

Talent Management Strategies in Emerging Technology Start-Ups: The Role of Employer Branding with Respect to Attractiveness in Eastern India

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Abstract

In resource-constrained competitive environments, employer branding is emerging as a key talent management strategy for technology start-ups. The study examines the working of employer branding, measured by employer attractiveness, as a strategic lever for talent management in emerging technology start-ups in Eastern India. The study investigates the relationship between employer attractiveness and two talent outcomes, talent acquisition and talent retention using the Employer Attractiveness framework of Berthon et al. (2005) and quantitative, cross-sectional design. Data was collected from around 150 founders, HR managers and senior executives across Odisha, West Bengal, Jharkhand and Bihar and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). Employer attractiveness was the main predictor of talent acquisition ($t = 7.201$, $p < 0.001$) and a significant predictor of talent retention ($t = 2.215$, $p < 0.05$), accounting for 95.5% and 84.0% of the outcome variance, respectively. The results confirm that employer branding is not a communication exercise but the core strategic driver of talent outcomes for Eastern Indian technology startups. Practical implications The study will be useful to founders, HR practitioners and policymakers interested in developing sustainable talent pipelines in India's growing startup ecosystem.