Relationship Between Employer Branding And Employee Citizenship Behavior: Brand Centered HRM As A Mediator

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Abstract: To grapple with challenges that market faces today organizations including Telecommunication sector are thoughtful about to strengthen their performance of organization and stand out in market at top of the leading well reputed organization. Therefore based on literature regarding employer branding that highlights the several studies that provide suggestions of some most important and effective factors of employer branding that leads towards the employee citizenship behavior but there are certain factors and inconsistent findings that need to be further investigated with help of mediating role of brand centered HRM .Through mediating role of brand centered HRM further provides clarity in enhancing employee'scommitment with the organization.Taking into consideration this phenomenon suggested the conceptual framework representing the employer branding dimensions,brand centered HRM andemployee citizenship behavior that demonstrate the success of organization. This paper attempts to generate very useful insights about the performance of telecommunication sector that how telecommunication sector of Pakistan branding themselves as aexemplary workplace to work and earns reputation in the perception of current and prospective personnel, greater the company's reputation, greater the employee citizenship behavior.From the perspective of employee citizenship behavior, conceptual discussions linked to employer branding that can contribute to our understanding of citizenship behavior of employees.Therefore, this paper attempts to examine the role of brand centered HRM as significant contributor in employer branding and leads towards employee citizenship behavior.

Index Terms: Employer branding dimensions, Employee citizenship behavior and Brand centered HRM.

1. INTRODUCTION

Due to an increasingly competitiveglobalmarketplace and intense competition attracting and retaining the right kind of talent is one of the core objective of business so that companies with the right human talent and skills will be competitive among others, leads to competitive advantage and earns good reputation. Due to fast changes in world organizations need to make substantial efforts to renew their processes and products to improve their economic situation and achieve competitive advantage (Wheelen et al., 2015).Mansoor, Fida, Nasir, and Ahmed(2011) found that the telecomm sector of Pakistan is one of the growing and influentialsector of economyand it has muscular upshot oneconomic activities as it empowers corporations to deliver high excellence to customer service and transmit effectively with customers (FBR). In last couple of weeks telecommunication sector has played significant role in strengthen economy and creating employment opportunities in developed and developing countries. As identified by Pakistan's revenue report of telecom sector" revealed through Fiscal year 2017-2018 the revenue was Rs.488.7 billion demonstrating 3.96% prosperous in one year. In 2017-2018, the total investment made in the telecom sector was US$ 670 Million of which Foreign Direct Investment (FDI) inflow was US$ 247 Million (PTA report, 2018).

To compete with market provocations organizations including Telecommunication sector becoming much concerned about their reputation and organizational performance.Sajid et al.(2009), states thatthe last decadehasdevoted time for telecom sector of Pakistan in retention of their employees.Pakistan is an emergent nation where tertiary sector of economy like Telecomhas been flourishing gradually. Simultaneously the contribution of telecom workforce is expanding massively hence, there is need to interpret the essentials of workforce and satisfied them through devoted effortsand utmost support of organization and for this HR executive must review their policies and formulates new schedules & strategies for their employees.Sherony and Green (2002), states that employees often respond positively to the support they receive from their organizations. According to the future of Pakistan's mobile phone industry: bright or bleak, 2014) Pakistan's telecom sectorhas also flourished predominantly due to business and investment liberalization, advantageouspolicies and healthy rivalry.In the last few years Pakistan has been substantial investor especially in telecom sector of Pakistan and exercised considerable development in betterment of economy. In recent years telecom sector are trying to achieve competitiveadvantage by having high level of employees commitment towards organization and leads towards employee citizenship behavior and ultimately results in high employer branding and performance of organization.Intention of the researcher is to investigate the connection between employer branding, employee citizenship behavior and brand centered HRM in telecomm sector of Pakistan. Martin,Gollan, and Grigg (2011), found thatemployer branding is becoming popular stratagem and operate in multinational companies because it directly participates in reputation of corporation, talent management and employee engagement agenda as employees are chief assets of any organization.According to Economist Intelligence Unit Limited (2001),employer branding is all about to choose desired group of employees and provides a consistent bodywork for governanceto clarify and focus on first concern of corporation, improve recruitment, retention,dedication,lenthen output, increase organizational performance and obtain sky-high reputation. Employer branding is modernconcept as Ambler and Barrow (1996), were some of the earliest scholars andthey interpreted as: The collection of functional, profit making and psychologicalwell-being being provided by corporations, and associated with the engaging company. Murphy, Athanasua and Nevilem(2002), proposed that for the growth,
usefulness, and success and output capacity of organizationemployee citizenship behavior lie immense importance in determining the employer branding and it could be attainable when employees are valued. Telecomm sector trying to attain skilled and top talent of employees to become more productive organization and earns good reputation in the mind of existing and potential employees and stand out inmarket. Due to increasing massive competition as organization face the business trends and challenges of the workplace as well as the continuous innovation in the workforce.Companies are consistently worried about high employee’s turnover, high absenteeism and employee’s low motivation towards the work and organization.The first merger in telecommunication sector of Pakistan is between Mobilink and Warid. Merger is a transaction between two parties in which two companies becomes one means one company is completely absorb by another corporation like mobilink has merged with warid, acquired 100 percent shares of it and operate as one company as mobilink. Due to this, the trouble for employees is that they facing redundancies as companies reducing the workforce. Number of employees of both companies who was performing similar jobs has removed from the merged company. Management said that franchise, retailer and other sources will be retaining on the basis of performance and skills based. When companies merge employees struggle to fit new culture and learning a new culture becomes challenging for employees. They don’t interpret how to accommodate into new business and this uneasinesshas created negative impact on employees morale, fear of job loss that will lead towards leaving the company to seek better organization who value their employees, huge turnover of employees, negative emotions such as hurt, disappointment, rejection and anger, high quit rate of employees and immediately starts to look new job because of shifting work role of employees and lay off by the companies and move towards less employees citizenship behavior. Therefore the employer branding acts as a catalyst to heighten the organization’s mastery to retain and captivate best employees lead toward citizenship behavior of employees and stability of performance of organizations with brand centered HR. So organizations need to strengthen the organization reputation, organization commitment and organization performance by retaining and captivating potential employees and leads towards the employee citizenship behavior. Organization becomes more appealing spot for work when employee citizenship behavior is frequent and employees greatly engaged in their workplace (Organ et al., 2006). Employee citizenship behavior is a pillar of the any organization victory and plays a direct role in employee retention, employee’s commitment towards company; reduce turnover and absenteeism of employees. In this study, we need to look into that in Telecom sector why employees switching cost is high, why employees does not collaborates when organization needs cooperation, why employees have no concerning about organization and why employees have not citizenship behavior. What policies, telecom sector is fabricating and which strategies they need to design that assists in employee citizenship behavior. What policies they have to scheme for organization growth and make them a great place to work. Poor HR policies may force employees to quit and creates negative impact on organization, therefore successful organizations indeed needs to pay attention on brand centered HRM. Majority of research has been supervised by different researcher on employer branding like the effect of Employer branding on Job satisfaction; gender as moderator stated by (Tanwar & Prasad, 2016), employer branding on organizational commitment stated by (Tryfonos, 2015), employer branding on satisfaction, commitment and retention identified by (Ito, brotheridge, & McFarland, 2013), and employer branding on sustainable organization statedby(Aggerholm, Andersen, & Thomsen, 2011), however little research so far has focused that contributes towards the employee citizenship behavior through Brand centered HRM. The conclusion of this study could be helpful to bring perception in the subject of employees' behavior. Furthermore, investigation could valuable by expanding the information on how employer brand dimensions contribute to improving employee citizenship behavior. It may also positively grant the different trade ways to business executionin which they outlook the formulation, implementation, and utilization of employer brand dimensions to promote supportive managerial attitudes towards employee citizenship behavior. Findings of this investigation could be fruitful and may inform organizational leaders of the organizations that employer brand can have an effect on employee citizenship behavior. Therefore, objective of this paper is to look into the connection between employer branding and employee citizenship behavior, connection between brand centered HRM and employee citizenship behavior and connection between brand centered HRM and employee citizenship behavior.

**Underpinning Theory**

The underpinning theory provides the support and base for proposed conceptual framework that covers all the variables that need to be explored in the study. Many theories have been discussed in the literatures of employee citizenship behavior that demonstrate the association in the middle of employer branding and employee citizenship behavior. The theoretical basis for the proposed relationship between Employer branding (EB), Employer Citizenship Behavior (ECB) and Brand centered HRM is Resource Based View theory (RBV) and Social exchange theory (SET). In this conceptual paper theories that foremost underpin proposed framework are Resource based View theory (RBV) and Social exchange theory (SET).

**Resource Based View Theory**

Resource based view (RBV) is the most leading and muscular approach of organizational performance and it helps to understand that how the organizations is higher-up than others and how organizations outperform than their rivals in the same market identified by(Hoopes, Madsen, & Walker, 2003) asserted theory that attempts to describe how organizations conserved distinctive and sustainable status in fierce competitive environments. A recent review of the RBV states that “internal sources are the strategic factor of the firm’s sustainable competitive advantage” (Kraaijenbrink et al., 2010, p.350). Innocent (2015), found that the resource based view theory has greatly been utilize in the studies of organizational performance. As identified by Barney et al., 2001: Barney and Mackey (2005), according to resource based view, performance of the firm and superior business position can be achieved by resources of firm and can be considered influential factor in enhancing EB and EC. In dynamic competitive environment, organizations those are capable of
maximizing their resources efficiently are best positioned in the market to achieve sustainable competitive because when resources are abundant in organization could be able to sustain their employees (employee’s commitment) that leads towards employee citizenship behavior. When organizations have resources capabilities and competencies in their organizational structure then they assists establishment in employer branding along HR as brand and ultimately results in employee citizenship behavior. The resource based view is very worthwhile in discovering the resources accessible inside the firm and couple them with proficiency of the firm successfully and systematic. Accompanying, availability of the resources inside the firm also examine with the assistance of this theory (Barney et al., 2001). Resource based view is very important factor in development of employer branding and employee citizenship behavior because it involves two major aspects such as resources of organization and inner proficiency. Capabilities are company’s resource coordinating skills and these skills are the procedures that management follows in hiring strategy brand centered HRM to achieve organizational objectives. Resources and capabilities are the key product of organization that enhance employee’s commitment and generate employee citizenship behavior. While consider RBV theory in ongoing study employer branding, brand centered HRM and Employee citizenship behavior are considered as organizational resources that could be major drivers for organizational performance.

Social Exchange Theory
(Set) could be useful in this study to understand that how employees become engage in citizenship behavior when they realize employer branding. Employment relationship is based on the equitable and reliable social exchange relationship between organization and their workforce in the exchange of resources either in the form of tangible or intangible. Social exchange theory is all about understanding the human social behavior that revolves around two parties. Both these parties determine what to reciprocate and in which amount. The resources interchange either in the form of cost and reward or sometimes both of them. All social exchange theories serve communal life as entailing a sequence of consecutive agreement between two or more groups (Mitchell, Cropanzano, & Quisenberry, 2012). In understanding of organizational behavior social exchange theory is the most dominant and productive theory among all (Cropanzano & Mitchell, 2005). On the other hand employees acknowledge the worth of organization and perceive them as optimum workplace according to recognition by their organization (Medearns et al., 2010). The extensive social exchange literature favor the interpretation of employees in which contribution of employees in the firm is being valued by establishment and they are more focused about their well-being of workforce and significantly connected to evacuation conduct (Rhoades & Eisenberger, 2002). Social exchange theory is advantageous ingredient that helps in comprehension of how employees accomplish organizational objectives, their assigned task, duties, responsibilities and bind to their organizations through the association between workforce and their organization. Employees’ dedicated with their organization are likely to be more enthusiastic and stimulate to perform their job expertly, ultimately results in strong commitment and passion of work (DeJoy et al., 2010). Employee citizenship behavior is exclusively feasible when employees suppose that their organization bestow and obligate them more than it guaranteed to pledge, afterwards they become enthusiastic to heighten their social exchange relationship. Wayne et al. (1997), stated certainly employees have a strong intend to reciprocate their organization by strengthen their efforts, zeal and loyalty towards organization.

Literature Review and Research Proposition

Literature review provides the sources that you have explored while researching a particular topic under study and explained the previous studies that have been conducted by different researchers in recent years and helps to understand the ideas that researcher proposed. Following section discussed the several relationships between the variables (ECB), (EB) and (BC) HRM that will be helpful in current study.

Training & development and Employee citizenship behavior

Training & Development is organized process that is designed by organizations to modify their employees in a manner that directly bestow to achievement of organizational objectives. Salas et al. (2012) established that training reduces errors in the workplace; they note that organizations that train or educate their employees can achieve sustainable success. According to Tahir et al. (2014), in contributing to the overall goal of the organization, training, and improvement forms are executed as these advantages won’t only the association yet additionally the people making up that association. The training and development investments of an organization generate a environment for continuous learning that accelerate the interchange of knowledge and plans between employees, thereby promoting the generation of new understanding and transformation (Lau & Ngo, 2004). Considering on the input role of training procedures, scholars have attended to input-oriented elements such as the accessibility of training programs found by (Beugelsdijk, 2008; Chen & Huang, 2009) and extent to which an organization provides golden opportunities for training such as training hours (Aragón, Barba, & Sanz-Valle, 2003; Glavell & Karassavidou, 2011). Employee citizenship behavior has been associated to employee behaviors, perspective, and interpretation with the corporation, such as job satisfaction, trust, loyalty, reputation, and commitment (Bateman & Organ, 1983; Karatepe, 2013; Morhart et al., 2009; Saks, 2006).

RP1: Training & Development is positively related to Employee citizenship behavior.

Work-life balance and Employee citizenship behavior

Employees’ insights regarding work life balance intensify their role in commitment with organization, which is positively contributed to achievement and performance of organization (Carlson et al., 2008). Literature recognizes that employee fitness and welfare can be force by many factors, such as work pressure, clashin between work and life, and absence of organizational aid (Christopher, 2001; Halpern, 2005; Wang et al., 2008; Daley et al., 2009; Hilton et al., 2009; DiRienzo et al., 2011; Skinner & Pocock, 2011), aside from demographic variables such as age and gender (Chiang & Cohen, 1973; Eby et al., 2005). Literature suggests that work–life balance programs can assist organization to intensify its employer branding that will lead to increased employee commitment with organization identified by (Barrow & Mosley, 2005; Hudson, 2005). Konrad and Mangel, 2000; Lambert,
2000; Shepard et al., 1996; Wang and Walumbwa, (2007) found balance in between work and life in place of work has become a more chief concern as it incline to reveals positive outcomes such as less rate of replacement, less absenteeism, work participation, employee citizenship behavior, extra role-performance, heightened firm output, job contend, and organizational faithfulness. Work-life balance policies have favorable impact on employee’s affective engagement to their organization (Casper et al., 2011; Muse et al., 2008). When employees recognize the company value then, it is believed that this will create positive attitudes and behaviors towards the company such as brand commitment and more employee citizenship behavior (Ravens, 2014; Chang et al., 2012). In the western subject organizations are push to execute more organizational work-life balance policies and programs for improving workplace health and wellbeing such as less turnover, health benefits claim, and less absenteeism (Guest, 2002; Skinner and Pocock, 2011). Employee performance can be affected by imbalance between work and family and it is one of the chief risk factor that becomes cause of mental disorders, anxiety and depression among employees that restricts them to perform (Wang et al., 2008).

RP2: Work-life balance is positively related to Employee citizenship behavior

Reputation and Employee citizenship behavior

Reputation is considered one of the integral of the employer branding procedure and integrating reputation of the corporation in the employer brand that assists firms to attain and maintain workforce (Moroko & Uncles, 2005). Employer branding contains the benefits which are related to recruitment of employees, maintenance of employees, retention of employees and increase organizational performance (Taylor, 2010). Employer branding is also associated with the lessemployee absenteeism, high enthusiasm of work and increased work performance (Taylor, 2010). Employer familiarity is essential forerunner of corporate identity and reputation because it is insight assessment of either applicants are well informed about the organization or not (Cable & Turban 2001; Collins & Kanar, 2013). Reputation is essentially important for the successful survival of the business and refers to an comprehensive assessment of the favorability of the firm such as appreciation, evaluation, regard in which the firm is detain and how fascinating the firm is (Barnett et al., 2006). Surreal et al. (2010) found it is asserted that organizational reputation positively accord to firm’s performance. Reputation may attract magnificent stockholders towards the company (Pared et al., 2010). Realization of employees about reputation of organization direct affects their sense of dignity and morale, job satisfaction, physiological attachment and acknowledgement of the corporate reputation (Helm, 2011). Spectacular corporate identity assists employees in formation of organization reputation, recognition and allocate maximum time and zeal at workplace (Martins, 2005) and encounter sky-high job satisfaction (Loureiro & Kastenholz, 2011). Perception about organization identity and reputation is positively associates with organizational commitment (Chun et al., 2013). Employees who consider high reputation will engender high job satisfaction (Kim & Brymer, 2011), citizenship behavior (Grant et al., 2008) and maintenance of employees (Moncarzet al., 2009) that will lead to employee citizenship behavior.

RP3: Reputation is positively related to employee citizenship behavior

Organizational culture and Employee citizenship behavior

In quantitative analysis, Bock et al. (2012) found that inventive and innovative culture of organizations one of the most influential factors that have beneficial influence on strategic flexibility and promotes citizenship behavior of employees. Every organization has culture either strong or weak and for productive and reputed organization follows values and norms and those values and norms of the firm raise the elementary of the corporation (Khazanchi et al., 2007). The values are not observable but enough strong in shape the organizational standards, that are behavioral assumptions and conduct (Hogan & Coote, 2014). Company’s ethics influence the firm’s strategic orientation concerning investigation or utilization stated by (Matzler et al., 2013). Organizational culture is about way of interacting of employees that contributes to attachment with organization and generates citizenship behavior (Shin et al., 2012). Hence, organizational culture can be perceive as a comprehensive facilitator or hurdle for successful operation for the performance of business with strong means to extract required result of organization (Hogan & Coote, 2014). Employees plays significant role in transmitting the significance of corporations in furnishing the connection between inside and outside environments (Balmer and Gray, 2003, p. 979; Yaniv and Farkas, 2005). Accompanied finer recruitment procedure organizations strengthen the employer branding due to less employment expenses (Barrow & Mosley, 2005), enhanced employee’s maintenance and less movement of employees (Barrow & Mosley, 2005), and exceptional culture of organization (Backhaus & Tikoo, 2004). For ECB, human resource practices are the procedure to produce and impart the company ethics to organizational representatives found by (Martin, Beaumont, Doig, & Pate, 2005).

RP4: Organizational culture is positively related to Employee citizenship behavior.

Diversity and Employee citizenship behavior

Diversity is one of the foremost ingredients contributing en route for employee citizenship behavior of an organization (Schalger et al., 2011). Work variety as the major framework while measuring the employer branding of organization as stated by (Schalger et al., 2011). Managing workforce diversity has becomes major concern of organization that assist employees to highly engaged in employee citizenship behavior. Organizations essentially generate a workplace environment in which personnel can perceive level of satisfaction, pleasure, sense of accomplishment and unity. When organization provides equal employment opportunity, avoid being discrimination among employees due to creed, religious, disability, education and gender then it ensures the diverse environment where everybody welcomes and leads towards employee citizenship behavior with increased organizational performance. Engaged employees represent a positive corporate picture which empower their organization to prosper promises to customers (Satain & Schumann, 2006, p. VI). Several studies have examined the relationship in middle of diversity and organizational achievements, with assorted results carried out number of investigations (Terjesen, Coutu, & Francisco, 2016; Chapelle & Humphrey, 2014; Nguyen, Locke, & Reddy, 2015; Noland, Moran, & Kotschwar, 2016; Wellalage & Locke, 2012; Darmadi, 2013; Post, & Byron, 2015) identified that when diversity breathe in the
workplace then its beneficial for and have valuable impact on performance of organization, include efficiency of workers or monetary payback.Olsen and Martins(2012):Shore exceedingly rely on the human, less turnover, et al., Jonsen et al.,(2011); (2010), says that favorable reputed organization associated with firms performance(Zwick, 2006:Barrett & O’Connell, 2001), monetary performance asserted by (Glaveli&Karassavidou, 2011; Kim &Ployhart, 2014),innovative performance identified by(Sung & Choi, 2014) and sustainable development (Ji et al., 2012). Training and development undertaking can refine staff expertise, talent and aptitude to convey company commitment to their employees.Noe et al. (2003), says training whether formal and informal, basically is all about to learn new skills, expertise and awareness about the organization strategic values so that employees can perform their assigned task effectively and ultimately enhanced employee citizenship behavior.

**Ethics & CSR and Employee Citizenship Behavior**

Employees likely to possess more useful viewpoint about their organization when wholehearted in CSR activity as asserted by (De Roeck, Marique, Stinglhamber, &Swaen, 2014): Brammer, Millington, &Rayton, 2007). Ethics and CSR activities considered to be more applicable to employee citizenship behavior because it strengthens concerns of workers toward their organizations (Wang & Sung, 2016).Turker,(2009)shows that CSR is positively connected to commitment of employee’s towards organization. Corporate social responsibility uplifts commitment of employees to the firm, which additionally strengthens performance of organization (Ali et al., 2010). Former researchhas revealed by executing CSR activities, employees tend to perform more employee citizenship behavior at workplace(Zhang et al., 2014:Swaen&Maignan, 2003). CSR aid to enhancesatisfaction of job(Valentine & Fleischman, 2008), reputation (Kim et al., 2010; Rodrigo and Arenas, 2008), engagement of employees (Aguilera et al., 2006; Brammer et al., 2007) and the Employee citizenship behavior (Evans et al., 2010; Fu et al., 2014; Lin et al., 2010; Zhang et al., 2014; Chun et al., 2013). Employee citizenship behavior has been acknowledged as essential outcome of corporate morality in the past literature(Jacinto &Carvalho, 2009;Schwepker, 2001;Hunt, Wood, &Chonko, 1989:Baker et al., 2006) Consequently, communal bond between employees and organization and employee citizenship behavior considered as significant mediate procedure between employer branding and corporate ethics. Reputation is all about how the employees thinks and perceive about the organization so today successful organization mainly depends on reputation management and when talking aboutreputation,one of the primary goals for the organization is to stand authorized and lawful (Martin, 2009) which highlights the significance of corporate social responsibility.

**Training & Development and brand centered HRM**

Chhabra and Sharma, (2014) found the prosperity of and durability of organizations exceedingly rely on the human resource standards that can encounter the business provocations. Training is significant HRM activity that influences work commitment, morale among employees and resulting in performance efficiencies through employee’s motivation(Shantz et al., 2016: Albrecht et al., 2015). Training has been considered principal factorand have supreme outcomes for job gratification of employees (Chiang et al., 2005), less movement of employees(Newman et al., 2011) and organization engagement (Ahmad &Bakar, 2003). HRM operations such as instructions refine employee work commitment, efficiency and development(Bakker, 2017).

Training and development is fruitful for the employer branding and performance of organization as it upgrade and polish employees to perform better than before. Training is broadly recognized as contributing factor that increase employees output and performance of organization (Tharenou et al., 2007). At the company, training and development has been found to be beneficially associated with firms performance(Zwick, 2006:Barrett & O’Connell, 2001), monetary performance asserted by (Glaveli&Karassavidou, 2011; Kim &Ployhart, 2014),innovative performance identified by(Sung & Choi, 2014) and sustainable development (Ji et al., 2012). Training and development undertaking can refine staff expertise, talent and aptitude to convey company commitment to their employees.Noe et al. (2003), says training whether formal and informal, basically is all about to learn new skills, expertise and awareness about the organization strategic values so that employees can perform their assigned task effectively and ultimately enhanced employee citizenship behavior.

**Work-life balance and Brand centered HRM**

Qu and Zhao(2012), stated that retention of employees is the foremost strategy to maintain talented workforce because they can promote positive and pleasant work environment that heighten the employee commitment to place, less turnover, promote employees’ morale and several strategies are examined in the literature such as retaining a equivalence between work-life andover the last few years brand-centered HR has received enough concentration in the domain of research of management(Chiang & Cheng, 2015; Al-Shuaibiet al., 2016;Builetal.,2016;Du Preezet al.,2017).Burmann et al. (2009) says that brand commitment is utmost contributor of employee citizenship behavior which is successively result of brand-centered HR practices such as recruitment policies, performance appraisal, employees training and development , assessment of organizational performance, and orientation of employees, between others(Punjaisri& Wilson, 2011). Groundbreaking HR operations on work–life balance schemes such as blessed Friday as on each last Friday of each month staff can leave office two hours early, support family time and encourage vacations in which employees to quench their mind can take two weeks off in three years to spend time with their families, wellness of employees, provide educational support, a flexible scheduling system in which employees are given by freedom of scheduling,foster healthy work environment and parental leave. A balanced between these sort of policies can generate more productive, innovative and effective workforce. These sort of comfort programs will probably impact the sensation and understanding of employees about organizational support that they receive by affectionate about their welfare and value them(Kim et al.,2014). Balance between work and lifeis beneficially connected to performance of employees and performance of organization (Parkes& Langford, 2008; Harrington &Ladge, 2009).

**Reputation and brand centered HRM**

Kim et al.(2010), says that favorable reputed organization assists employees to regard workplace as outstanding where they perceive extreme level of self regard through predicting.
the identity of organization into their self-confidence and foster a brand devotion to the corporation and leads to high employees’ commitment. Psychological commitment is positively links to employees’ perception about the reputation of the organization (Chun et al., 2013). Brand centered HRM is an approach to build company’s standards that encourage existing and perspective workforce to become greatly engaged in organization practices and attain goals of company (Chiang et al., 2012). According to Martin 2009; Burke et al. 2011; CIPD (2010) by branding their workplace EB can play a strategic role in ‘nearing-proofing’ corporate status. Corporate reputation/identity scheme has been interpreted in terms of restoring organizational obligations to generate strategic importance by specify the objectives and goals of organization and at the same time being divergent from rivals by now and then prevailing socially lawful by securing wide acknowledgement, appreciation, support and acceptance for dispensing excellent goods and assistance (Deep house & Carter 2005; Bergh, Ketchen, Boyd & Bergh 2010; Rind ova, Williamson, Patoka and Sever 2005; Martin & Hedrick 2006; High house, Brooks and Gregarus, 2009). Reputed corporations can also captivate the stockholders to finance in well respected organization which boost achievements, efficiencies and potency of firmstated by (Piyachat et al., 2015). Reputation of organization bestow to monetary performance asserted by (Surroca et al., 2010).

**Organizational culture and brand centered HRM**

It is stated that the employees are likely to develop loyalty and dedication with workplace that is essential for the success of the organization, when they have a favorable brand culture (Baldauf et al., 2003). “Purpose of employer branding is to make employees produce positive attitude and behaviors toward the brands of the firm” (Chiang et al., 2012: p. 662). Brand citizenship behaviors may endure unpleasantness that is created by brand-associated activities in order to make employer branding victorious and please employees beyond formal requirements stated by (Sun et al., 2007). Company norms, behavior and culture employees consistently display their viewpoints and attitudes towards the brandfound by (Chiang et al., 2012; Hurrell and Scholarios, 2014; Aurand et al., 2005). Organizational culture with brand centered HRM practices enhances the organizational performance and organization as great place to work. Although these practices are clear, well defined and are interconnected therefore, for achievement of the objectives and goals effectively, corporations have to administer a structure (Wright and Kehoe, 2008). Innovative and revolutionary culture within the organization enhances employees’ behavior and perspective sight (Odom, et al., 2003). Culture is all about shared assumptions and values in that command people how to behave and work towards common goal and take company ahead. Culture represents societal norms such as beliefs and practice of the particular group and the methods in which things are finished (Hofstede, 2001; House et al., 2004). When employees perceives good organizational culture and perceives that their behavior with the brand will be rewarded then they become committed and become highly involved in accomplishment of organization goals and move towards employee citizenship behavior.

**Diversity and Brand Centered HRM**

All over the globe, organizations are seeking innovative approaches and perspectives to ensure survival and growth in this highly competitive and dynamic environment (American Management Association, 2010). Workforce diversity recognizes that there are many factors that differentiates the people in many ways such as age, sexual identity, marital status, rank, social rank, handicap, personality traits, religion, personality, race and norms (Kossek, Lobel and Brown, 2005). Variety in workplace refer to differences either in terms of gender, ethnicity, age, religious beliefs, disabilities, political beliefs and other ideologies. Growing attention to organizational diversity in the workplace become vital for the organizations to implement diversity program to build the top reputation of the company and high employees’ commitment. As carried out by number of investigations by Podsiadlowski, 2002; Stahl, Maznevski, Voigt, and Jonsen, 2010; Fujimoto, Hartel and Hartel, 2004, research has revealed beneficial effects of diversity that notify group with high level of diversity in their workplace outperforms more than the low level of diversity especially with regard to innovation, expertise and satisfaction. The approach used in this investigation is similar to that used by other researchers such as diversity refers to different social and culture backgrounds within the organization suggested by (Agolla, J. E., & Ongori, H., 2007).

**Ethics & CSR and brand centered HRM**

Organization’s social policies, programs and schedules can be optimum initiator for establishments to captivate more skilled workforce that enhance the performance of organization and make them as great place to work. Corporate accountability is significant tactic for organizing numerous stakeholders’ suppositions (Lai et al., 2010). Organization morality and ethical climate is important contributor in employer branding and citizenship behavior of employees (Jin & Drozdenko, 2010; Barnett & Vaicys, 2000). Organization’s morality contributes to performance of firm in middle of firm and their employee’s provide insights about their firm’s ethical procedures such as proper business policies and practices. Employee perceptions about corporate morality are relevant forecast of performance outputs, such as satisfaction of job (Tsai & Huang, 2008) and brand attachment (Cullen, J. B., Parboteeah, K. P., & Victor, 2003; Schwenker, 2001). By adoption of CSR Activities, corporation can directly influence candidates to long term employees’ commitment within the corporation (Swaen & Maignan, 2003). Gong et al. (2010) found employees are supposed to be executing more citizenship behavior with workplace when they perceive outstanding collective organizational commitment within the firm, and they realize that their added struggles are not exhausted. Roberts and Dowling, 2002, asserted external ethics convey beneficial connections in middle of a corporation and its outer stakeholders, strengthening firm identity. When people become part of the organization they have transparent beliefs about the organization they work for regarding legitimate and moral behaviors and when the organization breach moral system, does not value their employees, employees does not get return of their time and effort invested in workplace, then they will feel substandard about the organization and less citizenship behavior due to lack of employer branding. Gong et al. (2010) stated when a
organizations dynamically validate morality in their climate then equitable culture take place that further stimulates commitment of employees with the organization, possibly through the joint social exchange relationship. RP12: Ethics & CSR is positively related to brand centered HRM.

**Brand centered HRM and employee citizenship behavior**

Brand centered HRM are those contributing operations in the organization that persuade employees to engaged with enthusiasm and proceed according to the strategic objectives of the company that bestow towards citizenship behavior of employees and stand out higher position in the market. Role of Brand centered HRM supports the organizational branding strategy. According to Chiang et al. (2012) aim of brand centered HRM is to frame employees who engender positive conduct and attitude toward organization. Gould-Williams, (2003) found that good HRM practices are connected increasing job satisfaction; employee’s attachment to organization, achieving organizational objectives and ultimately lead to employee citizenship behavior (Wright et al., 2003). Organization with best HR practices and policies can foster the required consequences of the company and can empower personnel to become extremely involved in attaining organizational goals effectively and efficiently. Brand-centered HRM practices assist workforce to be committed with organization and work hard with commitment, faithfulness and zealosity that remain consistent relative to company’s morality (Chang et al, 2012; Aurand et al, 2005; Al-Shuaibi et al, 2016; Hurrell & Scholarios, 2014). In order to differentiate themselves from rivals employer branding aim to improve organizational performance within the subject of HR such as recruitment, maintenance, commitment and make organization as great place for work (Chhabra & Sharma, 2014; Russell & Brannan, 2016). As suggested by Snell and Den (1992) HR practices, such as selection of staffing, organization innovations, balance between work and life, workplace safety, training & development, employee appraisal, career development and management, impartial rewards, balanced and fair compensates, Allen et al. (2003), who exploit social exchange theory to describe the association between labors and the corporation that are likewise with Aurand et al. (2005), found that employees who identify intense participation of HR practices might generate positive conduct and attitudes. RP13: Brand Centered HRM is positively related to Employee citizenship behavior.

**FRAMEWORK OF THE STUDY**

![Figure: 1 Proposed conceptual framework](www.image.com)

**METHODOLOGY**

This study supported by the conceptual paradigm viewpoint and put forward the framework that signifying the impact of employer branding on employee citizenship behavior with brand centered HRM as a mediator in telecommunication sector of Pakistan. In order to assemble this conceptual paper we examined diverse secondary documentation of data in depth such as reports, articles, books, sites and many publications such as (PTA report 2018) to certify the safe and secure publications and to detect the future pause in the previous studies. To notice the practical issue in telecom sector of Pakistan many researchers has conducted applicable literature review for breathing space. On the basis of existing literature this study is not only theorize but also formulate research proposition that will be helpful in current situation of Pakistan telecom sector. Study is underpinned by two theories to investigate the relationships between employer branding & employee citizenship behavior through brand centered that assist to construct conceptual framework. (RBV) resource based view theory and (SET) social exchange theory are the supportive theories of this research that provides the potential shrewdness about the gaps in the antecedent studies and could be helpful in ongoing analysis of the study.

**CONCLUSION, DISCUSSION & IMPLICATIONS**

Recollecting the background of the continuing investigation, this paper sought to analyze the significance of study, sense of connection between variables and relationship between each variable is explained. In this paper we strive to explain that how the employer branding contributes to employee citizenship behavior by fashioning HR as brand and subsequently enhance the citizenship behavior of employees. In the illumination of growing emphasis of employee’s retention, employer branding is one of the most potential mechanisms to boost employee commitment and ultimately become prominent organization among all. This investigation highlights the significance of employer branding such as Organizational culture, Ethics & CSR, Training & Development, Reputation, Work-life equivalence and Diversity. Brand-centered HRM directly contributes to employee citizenship behavior in telecommunication sector of Pakistan. Study showed that Pakistan’s Telecommunication sector has faced a lot of challenges due to fierce rivalry while retaining their workforce. Sridhar and Varadharajan, 2007; Madden and Savage, (2000), asserted the utilization of cell phone has promptly become an important ingredient in our lives and has benefit the cause of economic prosperity and occupation possibilities at the national level. The proposed model assesses the impact of employer banding on commitment of employees and provides insights about the future consideration in telecomm sector of Pakistan or other sectors. Employer branding can be a muscular mechanism of business that connects current and future employees with organization values, objectives and policies of HR to corporate name and companies with better reputation have skilled, committed and more satisfied workforce so, the employer branding shows overall position, strategies & HR policies of the organization and generate employee citizenship behavior. To attain economical edge in the business corporations need to grasp the significance of internal branding and should seize tactics of employer branding. Heneman et al. (2012) suggested that organization recruit those applicants who have the related awareness, aptitude, potential and other skills for job, then later is
bothered about comparing the applicants with overall organizational customs, belief system and worth. Due to qualitative in nature this study recommends that the organizations should bethoughtful and conscious about organizational internal ingredients (employer branding) in order to develop employee citizenship behavior through brand centered HRM. To ensure the success of the establishment and higher employee citizenship behavior the body needs to make HR department as brand that encourages employees to stay connected and loyal with the organization. To generate perception of integrity, bliss and possession within the organization managers must compose such sort of programs, schemes and strategies that hearten workforce to extremely involved in organization and contributes to organizational performance. Indeed what makes organization as a great spot to work is all based on monetary compensation, treat employees with respect as every employee is a valuable human resource for organization who need to be cultivated and respected, appreciation from seniors, infrastructure, rewards and recognition, right career progression, team support and empowerment all these are strong factors that makes your company as brand, these encourages employees and compels employee to stay connected with organization. Organizations due to rivalry face major provocations and telecom sector of Pakistan has long tried to overcome those challenges but due to lack of some good HR policies, value proposition of employees and poor employer branding this sector still passing through some gaps that need to be explored. To overpower this bleakness organizations that wish to integrate maintenance and consistency into their business strategies, personnel and services have to transform their business policies, procedures and programs to earns good reputation, higher employee citizenship behavior and become prominent in market. Despite of theoretical contribution current study also provide glimpse to policy makers of telecom sector and future researchers to understand about how the employer branding can stimulate the employee citizenship behavior through brand centered HRM.

LIMITATIONS
Some of the limitations of this study also provide scope for future research and this grab an innermost perspective and luminosity on how the organizations branding themselves to attain employee citizenship behavior when mediating the role of HR as brand. None of the study has tested empirically the proposed conceptual framework but further study could assess the long term effects of this study empirically. In spite of limitations of these, ongoing study could be fruitful in future because scope of study is limited in terms of quantitative. So while keeping an eye on this theoretical gap research propositions (RP) has formulated and it could be empirically tested in a future by the researcher, especially in subject of Pakistan or any other emergent countries that will help the telecommunication sector to review dimensions of employer branding in order to achieve the employee citizenship behavior with the help of brand centered HRM and gain superior performance of organization among all by stand out top in market and acquire sky-high reputation.

REFERENCES


