

Associating Employer Branding to Organizational Citizenship Behavior: A Study of Job Engagement as a Mediator

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To Link this Article: <http://dx.doi.org/10.6007/IJAREMS/v13-i4/23099> DOI:10.6007/IJAREMS/v13-i4/23099

Published Online: 04 November 2024

Abstract

The concept of employer branding has garnered significant attention in both theory and practice. Nevertheless, the existing body of research in bank management has not explored the multifaceted impact of employer branding on organizational citizenship behavior using a mediation process. This study intends to fill these gaps by investigating the mediating role of Employee engagement between Employer branding dimensions and Organizational citizenship behavior. Empirical tests were conducted and questionnaires were used to get primary data. In the current study, all of the direct and mediating hypotheses were accepted. The study's conclusions demonstrate that banks may establish themselves as top employers by creating stronger employer branding standards, which will boost employee engagement and organizational citizenship behavior. Employers may influence potential workers with their attractiveness, distinctive organizational qualities like a healthy working atmosphere, and job features like training & development and compensation & benefits. It was shown that Organizational Citizenship Behavior is more significantly impacted by Employer Branding. The management should take the initiative to educate the businesses about the advantages of branding in a dynamic market, as the majority of them are still unaware of this.

Keywords: Employers, Employer Branding, Organizational Citizenship Behaviour (OCB), Employee Engagement (EE), Mediation.

Introduction

The ever-changing business environment, high competition, and the effects of globalization have made it very difficult for organizations to build an employer brand (Elegbe, 2018b). This problem is not exclusive to the West; Eastern organizations are also encountering comparable difficulties in their attempts to improve performance by building a strong employer brand (Bussin and Mouton, 2019; Butt et al., 2020). As a result, organizational managers must keep

an eye on and always assess their organization's prestige since it encourages employee loyalty, dedication, and the desire to work there (Donkor et al., 2021a; Gilani and Cunningham, 2017).

The worldwide management community has welcomed the concept of employer branding, which was initially used in the early 20s (Shrestha, 2020). Employer branding has become an important strategy for companies looking to captivate and keep proficient workers in today's cutthroat business world. It is developing and promoting a distinctive employer brand for the company to set it apart from the competition and draw in and keep the best and most driven workers (Bharadwaj et al., 2021). Like a trend in business, firms are worried about improving their reputations with the public, both inside and outside the company, the latter being considered as one of the most important stakeholders. It highlights some characteristics of the employer brand from its emerging broad perspective: it defends the use of marketing and branding principles in the setting of human resources. It emphasizes the need for a well-thought-out, focused, and long-term talent management strategy; it concentrates on both internal employees and external persons and it raises the necessity of setting the employer apart from competitors in the imagination of stakeholders (Khandelwal, A. (Ed.),2021). Employer branding considered a strategic way to increase organizational performance, is derived from the branding theory concept, which focuses on the strategic application of branding as the foundation for a company's growth rather than merely an individual plan (Melewar and Nguyen, 2014). Branding theory offers a framework for comprehending the value of employer branding and its influence on organizational success. Organizations can create a positive work environment, enhance employee commitment and loyalty, retain top talent, and improve organizational performance by implementing an effective employer brand strategy and taking employee development and retention initiatives (Bharadwaj et al., 2021). However, few studies have studied the effect of employer branding on the current workforce in businesses, despite the rising body of research in this area (Backhaus, 2016). According to Benraiss-Noailles and Viot (2020), employer brand requires more investigation and analysis of many aspects in different contexts. In Pakistan, the banking industry is the most important service sector. It is afflicted by several issues even if it is the best sector. The emergence of Islamic banking and the emergence of international banks have led to intense competition among banks (Hassan et al., 2012). In banks, filling positions is too tough and employee turnover is a major problem. Banks have not received any applications from recent graduates because of societal conflict (interest) and conflicting beliefs. It is not admirable that they have a predisposition to join (Bowra et al., 2012). Organizations in both rich and developing nations are struggling with a lack of human capital, even in these hard economic times. Brain drain is a result of human capital leaving emerging nations at a rapid pace. Pakistan is among the nations where prospective workers are leaving the country. According to Saini et al. in 2013, employer branding is the most important element that has recently been added for intention to apply in the literature. Due to a lack of human capital, the employment market has drawn more attention globally. Businesses are having a very difficult time connecting with the potential workforce (Franca & Pahor, 2012). According to Saini et al (2013), employer branding deals with the benefits that companies provide to their workforce. Prospective workers are continuously looking for better opportunities in terms of monetary rewards, work culture, and job attributes. The distinctiveness of an employer's image is derived from organizational and employment features. It sets an employer apart from competing employers in the labor market. Banks may recruit top talent and retain current

staff by building a strong employer brand. Increased productivity, greater work satisfaction, and reduced turnover rates can result from this. Organizations in Pakistan are focused on customer branding rather than employer branding (Bhasin et al., 2019). However, there is a need to understand that a customer brand cannot be created until employer branding is there. The current is conducted to evaluate the importance of the implementing Employer branding in HR practices. This research is one of the few that connects branding theory to human resources, and it is the first to do so with employer branding elements to improve organizational performance in Pakistan's banking sector.

Research examining the link between retention and employer brand has recently increased (Ahmad et al., 2020). Nonetheless, it appears that employee engagement, one of the key objectives of employer branding, has gained little attention (Rana & Sharma, 2019). Furthermore, because of high competition in the services industry, building and maintaining a strong brand is essential (Lee et al., 2014). Engaged employees successfully serve as the company's representatives and also are important to the service delivery process (Bhasin et al., 2019). According to Wallace et al. (2013), employee dedication is essential to an establishment's ability to meet service goals and win over customers. Globally, banking institutions operate in an extremely stressful organizational environment (Abdullah & Ramay, 2012). Employer branding involves more than just projecting a strong image to the public (External Branding); it also entails fostering an atmosphere where employees feel appreciated and are encouraged to advance personally and professionally (Internal Branding). Both are required to position the company as the market's top employer. Comparing internal branding to external branding, it was discovered that internal branding had a greater impact on organizational citizenship behavior. The management should take the initiative to educate the businesses about the advantages of employer branding in a dynamic market, as the majority of them are still unaware of this (Pahuja, P et al .,2022).

Theoretical Implication

The current study offers insights into how employer branding aspects might affect organizational performance in a particular setting, which has significant theoretical and practical implications for employer branding. The research also holds practical significance for managers operating in the banking sector in Pakistan, as it may assist them in crafting employer branding tactics that result in enhanced overall performance. The social exchange theory, or SET (Andrew & Sofian, 2012; Blau, 1964), which is fundamentally predicated on the development of the connection between employers and workers, is intimately linked to modern organizational behavior practices. According to Tsarenko et al (2018), the exchange mechanism needs an investment from the entities about a certain procedure. The process of social exchange involves applying resources, commitment, self (entity), love, and ardor in return for some rewards (Arasanmi & Krishna, 2019). Employee perceptions of justice and convictions about their workplaces serve as the foundation for the employee-organization exchange process (Cropanzano & Mitchell, 2005). According to certain research, workers who feel that their employer appreciates their commitment and hard work, have a positive attitude and engagement for their companies (Tsarenko et al., 2018). As positive opinions and feelings for their employer enhance, so does their level of involvement with the company and its objectives which leads to organizational citizenship behavior and decreased turnover.

Literature Review

Employer Branding

Ambler and Barrow in 1996 initially introduced the term “Employer branding”. The implementation of marketing ideas in human resource management (i.e., internal marketing) has given rise to the notion of employer branding. According to the theory behind internal marketing, jobs are internal products and employees are a company's internal customers. An organization needs well-pleased employees before it can please consumers (George, 1977). Employer branding, according to Sullivan in 2004 is a tactic used to control stakeholders' knowledge, views, and beliefs about a specific company. Employer branding portrays Organizations' efforts to communicate to internal and external stakeholders what makes it both preferable and different as an employer (Taylor and Jenner, 2007). According to many studies, companies with a positive employer brand will inspire more skilled candidates (Cable and Graham, 2000; Cable and Turban, 2003). Through its effect on individual, team, and organizational engagement, employer branding also involves the retention of talented people, the development of stronger bonds between coworkers, and the establishment of belief in leadership (Gittell, Seidner, and Wimbush, 2010).

Employer branding is a multi-factor construct and has the following factors:

Interest value: According to Ambler & Barrow (1996) and Berthon et al. (2005), it is the degree of employer attention demonstrated by the innovative and creative options present in the workplace for the workers.

Social value: It evaluates the value present in the social environment of the business, which includes positive employee relationships and the presence of a sense of community (Ambler & Barrow, 1996; Berthon et al., 2005).

Economic value: In terms of fair remuneration, incentives, and work-related bonuses, economic value measures how appealing an employer is (Ambler & Barrow, 1996; Berthon et al., 2005).

Development value: This element assesses the employer's attractiveness to provide career progression opportunities to the employees (Ambler & Barrow, 1996; Berthon et al., 2005).

Application value: According to Ambler & Barrow (1996), and Berthon et al. (2005), this component evaluates the establishment's attractiveness to employees in terms of how well they utilize their skills and provide training on the job.

Fuentes-Alcántara, L et al in 2024 examine TIGO's use of employer branding, focusing on the effects it has on employee commitment, loyalty, and employee happiness. It emphasizes how strong boundings are established and how workers' sensational, emotional, and intellectual involvement at work links them with company ideals. According to the report, TIGO's employer branding improves the company's ability to keep talent while building a strong reputation in the industry. Employer branding (EB) and organizational performance in the hotel sector are analyzed critically, with special attention paid to areas like work-life balance (WLB), ethics and corporate social responsibility (ECSR), training and development (TD), and pay and benefits (CB) (Azhar et al,2024).

Employee Engagement

According to Kahn (1990), "people employ and express themselves physically, intellectually, and emotionally during job performance" is one way to describe employee engagement. According to Andrew and Sofian (2012), employee engagement may also be stated as the level of commitment and connection that employees have to the organization and its values. As an alternative, employee engagement has been defined as the relationship that employees have with the organization's mission (intent) and its values. When this relationship exists, employees feel empowered, enthusiastic, and driven, which motivates them to work harder at their jobs and to advocate for the company (Ewing et al., 2019). Businesses may achieve more productivity and reduced employee turnover with an engaged staff, which will eventually position the firm more competitively in the market (Vance, 2006). The reason for this efficiency is that engaged people are more focused on their tasks and exhibit high energy and desire. Bhasin et al (2019), state that involved workers are vital to establishing corporate competitiveness, particularly in the service industry.

Relationship between Employer Branding and Employee engagement

Research has stated that company branding might improve employee engagement (Sartain & Schumman, 2008) and help to enhance employee engagement (Angelopoulou, 2015). Workers are more likely to be involved with the company and focused on achieving their goals when they are given sufficient resources and other facilities. They feel that they are valued by the organization (Tsai & Wu, 2010). A positive work environment encourages the participation of employees in the workplace and increases employee productivity (Kunerth & Mosley, 2011).

Organizational Citizenship Behavior

OCB is described as involving staff members in optional additional role behavior that is critical to enhancing organizational success. Formal incentive systems are not directly related to this behavior (Organ, D. W et al., 1995). Organs provide the most accurate OCB categorization (Tambe, S, 2014):

1. **Civic Virtue:** This conduct demonstrates how staff members contribute to organizational concerns and enhance the value of the organization.
2. **Altruism:** This conduct demonstrates workers' willingness to contribute to the goals, tasks, and objectives of the company.
3. **Conscientiousness:** This conduct demonstrates a workload above the call of duty.
4. **Sportsmanship:** This conduct demonstrates how an employee works under difficult circumstances without raising any issues and shows a positive attitude.
5. **Courtesy:** This conduct demonstrates getting along with coworkers and operating calmly inside the company.

Organizations are surviving and growing in today's highly competitive and globalized world by utilizing their workforce. Organizations should find out what motivates workers to do extra tasks in addition to their assigned duties. The term "OCB" refers to the type of conduct that is considered necessary to enhance the effectiveness and performance of an organization. Employee engagement can lead to an increase in OCB since motivated workers give their all for the organization (Sridhar, A. et al., 2014). Companies are depending more and more on workers' discretionary efforts at work in addition to task competency. To better understand

the connections between employee engagement, OCB, and organizational effectiveness, Kataria et al. (2012) study examine the kinds of literature on employee engagement and OCB. The research presented in this study suggests that OCB may be influenced by employee engagement. Because they have greater levels of OCB, engaged workers also have the greatest potential to increase organizational effectiveness. The purpose of the study conducted by Yadav, S., & Morya, K. K. (2019) is to investigate how, in the Indian hotel business, organizational citizenship behavior (OCB) and employee engagement (EE) interact. The study's conclusions give businesses a valuable indication of how to improve OCB through more efficient staff engagement. The research may help create a conceptual model illustrating how EE and OCB are related.

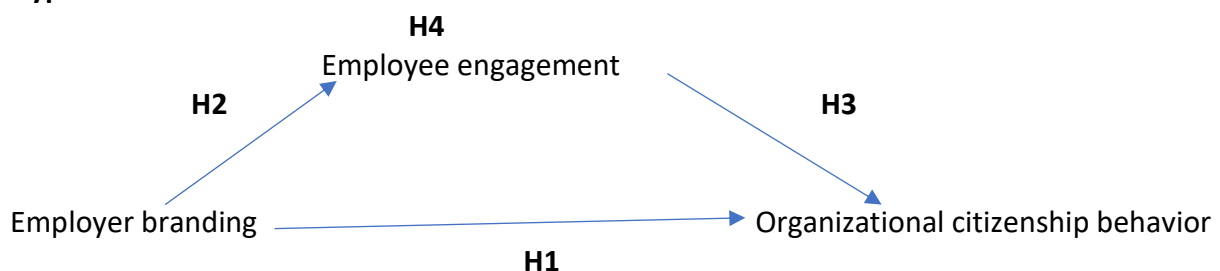
Research Objectives

- To study the relationship between Employer branding and Organizational Citizenship Behavior.
- To study the relationship between Employer branding and Employee engagement.
- To study the relationship between Employee engagement and Organizational Citizenship Behavior.
- To study the mediating effect of Employee engagement in the relationship of Employer branding and Organizational Citizenship Behavior.

Study Hypothesis

- H1: There is a significant relationship between Employer branding and Organizational Citizenship Behavior.
- H2: There is a significant relationship between Employer branding and Employee engagement.
- H3: There is a significant relationship between Employee engagement and Organizational Citizenship Behavior.
- H 4: Employee engagement mediates the relationship between Employer branding and Organizational Citizenship Behavior.

Hypothetical Model:



Research Methodology

Data Collection

Quantitative research using a survey questionnaire was used to assess the hypothetical model by collecting information from bank managers in Karachi, Pakistan, including top-level managers, middle managers, first-line managers, and team leaders. The difficult working conditions and demanding service interactions in this industry impact organizational citizenship behavior, which is why it was selected (Buil et al., 2019). The banking industry in Pakistan may recruit and retain top talent by implementing employer branding elements. This will raise staff performance, eventually boosting customer happiness and profitability.

Furthermore, in an extremely competitive labor market, a bank may stand out from the competition and draw in top talent with a strong employer brand. To keep workers who can perform better, this industry must build its employer brand. The research population consisted of managers employed in Pakistan's banking sector. The banking managers of Karachi, Pakistan's five largest banks—Meezan Bank, HBL, UBL, Habib Metropolitan Bank, and Silk Bank—were the target population. The managers employed by these institutions made up the final sample. Simple random sampling was used to begin the investigation with probability sampling. Because there was an equal probability of selection, simple random sampling has several practical advantages that make it less biased and easier to use. The findings can be applied to the complete population base with the help of this sampling approach. Data was collected during six months, from March 2024 to August 2024. Because bank managers are the ones who interact directly with lower-level workers, engage in the creation of policies, assign tasks to staff, and represent their organizations, the poll was specifically targeted at them. A successful response rate of 74.57% was shown by the 261 filled questionnaire responses that were obtained out of the 350. 272 responses were collected of which 11 were incompleting and had insufficient information so they were rejected. The questionnaires were distributed via emails, in-person meetings, and survey-conducting companies.

Measurement

The constructs were measured using well-structured scales. A 34-item, closed-ended, structured questionnaire is created by taking into account several research publications. There were two sections to the questionnaire. The first section was the demographic part, there were five questions on gender, age, qualifications, experience, and management level, and there were 29 questions in the second section related to dependent variable, independent variable, and mediator categories.

Employer branding was the independent variable that was measured by the 12 items taken from Tanwar and Prasad's (2017), research. Three dimensions i.e. Training & Development, Compensation & Benefits, and Healthy work atmosphere selected from earlier literature reviews were used to quantify employer branding in the current study. Four items were used to quantify each dimension. Five items of employee engagement were adapted from the work of (Schaufeli et al., 2002). Organizational citizenship behavior was the dependent variable that was measured with three dimensions including conscientiousness, Courtesy, and Civic virtue. Each dimension contained four items. Organizational Citizenship Behavior is measured by the scale of five dimensions developed by Podsakoff and MacKenzie (1989). Every question in the survey was graded using a 5-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree. Ten senior management experts from the banking industry and seven Ph.D. doctors authorized and validated the questionnaire after some minor revisions. Data is collected from both genders i.e. male and female. Employees of all ages and experience levels have been considered for the study.

Data Analysis

Data were analyzed by SPSS and Smart PLS 4.0. The demographic part was analyzed by SPSS. To test the research model for this study, SmartPLS 4.0 was employed. When a research model is complicated and incorporates several variables and relations, PLS (Partial Least Square) is the best choice for data analysis (Ramayah et al., 2018). The PLS model analysis

procedure consists of two steps. The evaluation of the outer model, also known as the measurement model, is the first phase; the evaluation of the inner model, also known as the structural model, is the second. Smart PLS3 software is utilized for statistical analysis (Ringle, et al., 2020).

Results

Data analysis by SPSS

For demographic information, data were analyzed by SPSS. Table 1 shows the demographic profiles of respondents. Information was gathered from 261 workers, of whom 34.86% were female and 65.13% were male. Employees of various ages provided the data, with the 30–40 year old group being the most common and the 60+ year-old group being the least frequent. According to education data, the majority of workers are graduates and master's degree holders; very few work as undergraduates. Regarding management levels, the majority of respondents—57.47% of all levels—belong to middle management, followed by lower management (27.58%) and high management (14.94%). According to data on employment longevity, the majority of respondents have worked for their current employer for 11–15 years, while the fewest have worked for more than 20 years. The reason might be that more senior workers and higher management personnel do not spend time filling out questionnaires.

Table 1

Demographic information

Demographics	Categories	Frequency	%age
Gender	Male	170	65.13%
	Female	91	34.86%
	Total	261	
Age of Respondents	21-30years	68	26.05%
	31-40years	91	34.86%
	41-50years	75	28.73%
	51-60years	25	9.57%
	above 60 years	2	0.80%
	Total	261	
Qualification	Undergraduate	13	4.98%
	Graduate	90	34.48%
	Masters	157	60.15%
	Others	1	0.38%
	Total	261	
Management Level	Upper management	39	14.94%
	middle management	150	57.47%
	lower management	72	27.58%
	Total	261	
Job Duration	less than 5 years	55	21.07%
	5-10years	61	23.37%
	11-15years	85	32.56%
	16-20years	30	11.50%
	more than 20 years	30	11.50%
	Total	261	

Analysis of Measurement Model by Smart PLS*Reliability Analysis*

Table 2 presents all the items that were obtained from the construct reliability and validity investigation. These analyses comprised tests of Factor Loading (FL), Variance Inflation Factor (VIF), Cronbach's Alpha (α), Composite Reliability (CR), and Average Variance Extract (AVE). The Fornell-Larcker Criterion (F/L) and the Heterotrait-Monotrait (HTMT) ratio have been used to quantify discriminant validity. At first, employee engagement and civic virtue had AVIs that were below the 0.5 threshold. Therefore, as indicated by Hair et al. (2010) and illustrated in the measurement model, one item from Civic Virtue, or Civ3, and one item from Employee Engagement, or EE4, have been deleted to get substantial reliability.

Table 2

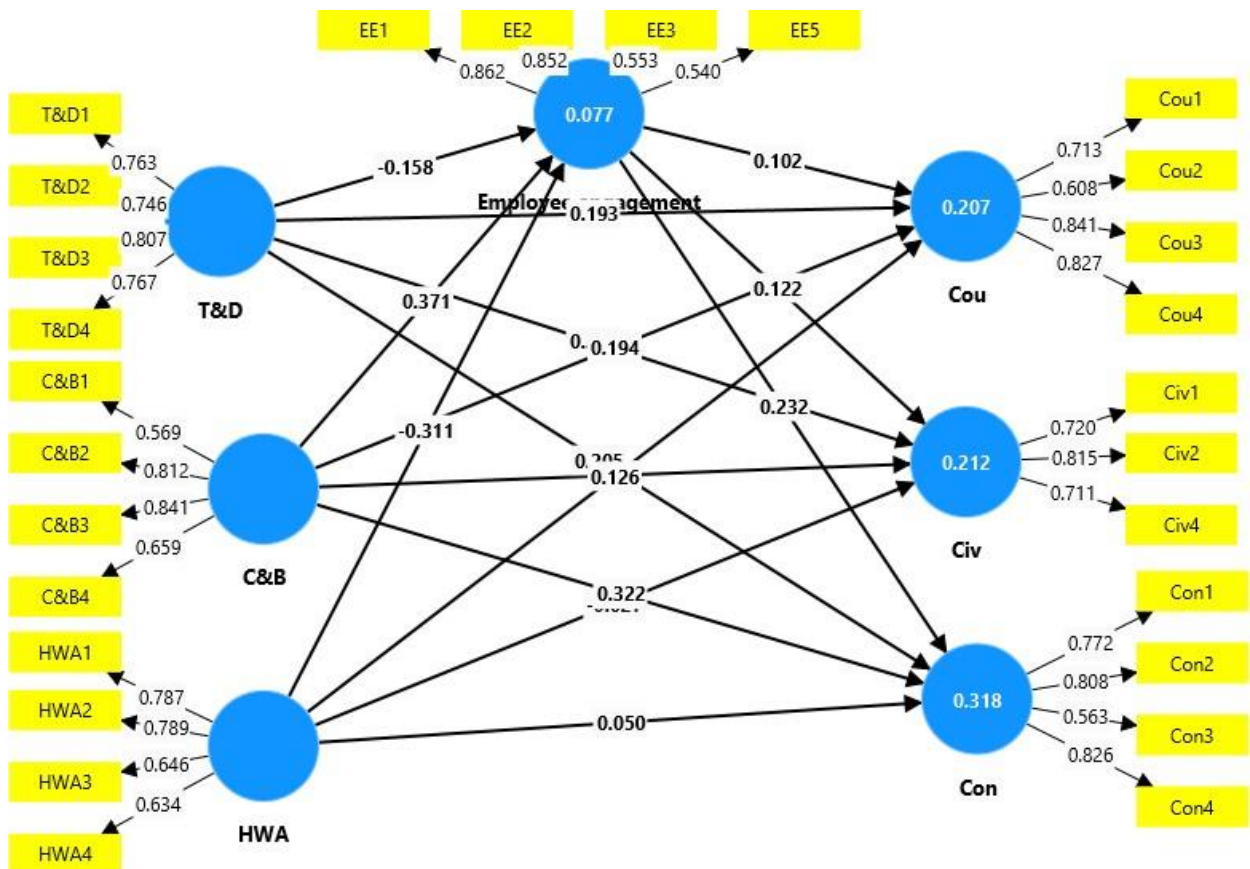
Reliability Analysis table

Constructs	Dimensions	Items	Outer loading	Cronbach's alpha	Composite Reliability (CR)	AVE	VIF
Employer Branding	Training & Development	T&D1	0.763	0.774	0.854	0.595	1.646
		T&D2	0.746				1.562
		T&D3	0.807				1.611
		T&D4	0.767				1.424
	Compensation & Benefits	C&B1	0.569	0.705	0.808	0.516	1.286
		C&B2	0.812				1.367
		C&B3	0.841				1.522
		C&B4	0.659				1.467
	Healthy Work Atmosphere	HWA1	0.787	0.727	0.816	0.532	1.539
		HWA2	0.789				1.527
		HWA3	0.646				1.514
		HWA4	0.634				1.608
Organization citizenship behavior	Conscientiousness	Con1	0.772	0.744	0.834	0.562	1.516
		Con2	0.808				1.735
		Con3	0.563				1.271
		Con4	0.826				1.449
	Courtesy	Cou1	0.713	0.745	0.838	0.568	1.283
		Cou2	0.608				1.309
		Cou3	0.841				1.930
		Cou4	0.827				1.797
	Civic virtue	Civ1	0.720	0.650	0.794	0.563	1.202
		Civ2	0.815				1.331
		Civ4	0.711				1.188
	Employee Engagement		EE1	0.862	0.711	0.803	0.516
EE2			0.852	1.598			
EE3			0.553	1.261			
EE5			0.540	1.314			

Table 2 demonstrates that nearly all Cronbach's alpha values satisfy the 0.7 threshold but only one dimension—civic virtue—shows a value of 0.627. The other variables have values of

Cronbach's alpha greater than 0.7 Gefen, Straub, and Boudreau (2000) recommended that the composite reliability of all constructs should be greater than 0.7 so the composite reliability of all variables is greater than 0.7, and AVEs values greater than 0.5 demonstrate the high reliability of the measurement model. The minimum Cronbach's alpha score of 0.6 is taken into consideration for the Cronbach's alpha criterion of Hair et al. (2010). The Hulland (1999) reliability requirements, which state that a subfactor loading measurement of more than 0.50 is acceptable, are taken into consideration in this investigation. On the basis of Kock and Lynn (2012) procedure, the collinearity test was performed which is based on the variance inflation factor (VIF). The value of VIF which is greater than 5 indicates collinearity. According to the procedure, it represents the existence of common method bias. Table 2 indicates that all values are less than 5 are the indication of non-collinearity of the data. There is no issue of collinearity in the data.

Measurement Model



Discriminant Validity Analysis

Table 3

Fornell Larcker Criteria

Variables	C&B	Civ	Con	Cou	EE	HWA	T&D
Compensation & benefits	0.718						
Civic Virtue	0.277	0.750					
Conscientiousness	0.364	0.481	0.750				
Courtesy	0.361	0.550	0.646	0.753			
Employee engagement	0.140	0.105	0.221	0.075	0.719		
Healthy work atmosphere	0.707	0.389	0.502	0.414	0.048	0.729	
Training & Development	0.578	0.415	0.421	0.382	0.196	0.650	0.771

Discriminant validity describes that all constructs should be discriminant from each construct in a model. It was checked by two methods i.e. Fornell Larcker criteria and Heterotrait monotrait ratio. Diagonal values showed the square root of AVE values. Fornell and Larcker in 1981 stated that the square root of AVEs of all variables should be greater than the correlation values of the same variable in the rows and columns. In Table 3 bold values are the square root of AVEs of constructs and are greater than all lower correlation values of that construct as mentioned by Fornell and Larcker in 1981. This indicates that the measurement model has great discriminant validity.

Table 4

Heterotrait Monotrait Ratio

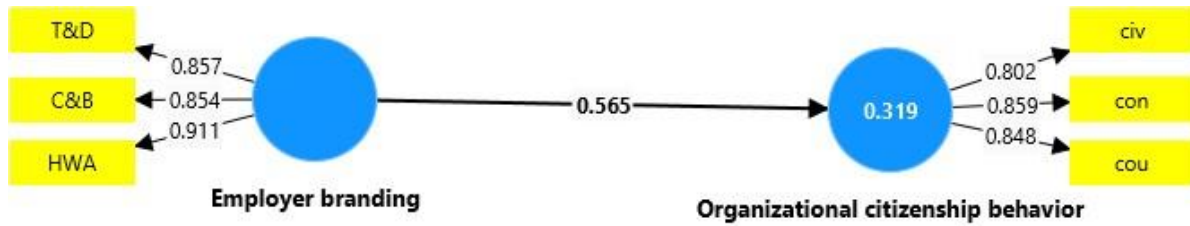
Variables	C&B	Civ	Con	Cou	EE	HWA	T&D
Compensation & benefits							
Civic Virtue	0.384						
Conscientiousness	0.416	0.714					
Courtesy	0.438	0.818	0.829				
Employee Engagement	0.235	0.251	0.283	0.142			
Healthy work atmosphere	0.868	0.542	0.573	0.488	0.147		
Training & Development	0.799	0.605	0.500	0.485	0.171	0.879	

According to Henseler et al. (2015) in HTMT all values should be less than 0.90 and current test results showed that all HTMT values are less than 0.90 indicating the discriminant validity of the measurement model.

Analysis of Structural Model by Smart PLS

After assessing the measurement model or outer model by PLS algorithm and validation of constructs, the structural model was evaluated by PLS algorithm and bootstrapping technique. Model 1 showing the relationship of independent variable i.e. Employer branding and the dependent variable i.e. Organizational citizenship behavior.

Structural Model :1



The results collected from Model 1 from the path analysis revealed that the research hypothesis H1 is supported. The outcome variable, organizational citizenship behavior, and the independent components, employer branding, have a positive and statistically significant correlation ($b = 0.565$, $t=9.774$, $p = 0.000$) mentioned in Table 5. The value of R^2 is 0.319, meaning the independent variable Employer branding explained 31.9% of the variance for the dependent variable i.e. Organizational citizenship behavior. According to the results, the model is parsimonious as the R^2 endogenous variable met the minimum value threshold of 0.10 (Chin, 1998).

The primary purpose of the Q square test, which employs Blind Folding Analysis, is to assess the model's predictive relevance. It concludes that every value of the independent variable has a significant influence. According to Fornell and Cha (1994), a model is considered predictively relevant if its Q square value is more than zero. Conversely, a model with a Q square value of zero or less than zero is not predictively relevant. The table shows that the Qsquare value is 0.305, which indicates the significant predictive relevance of model 1.

Structural Model : 2

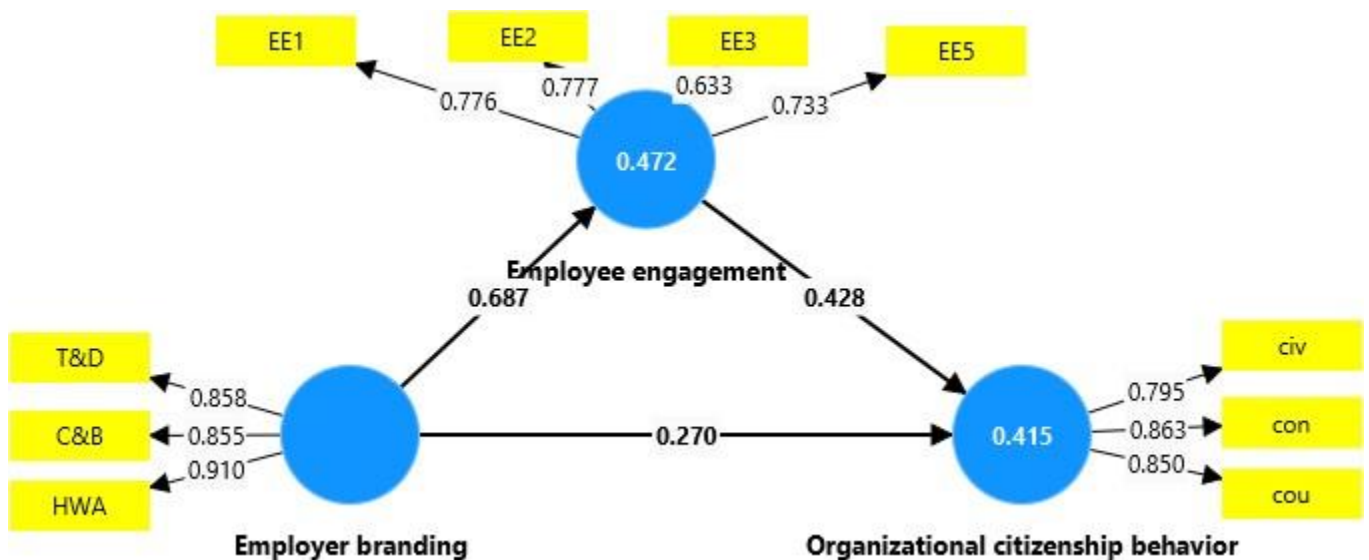


Table 5

Path Coefficient and Hypothesis Results

	Sig	Direct effect			Indirect effect
		H1: EB→Ocb	H2:EB→EE	H3:EE→Ocb	H4:EB→EE→Ocb
Model 1					
	β value	0.565			
	T value	9.774			
	P value	0.000			
Model 2	β value	0.270	0.687	0.428	0.294
	T value	3.789	17.243	5.558	4.962
	P value	0.000	0.000	0.000	0.000
Decision		Supported	Supported	Supported	Supported

Through employee engagement, the indirect relationship between employer branding (the independent variable) and organizational citizenship behavior (the dependent variable) was investigated using the bootstrapping approach (Table 5). Results revealed that the link between Employee branding and Employee engagement is positive and significant ($b=0.687, t=17.243, p=0.000$) meaning Employer branding has a significant impact on Employee engagement thus H2 is supported. In the association between Employee engagement and Organizational citizenship behavior, the results showed a significant relationship ($b=0.428, t=5.558, p=0.000$). The association between employer branding and organizational citizenship behavior appears to be mediated by employee engagement, as the path coefficient from employer branding to Organizational citizenship behavior is significant because the p-value is less than 0.05 ($b=0.294, t=4.962, p=0.000$). These results supported the H4 hypothesis that Employee engagement significantly mediates the link between Employer branding and Organizational citizenship behavior but the link between Employer branding and Organizational citizenship behavior also existed in model2 is the indication of partial mediation. The findings of this study displayed a positive and significant impact of employer branding dimensions on organizational citizenship behavior through the partially mediating role of Employee engagement.

Table 6

R Square Statistics

R square	Variables	model 1	model 2
	Organizational citizenship behavior	0.319	0.415
	Employee engagement		0.472

Table 7

Q Square Statistics

Q ² statistics		
Model	Variables	
	Organizational citizenship behavior	Employee engagement
model 1	0.305	
model 2	0.305	0.465

R² statistics of model 2 showed Employer branding explained 41.5% of the variance for Organizational citizenship behavior and 47.2 % of the variance for Employee engagement. To assess the model's goodness of fit using Q2 values, the construct cross-validated redundancy test was carried out. The study's current model, with Q2 values of OCB = 0.305 and EE = 0.465 showed a good fit. The Q2 data are displayed in Table 7.

Discussion

The purpose of the current study is to determine if employee engagement mediates the link between EB and OCB and to ascertain the impacts of employer branding on organizational citizenship behavior. The findings show that organizational citizenship behavior in the Pakistani banking industry is significantly & positively impacted by employee branding (H1). These results are supported by the results of Pahuja, Kaur & Jhamb (2022), who evaluated Employer branding in the Indian banking industry and explored that OCB and internal branding (Employer branding) go hand in hand. As a result, strong internal branding inspires workers to go above and beyond for their company and have a high level of OCB. Conversely, external branding is unrelated to the OCB. The desire to exhibit OCB is unaffected by how desirable the job or the organization is. To differentiate themselves from the competition, firms must adopt a proactive strategy as the battle for top talent heats up. The banking industry also has to move in this route since it inspires employees to go above and beyond for their company. When workers display OCB, they improve workplace harmony and the organization's general effectiveness. Khan, Shahjehan & Ali (2023), also researched to find the effectiveness of Employer branding in the banking industry. This research aims to determine how Employer Branding (EB) and Organizational Image (OI) relate to the workforce in Khyber Pakhtunkhwa's banking industry. The findings indicate a noteworthy correlation between the different factors, namely employer branding and organizational image (symbolic). The study's theoretical and management implications show that an employee's attitude toward organizational identity is a result of their employer's branding and reputation. Therefore, an image audit based on symbolic features will provide businesses with a deeper comprehension of the elements that make up their employer brand and how it varies from other companies operating in the banking sector. The results further reveal that there is a positive and significant link between Employer branding and EE (H2) which is consistent with the study (Chawla,2020), according to which a company may exhibit good employer behavior if it can foster a positive working connection with its staff. Research also indicates that company branding has an impact on employee behavior and has the potential to improve employee engagement. When a company offers its employees sufficient resources and other facilities, they are more likely to feel invested in the company and focused on achieving their objectives. Research done by Kataria et al. (2012), suggested that employee engagement is the key to enhancing OCB effectiveness and supported study findings that there is a positive and significant impact of Employee engagement on OCB and supported hypothesis H3. The current study also found that Employee engagement significantly mediates the link between Employer branding and OCB (H4) and this finding is supported by the study of Yousf & Khurshid (2024), According to their research, there is a strong correlation between job engagement and employer brand attributes. Employees are more likely to be involved and engaged in their job tasks and assignments when they perceive their employer is giving value to them. This means that to keep their employees interested in their work, firms need to plan how to maintain a good employer brand. An organization's most valuable asset is an engaged

workforce since they have a strong commitment to the company and its objectives. As a result, companies need to make sure they have a favorable employer brand.

Conclusion

The purpose of this study was to determine how employer branding elements might influence the attracting, engaging, and developing Organizational citizenship behavior in the banking sector. Every firm is utilizing employer branding hence it should be utilized properly to attract engage and retain the employees. The findings of the study show a positive and significant link between Employer branding and OCB and found the significant partially mediating role of Employee engagement. Potential workers interpret an organization's reputation as an indicator of its strong organizational culture, competitive salary, and desirable work environment. Pay serves as a gauge for the level of inflation in this nation. Pakistan is one of the countries where inflation is rampant. To combat inflation and increase the intention to apply, pay might be useful. These elements should be adjusted by Pakistan's economy (Bowra et al., 2013). Before joining the application pool, prospective workers consider the corporate culture before applying for a position or being fired. Pakistan's human capital potential is prepared for professionalism with the integration of training and development, independence in the workplace, autonomy, and a variety of skills. Youth who are motivated to work for themselves do so because they like being independent in their career. In conclusion, prospective workers turn to the banking industry which gives them a better salary, a more flexible work schedule, and job independence.

Research Contributions

The research contributes significantly to the existing literature by revealing that a strong employer brand fosters a positive working environment, leading to high job engagement. This, in turn, enhances employees' discretionary behaviors, such as civic virtue, sportsmanship, and organizational loyalty. The research clarifies the mechanism linking employer branding to OCB, addressing a critical gap in the literature. It also provides empirical evidence for cultivating a culture of engagement. Overall, this study provides novel insights into the employer-OCB relationship. Employer branding is very important to businesses in both theory and practice because it improves their standing in the labor market and aids in luring and keeping talented workers. It may also have a favorable effect on the effectiveness and general success of the company. Nonetheless, employer branding appeared not being used in the banking industry, particularly in the Asian context. To close this gap, the study used a mediation model to examine how employer branding aspects (T&D, C&B, and HWA) affected organizational citizenship behavior with the mediating role of job engagement in the banking sector. This contribution makes this research framework unique and also has valuable practical and theoretical implications. The finding has significant ramifications for academic and theoretical thought. The extension of employer branding theory to HR, which looks at particular aspects like compensation, work environment, and training and development and their impact on organizational citizenship behavior and, eventually, organizational performance, has theoretical ramifications. It offers empirical support for the connections between employer branding elements and important variables, enabling the improvement of current theories and the creation of fresh conceptual frameworks in the fields of organizational behavior and human resource management. To improve organizational commitment, employer brand loyalty, and employee engagement, managers and practitioners should consider these dimensions in order of importance and align activities

appropriately. They should also create interventions tailored to individual aspects. To guarantee HWA, C&B, and T&D, this might be accomplished by implementing rules like flextime, on-site sports facilities, gratitude, a stress-free environment, fostering a group atmosphere, and workload sharing.

Limitations and Future Recommendations

Since the study is quantitative, the honesty of the respondents was a determining factor in the answers. There's a chance that some respondents misinterpreted the questions, leading to many neutral answers. Furthermore, because bank managers who live outside of Karachi are not included in the study's sample, it is restricted to that city. A better sample may have been achieved by doing nationwide research to get an understanding of the performance requirements and human resource methods used in other cultures throughout the nation. Representation of the whole population may have aided in the development of cross-cultural comparison research. One major limitation is that we analyzed only three dimensions of Employer branding and Organizational citizenship behavior due lack of time. In the future other dimensions of Employer branding such as work-life balance and CSR can be measured. In the same way, other dimensions of OCB like altruism and sportsmanship can be measured. Since the current study demonstrates how various business activities impact organizational citizenship behavior, future researchers might build on this work by using other independent and mediating variables. For example, it is possible to assess the impact of various leadership philosophies, such as charismatic, democratic, autocratic, or transformational leadership on employer branding in the banking sector.

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