

ROLE OF EMPLOYER BRANDING AND ORGANIZATION ATTRACTIVENESS INFLUENCING CITIZENSHIP BEHAVIOR: A REVIEW

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ABSTRACT

The aim of this paper is to give an integrated review of employer branding and its related existing literature on different emerging fields with an objective to explore knowledge from different disciplines of HRM, OB, marketing management and business management. In order to make success of organization, it must come to grips with the problems of attraction and retention of talents for stimulating growth. So employer branding as a fundamental notion act as a parameter of competitive advantage in emerging scenario of today. Organization have started to give more impart on investment of employee branding as actual product branding because employee is recruited for the purpose of alignment in organizational values with individual values for building vibrant image of organization. So for delivering organization interest in a novel way and enhancing brand identity, employees are required to be treated as part and parcel of organization. So the organizations need to develop different attractiveness factors for indulgement of employee involvement with responsibility, which should be reflected in work behavior. So this can be achieved through organization attractiveness and employer branding strategies which is guided by citizenship behavior.

The original aspect of this review is that it is reflecting new insights of different linked literature fields of employer branding with a combined effect of organization attractiveness and organization citizenship behavior dimension in a unique manner. This paper aimed at studying and understanding the fundamental concept of Employer Branding, organization attractiveness, organization citizenship behavior and literature review in the above areas with a focus to identify further areas of research and to integrate its existing literature which can help practitioners to analyze implications of its relevant concepts and research from a diversified academic fields. It will also attract talents which help them to climb the ladder of success in a new visionary style.

Key words: employee branding, organization citizenship behavior, organization attractiveness, job satisfaction, employee engagement.

INTRODUCTION

“A brand is not built by accident but is the product of carefully accomplishing—either explicitly or implicitly—a series of logically linked steps with consumers” (Keller 2011)

In the current globalized competitive world, scarcity of talent is prevalent across different industries. It has been analyzed by Bureau of labor statistics that scarcity of labor would continue until sometime, and that the shortage of right kind of personnel is around 10-16 million (fewer employees than there

are jobs), (Herman Miller, 2006). This has prompted organizations to invest more on recruitment and selection strategy for allocation of human resource in efficient manner. Thus it is now an emerging responsibility for organization to develop necessary plans to capture the attentions of best pool of available resources. So, to groom and retain existing employees is critical now. As Rucci (1998) has observed, organization should treat their employees as first customer. In order to communicate effectively with potential job seeker (customer), attraction of them and to meet the demand of rapidly changing employment environment, a new innovative model “living the brand” must be established by the organization managers for strengthening brand value position in the competitive

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market place through retention of expertise talent. In this regards research must capture dimension of organization attractiveness and development of concept citizenship behavior through employer branding. As with favorable attitude and behavior the organization brand can be performed, so to achieve this great place to work, the sense of perception is essential for employees. To accomplish self satisfaction and development of brand image, citizenship behavior is the key to success (Burman & Zeplin, 2005). So, it needs more investigation in recruitment strategy and employer attractiveness dimensions with role of factors of citizenship behavior for bridging the gap between input and output effectively.

REVIEW METHOD

It is pivotal to integrate extant theoretical and empirical approaches and develop a clear picture of composition of employer branding and its related fields with a combined study of organization attractiveness and organization citizenship behavior for organization effectiveness and to strengthen future development of the field. This article addresses the need and contributes to the literature in four important ways. First, in section one it demonstrates and clarifies existing research on employer branding, organization attractiveness and organization citizenship behavior constructs with its measurement. Second section of this article comprehensively systematizes employer branding research by identifying, summarizing, and discussing the disciplines and sub-fields through analyzing its findings related fields (OA & OCB) of employer branding. In third section development of an integrative value chain model for practitioners has been done with combination of insights brought from OA, OCB and employer branding literature survey findings. In forth section emphasis has given to propose areas for future research to refine and extend employer branding evidence and theory.

EMPLOYER BRAND AND EMPLOYER BRANDING PROCESS

It is important to differentiate two terms in employer branding research: employer branding and employer branding process. Ambler and Barrow (1996) described the employer branding as the “package of functional, economic and psychological benefits provided by employment, and identified with the employing company.” It is a concept which attracts, motivates and retains current and potential employees through the process of establishing unique employer identity and projecting employment offerings and experience (Backhaus and Tikoo 2004). Employer branding is the process which act as the basic of employer brand with two aspects like tangible components (salary, rewards and benefits) and intangible features (culture and values of organization, Technique and style of management and opportunities& strength of employee learning, recognition and organization development (Newell & Dopson, 1996; Hendry & Jenkins, 1997).

EMPLOYER BRANDING DIMENSIONS AND MEASUREMENT

In this section of review, **brand equity** theory rooted in marketing research (Keller 1993) constitutes the core theoretical foundation. This perspective is consistent with Ambler and Barrow (1996), elaborated the employer branding concept from the angle of intersection between HRM and marketing (Gardner, 2011). Brand training and internal brand communication are treated as a source of brand knowledge for employees (King & Grace, 2008). **Brand knowledge** has the impact on organization turnover and positive brand positioning, level of employee satisfaction and favorable reputed brand which in return build brand image. Brand knowledge consists of three dimensions to deliver brand promise effectively i.e. brand meaning, knowledge of customers need and desire (Shaari & Hussin, 2012). **Employer brand management** encompasses the firm values, systems, behaviors with formulation

of employer identity for incorporation of employment experience to shape perceptions of current and potential employees. It should be measured through external and internal branding model (Sanjana Gupta, 2012). **Employer brand associations** define the organizations' attributes that differentiate one employer from another and it is the balancing of value what is the expectation of organization from employees are expected to contribute and the value they aspire in return from organization. In HR literature often regarded and measured by psychological contract (Collins & Stevens, 2002). **Employer value proposition** provide a source of hope and aspiration for current and future employees to work for an employer to reflect company's competitive advantage. To develop attractive employer brand the employer have to manage their EVP effectively to attract employee engagement and developed communication strategy. EVP can be measured through research model composed with interest values, social value, economic value, developmental value and application value. (Biswas & Suar, 2013). **Employee based brand equity (EBBE)** a composition of brand sources and applications attached to a brand that add and subtract from the value provided by a product or service to an organization. It is the value which is provided to existing potential employees by employment (Aaker 2000). Jiang & Iles (2001) brand equity can be analyzed through three dimensions like brand popularity, perceived quality of brand and brand loyalty. **Employee branding** is the concepts of candidate's idea and feelings about the organization brand and knowledge which is evaluated by behaviors and elements of organization attributes. It is used in analyzing recruitment practices for decision regarding drawing applicant intentions through two variables like general attitudes company, perceived job attributes. Public relation, word of mouth and advertisement is drawn for employee attraction (Collins & Stevens, 2002).

ORGANISATION ATTRACTIVENESS DIMENSIONS AND MEASUREMENT

Recruitment and organizational attractiveness research-The foundations of organization attractiveness and recruitment research is that which identified "links between recruitment activities, image and reputation, and job seeker outcomes" and increase attention of potential recruits on employer brand image and organization reputation. (Cable, 2012).

Thus Recruitment and organizational attractiveness research intersects with employer branding research with a broader perspective. (Gardner et al. 2011). Organizational attractiveness describes employees 'positive perception regarding organization as a great place to work "and a force which attracts new candidates attention to apply with an organization and current employees to stay in an organization. (Aiman-Smith et al. 2001). **Organization attractiveness or employer attractiveness** is defined as the benefits which are visualized by potential employees to treat that organization as a great place to work. (Berthon, 2005) posited that the notion of employer attractiveness is closely associated with the construct of employer branding. Organization attractiveness is predicted by job and organization features, type of work, perceived environment, recruiter behavior, fairness and work life balance, organization integrity and commitment to quality, renowned brand name, organization culture based on respect and recognition. (Chapman, 2005). Organization attractiveness is act as an antecedent of employer brand equity, the EBE will be stronger when employer is perceived as more attractive (Highhouse, 2003). Organization attractiveness has two dimensions like **internal attractiveness** (for existing employees), **external attractiveness** (external applicants). **Employer image** significantly gives impact to attributes expected by potential applicants because as closer the desire of applicants to value proposition offered by organization better would be employer attractiveness towards organization (Backhaus and Tikoo, 2004).

Brand association which is a byproduct of employer branding evokes the thoughts and ideas through brand name for increasing attractiveness of organization for potential employees (Walker, 2007). It shapes up the employer image which in return affects attractiveness factors of organization. **Brand loyalty** as another asset of employer branding which is impacted by identity and culture of organization, it affects employer brand and this brand loyalty contributes to increased employee productivity and attractiveness (Aaker, 1991). **Organization reputation** draws a significant focus towards research in the area of factors that influence attractiveness of organization for potential recruits. The greater a company's reputation, for a potential applicant more value will be for attractiveness of employer (Graham, 2000). Positive evaluation of reputation from organization point of view is measured by (employer branding programmes, socially responsible features, community and employee relations, environmental policies, quality of treatment to minority group) (Turban & Greening, 1996). **Organization identity** has considerable relevance in area of employer branding research. It is the enduring and distinctive character of an organization which is identifiable and recognized by collective employees to identify their workplace as an employing organization. (Albert & Whetten, 1985). **Organization identification** acts as a link between attraction and employer brand to encourage existing employees and potential employees (Edwards, 2010). It is the perception of oneness with or belongingness to the organization (Ashforth and Mael, 1989). The organization identification literature postulates that value congruence is an important element for measurement of organization identification. (Edwards, 2010).

ORGANISATION CITIZENSHIP BEHAVIOR DIMENSIONS AND MEASUREMENT

Internal brand behavior in academic literatures is rarely being discussed but understanding internal brand behavior i.e. employees brand behavior is especially

important as employees behavior and attitude play a pivotal role in organization and brand success (Burman & Zeplin, 2005). **Brand citizenship behavior** is relatively new construct which is explained and measured by seven dimensions like helping behavior, brand consideration, brand enthusiasm, sportsmanship, self development, brand endorsement and brand advancement. Brand citizenship behavior has taken its shape through the management thought which is originally proposed by Burmann and Zeplin (2005). The concept of brand citizenship behavior which is derived from **organization citizenship behavior** is defined as voluntary contribution of employee's to project a number of generic employee behaviors that increase brand identity and a measure of employee willingness to give extra effort which goes beyond basic functions of organization setting. It is the external targeted behaviors which strengthen satisfaction, loyalty and retention of employees.

In essence BCB is defined as a measure of employee's voluntary willing full effort to give extra effort beyond its basic functions to develop brand identity and organization performance. Originally it was derived from the theory of organization citizenship behavior (OCB). Organization citizenship behavior as an innovative concept has drawn significant scholarly attention for organization effectiveness. Organ (2007) defines Organization citizenship behavior as behavior that is discretionary, not directly or explicitly recognized by a formal reward system and that in aggregates promote the effective functioning of an organization. The dimensions of organization citizenship behavior which are termed as citizenship behavior includes altruism, virtue courtesy, consciousness and sportsmanship.

Organization citizenship behavior maximizes efficiency and productivity both at organization and subordinate level by spreading best practices in an organization. According to Begum (2005) OCB is focused intra-organizationally which is concerned with job related performance. Such behavior

with high brand citizenship spirit leads to accomplishment of self-satisfaction and organizational objectives through commitment and loyalty towards brand (Punjaisri & Wilson, 2007). This concept is measured by altruism, civic virtue, conscientiousness, courtesy and sportsmanship (Dennis organ, 1997). **Altruism** is the voluntary helping behavior for fellow employees with work related problems, assisting in professional events, help in use of new technology (Organ, 2007). **Civic virtue** improves efficiency of organization through involvement of employees in organization policy setting; attendance in optional meeting etc (Allison, 2001). **Conscientiousness** is discretionary behavior of an employee which beyond normal functioning works of an organization. Avoidance of unnecessary breaks, making constructive suggestions is examples of this dimension behavior for organization effectiveness. (Tayyab, 2005). **Courtesy** is considerate behavior which allows for efficient planning and coordination through acts like prevention of work related problems for others, informing co-workers of delay in work progress for achievement objective of organization (Werner, 2007). **Sportsmanship** is measured by tolerance power of an employee in inevitable inconveniencies and impositions which are inherent in workplace (Allison, 2001). **Brand commitment** are conceptualized as a key element in the overall identity brand management. It is a part of employees brand attitude dimension (Punjaisri 2009).along with theories of internal branding practices concepts of organizational commitment ,organization identification and social identity enhance employees commitment to achieve goal effectively (Foster, 2010). It is the extent of psychological attachment towards brand of employees which influences interest to meet brand goals (Burman & Zeplin, 2005). It would be best measured by three dimensions like brand compliance, brand identification and brand internalization (Nelson, 2005). **Job satisfaction** has been recognized as a crucial need for organizations excellence and success

in performance. (Baron, 2006) posit that only satisfied employees in job give extra effort to achieve organization goal. (Strobe, 2001) job satisfaction is an effective response towards job after comparison of actual outcomes with desired expectations. (Armstrong, 2003) job satisfaction is influenced and measured be both intrinsic and extrinsic motivational factors like worthy-work, recognition, responsibility, company-policy, supervision, salary and interpersonal relationship.

On the basis of literature analysis and research on emerging fields of marketing, organisation behavior the purpose of the paper is to review the different fields of employer branding literature which will help to identify knowledge in improving understanding of what effective employer branding constitutes and its effect on organization success. So the identified three broad themes for categorizing the employer branding literature includes areas of research organization attractiveness to potential new recruits , linked areas of organization citizenship behavior. Thus the distinguished three thematic sections are as follows-

REVIEW OF EMPLOYER BRANDING CONCEPTS AND THEORIES:

This category includes articles that discuss the concepts of employer brand and the related branding process from a theoretical perspective. Literature that discusses employer branding theory and models combining elements like linkage with different constructs, employer branding strategies and activities. A consolidated summary of the findings follows.

(a) Application areas and target group

Employer branding target group and application areas have taken three different perspectives like job market, HR, functional organization perspective from literature. It has been suggested that employer branding is useful in highly competitive job market. (Hughes and Rog 2008). Ewing (2002) posited that employer branding becomes more effective in knowledge based high value added service organization like

manufacturing, banking, aviation sector where professional knowledge is prerequisite. Second, from functional organizational perspective it has been postulated that employer branding act as a premise for developed career management programs, organization talent management strategy and tool for effective communication of company values through impression management (Backhaus and Tikoo 2004). Third, from an HR cycle perspective, for achieving a high level of retention and productivity from current and existing employee's employer branding is considered as an effective strategy.

(b) Strategic model developed on employer branding

An initiative can be generated for active dialogue between employer and its employees through a model aligned with external and internal branding. External branding can be projected through use of job sites, banners, corporate social responsibility and internal branding is demonstrated through stay interview, employee participation, and exit interview and policy information for current and potential employees (Sanjana Gupta, 2012). Author wanted to explore the contribution and impact of individual and organizational values on employer branding .study revealed some issues related to bank which must be addressed by creating identity models coined with different aspects like psychological contract, emotional intelligence, employee commitment and ethical competency (Semnani, 2014).The employer branding model based on individual values (employee commitment ,moral intelligence, emotional intelligence) &organization values (organization culture, corporate social responsibility, internal marketing) is become useful tool for achieving efficiency (Miles & Mangold, 2005). This model has many implications for future research in employer branding as researchers has to focus on many factors of individual and organization values for organization success. Leppla (2013) focused on effective internal branding as a beneficial tool for service organization.

Paramount importance must be given into the aspect of attitudinal outcomes of employees like perceived autonomy, payment and reward, recognition with brand loyalty and commitment to bring successful corporate marketing culture image.

(c) Links with employee engagement and employer branding

The relationship among employee engagement and employee expectation is explained by an effect of employer branding (Piyachat & Panisa, 2014). Best employer is differentiated by high level of employee engagement and there is a positive relationship between employer branding and employee engagement which is driven by development, application, employment, organizational reputation values (Hewitt, 2011). There is strong association between employer branding and organization success through mediating effect of attractive contracts of employer and aligned brand with corporate direction for encouraged high performance, expertise (The work foundation, 2009).

(d) Links between employer branding and employee expectation

It is revealed that there is a strong impact of employee expectation on employer branding for prospective employees (Harris and Fink, 1987). Job seekers intend to apply and accept job offer with an organization when they offered perceived competitive pay image, attractive job image and good organization image (Rose, 2006). Employees' perception of career development opportunities, community commitment, friendly atmosphere have strong impact on employee engagement which is facilitated by employer branding emotional drivers and factors (Clarke, 2009).

(e) Links of employer branding with literature on employee satisfaction & organization commitment

A multidimensional measure of corporate brand personality has been developed to measure employer brand association and to predict the factors of employee satisfaction

and commitment to seek positive perception of organization reputation (Davies, 2004). Seven dimensions employer branding is being analyzed to know its impact on satisfaction of potential employees like agreeableness, competence, enterprise, ruthless, chic, informality and machismo (Davies, 2004). There is positive relationship between employer brand and job satisfaction, commitment of employees. Agreeableness (supportive, trustworthy) and chic (stylish, prestigious) has significant relationship with job satisfaction of employees and agreeableness (supportive, trustworthy) & enterprise (modernity, adventure, boldness) has significant relationship with organization commitment (Khanolkar, 2003). Tocquer (2010) emphasizes on identification of relationship between service brand equity and brand commitment through measuring employee attributes. To deliver service brand promise successfully, differentiation in brand equity dimensions must be given due importance. Evans Sokro (2012) analyzed influence of employer branding in attraction & retention of employees. To build diverse carrier partner employer branding loyalty, team management approach with employer equity must be given due importance. He identified out two areas of employer branding which must be given rigorous insight these are - performance management & induction programme concept for quality enhancement.

EMPLOYER BRANDING ACTIVITIES AND STRATEGIES

This section examines employer branding activities which include articles that empirically evaluate and given findings of marketing activities, methods, regarding different communication channels, and strategies, and their effectiveness in creating and modifying employer knowledge and other employer branding outcomes.

In today's business environment employer branding provides employee loyalty and nurture talent to retain it through promotion of brand within and outside the organization to make the employer image attractive for

potential employees (Minchington, 2007). In the light of research it can be posited that employer branding strategies are formulated with the analysis of organization values, culture, competition, brand image which lead to identification of value propositions (Ritson, 2002). These strategies help in development of communication channels for internal and external marketing for positioning brand equity and to bring employer attractiveness with employer brand loyalty (Berthon, 2005). The success of any organization depends on attraction and retention of existing talent. Review of employee relation strategies for motivation of employees by endeavoring to be the employer of choice is a matter of concern (Tuzuner & Yuksel, 2009). Employees values are the antecedent of employer branding for attraction of talent towards an organization through development of a strategy combined with variables like interest value, application value, development value, economic value, social value (Hah, 2005). employers need to design strategy for employer brand by focusing on priority basis towards the following order like social value, interest value, development value economic value. As social value and interest value of employees has greater impact on employer branding process so the organizations has to be mindful to portray these values in employment related branding strategies for retain talent (Biswas & Suar, 2013). It also suggests attention must be shifted towards social value importance and lack of significance from the aspect of application value. Suman Kumar Dawn & Suparna Biswas (2008) highlighted on factors which leads to favorable outcomes of employer brand in Indian organization in retaining employees. Self-efficacy, work rituals for employer brand associations should be groomed up for strong learning culture to attract best talent. The organization should do more research on global talent programme with global exposure for innovative workforce management. New intelligent employer will not only attract new talent but also the need to retain existing work force to compete globally, organization

should focus on the integration of employer brand with organization attributes (Berthon, 2005). The most preferred organizational attributes which help in developing a strategy for increasing employer attractiveness are like Organization culture, brand name, compensation and employee empowerment (Chhabra & Sharma, 2014). Literature on Preferred channel of communication for branding awareness has revealed that prospective employees select job portals, company presentations, for exploring employment opportunities because there is a psychological bond with the organization and as employer brand promoting channel which improve attractiveness (Chhabra & Sharma, 2014). Punjaisri & Wilson (2009) in his study gives specification to hotel industry for finding the equation between internal branding and delivery of branding promise. In organization emphasis should be given to bring congruence between internal and external brand messages through training program me, daily briefing and two way communications for enhancing knowledge about brand skills. Gomez (2009) explored that employee perception and opinion regarding future and current branding strategies act as significant factors, for achieving brand success and global image through extensive research. Gupta (2012) gives insight into aviation sector for identifying equation between internal branding and employee branding through EBM, EVP and communication strategy. He suggested employee branding should act as a vibrant competitive tool for retaining potential employees through positioning positive corporate culture in the minds of employees, customers and stake holders.

Organization attractiveness

This section include articles that assess elements and links of employer attractiveness constructs with employer branding, their inter-relationships, and their impact on individual or organizational levels (e.g., influence on employee attitudes or organizational outcomes), and are comprised of different dimensions of the construct such

as employer image (i.e., attribute recall), employer reputation (i.e., affective evaluation), and employer identity and brand personality.

A significant body of research exists in the field of employer branding which investigates factors affecting organization attractiveness for attraction of potential recruits. The central aim of this paper is to emphasize on findings from literature review in the area of organization attraction dimensions, predictors and its relationship with positive brand promise delivery for building company reputation. (Chapman, 2005) posited that there is a vital relationship between OA perceptions and applicant decisions such as job acceptance and choice intentions which lead to applicant action to accept job offer. OA mediates the link between recruitment message and intentions to accept a job offer (Robertson, 2005).

Links with employer brand association-

Employer brand association affects employer attraction employer brand loyalty contributes towards employee productivity (Jiang & Iles, 2011). Jiang & Iles (2011) tried to find out the significance of organization attractiveness (OA) and employee based brand equity (EBBE). As an interview in private sector of china revealed that OA and EBBE should act as valuable factor to retain potential employees through innovative framework consist of reputation, interest, social and Economical value.

Links with employer branding & EBBE -

OA acts as an antecedent of general concept EBBE. Perceived job quality, risk of joining the company, employee information cost create organization attractiveness (Backhaus and Tikoo,2004).the employees who perceive EB as having high equity ,they are more capable to communicate companies brand promise to outsiders and increased reason of stay in the continuing organization (Wilden, 2006).employer brand associations and brand loyalty has significance on OA and EB .Employee based brand equity and OA have favorable relationship as if an employer is perceived to be attractive then stronger will

be employer branding , ultimately it affects the encouragement factors of applicants to apply and stay in the company (Aiman Smith,2001). The relationship between corporate identity, reputation ,impact of EB strategies on organizational performance needs further analysis. (Edwards, 2005). Organization as a potential employer should provide information or messages including employer branding communication to improve attractiveness and organization success (Cable & Turban, 2003).

Links with organization reputation- These researchers again emphasized on the importance of **company reputation** in improving the likelihood of potential applicants' application for the job. Two key factors is identified i.e. organization familiarity and external ratings of corporate communication for predicting job seeker reputation perception. Favorable attitudes towards organization and early recruitment practices have positive impact in prediction of intentions to apply for a job by the applicant (Stevens, 2002). Corporate advertising would play an important role in developing organizations attractiveness and reputation as an employer (Han, 2004). John Power Susan Whelan Gary Davies, (2008) explored the impact of trust on brand image, connectedness and attraction of ruthless brand through measures of brand relationship outcomes i.e. attractiveness and self-connectedness.

Links with organization identity- Research indicated a positive association between level of employee perceptions of the strength of an organizations image and identity and degree of employee high level commitment &organization identification (Ashforth, 1989). Fahim Shaker & A.S Nooruddin Ahmed (2010) suggested research work must be done &deeper insights should be given towards to find out the impact of positive & negative employee identity construction negotiation on employer brand image. Fahim Shaker & A.S Nooruddin Ahmed (2010) suggested research work must be done &deeper insights should be given towards to find out the impact of positive & negative

employee identity construction negotiation on employer brand image.

Links with organization identification- Attraction leads to affinity which encourage and motivates existing and current employees to identify with the organization (Edwards, 2010). The notion of identification as a part of employer branding has long traditional impact on attractive good reputation and positive employer brand which in return will attract more identification from employees for organization (Ashforth, 1989). Employees have shown more likelihood of interest in identifying with the organization when they perceive organization has supportive culture for employees (Edward, 2009). Inconsideration to this area review it is clear that people management aspects of brand employment experience will be important for employer to encourage current employees to identify with the employer brand (Bruch, 2006).

Link of attractiveness and connectedness and brand trust- trust in a brand is one aspect of brand associations essential for brand success (Berry, 1995). A brand's credibility is assessed on the perceptions of associations surrounding a company's trustworthiness, reliability, honesty, and benevolence ,Credibility has two elements: (1) trustworthiness; and (2) expertise (Erdem and Swait, 2004).Trust plays a major mediating role in making brand attractive through features of good, empathetic, honorable and positive brand image. As if the brand will be ruthless (egotism, dominance) it will have less trust from employee side, connectedness and attractiveness (Chaudhuri, 2001).There is no significant relationship between ruthless brand and favorable outcome i.e. attractiveness and connectedness (John Power Susan Whelan Gary Davies, 2008).The more trusted the brand greater will be attractiveness and self connectedness (Aaker, 2004).

Links of brand personality, brand affect with organization attractiveness- Brand

personality traits is used effectively to explain and measure organization attractiveness (Highhouse, 2007). The brand personality traits like excitement, competence, sophistication and ruggedness have strong positive influence on employer brand and organization attractiveness of potential applicants (Kenning, 2008). Brand affect and brand personality is moderated by brand trust which improve employer attractiveness (Kim, 2010). Kenning (2014) posited the features of a conceptual consumer brand model with mediating variables like trust, brand and personality for explanation of employer brand attractiveness in rapidly increasing talent management organization. It has revealed the result that brand personality, brand affect has considerable impact on brand attractiveness.

Organization citizenship behavior- This section include articles that empirically evaluate the relationship and impact of different factors of OCB on organization attractiveness and employer branding like brand trust, brand commitment ,employee attitude, job satisfaction and organization culture etc. which helps to enhance employer knowledge and to develop (potential) employees' employer brand equity as a basis for favorable outcomes on the individual or organizational level and effectiveness in brand citizenship behavior for success. (Gardner, 2011). The stream is therefore comprised of investigations of different activities that influence employer knowledge dimensions.

All the dimensions of organization citizenship behavior elaborated above have combined advantages for organization success, effectiveness and growth (Murphy, 2002). Attraction and retention of talent is the most crucial function of HR managers in any organization because of scarcity of requisite talent due to dynamic business environment. Research has therefore established a link between employee attraction and OCB through various strategy of employer branding. (Organ, 2005) posits that OCB can assist an employer in volunteering information about the market and the

organization which the employee could use in responding to the changes effectively. (Bergum, 2005) OCB is significantly related to employer branding and talent attraction through organization attractiveness by maximizing productivity of both subordinate and organization level through spreading best practices .

Links of job satisfaction and organization citizenship behavior- In explaining relationship between job satisfaction and OCB is rooted in the assumption that highly satisfied employees likely to be more engaged in OCB because of a social exchange theory (Scott& Greenberg, 1996). Scott posit that a strong social exchange relationship of employer and employee will help in developing positive work relationship and emotion which will in turn give job satisfaction and inspiration for employees to be engaged in OCB. Organ, (1998) showed a positive significant association between OCB and satisfaction. Job satisfaction is correlated with altruism which is the dimension of OCB (Adam, 2001). Pride in task completion, trust of employer, job involvement, affective commitment are more related with strong OCB than job satisfaction (Hodson, 1998). Thus relationship between OCB ad satisfaction depends on two measures of job satisfaction i.e. cognitive and affective satisfaction (Anderson, 1991). Job satisfaction and OCB was moderated by team commitment, conscientiousness, civic virtue and sportsmanship than altruism to build strong high relationship between employer and employee (Tang,2008). Malvern W. Chiboiwa¹, Crispin Chipunza and Michael O. Samuel (2011) identified co relationship between cognitive job satisfaction and organization citizenship behavior with analysis on dimensions of it for productivity and efficiency at organization and subordinate level.

Links of employee attitude and organization citizenship behavior- Aila Khan John Stanton Syed Rahman, (2013) wanted to explore impact of employee attitude and behavior towards employee's sponsorship programme. Research can be

done to identify relation between aware and unaware employees of organization citizenship behavior on identity attractiveness. A desirable employer is influenced by employees positive attitude, behaviors and perception and it leads to influence organization commitment (Madrigal, 2000). There is a strong relationship between a general attitude and citizenship behavior but it sometimes lacking due to situational factors (Janssens, 2007). A company featured with socially sponsored responsible behaviors, consistency with social exchange theory attract employees and it is expected that these employees engaged more in OCB (Chong, 2009). Employees organization identification will affect significantly employees intentions to perform organization citizenship behaviors (Blau, 1964). employers sportsmanship activity affect employees belief and attitude which increase engagement of employees and ultimately it leads to improved intentions of OCB (Aila Khan John Stanton Syed Rahman, 2013). Luccahelin (2011) highlighted on the aspect of impact of employee attitude on service brand through employee satisfaction and customer interaction. It also suggests that employee brand is especially relevant to knowledge intensive industry by leveraging company profit through enhancement of service profit chain and payoff for high OCB.

Links of brand knowledge, brand commitment, brand rewards and employees organization citizenship behavior-

Conceptualization and understanding of internal brand behavior (employees brand behavior) is very pertinent now for analyzing role of employees attitude and behavior for brand success (Burman & Zeplin, 2005). Employees attitude and inconsistent behaviors are identified as inconsistent with desired brand image and factors for dissatisfaction to dilute brand image like unhelpful, rude, unfriendly, less initiative and unknowledgeable. Thus this rise to discuss on various desired behaviors which will be consistent with brand to contribute for brand performance (Herman, 2007). Literature suggests that the employees who

have commitment towards brand are being able to show high brand citizenship behavior to achieve personal satisfaction and organization goal with enthusiasm, high level of helping behavior, compliance and loyalty to brand value (Punjaisri & Wlson, 2007). Brand knowledge and brand reward act as stimulus while brand commitment act as mediator and BCB (organization citizenship behavior) is as response resulted from stimulus (Tocquer, 2009). Theories of organization identification, social identity, brand commitment could enhance employees OCB to fulfill organization strategic interest (Foster, 2010). The findings postulated that relationship between brand knowledge (brand meaning, responsibility to deliver brand promise) and brand rewards, brand commitment (brand compliance, brand identification, brand internalization) has positive impact on organization citizenship behavior (Burmman, 2008). Brand rewards both monetary and nonmonetary rewards play an important role in stimulating employees citizenship behavior. The study revealed that brand commitment could mediate brand knowledge and brand reward on effectiveness of OCB (Kenny, 1986). Shaari & Hussin (2012) highlighted on the association between brand knowledge and brand reward for the effectiveness in brand citizenship behavior in hotel industry. He suggested theories of organizational commitment, social identity; leadership, recruitment; training and communication must be established in each organization for aligning employees brand behavior with employee engagement effectively.

Link of employee organization citizenship behavior with satisfaction and loyalty-

There is a positive effect of organization citizenship behavior on employee satisfaction and customers behavior intentions (Anderson, 2000). There are two motivations of OCB like employee attitude in workplace and individual employee performance (Organ, 1998). Literature has suggested that helping behavior and social recognition which are the dimension of OCB has positive impact on organization performance. There

is a significant relationship between organization citizenship behavior and loyalty (Carmen Barroso Castro Enrique Martín Armario David Martín Ruiz, 2004). Service quality and profitability is moderated by satisfaction and loyalty intentions (Anderson, 2000). There is a proposed model to verify the relationship between customer loyalty and citizenship behavior from point of service quality of a brand. It aimed at finding out effect of employee's skill and behavior intentions on corporate performance (Ruiz, 2004). Cooper (2013) examined relationship between organization stressor and organization citizenship behavior with the support of moderating variable.i.e perceived organization support. Muldoon (2013) explored the moderating relationship between proactive personality and organization citizenship behavior moderated by job autonomy and job value for bringing satisfaction for increased OCB.

Links of volunteerism and organization culture with organization citizenship behavior Organizational commitment (OC) and organizational citizenship behavior (OCB) have generated much significance as the measures of employees' attitude and behavior for improving organizational effectiveness (Hoffman et al., 2007). Personal development and volunteerism have positive impact on OCB and organization commitment. Volunteerism and sociability dimension act as predictor of OCB and commitment (Jones, 1996). Organizations should develop organization culture with people focused environment, personal development motives, voluntary aspects of work behavior for employees satisfaction (Snyder, 2007).Strength of relationship of motives for volunteerism and organization culture with organization commitment and OCB (Goswami, 2008). Jain (2015) described the impact of personal development dimensions of volunteerism on organization culture and organization citizenship behavior. The study identified dimensions of volunteerism which motivates work culture of senior management of public sector organization in India.

Models of employer branding, organisation attractiveness and organisation citizenship behavior (OCB)

Employer based brand equity is act as the desired outcome of employer branding activities, strategies and models as it proposed that to encourage and motivate current and potential employees to stay and apply in an organization. Organization attractiveness is the power that draws attention of applicants to focus on brand. Organization citizenship behavior is the discretionary effort given by the employees which is above the normal functioning of an organization. So EBBE, OA & OCB are positively related as the more attractive and reputed the employer is perceived to be the stronger will be EBBE and OCB (Berthon, 2005).As per the review EBBE and OA are antecedents of OCB. Higher the employer based brand equity and organization attractiveness it will add to make employer brand more attractive for employees and OCB will be developed among new applicants for more productivity. So in order to improve applicant attraction towards brand and level of retention organization should focus on important aspects like OA & EBBE components such as brand trust, brand knowledge, brand association, employer values like social, interest and economic values.

CONCEPTUAL MODEL

The conceptual framework for understanding effectiveness of organization citizenship behaviors and its relationship (dependency) on effectiveness of employer branding strategies & employer attractiveness created by an organization has been developed .As per the review of literature done in this area of employer branding, OCB depicts two dimensions or variables for its successful achievement i.e. employer attractiveness and employer branding. As knowledge about organization value propositions resulted in formation of attractive brand image in the minds of employees, so communication of organization attributes is essential. But

review explores less or no work has been conducted so far with combination of three aspects and its relation on organizational effectiveness and to measure the true impact of these two concepts i.e. employer branding and organization attractiveness as (stimulus and organism) respectively on citizenship behavior (response) of employees as well as an organization needs to be evaluated on their effectiveness. So the developed model will be benefited for all sectors in formation of employer branding framework for effective promotion of OA factors and developed OCB. Based on the preceding discussion following figure 1, exhibits the research framework.

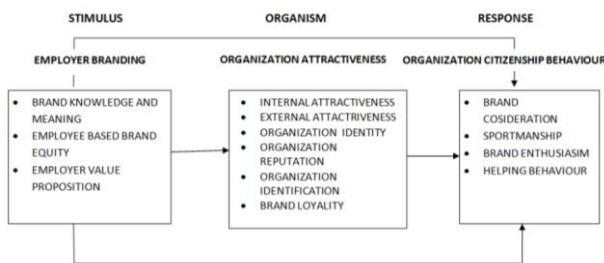


Figure 1: Research Framework

Trend and Future directions of Research

From the available literature it has been found that importance was given to variables of employer branding like economic value, social value, development value and tangible, intangible attributes of branding. Though it plays a vital role but more study can be done to know how to create organization value proposition through analysis of psychological contract and emotional intelligence. It also revealed from review that there was lack of retention of competent experienced existing employees in educational institutions and service organizations due to ignorance of research in different aspects like measurement of employee attributes, social identity, attitudinal outcomes of employees like perceived autonomy, payment and reward, recognition with brand loyalty and commitment to bring successful corporate marketing culture image. By going through literature, gap was also found in identification of relationship between

organization attractiveness and employee based brand equity (EBBE) should be given paramount importance for research. This study has also not imparted much on relationship between organization citizenship behavior and employee engagement for development of employee brand behavior. So there should be creation of equation between job satisfaction, organization commitment and trust for brand image development and attraction of potential talent which will come from within the employees to go extra miles in organization in taking organization to a desirable stage.

Thus further research could be undertaken to address these gaps as mentioned. Such researches could contribute to the development of framework for verifying the impact of employer branding and organization attractiveness for effectiveness in brand citizenship behavior, which will drive the employees enthusiastically to achieve work through effective performance which will give benefit from the aspect of both organizational success and vice versa.

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