

International Journal of Advance Research in Computer Science and Management Studies

Research Article / Survey Paper / Case Study

Available online at: www.ijarcsms.com

A Monthly Double-Blind Peer Reviewed Refereed Open Access International Journal - Included in
the International Serial Directories

Unveiling Organizational Citizenship Behavior: Impact of Employee Branding Strategies on Workplace Dynamics

Dr. Meera Arora¹

Associate Professor
(DAVIM),
Faridabad, India

Priyanka Yadav²

Research Scholar (IMSAR)
Maharshi Dayanand University,
Rohtak, India

DOI: <https://doi.org/10.61161/ijarcsms.v11i12.2>

Abstract: This research explores the dynamic relationship between employee branding strategies and Organizational Citizenship Behavior (OCB). Employee branding, a prominent concept in marketing, involves leveraging employees to portray the organization's brand image to customers and stakeholders. With a focus on employee branding strategies such as Work Environment, Performance Appraisal, Communication, and Employee Participation, the research employs multiple regression analysis to examine their impact on OCB. The empirical investigation involves a sample of 180 employees from major companies in organized retail sector in the National Capital Region (NCR). The findings indicate a statistically significant relationship between employee branding strategies and OCB, as evidenced by multiple regressions. The results highlight the collective contribution of Employee Participation, Communication, Work Environment, and Performance Appraisal to explaining the variance in OCB. These findings can inform practitioners in developing effective employee branding strategies that positively influence organizational outcomes, fostering a workplace culture characterized by strong brand representation and positive citizenship behaviors.

Keywords: Employee branding strategies, Organization citizenship behavior, Retail sector.

I. INTRODUCTION

Employee Branding, a burgeoning concept in marketing, has garnered considerable attention (Miles et al., 2011). Employee branding, as described by Miles and Mangold (2004), involves the assignment of employees to portray the brand image to customers and other stakeholders. The fundamental belief in this concept is that authentic service experiences can only be delivered by employees serving as representatives of the organization. This, however, poses a challenge for businesses to ensure that employees effectively embody the desired brand image (Miles and Mangold, 2004). Addressing this challenge requires the consistent delivery of credible messages to employees, enabling them to internalize and fulfill the promises embedded in the organization's brand image (Greene, Walls, and Schrest, 1994). The synchronization of messages to both customers and employees plays a crucial role in building trust among employees, fostering emotional engagement (Brannan et al., 2015). Additionally, employee branding extends its focus to garner support from both direct and indirect employees, emphasizing a boundary-spanning function (Frost and Kumar, 2000). This approach involves implementing basic human qualities to mobilize employee support for the effective performance of the firm (King and Grace, 2010). Recognizing the significance of employee branding is paramount for organizational success, ensuring that employees are committed to the company's values and possess a clear understanding of how to convey these values to customers. An adept employee branding strategy not only fortifies the overall brand but also guarantees a consistent customer experience through employee interactions.

This, in turn, results in the creation of brand ambassadors within the organization—individuals who not only comprehend the company's culture and values but embody them. Despite decades of research on internal branding (IB), employee branding (EB), and Organizational Citizenship Behavior (OCB), the present study seeks to build upon existing research and delve deeper into the intricacies of employee branding strategy and its impact on Organizational Citizenship Behavior (OCB).

II. REVIEW OF LITERATURE

2.1 Employee Branding

Over the past decade, there has been a global surge in the service sector (Brannan, Parsons, and Priola, 2016). This growth has empowered customers with substantial information about various brands, making it easier for them to differentiate between them (Pillai et al., 2015). Consequently, the service industry faces the challenge of ensuring diligent service delivery as promised, especially in the face of heightened competition and increased customer awareness (Natrajan et al., 2017). In response to this challenge, the service sector has placed greater emphasis on the role of employees in maintaining an organization's brand image (Brannan et al., 2016). Employees are recognized as a significant source for internalizing the brand image and projecting it during interactions with customers and stakeholders (Punjaisri and Wilson, 2007). The concept of Employee Branding, interchangeably known as human capital branding (Boyd and Sutherland, 2006) and personal branding (Vasloban, 2013), involves creating the personal identity of employees and providing them with a rationale for self-promotion within an organization (Vasloban, 2013). Vasloban (2013) emphasizes that personal identity is shaped by the freedom given to employees to express their authentic selves and aspirations, engaging them in continuous learning and reputation-building within the company. This approach safeguards employees' self-respect and trust in the organization, offering them an excellent opportunity to showcase their capabilities and evolve within the opportunities provided by the firm. Employee branding facilitates the alignment of employees with the brand they represent, enabling them to cultivate an authentic emotional connection with the organization (Ind, 2007). This connection is fostered through the basic human qualities exhibited by managers toward their subordinates (King and Grace, 2010). The emotional content generated contributes to employee commitment (Mitchell, 2002) and fosters a deep-rooted belief and sense of belonging to brand values (Shinnar, Young, and Meana, 2004). Consequently, employees develop a positive opinion about the brand and actively engage in spreading positive word-of-mouth to stakeholders, recommending it to their close connections (King, Grace, and Funk, 2012), and even influencing new employees (Gelb and Rangarajan, 2014). Importantly, employees align their actions with the brand promise when interacting with customers (Ind, 2007). As a result, employees are regarded as both brand ambassadors and differentiators (Gelb and Rangarajan, 2014), making employee branding an essential component of corporate branding strategy (Vallaster and de Chernatony, 2006).

2.2 Organization Citizenship Behavior

Ackfeldt and Coote (2005) delineated potential dimensions of Organizational Citizenship Behavior (OCB) in a retail setting. Their research suggested that Job Attitude, encompassing job satisfaction and organizational commitment, directly influences OCB. A survey was conducted in insurance companies with a sample size of 100 to explore these relationships. Bukhari et al. (2009) delved into the determinants of OCB in Pakistan, specifically examining the relationships of antecedents like Altruism, Civic Virtue, and Conscientiousness with OCB. In the banking sector of the Sultanate of Oman, Hans et al. (2015) conducted an experiment to uncover the relationship between OCB and its three dimensions—Altruism, Civic Virtue, and Conscientiousness. Their findings revealed a stronger association of civic virtue with OCB compared to altruism and conscientiousness. Yahaya et al. (2011) explored the consequences of OCB on Learning Organizations (LO) in a study conducted in Malaysia. The results demonstrated a robust association between OCB and LO, with altruism emerging as a significant predictor among all OCB dimensions. Thiagarajan et al. (2012) focused on the impact of OCB on knowledge sharing in banks, particularly in private banks in Coimbatore, Tamil Nadu. Their study highlighted a strong association between OCB

and employees' knowledge-sharing behaviors in this context. Gupta et al. (2012) delved into the dimensions of OCB in the Indian business context, finding an excellent fit for all dimensions and significant predictors of OCB. In an experiment, Vijayabanu et al. (2014) analyzed the positive associations of altruism and conscientiousness with OCB. Furthermore, they found that OCB also influences job involvement to a greater extent.

III. RESEARCH METHODOLOGY

This research aimed to conduct an empirical examination of the factors of employee branding strategies influencing organization citizenship behavior. Data were gathered through a comprehensive questionnaire consisting of questions related to organization citizenship behavior and dimensions of employee branding. The study focused on the factors of employee branding strategies, namely: Work Environment, Performance Appraisal, Communication and employee participation, which served as the independent variables. Meanwhile, organization citizenship behavior was the dependent variable. Analytical tool such as multiple regression was employed for data analysis. To ensure a thorough understanding of the topic, the research team consulted various resources, including books, journals, magazines, and reports. The study employed a convenience sampling method, and surveys were administered using the questionnaire. For the purpose of data collection employees of major companies in organized retail sector in NCR were considered. A total of 180 respondents were conveniently considered for the purpose of data collection.

IV. ANALYSIS AND FINDINGS

To access the relationship between employee branding strategies and organization citizenship behavior multiple regressions was implemented. The results were tabulated and present the section below.

Table 1.1: Model Summary

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.516 ^a	.266	.249	.38950	.266	15.861	4	175	.000	2.077
a. Predictors: (Constant), Employee Participation, Communication, Work Environment, Performance Appraisal										
b. Dependent Variable: Organization citizenship Behavior										

The multiple regression analysis was conducted to examine the relationship between various predictors—Employee Participation, Communication, Work Environment, and Performance Appraisal—and the dependent variable, Organizational Citizenship Behavior (OCB). The overall model, represented by the coefficient of determination (R squared), indicates that approximately 26.6% of the variance in OCB can be explained by the combination of these predictors. The adjusted R squared, which considers the number of predictors in the model, is 24.9%, suggesting a reasonable level of model fit. Looking at the individual predictors, each of them significantly contributed to the model, as indicated by the F-statistic ($F = 15.861$) with a corresponding p-value of .000, demonstrating that the overall model is statistically significant. The change statistics further support the model's significance, with a substantial change in R squared of .266. This implies that the predictors collectively account for a significant portion of the variance in OCB. The Durbin-Watson statistic was employed to assess the presence of autocorrelation in the residuals. With a value of 2.077, it falls within the acceptable range, indicating that there is no significant autocorrelation in the model's residuals. In summary, the results suggest that the combination of Employee Participation, Communication, Work Environment, and Performance Appraisal significantly contributes to explaining the variance in Organizational Citizenship Behavior, providing valuable insights into the factors influencing OCB within the studied context.

Table 1.2: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.625	4	2.406	15.861	.000 ^b
	Residual	26.549	175	.152		
	Total	36.174	179			
a. Dependent Variable: Organization citizenship Behavior						
b. Predictors: (Constant), Employee Participation, Communication, Work Environment, Performance Appraisal						

In the Regression component, the sum of squares (SS) is 9.625, and the degrees of freedom (df) are 4. The mean square, obtained by dividing the sum of squares by its respective degrees of freedom, is 2.406. The F-statistic, calculated as the ratio of the mean square for regression to the mean square for the residual, is 15.861. The associated p-value (Sig.) is .000, indicating that the overall regression model is statistically significant. The significant F-statistic (15.861) and its associated p-value (.000) in the ANOVA table support the conclusion that at least one of the predictors significantly contributes to predicting variations in Organizational Citizenship Behavior. The predictors—Employee Participation, Communication, Work Environment, and Performance Appraisal—collectively play a crucial role in explaining the observed variance in OCB.

Table 1.3: Coefficients of Multiple Regressions

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.224	.160		13.922	.000
	Work Environment	.173	.034	.337	5.117	.000
	Performance Appraisal	.036	.031	.099	1.168	.245
	Communication	.055	.031	.152	1.796	.074
	Employee Participation	.110	.028	.258	3.919	.000
a. Dependent Variable: Organization citizenship Behavior						

The coefficients table provides valuable information about the relationships between the predictors (Work Environment, Performance Appraisal, Communication, and Employee Participation) and the dependent variable, Organizational Citizenship Behavior (OCB).

a) Work Environment:

(H01): The work environment has no significant impact on Organizational Citizenship Behavior (OCB).

The coefficient for Work Environment (Work Environment = 0.173) has a p-value of .000. This p-value is less than .05, suggesting that the coefficient is statistically significant. Therefore, we reject the null hypothesis (H0: Work Environment has no significant impact on OCB). The Work Environment significantly influences Organizational Citizenship Behavior.

b) Performance Appraisal:

(H02): Performance Appraisal has no significant impact on Organizational Citizenship Behavior (OCB).

The coefficient for Performance Appraisal (Performance Appraisal = 0.036) has a p-value of .245. This p-value is greater than .05, indicating that the coefficient is not statistically significant. Therefore, we fail to reject the null hypothesis (H0: Performance Appraisal has no significant impact on OCB). The evidence is insufficient to claim a significant relationship.

c) Communication:

Null Hypothesis (H₀): Communication has no significant impact on Organizational Citizenship Behavior (OCB).

The coefficient for Communication (Communication = 0.055) has a p-value of .074. This p-value is slightly above .05 but close to the significance level. It suggests marginal significance. Depending on the chosen significance level, one might choose to reject or fail to reject the null hypothesis.

d) Employee Participation:

Null Hypothesis (H₀): Employee Participation has no significant impact on Organizational Citizenship Behavior (OCB).

The coefficient for Employee Participation (Employee Participation = 0.110) has a p-value of .000. This p-value is less than .05, indicating that the coefficient is statistically significant. Therefore, we reject the null hypothesis (H₀: Employee Participation has no significant impact on OCB). Employee Participation significantly influences Organizational Citizenship Behavior.

V. CONCLUSION

Employee Branding has emerged as a pivotal concept in marketing, drawing significant attention in recent years. Employee Branding not only focuses on customer-facing employees but extends to garnering support from both direct and indirect employees, incorporating basic human qualities to foster organizational success. The significance of Employee Branding lies in its ability to ensure employee commitment to the company's values and facilitate a clear understanding of how to convey these values to customers. An effective Employee Branding strategy not only fortifies the overall brand but also guarantees a consistent customer experience through employee interactions, creating brand ambassadors within the organization. Employees are recognized as crucial contributors to internalizing the brand image and projecting it during interactions with customers and stakeholders. This connection between Employee Branding and positive Organizational Citizenship Behavior (OCB) is explored in this study. The analysis employs multiple regression to examine the relationships between Employee Branding strategies (Work Environment, Performance Appraisal, Communication, and Employee Participation) and OCB. The findings indicate a statistically significant relationship between the predictors and OCB, shedding light on the factors influencing OCB within the context of the study. The study's results contribute to the existing body of knowledge on Employee Branding and OCB, emphasizing the importance of a holistic approach to internal branding strategies for fostering positive workplace behaviors. As organizations continue to recognize the pivotal role of employees in brand representation, the insights from this research can guide practitioners in formulating effective Employee Branding strategies that positively impact organizational outcomes.

References

1. Ackfeldt, A. L., & Coote, L. V. (2005). A study of organizational citizenship behaviors in a retail setting. *Journal of Business Research*, 58, 151–159.
2. Boyd, G., & Sutherland, M. (2006). Obtaining employee commitment to living the brand of the organization. *South African Journal of Business Management*, 37(1), 9-20.
3. Brannan, M. J., Parsons, E., & Priola, V. (2011). *Branded lives: The production and consumption of meaning at work*. Cheltenham: Edward Elgar Publishing.
4. Brannan, M. J., Parsons, E., & Priola, V. (2015). Brands at work: The search for meaning in mundane work. *Organization Studies*, 36(1), 29-53.
5. Gelb, B. D., & Rangarajan, D. (2014). Employee contributions to brand equity. *California Management Review*, 56(2), 95-112.
6. Greene, W. E., Walls, G. D., & Schrest, L. J. (1994). Internal marketing: The key to external marketing success. *Journal of Service Marketing*, 8(4), 5–13.
7. Hans, A., Mubeen, S. A., & Al-Badi, A. H. (2015). Antecedents of organizational citizenship behaviour in banking sector of Sultanate of Oman. *International Journal in Management and Social Science*, 03(01), 152-164.
8. Ind, N. (2007). *Living the brand: How to transform every member of your organization into a brand champion*. London: Kogan Page Publishers.
9. King, C., & Grace, D. (2010). Building and measuring employee-based brand equity. *European Journal of Marketing*, 44(7/8), 938-971.

10. King, C., Grace, D., & Funk, D. C. (2012). Employee brand equity: Scale development and validation. *Journal of Brand Management*, 19(4), 268-288.
11. Miles, S. J., & Mangold, G. (2004). A conceptualization of the employee branding process. *Journal of Relationship Marketing*, 3(2-3), 65-87.
12. Miles, S. J., Mangold, W. G., Asree, S., & Revell, J. (2011). Assessing the employee brand: A census of one company. *Journal of Managerial Issues*, 23(4), 491-507.
13. Mitchell, C. (2002). Selling the brand inside. *Harvard Business Review*, 80(1), 99-101.
14. Natarajan, T., Peraiya, S., Balasubramaniam, S. A., & Srinivasan, T. (2017). Identification and analysis of employee branding typology using fuzzy c-means clustering. *Benchmarking: An International Journal*, 24(5), 1253-1268.
15. Pillai, K. G., Brusco, M., Goldsmith, R., & Hofacker, C. (2015). Consumer knowledge discrimination. *European Journal of Marketing*, 49(1/2), 82-100.
16. Punjaisri, K., & Wilson, A. (2007). The role of internal branding in the delivery of employee brand promise. *Journal of Brand Management*, 15(1), 57-70.
17. Shinnar, R. S., Young, C. A., & Meana, M. (2004). The motivations for and outcomes of employee referrals. *Journal of Business and Psychology*, 19(2), 271-283.
18. Vallaster, C., & De Chernatony, L. (2006). Internal brand building and structuration: The role of leadership. *European Journal of Marketing*, 40(7/8), 761-784.
19. Vijayabanu, C., Govindarajan, K., & Renganathan, R. (2014). Organizational citizenship behavior and job involvement of Indian private sector employees using Visual PLS–SEM model. *Management*, 19(2), 185-196.
20. Vosloban, R. I. (2013). Employee engagement concept–A theoretical and practical approach. *Contemporary Readings in Law and Social Justice*, 2, 759-765.