0.031*	0.074
Marital Status	0.122	0.077	-0.061	0.044	-0.007	0.045	-0.092	0.080	-0.092	0.077	0.056	0.043	-0.083	0.113
Qualification	0.080	0.053	-0.133*	0.035	-0.110*	0.031	-0.047	0.052	-0.012	0.053	0.058*	0.013	-0.064	0.122
Experience	-0.032	0.033	0.014	0.027	0.007	0.025	0.027	0.029	0.026	0.026	-0.072	0.051	-0.192	0.091
Employer Legitimacy			0.205*	0.067	0.140	0.091	0.230	0.078	-0.058	0.167	0.043	0.011	0.079	0.031
Practice Employment					0.256	0.062	0.087	0.058	0.012	0.038	0.205*	0.030	-0.021	0.100
Technology Innovation							0.205	0.072	-0.231	0.171	0.083	0.081	0.039	0.092
HR Practices Firm Reputation									-0.506	0.052	-0.091	0.132	-0.157	0.199
HR Practices Intention to apply											0.173*	0.092	0.038*	0.013
HR practices X Intention to apply											0.429*	0.216	0.038	0.013
											0.035*	0.018	0.096*	0.040
											0.061	0.079	0.007	0.025
$\Delta \chi^2$ (Δdf)	3221.97 (20)		3977.84(25)		3001.02(21)		3231.74(17)		3410.16(16)		2710.16(16)		2501.16(15)	
ΔR^2	0.152		0.172		0.616		0.182		0.214		0.283		0.250	

Note: ΔR^2 is the degree of reduction in error variance.

* $p < .10$. ** $p < .05$. *** $p < .01$

Hypotheses Testing

Table 4 confirms the proposed hypotheses, indicating preliminary support for Hypothesis 3. Moreover, the interaction of “HR marketing practices” and “value intention capital” under the mediation effect of “Intention to apply” had a significant coefficient in Table 4, indicating preliminary support for Hypothesis 4. Hence, H1, H2 and H3 aligned with the proposed hypotheses.

As given in Table 4, all the hypotheses are significantly correlated with the proposed hypothesis. Detail is given as follows:

- Employees Legitimacy was positively related to Value Human Capital ($\gamma = 0.025$, $t = 0.067$, $p > .05$) provides confirmation for Hypothesis 3a.
- Practice Employment was positively related to Value Human Capital ($\gamma = 0.256$, $t = 0.062$, $p > .05$) provides confirmation for Hypothesis 3b.
- Technology Innovation was positively related to Value Human Capital ($\gamma = 0.205$, $t = 0.072$, $p > .05$) provides confirmation for Hypothesis 3c.
- HR practices was positively related to Value Human Capital ($\gamma = -0.506$, $t = 0.052$, $p > .05$) provides confirmation for Hypothesis 3d.
- Firm Reputation was positively related to Value Human Capital ($\gamma = 0.173$, $t = 0.092$, $p > .05$) provides confirmation for Hypothesis 3e.
- The mediation effect of “Intention to apply” was also positively related to the Value of Human Capital ($\gamma = 0.007$, $t = 0.025$), confirming Hypothesis H4.

Hence, we can say that our implied HR marketing practices, along with its dimensions (employer legitimacy, firm reputation, HR practices, technology innovation and practice employment), all as independent variables, have significant positive by affecting Valuable human capital (dependent variable) along with the mediating role of the intention to apply has to contribute its very special role to reduce the cost of potential organizations and profit-oriented institutions as well. In the modern world of strategic human resource management, every employer is looking into reducing cost and time for the sake of their current organization with skilled employees and trained entrepreneurs. Research is also contributing to the field of marketing for the attraction of intelligent job seekers in Pakistan and outside Pakistan as well. Generally, the researcher also highlights the importance of valued and trained employees for the institution's long-term benefit to survive in the competitive market.

Normally, sustainable organizations want to reduce employee turnover with the help of the latest and advanced HR marketing practices to save costs and time. One of the novelties of this study was to extract the practices that could be adopted to gain the best available resources in the market.

Discussion and Conclusion

This study aimed to find the impacts of HR marketing practices with mediation intention to apply valuable human capital. Besides, most researchers have chipped away at the individual related factors, for example, self-viability, great confidence, and confidence scientists (Salanova et al., 2005); this study encompasses combined factors for investigation. They portray that the most pertinent components significantly shape each worker's frame of mind towards the activity. Moreover, the prior judgments by Presbitero (2016) characterize that worker commitment, particularly for administration associations, is progressively essential as the degree of commitment exceedingly relies upon the activity-related factors, for example, human asset the board (HRM) rehearses. Moreover, Arrowsmith and Parker

(2013) inferred that the HRM rehearses representative commitment interface still needs to be clarified, and there's a requirement for additional questions in the HRM field. Chen (2007) gives a well-known examination which characterizes that the differences in the human asset practice can likewise have different effects on the conduct of the worker, so it is in every case hard for thought to create convincing human asset practice perhaps a heap of human asset practice to permit a thorough data of incredible practices to human asset practice experts. Parker and Griffin (2011) clarified that business-related segments on the lower level, for instance, do not generally apply a down and out-degree of representative commitment as other authoritative resources, for example, saw backing of association may repay the effects of sad factors connected to worker commitment. These investigations give a reasonable hole; the significant goal of this examination is to discover the connection between value-able human capital and HR practices with the positive mediation role of intention to apply (Agarwal & Helfat, 2009). Empower this consider conceptualizes the directing piece of apparent hierarchical help (POS) inside the connection between HR practices and its dimensions (employer legitimacy, firm reputation, HR practices, practice employment and technology innovation) and valuable human capital as the study's dependent variable.

This study's results justify the need for HR practices with major issues relating to valuable human capital and their attention to application. As a part of the employee's honest engagement with the help of organizational support, this research will help to upturn the good impacts on the market to capture valuable human capital by exploiting the latest opportunities in the environment. The advanced form of HR marketing practices intentionally provides abilities to attract experienced and skilled would-be employees and intend them to apply for their organization. Skilled and trained human capital is not a piece of cake for HR marketing practices to attract them easily and break their loyalty to the organization where they work. Undoubtedly, it can be the biggest challenge for HR marketing practices to inspire and hire them.

This research has solved several issues at different levels by contributing to their HR practices with significantly positive dimensions. As Chen (2007) shared, the outcome of HR marketing practices is to encourage the skilled and potential human capital to work in different profit-oriented sectors and look for jobs in different private and national sectors. So, our research is also helpful for such organizations to improve their HR marketing policies to attract valuable job seekers at national and international levels. In older times, HR policies were less important for companies as they were only looked at in terms of production and profit graphs. Still, in today's world of competition, the need for better HR marketing practices is increasing daily with the rapid advancement of employees and intelligent job seekers.

Research Implications

The research has several implications for industrial managers and academic scholars. Firstly, the industry managers learned which practices the HR department should adopt to bring talented human capital to the firm. Secondly, the research empirically evidences that HR marketing practices improve the intentions of the prospective candidate to apply to the company. Third, the manager may convince management to use this research to develop their firm's HRD or talent acquisition departments/sections. That will not only help them to capture the best possible resources but also highlight the low-performing workers within the

organization. Finally, the managers could use these factors as their competitive advantage, restricting their competitors to minimum market shares.

In addition to managers, the research also has several implications, including a significant addition to literature and body of knowledge with context to Asian and especially Pakistani settings. Secondly, the research created a new source of antecedents for valuable capital and Intentions to apply. Finally, the research creates a new avenue/door for upcoming works in the field of business.

Research Limitations and Future Directions

Though the research has been performed with the utmost effort, it also has some limitations which, if addressed in future, could result in the creation of a vast variety/body of knowledge for the academic professional:

1. The research data was collected from limited geographical regions, restricting its applicability to other zones with contextual differences. Data could be collected from other regions, cities, and countries to overcome the generalizability issues.
2. The research only uses a longitudinal approach for data collection. A cross-sectional approach could be used to find more interesting results in the future.
3. The research only uses one variable as a mediator to explain the process/relationship between dependent and independent variables.

More diverse or complex relationships could be used/selected to explain this framework further.

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