

Impact of Branding on Faculties' Retention: An Innovative Technology for Technical University Faculties of Odisha, India

Yashaswini Mishra, Rabi N Subudhi

Abstract: Getting and retaining good employees is always a challenge. The case is more significant for reputed Universities, where a few good teachers (professors) add value to the institutional brand. Organizational attractiveness, in such cases, is also because of some illustrious faculties. This paper analyzes the relationship and role of employer brand factors on citizenship behavior of faculties of universities of Odisha. Data collected from 350 faculty members, working in different universities of Odisha, through a structured questionnaire, were used to analyze the contribution of EB dimensions towards citizenship behavior of faculties. Results have shown that all the five employer branding factors like brand internalization, brand equity, institutional culture and reward and recognition of effort, motivation, career advancement opportunities have strong and positive impact on citizenship behavior. It revealed there is a valid association among employer branding dimensions and citizenship attitudes of faculties, like civic virtue, sportsmanship, conscientiousness and courtesy. It finds significant relationship of employer branding with citizenship behavior dimensions in attracting potential employees and employer branding act as an innovative technology to retain efficient faculty in this talent scarcity driven scenario among all technical universities for increasing potentiality of both engineering and general students.

Index Terms: Organization citizenship behavior (OCB), Employer brand dimensions, University faculties.

I. INTRODUCTION

In the era of knowledge competition, human capitals have been one of the key parameter to achieve competitive success for an educational institution. Today the contribution of employees is valued as highly significant in promoting and creating an institutional brand in the competitive environment where it is more acute in knowledge based organization such as universities (Feldwick, 1991). So to keep efficient employees, organizations adopt brand management strategies for employees, which have given a new light by the advent of employee branding in the organizational context. The term "employer brand" developed by Ambler and Barrow (1996), as a process of creating distinct employer identity from competitors with unique employment offering combined of three components like psychological, functional and economical values. As there is increased competition among universities produce academic excellence with better skills and competencies ,it is essential to create attractive

environment ,committed faculties for students .so to develop commitment, sense of ownership ,satisfaction, engagement level faculties needed to align their values to organization values through development of organization citizenship behavior concept among educational institutions. According to Barrow &Mosley (2005) a good employer brand attract good talent and curb attrition rate as it has significant impact on performance ,attachment, trust and motivation of employees. So to inculcate that behavior of faculties in the form of citizenship behavior like helping behavior, promoting goodwill, organization development, constructive suggestion towards work ,educational institution plays a crucial role in understanding factors of employer branding which will bring responsive attitude from them .Thus present study is emphasized to

- Analyze role and influence of employer branding dimensions on citizenship behavior of faculties with special consideration to technical and higher education universities of Odisha for prosperity and growth.
- To explore the relationship between factors of employer branding and enhancement of citizenship behavior of faculties.

II. REVIEW OF LITERATURE

It is highly important to present an integrated review of composition and factors of employer brand and its associated disciplines with a brief study of organization citizenship behavior for organization effectiveness and growth.

Ambler and Barrow (1996) described the employer branding a "package of functional, economic and psychological benefits provided by employment, and identified with the employing company." It is a concept which attracts, motivates and retains current and prospective employees through the process of establishing unique employer identity and projecting employment offerings and experience (Backhaus and Tikoo 2004). Brand knowledge has the impact on organization turnover and positive brand positioning, level of employee satisfaction and favorable reputed brand which in return build brand image (Shaari and Hussin, 2012). Therefore research has framed a link between employee attraction and OCB through various strategy of employer branding (Burman & Zeplin, 2005). The concept of citizenship behavior which is derived from organization citizenship behavior is defined as voluntary contribution of employee's to project variety of behaviors which increase brand image. This behavior is the reflection of

Revised Manuscript Received on June 22, 2019.

Rabi Narayan Subudhi, School Of Management, KIIT University, Bhubaneswar, India.

Yashaswini Mishra, School Of Management, KIIT University, Bhubaneswar, India.



individual's willingness towards putting more effort beyond basic functions of organization setting. It is the external targeted behaviors which strengthen satisfaction, loyalty and retention of employees. OCB is significantly related to employer branding and talent attraction through organization attractiveness by maximizing productivity of both subordinate and organization level through spreading best practices (Bergun, 2005). Organization citizenship behavior which is directly not acknowledged by giving reward officially but help in the smooth operation of organization. The dimensions of organization citizenship behavior which are termed as citizenship behavior includes altruism, virtue courtesy, consciousness and sportsmanship (Organ, 2007). OCB concept is measured by altruism, civic virtue, conscientiousness, courtesy and sportsmanship. Employees with high citizenship behavior shows high willingness to achieve organizational goal with effectiveness and promote goodwill of brand and who lack this behavior not only show disloyalty towards institution but also dilute overall brand performance .So this behavior development is desirable and need more research on factors and forces identification which has considerable impact on this (Dennis organ,1997).

III. CONCEPTUAL DEFINITIONS AND FRAMEWORK

EMPLOYER BRANDING: Employer branding is the sum total of organizations effort to communicate the image of the organization to present employees and stakeholders in the external market as a desirable attractive preferable environment to work for. It is the combination of different benefits like functional, economic and psychological offered by organization to satisfy and attract employees (Ambler& Barrow, 1996) .Employer branding has become a critical management tool in the hand of organization to apply brand management thinking in employment experience to understand employees and to communicate culture and values of an organization as an employer of choice (Backhous & Tikoo, 2004).Until recently, the employees are treated relatively inferior in their position in comparison to their employers .Now a day's these notion and relations are changing very speedily .As the organizations want high excellence and competitiveness in the market at a faster move ,hence it is a priority for employers to captivate and select suitable competent resource. So here employer branding plays a vital role in creating an image of potential employer to choose and work. It can be anticipated that the creation of an attractive & distinctive place of work for employees is dependent upon carrying expressive and best employer brand by organizations (Lockwood, 2007). Employer branding establishes identity of the organization by creating unique employment offering with tangible and intangible reward features to its employees (Priyadarshi, 2011). It encompasses organization culture, policies, values and system for attaining the objective of attraction, motivation and retention of current and potential employees. The outcome of strong employer brand reflected in organizations competitive advantage which is the result of employer unique value proposition (EVP) as it increases employee engagement by giving a reason to work (Mosley, 2007). Employer brand is a key to create positive human capital practices and shareholder value. It increases

talent pool by contributing to bottom line through attraction and right fit in an organization.

ORGANISATION CITIZENSHIP BEHAVIOR AND DIMENSIONS

Organizational citizenship behavior was coined by Organ (1988) as an "individual behavior which is not compulsory and identified by the organization formal work description but it gives overall total development with promotion of effective functioning in the institution. The term organizational citizenship behavior (OCB) encompass behaviors like voluntary helping attitude to co workers who are heavily work loaded, helping new employees in their work, promoting and spreading goodwill of the organization in and outside and offering suggestions for organization and self development. So behaviors which go beyond one's job description are referred to as OCB. OCB as a non mandatory behavior has appeared as a emerging scope of research. It has become most researched era in Organizational behavior field (Moorman, 1993) as it enhances desire for scholars and thinkers in the present scenario. Thus it is vital to understand the predictors and outcome of this researched topic. Podsakoff and MacKenzie (1997) posited that vast research has not been conducted to investigate the impact of OCB on employees and organizational performance. Thus more investigation is demanded to find out the impact and determinants of OCB.

OCB has been shown to have noticeable effect on the organization as it has a significant influence on individual productivity and work life balance (Organ, 1988). There is a strong thought that if organization give pleasurable culture to the employees it turn to satisfactory performances which is related to organization citizenship behavior like showing sincerity in work, cooperation to colleagues, compromising attitude, helping without complaining behavior, promoting goodwill of institution in and outside, following rules of organization even not watched, loyalty etc are positively related (Morrison, 1996). OCB has effect on organization outcomes from individual and organizational point of view like lower rates of employee turnover, absenteeism, increased productivity, customer satisfaction, efficiency in performance and reduction in cost. OCB can enhance success of an organization and individual development (Organ, 1997). OCB should be considered an efficient medium for improvement of profitability position of an organization and reduction in cost in the form of lower rate of turnover and absenteeism (Smith & Organ, 1983). OCB enhances the work place charm by creating a social environment at the same time it increases employee performance and well being through cooperative employee's productive work.

A. Courtesy – Werner (2007) describe courtesy as the discretionary behavior of thoughtfulness which avoid work related problems for others and the work which would be affected by one's decisions or commitments, providing notice in advance who needs to know the schedule of work. This considerate behavior also includes reporting to employer if the employee late for work and notifying colleagues regarding non completed task where it affects others decision and output. A courteous employee reduce crisis by continuous effort to help colleagues and help management to avoid problems by crisis management (Podsakoff and MacKenzie, 1997).



B. Altruism has been defined as the combination of all the discretionary behavior that involves the helping behavior towards specific person with organizationally relevant task or problem (Organ, 1997). Altruism is predecessor of helping behavior and positive attitude towards others wellbeing with concern and no self-interests. These behaviors are directed helping voluntarily fellow employees in work, finding information for them and assisting new employees in using equipment. Altruism in simple words means helping or helpfulness (Organ, 1997). Altruism means helping other members of the organization in their tasks. For e.g. voluntarily helping new employees, helping co-workers who are overloaded, assisting workers who were absent, and guiding employees to accomplish difficult tasks .altruism as voluntary behaviors where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances.

C. Sportsmanship is defined as “a willingness to cope with different inconveniences and impositions of work without complaining.” (Allison, 2001). For effective running of an institution the spirit of sportsmanship is crucial as it develop the ability of completing work in deadline with average working condition and obsolete equipment without complaining and raising grievance. It refers to interest of employees to avoid complaining attitude towards any changes in the structure and process of organization work. Sportsmanship creates behavior of less aggressive to problems occurring in the work culture, increased cope up attitude in the inconvenient situation which facilitate organizational development and easy task accomplishment (Organ 1988).

D. Conscientiousness is another discretionary behavior that postulates the attitude of an employee performing more work that goes above the normal requirement of an organization(Sullivan,2004).it refers to the sense of contribution of employees towards doing more than normal role requirements far beyond the minimum requirement like being punctual, taking less extra breaks, sincere performance even when not watched by institution and maintenance of resources ,working beyond stipulated time period which will enhance organization effectiveness and productivity. Making constructive suggestion, earlier completion of task before due date helps in achievement of organizational goal. The employee who is highly conscious, will be involved in such type of behavior like obeying principles and regulations, less extra breaks, giving more days work (McKenzie, 1997). Conscientiousness is performing effectively above normal levels of attendance, punctuality, effective utilization of resources and creation of image of being a worthy citizen of the institution. When the individuals are more responsible there is less need of continuous monitoring and it refers to high sense of responsible citizenship behavior (Podsakoff and MacKenzie, 1997).

E. Civic Virtue is the valuable engagement in the different decision of an institution and opens free expression of opinions with contribution to this process, attending meetings, discussing with colleagues the issues relating to the organization for the smooth functioning of the institution. It is behavior of an individual that reflected in dedication and

dutifulness in participation with organization activities with high concern about the healthy future of company (Podsakoff, 2000).

EMPLOYER BRANDING DIMENSIONS

The factors and dimensions have several implications on development of commitment, satisfaction, attraction and retention of employees in an organization which ultimately leads to enhanced citizenship behavior. So to analyze and examine the factors of employer branding which has impact on building citizenship behavior among faculties of technical and higher educational institution is the objective of this study. These factors are discussed and hypotheses are developed on the basis of those dimensions for the given study.

A ‘desired brand image’ is defined as how the organization has imparted the values on employees who are expected to deliver delightful service. It is a wish of every faculties and students to make choice of the institution which has strong brand image. The employer branding enables an organization to focus consistently on employee’s motivation, internalization of brand image and projecting to stakeholders. Thus it helps in shaping vision, culture of organization and **brand internalization** begins with nurturing care given by employees towards institution realistic brand. The internalization process helps employees to be engaged & committed more towards fulfilling promises inherent in organization and brand image. This dimension reflected in importance of brand equity and promotion for the faculties. Lockwood (2007) states that “engaged employees work harder and more committed and may go beyond the requirement and expectations of their task” which reflect the outcome of organization citizenship behavior. Faculty members are the brand ambassador of the technical institution who gives their extra time for the betterment of students and colleague because of emotional healthy connection with institution to live the brand of organization resulting in organization citizenship behavior. (Ghani, 2004).

Rewards and Recognition plays a greater role in maintaining brand standard and brand building in higher Educational Institutions. As faculty member perception is different in personality, ability, values, and needs which manifest themselves in different need and desires (Ewing, 2002) .It is imperative to build a link between performance and rewards to align with achievement of departmental, personal and Institutional goals. It reflects and portrays a strong message about how organization feels on employee expectation. Effective reward & recognition schemes should recognize contribution of faculties’ effort. It may be in the form of intrinsic motivation like challenging jobs, assigning duties based on faculty interest and knowledge, participation in the decision making process with regard to academic calendar, a sense of equality and equal opportunity, appreciation and recognition, self worthiness feeling , respect and trust, complete freedom, flexibility and power over work process, opportunities for individual growth and high involvement in job decisions satisfy the employees more(Herzberg, F. (1986).so the objective of reward system in higher Educational Institutions should attract ,retain and motivate competent employees.



Impact of Branding on Faculties' Retention: An Innovative Technology for Technical University Faculties of Odisha, India

The sphere of **career development** provision has paramount importance in imparting and promoting knowledge of faculties among educational institutions for honing skills and abilities of students. Incorporation of brand with training & development process, career advancement opportunities reinforce the culture of technical educational institution through advertisements and it attract employees to consider the organization as a good place to work (Miles and Mangold, 2004). Enough chance for faculty career development programs leads to self development with organization development and pleasure in the workplace. Thus, career development advancement can be treated as significant tool for increasing citizenship behavior.

Motivation is the most vital forces to energize human behavior and performance of employees to live the brand (Katz, D. (1964). So higher and technical Educational Institution give great value to motivation at organization level through Fair pay, incentives and rewards with positive work environment, recognition for bringing optimistic view from them for organization. So here employer branding is more desirable as it meets the needs of faculties. It is quite crucial to understand the motivators affecting individual need & goals of employees as it varies from one generation to another (Priyadarshi, 2011).

IV. OBJECTIVES, HYPOTHESIS AND METHODOLOGY

Objectives:

- To understand the relationship between factors of employer branding and organization citizenship behavior
- To analyze the association between attractiveness dimensions and citizenship behavior.

Hypothesis:

Following hypotheses are formulated, based on our objectives:

- H1. Brand internalization is positively related to citizenship behavior
- H2. Recognition of faculties' contribution has significant relationship with citizenship behavior
- H3. Organizational team based culture is closely associated with citizenship behavior.
- H4. Career advancement opportunity is positively associated with faculty citizenship behavior.
- H5. Motivation to faculties is positively related with citizenship behavior towards institution

Research Methodology

This study is conducted through primary data collection where a self-administered questionnaire were distributed to different universities both private and government consist of (Utkal University, KIIT University, SRI SRI University, SOA University, Odisha University of Agriculture And Technology, others comprised of Ravenshaw University, Ramadevi University, Berhampur University, Centurion University, Autonomous colleges) in northern region of India namely in Odisha covering cities like Cuttack, Bhubaneswar, Nayagarh, Khordha and Berahampur. 350 filled questionnaire of faculties' response was undertaken for the analysis. The questionnaire comprised of different categories to collect information on faculties' perception on

employer branding and citizenship behaviors of their universities. Questions are prepared in 5-point Likert Scale.

V. DATA ANALYSIS

Table-1: Sample Data Demographic profile:

Demographics	Category	Number	Percent age (%)
UNIVERSITY WORKING	UTKAL UNIVERSITY	18	5.1
	KIIT UNIVERSITY	72	20.6
	SRI SRI UNIVERSITY	42	12.0
	SIKHSYA O ANUSANDHAN UNIVERSITY	63	18.0
	Ouat	8	2.3
	OTHERS (government and private technical universities & autonomous college)	147	42.0
EXPERIENCE	Less than 2 years	101	28.9
	2 to 5 years	117	33.4
	More than 5 years	132	37.7
EDUCATIONAL QUALIFICATION	Masters	108	30.9
	M.Phil	77	22.0
	PhD	165	47.1
NATIVE LANGUAGE	Odia	300	85.7
	English	2	.6
	Hindi	22	6.3
	Any other	26	7.4
MARITAL STATUS	Married	255	72.9
	Un-married	89	25.4
	Separated	6	1.7
GENDER	Male	192	54.9
	Female	158	45.1
AGE	< 30 years	80	22.9
	30- 40 years	187	53.4
	40-50 years	63	18.0
	>50 years	20	5.7
PRESENT POSITION	Lecturer	85	24.3
	Asst.Prof.	190	54.3
	Associate Prof.	24	6.9
	Professor	43	12.3
	Any other	8	2.3

Table 2: Correlation between chance of career advancement in the organization and citizenship behavior (self & organization development).

Correlations			
		B3	OCB8
Scope of Career	Pearson Correlation	1	.619**



advancement	Sig. (2-tailed)		.000
	N	350	350
Organization citizenship behavior	Pearson Correlation	.619**	1
	Sig. (2-tailed)	.000	
	N	350	350
**. Correlation is significant at the 0.01 level (2-tailed).			

Above table depicts the correlation matrices of two variables. A Pearson correlation between opportunity for career advancement given to faculties and organization citizenship behavior covering dimension of civic virtue was executed for determining relationship between them. Analysis of correlation matrices table has shown a significant positive relationship between two ($r = .619$), which was significant at .000 level ($p < .01$). It was concluded that there exists a positive correlation between two variables i.e. opportunity of career advancement and organization development which leads to organization and self development through citizenship behavior.

Table 3: Correlation between motivation given to faculties and organization citizenship behavior (welcoming changes without resistance)

Correlations			
		C1	OCB14
Motivation	Pearson Correlation	1	.645**
	Sig. (2-tailed)		.000
	N	350	350
Organization citizenship behavior	Pearson Correlation	.645**	1
	Sig. (2-tailed)	.000	
	N	350	350
**. Correlation is significant at the 0.01 level (2-tailed).			

The table mentioned above illustrated the correlation of two variables. Analysis of correlation has demonstrated that there is a valid association between motivation and organization citizenship behavior covering the construct sportsmanship i.e. (welcoming changes without resistance) among faculty member at ($r = 0.645$), significant at .000 level ($p < .01$). So this can be concluded that there do exists strong correlation between motivation given to faculties in university and welcoming necessary changes in the institution without resistance leading to enhanced symbol of citizenship behavior.

Table 4: Correlation between Importance of brand value and brand internalization) and citizenship behavior

Correlations			
		H1	OCB11
Brand internalization	Pearson Correlation	1	.375**
	Sig. (2-tailed)		.000
	N	350	350
Citizenship behavior	Pearson Correlation	.375**	1
	Sig. (2-tailed)	.000	
	N	350	350
**. Correlation is significant at the 0.01 level (2-tailed).			

The above table revealed the correlation matrices of two variables. Pearson correlation between brand internalization and organization citizenship behavior including factor of courtesy was executed for determining relationship between them. Analysis of correlation matrices table has shown a significant positive relationship between two ($r = .375$), which was significant at .000 level ($p < .01$). It was found that there is a good correlation between importance of brand value for faculties and developed citizenship behavior reflected in encouraging family members and others to patronize and spread organization brand name with goodwill.

Table 5: Correlation between recognition of faculties' contribution and citizenship behavior

Correlations			
		E1	OCB9
Performance evaluation	Pearson Correlation	1	.649**
	Sig. (2-tailed)		.000
	N	350	350
Citizenship behavior	Pearson Correlation	.649**	1
	Sig. (2-tailed)	.000	
	N	350	350
**. Correlation is significant at the 0.01 level (2-tailed).			

Above table, on correlation matrices of two variables, presents Pearson correlation between performance evaluation and recognition and organization citizenship behavior including the factor conscientiousness i.e. (showing interest in sharing and spreading goodwill in and outside of organization) was executed for determining relationship between them. Analysis of correlation matrices table has shown a significant positive relationship between two ($r = .649$), which was significant at .000 level ($p < .01$). It was found that there is a strong positive correlation between recognition provided to faculties on their contribution and effort for educational institution which ultimately bring positive approach to promote goodwill of organization through sharing and spreading brand value of institution in and outside the organization environment by treating it as a great place to work.

VI. FINDINGS

The findings of this paper has emphasized on vital role of employer branding in promotion and development of sense of citizenship behavior by drawing significant association through proving hypothesis selected for research. The results posited that if in an educational institution will put importance to design of proper structure for branding factors development then it will improve positively citizenship behavior among faculties. It also revealed valid correlation between employer branding and OCB as per the current research which will lead to high job satisfaction, loyalty, sense of sharing goodwill and promoting organization development which reflected in courtesy, Conscientiousness, sportsmanship attitude of faculties. The result of the study suggested that educational institution should develop and promote career development programs for faculties and freedom must be given to upgrade their knowledge which will ultimately develop citizenship behavior



.this is supported by the above analysis as the dimension of civic virtue of citizenship behavior i.e. self and organization development is significantly related and influenced by the construct of opportunity of career advancement of employer branding at ($r = .614$). Motivation is the most crucial factor for attracting potential faculties and maintaining harmony with improved efficiency. If faculties are motivated in organization and provided with lots of exposure for grooming their expertise then it will promote sportsmanship attitude of citizenship behavior in terms of welcoming and acceptance of new changes without resistance, as revealed from the analysis of correlation between employer branding factor of motivation and citizenship behavior which is significantly associated at ($r = .645$). Importance of brand equity or brand value of educational institution for a faculty and public image, majority of respondents around 81.1 % has shown their positive concern to importance of brand value for them and for creation of public image. The findings give significance to brand equity as an interesting construct which portray the ability of a brand to create value and growth for the organization. It is a wish of every faculty to make choice of the institution which has strong brand image .so brand equity or brand value of educational institution is important for a faculty and public image. For educational institution employer branding enables an organization to focus on motivation and brand internalization through development of citizenship behavior among faculties which reflected in patronizing organization brand value through encouraging their family members. There is strong relationship between brand internalization and courtesy attitude of citizenship behavior at ($r = .375$). Organization culture consisting of strong team work atmosphere among faculties in an educational institution is a determinant for smooth & effective functioning with less conflicting situations. In this research work relation of organization attractiveness in terms of team spirit environment is significantly related to citizenship behavior which reflects in usually helping behavior towards colleagues who remain absent from work. The findings resulted in stronger outcome of citizenship behavior and this correlation at ($r = .659$) highlighted that intention to perform a particular act is strengthened by displaying a positive attractive impression of organization work environment i.e. Team work culture as per study. Recognition of effort and contribution put by faculties is the most crucial element to give motivation and increase sense of responsibility .In any kind of institution performance evaluation should act as a major device to enhance self satisfaction and sense of obligation to promote positive image and goodwill of organization. In this present study correlation between reward & recognition and promoting & spreading goodwill behavior of faculties is being tested. The findings resulted in strong significant relationship between reward & recognition provided to faculties and development in citizenship behavior in terms of spreading goodwill in and outside of organization at ($r = .649$). Thus importance to reward and recognition factor must be given by educational institution to promote citizenship behavior.

The brand value reflects the public image and drive faculties commitment level to be engaged more towards institutional goal. According to Social exchange concept employees in an organization perform more dedicatedly and show positive consistent behavior as a response to provision and service

they accept from the institution. Thus in order to achieve high sense of responsibility and accountability towards organizational objective fulfillment employer branding dimensions like motivation ,institution culture, reward and recognition ,career growth opportunities and brand equity must be considered and served in an educational institution. This will result in smooth functioning of institution with increased level of citizenship attitude among faculties.

VII. CONCLUSION

Organizations, particularly the educational institution, these days have generated importance to attract and retain talent of current and future employees for long term sustenance. As per the above discussion it is believed that brand management thinking & technique in the form of employer branding will definitely act as vital tool for getting hold of competitive advantage and quality excellence of technical and higher educational institutions through organization citizenship behavior. By the literature it suggests that essence of successful employer branding is the alignment of faculties' aspiration with institutional objective and sense of citizenship attitude towards performance in work. The OCB factors and dimensions enhance the pleasantness of work place setting and can contribute to increased efficiency & performance. Thus this study contributes to analysis and examines various factors of branding with citizenship behavior and the relationship between them. In this regard this research has revealed that employer branding has a positive combined instrumental role in citizenship behavior of faculties for achieving high quality of research & teaching with productivity.

Therefore, technical universities and educational institutions must proactively give adequate importance to OCB as an indispensable condition for increased satisfaction of faculties' effectiveness and increased retention. The research has tried to justify its research objective on analyzing influence of employer branding factors towards citizenship behavior of faculties and have been identified influential factors showing significant impact on faculties of different universities. The present study explored that both employer branding and citizenship behavior are positively related indicating that more faculties are attracted to an institution brand in the form of brand knowledge, recruitment and selection practices, motivation, brand internalization, performance evaluation, they are engaged more in an organization. The findings also revealed and gave importance to major aspects of employer branding like complete freedom in career development advancement, effective motivation, faculties effort recognition and appreciation, culture based with team work and cohesion for effective academic excellence which must be considered for the goal of effectiveness & retention of faculties. Management of an institution should frame their educational institutional branding strategies and models based on above aspects. Apparently organizations need to invest and intensify their effort to foster sense of being a citizen among their faculties and must offer these facilities to develop sense of ownership and citizenship behavior for achieving long term glory to institution through vibrant branding framework

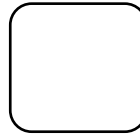
formulation. So this study ends with a call to all the educational sector, higher education authorities and government to pursue branding & attractiveness model development initiative for universities to enrich long term growth & quality excellence in academia.

REFERENCES

1. Ambler, T. and Barrow, S., 1996, "The employer brand", The Journal of Brand Management, 4 (3), 185-206.
2. Backhaus, K and Tikoo, S., 2004, "Conceptualizing and researching employer branding", Career Development International, 9 (4/5); 50510
3. Barrow, s. and Mosley, r. (2005), The Employer Brand: Bringing the Best of Brand Management to People at Work. Chic ester: John Wiley & Sons: 2005. 207 p. ISBN 978-0-470-01273-4
4. Bergstrom, A., Blumenthal, D., & Crothers, S. (2002). Why internal branding matters: The case of Saab. Corporate Reputation Review, 5(2/3), 133-142.
5. Bergun N (2005). The Relationship between Social Power and OrganizationalCitizenship. Behavior: The Mediation Role of Procedural Justice, Organizational Commitment and Job Satisfaction in a context of private commercial bank in Bangladesh, J. Psychol., 72: 456-584.
6. Berthon, P., & Ewing, M. (2005). Captivating company: Dimensions of attractiveness in employer branding. International Journal of Advertising,
7. Burmann, C., and Zeplin, S. (2005). Building brand commitment: A behavioral approach to internal brand management. Brand Management, 12(4), 279-300.
8. Feldwick, P., 1991, "Defining a Brand", Understanding Brands, ed. Cowley, D., Kogan Page, London, p.21
9. Ghani, R. A., Nordin, F., & Mamat, L. (2004). Organizational commitment among the academic staff in distance Education program .The International Journal of Education Development, 1, 29-43
10. Hasnizam Shaari, Salniza Md. Salleh and Zolkafli Hussin (2012), "Relationship between brand knowledge and brand rewards, and employees brand citizenship behavior; The mediating roles of brand commitment", International Journal of business and society, Vol.13 (3) PP.335-354
11. Herzberg, F. (1986). One More Time: How Do You Motivate Employees? Harvard Business Review, September-October, 5-16. ISSN 0017-8012
12. Katz, D. (1964). The motivational basis of organizational behavior. Behavioral Science, 9, 131-146.
13. Lloyd, S, (2002),"Branding from the inside out", Business Review weekly, Vol 24 No 10, pp 64-66
14. Lockwood, Nancy R. (2007). Leveraging Employee Engagement for Competitive Advantage: HR's Strategic Role, SHRM Research Quarterly
15. Miles, S. J., & Man gold, G. (2004). A conceptualization of the employee branding process. The Haworth Press.
16. Moorman RH (1993). The influence of cognitive and affective-based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. Hum. Relat. 46: 759-76.
17. Morrison, E.W. (1996), "Organizational citizenship behavior as a critical link between HRM practices and service quality", Human Resource Management, Vol. 35, pp. 493-512.
18. Organ, D.W. (1988), Organizational Citizenships Behavior: The Good Soldier Syndrome, Lexington Books, Lexington, MA.
19. Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. Retrieved Oct 16, 2010, from <http://www.valdosta.edu/~mschnake/Organ1997.pdf>
20. Podsakoff, P., Mackenzie, S., Paine, J. and Bacharach, D. (2000), "Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for further research", Journal of Management, Vol. 26 No. 3, pp. 513-63.
21. Podsakoff, P.M. and Mackenzie, S.B. (1997), "The impact of organizational citizenship behavior in organizational performance: review and suggestion for future research", Human Performance, Vol. 10, pp. 133-51.
22. Priyadarshi, P. (2011), "Employer Brand Image as Predictor Employee satisfaction, Affective Commitment and Turnover", Indian Journal of Industrial Relations, 46(3)
23. Schneider, B., Gunnarson, S.K. and Niles-Jolly, K. (1996), "Creating the climate and culture of success", Organizational Dynamics, Vol. 23 No. 1, pp. 17-29.

24. Smith, C.A., Organ, D.W. & Near, J.P. (1983). Organizational citizenship behavior: Its nature and antecedents. Journal of Applied Psychology, 68: 653-663.
25. Sullivan, J. (2004), Eight elements of a successful employment brand, ER Daily, 23 February, available <http://www.ere.net/2004/02/23/th-8-elements-of-a-successful-employment-brand-talent>", McKinsey Quarterly, Vol. 3, pp. 44-57.
26. Werner A (2007). Organizational Behavior: A Contemporary South African Perspective. Pretoria: Van Schaik Publishers.

AUTHORS PROFILE



Yashaswini Mishra is a PhD scholar, KIIT University and faculty in commerce, KISS University. She has completed M.com, M.phil and pursuing PhD. She has published 12 research papers.



Rabi N Subudhi is senior professor of Management, presently with KIIT. Earlier he worked for VIT and Berhampur University. He has published over 60 research papers and 7 books. He had received senior fellowship award from CSIR, Govt of India for doctoral research.