EMPLOYER BRANDING AND EMPLOYEE ATTITUDES: MEDIATING ROLE OF PERSON-ORGANIZATION FIT

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ABSTRACT
Purpose - The aim of this study is to investigate the relationship between employer branding, organizational citizenship behavior, organizational identification, intention to stay in consideration of perceived person-organization fit.
Methodology - The empirical data were gathered from 300 respondents working at banking sector in Turkey and analyzed through SPSS 21.1 and PROCESS macro for testing mediating effect.
Findings- The findings underpin that application value and development value and socialization provided as a part of the employer branding activities affects the organizational identification, organizational citizenship behavior and intention to stay. Meanwhile perceived person-organization fit partially mediates the relationship between employer branding, intention to stay, organizational identification, courtesy and civic virtue while fully mediates the relationship between application value, development value and socialization and altruism.
Conclusion- Comprehension of employer branding's role on the organizational outcomes contributes to the competitiveness of organizations in today's competitive labor market holding talent shortages and difficulty in finding and retaining committed employees in virtue of attracting and retaining the best talents.

Keywords: Employer branding, organizational citizenship behavior, organizational identification, intention to stay, person-organization fit
JEL Codes: M54, M12, L2

1. INTRODUCTION

In the last decades, deficiency in labor market has procured war for talent among competitors and organizations has started to seek the way of attracting potential workforce and retaining existing employees to reduce the effect of talent shortages and gather sustainable competitive advantage in highly competitive business environment (Lievens and Highhouse, 2003; Wilden, Gudergan and Lings,2010). Additionally, EB concept has assisted to organizations for overcoming this war for talent with attraction and retention of the workforce through providing unique work experience, which creates the perception of being a member of a strong organization with employee focused strategy (Backhaus and Tikoo, 2004; Barrow and Mosley, 2005). Being aware of vitality of payment and reward facilities, procuring professional, career and personal development opportunities, having social environment enabling interaction and collaboration among all members of organization, giving opportunity of applying knowledge learning through training and opportunity in work-related activities as well as sharing work experience with others, having good reputation in business environment have increased attractiveness of organizations (Schlager et al., 2011; Cable and Turban, 2003) and created perception of great place to work thanks to employer branding activities in view of both prospective and current workforce (Ewing et al., 2002).

The literature has garnered much empirical evidence supporting that employees show more commitment, satisfaction, intention to stay for a long-term, higher performance and motivation, organizational citizenship behavior referring extra role behavior out of the responsibilities of workforce with view of seeing organizational goal superior than individual goal,

tendency of identifying them with the identity and features of the organizations, intention to apply for potential talented workforce in return for these investments and consideration on the basis of employer branding concept internalized by organizations (Lievens et al., 2007; Wahba and Elmanadily, 2015). In addition, empirical studies have been scarce although employer branding has become a popular concept in human resource management field (Cable and Turban, 2001). For this reasons and drawing on the above discussion, this study aims to contribute literature with analyzing the relationship between employer branding, organizational citizenship behavior, organizational identification, intention to stay and the role of the perceived person-organization fit. In the following sections, the literature of employer branding has been discussed, the method of study has been put forward, the results have been obtained within the scope of findings, and suggestions have been offered for the future research.

2. LITERATURE REVIEW

2.1. Employer Branding

Employer branding is a concept using brand discipline in marketing literature on the subject of organizations' human capital with aim of creating the perception of the best place to work through functional, economic, and psychological benefits provided by organizations (Ambler and Barrow, 1996).

With this regard, employer branding has laid emphasis on potential and existing employees with aim of not only retaining existing workforce in the organization but also attracting the best-talented candidates. In this sense, organizations have to create values for their human capital to differentiate organizations and gain competitive advantage (Backhaus and Tikoo, 2004) with attracting and retaining the best and competent workforce within the organization. In the literature, these activities aliased as symbolic and instrumental framework (Lievens and Highhouse, 2003; Ito, Brotheridge and McFarland, 2013; Van Hoye et al. 2013), functional, economic, and psychological benefits (Ambler and Barrow, 1996) and value-based view (Berthon et al. 2005). In addition to attraction and retention of talented workforce, Barrow and Mosley (2011) revealed that employer branding is the vital concept for the organizations in terms of reducing cost, improving customer satisfaction, contributing the better financial results and performance.

For developing employer branding, organizations should firstly build employee value proposition (EVP) which is discussed by Sullivan as "the unique and differentiating promise a business makes to its employees and potential candidates" (2002: 20) and ideal EVP should define working environment and culture that will enrich work life of employees, provide added value to the employees, include emotional and functional benefits that will differentiate firms from competitors (Bas, 2011). Barrow and Mosley (2011) defined employer value proposition as a mix of dimensions as external reputation, internal communication, senior leadership, values and corporate social responsibility, internal measurement system and service support classified as organizational context as well as recruitment and induction, team management, performance appraisal, learning and development, reward and recognition and working environment referring local context and practices. The second step of employer branding process is external marketing of employer branding containing activities for attracting the best talent with differentiated employer branding activities. Additionally, shaping employee value proposition on the basis of the target group's expectations has facilitated the external marketing and increased employer brand attractiveness. Finally, internal marketing stage includes activities about holding the existing employees in the organization and creating a committed and satisfied workforce with providing them opportunities expected by them from the employer is crucial for the development of strong employer brand (Backhaus and Tikoo, 2004). On the other hand, studies conducted in this concept revealed that perception of the employer, as a brand, is mostly formalized by organizational culture and climate, leadership practices, fairness in reward allocation, perceived organizational prestige, image, reputation and corporate social responsibility of the companies (Biswas and Suar, 2014).

Being a vital concept for overcoming the war for talent, employer branding activities lead to organizational identification (Schlager et al., 2011), satisfaction (Ito, Brotheridge and McFarland, 2013), loyalty (Punjaisri and Wilson, 2011), intention to stay (Matanda and Ndubisi, 2013) and commitment (Ito, Brotheridge and McFarland, 2013) by virtue of perception in regard of being a member of organizations having unique and differentiated employee-based view. In the light of these arguments, developing peerless and differentiated employer brand image has derived retainment of complement workforce in the organization as well as contributed their identification and commitment thanks to the advisable comprehension of expectation and perception of the employees. Based on this background, our study aims to contribute literature through analyzing the relationship between employer branding concept and employees' attitudes specified as organizational identification, citizenship behavior and intention to stay through the role of person-organization fit.

2.2. Employer Branding and Organizational Identification

Various studies accentuating the concept of organizational identification have revealed that vast amount of organizational activities are decisive in the degree of employees' identification. Of all these determinants, employer branding activities are also substantial for the development of the identification behavior.

Study of Lievens, Van Hoye and Anseel (2007) has delineated the impact of symbolic attributes of employer branding are the best predictors of the organizational identification while instrumental frameworks do not have any contribution to identification. In other respects, Schlager et al. (2011) stated that identification of current employees relies on the social value including team spirit, competence, and respect among co-workers friendly and supportive relationship and good positive reputation value while diversity value referring challenging and interesting task is predictors of identification for prospective employees in addition to these values. Additionally, Dukerich, Golden and Shortell (2002) centered that organizational identification and defining themselves with the aim and attributes of the organization in terms of employees associated with good and strong external image of organizations. Edward (2009) revealed that organizations having symbolic framework based personality has increased the strong value-focused employer branding and consequently employees tend to feel a higher degree of identification. On the other hand, Punjaisri and Wilson (2011) centered one of the most crucial predictors of the employees' brand identification as internal brand concept which has similarities with employer branding activities and results of study showed that for employees whose age are over 30, relationships between internal brand activities and identification have been stronger while well-educated employees have tended to be less identified themselves with the organization. In line with the proposed relationships mentioned above, the following hypotheses are developed:

H1: There is a positive significant relationship between employer branding and organizational identification

2.2. Employer Branding and Organizational Citizenship Behavior

The concept of organizational citizenship behavior dwells on employees' tendency of exhibiting discretionary extra-role behavior performed without expecting any additional compensation and apart from their responsibilities (Asha and Jyothi, 2013). In this respect, a vast number of studies center on the role of the components of employer branding on this tendency to showing extra role behavior referring taking responsibility voluntarily out of the job description and helping behavior for the effective flow of the organizational activities without expecting any compensation and promotion opportunity.

Organizational support activities as well as training, managerial support, participative climate and empowerment between employees and organization was executed as one of the predictors of the organizational citizenship behavior (Bell and Menguc, 2002). In a similar vein, Asha and Jyothi (2013) stated that compensation and rewards meeting the expectation of workforce, growth and development opportunities for employees purposing better performance and self-achievement, participation to decision-making process with employee empowerment, work-life balance, open communication with management accommodate with commitment and satisfaction and extra-role activities referring to jobs and responsibilities out of the job description of the employees and organizational citizenship behavior toward their organization having view in favor of employees. Study of Paillé, Bourdeau and Galois (2010) showed that employee satisfaction generating with employee based organizational approach contributes to organizational citizenship behavior and as a result, decreases the intention to leave an organization. Therefore, we hypothesize that in general;

H2: There is a positive significant relationship between employer branding and organizational citizenship behavior

2.3. Employer Branding and Intention to Stay

Labor shortages mainly caused by aging population, globalization, inefficiency in the educational background of the workforce have brought not only decrease in performance due to the scarcity in the talented workforce but also an escalation in cost originating from human resource activities in the recruitment, selection, orientation and training process for the related job. Besides, hiring inappropriate workforce and high turnover rate have also caused a loss for the organizations. Allen (2008) stated that replacement cost occurring because of employee turnover was equal to 50-60 % of the annual salary of the employees. In this context, retaining the talented workforce in the highly competitive employment market is possible with creating strong employer brand perception (Kashyap and Rangnekar, 2014). Strong employer branding has also contributed to reducing employee acquisition cost and gathers higher employee retention (Schlager et al., 2011) with reducing turnover intention (Kashyap and Rangnekar, 2014).

The impact of the instrumental factors on employees was centered and expected to increase the intention to remain based on pay, flexibility, job security, development and promotion opportunities provided through employer branding of the organizations (Ito, Brotheridge and McFarland, 2013). Matanda and Ndubisi (2013) stated that internal branding concept

referring activities towards employees seen as internal customers had an effect on the employees' intention to stay. In other respect, employee value proposition providing opportunities for challenging work, process efficiency, job fulfillment and external equity is a determinant of remain intention of the employees. In the light of these arguments, we expected that employer branding activities have an impact on the intention to remain in the organization, so:

H3: There is a positive significant relationship between employer branding and intention to stay

2.4. Mediating Role of Person-Organization Fit

Person-organization fit refers to similarities and congruence between values and goals of both employees and organizations as well as mutually fulfilling expectations of these two parties (Kristof, 1996). In this regard, for measurement, direct and indirect perspective has been used in the literature of person-organization fit. Direct measurement is a method used through assessing fit from the employees' point of view based on their beliefs and experience while the indirect measurement is an assessment of fit between workforce and organization by the third parties (Kristof, 1996). Understanding this distinction facilitates the comprehension of perceived and objective concept for the fit perspective. In this context, perceived fit has been defined as "individual makes a direct assessment of the compatibility between person and environment" (Kristof-Brown, Zimmerman and Johnson, 2005:11) and using perceived fit provides more basis thanks to the assessing situation from the employees' point of view (Edwards and Cable, 2009).

For the current and prospective employees, value congruence between two sides is substantial in the application process and intention. O'Reilly, Chatman and Caldwell (1991) stated that employees' perceptions about the fit between their values and core values of the organization is the determinant of the employees' satisfaction and commitment, and prevents the intention to leave. Other study confirmed that employee based view of organizations with internal branding shapes the person-organization fit perception and the intention to remain (Matanda and Ndubisi, 2013). In other words, person-organization fit is the predictor of candidates' organizational commitment and satisfaction with employee based activities and consideration of their career development and so providing necessary opportunity for their well-being, as a result, this perception has designated willingness to recommend organization as well as attraction and retention of them (Verquer, Beehr and Wagner, 2003).

Accordingly, Edwards and Cable stated that value fit between employees and the organization from the context of attraction, communication, predictability, and trust contributes to job satisfaction, intention to stay and organizational identification (2009). Considering these evidence and employer branding concept having congruence with the values of the workforce is the predictors of employees' retention. In the light of all discussion mentioned above, we hypothesize that;

H4: Person-organization fit mediates the relationship between employer branding and organizational identification

H5: Person-organization fit mediates the relationship between employer branding and intention to stay

H6: Person-organization fit mediates the relationship between employer branding and citizenship behavior

3. DATA AND METHODOLOGY

3.1. Aim of the Study

Empirical studies made in employer branding literature have been scarce while employer branding has become a prevailing concept in human resource management field (Backhaus and Tikoo, 2004) compare to similar concepts as internal marketing and internal branding. On the other hand, Backhaus and Tikoo (2004) underscored scarcity in empirical evidence focusing on the impact of the employer branding activities on the current employees' attitudes. In the light of these arguments, the aim of this study is to contribute literature by determining the impact of employer brand attractiveness on the organizational citizenship behavior, organizational identification and intention to stay based on mediating role of the person-organization fit (See Figure 1).

Figure 1: Conceptual Research Model
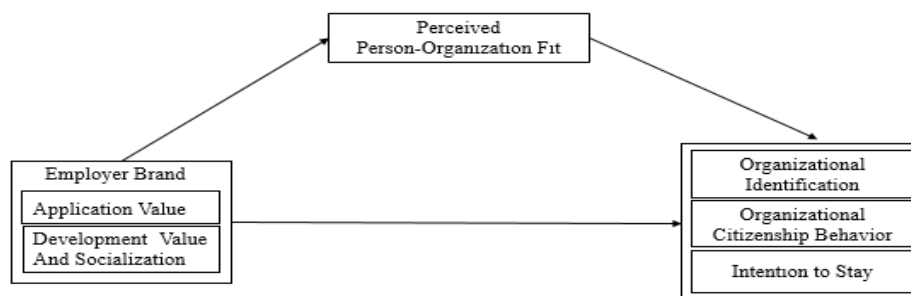
3.2. Sample and Data Collection

Data has been gathered from 300 employees from 12 banks in Turkey through a self-administered questionnaire and applying the convenient sampling technique. In the wake of analyses, evidence has revealed that females constitute 45.8% of respondents and 30.1% of respondents' ages are between 20 and 25 while 47.7% of them are between 26 and 30. With regard to education level finding, 49.5% of respondents hold an undergraduate degree and 33.8% of them hold a master' degree. Tenure at banking sector for the respondents are predominantly under 5 years (81.1%). Total work experiences are under 5 years (60.5%).

3.3. Measures

For testing asserted a relationship between variables of study, 69-items survey conducted to banking sector's employees. Close-ended questions have been used for standardization of the responses of all respondents and importance level of each statement for the respondents has been measured with a six-point Likert scale ranging from "I totally disagree" to "I totally agree". Descriptive characteristics of the respondents were analyzed in terms of gender, age, education and tenure at banking sector.

Employer Branding. Scale of Berthon, Ewing and Hah (2005) has been used to assess employer branding and dimensions in the workplace consists of 32 items related to benefits and values provided by the organization as an employer. Sample items are "The organization produces high-quality products and services" and "Feeling good about yourself as a result of working for a particular organization".

Person-Organization Fit. person-organization fit perceived by employees was measured with six items scale of Cable and Judge (1996) Sample items are "My professional skills match those required for my current job" and "I think my physical abilities match those required for my job".

Organizational Identification. Identification of respondents was measured with six items from the study of Mael and Ashforth (1992) and two items gathered from the study of Gautam, Van Dick and Wagner (2004). Sample items are "This organization's successes are my successes" and "When I talk about organization where I have been working, I usually say 'we' rather than 'they'".

Organizational Citizenship Behavior. 19 items scale of citizenship behavior were taken from a study of Basim and Sesen (2006) generated based on a combination of two scales in this field. Sample items are "I respect to the right of the other workers" and "I wore other workers for preventing impairment of them in occurring any problem".

Intention to stay. Scale was generated from four questions as "I am planning to stay in my current position for the long term" and "I am planning to work in this organization to the end of my career" taken from the study of Ozel (2014) taken from Career Progression and Development questionnaire of State Services Commission (2005).

4. FINDINGS AND DISCUSSIONS

4.1. Factor and Reliability Analysis

After data collection phase of the study, reliability and validity of scales have been tested with the SPSS 21.0. The items were subjected to factor analysis with varimax rotation for measuring construct validity. Table 1 has given the factor analysis results in terms of items' number of the scales, factor loadings of items, total variance explained and Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity for each sub-factor of scales used in the study.

Table 1: Result of Factor and Reliability Analysis

Factors	Number of items	Factor Loadings	% of Variance	Cronbach α	KMO	χ2	p
Application Value	13	.556-.822	50.822	0.942	.942	3794.028	.000
Development Value and Socialization	6	.598-.757	8.648	0.856			
P-O Fit	6	.771-.883	66.817	0.837	.831	1177.831	.000
Organizational Identification	8	.737-.843	62.043	0.911	.900	1436.386	.000
Altruism	4	.649-.829	18.085	0.772	.903	2110.777	.000
Civic Virtue	6	.638-.824	27.519	0.881			
Courtesy	4	.655-.890	23.514	0.869			
Intention to Stay	4	.900-.935	84.776	0.938	.844	1092.146	.000

On the basis of the analysis, totally 16 items (10 items from employer branding and 6 items from organizational citizenship behavior scale) were extracted because of loading two factors, lower loadings or reliability problem of a sub-scale (economic value factor of employer branding). Finally, employer brand attractiveness formed two factors structure as application value and development value and socialization, organizational citizenship behavior was composed of 3 factors named as altruism, courtesy, and civic virtue. Single extraction factor structure has been determined for person-organization fit, organizational identification and remains intention. The reliability values of scales ranged from 0.772 to 0.942.

4.2. Correlation Analysis

The mean and standard deviations of the data obtained for the variables in the study with results of correlation coefficients are shown in Table 2.

Table 2: Result of Correlation Analysis

	Mean	SD	1	2	3	4	5	6	7
Application Value	4.585	0.889	-						
Development Value and Socialization	4.655	0.819	0.701**						
Person-Organization Fit	4.868	0.919	0.600**	0.568**					
Organizational Identification	4.765	1.244	0.620**	0.482**	0.704**				
Intention to Stay	4.872	0.900	0.632**	0.519**	0.680**	0.657**			
Civic Virtue	4.941	0.793	0.531**	0.445**	0.543**	0.450**	0.603**		
Courtesy	5.238	0.796	0.408**	0.459**	0.531**	0.395**	0.492**	0.555**	
Altruism	4.947	0.859	0.318**	0.331**	0.440**	0.359**	0.450**	0.569**	0.482**

Note: All relationships are significant at p<0.001

As a result of the analysis, positive and significant relationships were observed between sub-factors of employer branding and person-organization fit, organizational identification, sub-factors of organizational citizenship behavior and intention to stay.

4.3. Mediating Role of the Person-Organization Fit in the Relationship between Application Value and Employee Attitudes

Testing the mediating effect of the perceived person-organization fits in the method of Baron and Kenny (1986). According to Baron and Kenny (1986); independent variable should have impact on mediating variable, independent variable should have impact on dependent variable and finally with the inclusion of mediating variable to regression analysis in the second step; if the relationship between dependent and independent variable become statically insignificant, full mediation effect has emerged while the relationship between dependent and independent variable diminish, partial mediation effect has appeared. Based on this approach, the mediating role of the perceived person-organization fit has been analyzed in the relationship between application value and employee attitudes through PROCESS macro (Hayes, 2012).

In this context, in order to test the mediating effect of person-organization fit, analyzes have been made for the relationship between each sub-dimensions of employer branding (application value and development value and socialization) and employee attitudes.

Table 3: Result of mediating analysis for application value and employee attitudes

Independent var.	Dependent var.	R^2	F	β	t	p
Application Value	Person-Organization Fit	0.36	164.749	0.62	12.835	.000
Model 1						
Application Value	Organizational Identification	0.39	188.018	0.63	13.712	.000
Person-Organization Fit		0.46	249.944	0.68	15.810	.000
Application Value		0.53	162.926	0.35	6.857	.000
Person-Organization Fit				0.45	9.128	.000
Model 2						
Application Value	Altruism	0.10	31.878	0.30	5.646	.000
Person-Organization Fit		0.19	70.498	0.44	8.396	.000
Application Value		0.19	33.508	0.08	1.382	.168
Person-Organization Fit				0.34	5.630	.000
Model 3						
Application Value	Courtesy	0.16	56.607	0.36	7.523	.000
Person-Organization Fit		0.27	115.652	0.53	10.754	.000
Application Value		0.28	56.961	0.13	2.336	.020
Person-Organization Fit				0.37	6.928	.000
Model 4						
Application Value	Civic Virtue	0.28	112.496	0.47	10.606	.000
Person-Organization Fit		0.29	123.184	0.54	11.099	.000
Application Value		0.35	78.344	0.29	5.556	.000
Person-Organization Fit				0.28	5.656	.000
Model 5						
Application Value	Intention to Stay	0.38	178.859	0.86	13.712	.000
Person-Organization Fit		0.49	289.405	0.70	17.012	.000
Application Value		0.55	181.793	0.42	6.221	.000
Person-Organization Fit				0.70	10.685	.000

According to Table 3, application value positively affects the organizational identification (β=0.63, p<0.01). Based on the result shown in the second step, there is the positive impact of application value on the person-organization fit perceived by employees (β=0.62, p=0.01). According to results showing the effect of both application value and person-organization fit on the organizational identification, person-organization fit maintains a positive impact (β=0.45 p<0.01) while the application value decreases its effect on the identification (β=0.35 p<0.01). As a result, person-organization value fit perceived by current employees has partially mediating effect on the relationship between application value and organizational identification. (z= 7.42 p<0.01).

For each factor of organizational citizenship behavior, analyses have shown that there is a positive correlation between application value and altruism (β=0.30 p<0.05), courtesy (β=0.36 p<0.05) and civic virtue (β= 0.47 p<0.01) and person-organization fit in the second step of the model. In the third step, person-organization fit has a positive impact on the altruism (β=0.34 p<0.01), courtesy (β =0.37 p<0.01) and civic virtue (β=0.28 p<0.01) while effect of the application value becomes insignificant for altruism (β=0.08 p>0.01), decreases for courtesy (β=0.13 p<0.01) and civic virtue (β=0.29 p<0.01). As a result, person-organization fit has a full mediating role on the relationship between application value and altruism (Z=5.13 p<0.01) while a partial mediating role in terms of courtesy (z=6.06 p<0.01) and civic virtue (Z=5.15 p<0.01).

Finally, the mediating role of the person-organization fit has been examined for the relationship between application value and intention to stay. The positive impact of application value on the intention to stay has been seen in the first step of analysis (β=0.86 p<0.01). With adding application value and person-organization fit together to analysis, the effect of application value decrease (0.42 p<0.01) while person-organization fit has significant positive effect on the intention to stay (β=0.70 p<0.01). Therefore, person-organization fit has partially mediating role in the relationship between application value and intention to stay (Z=8.16 p<0.01).

4.4. Mediating Role of the Person-Organization Fit in the Relationship between Development Value and Socialization and Employee Attitudes

Results of analyses for testing the mediating role of person-organization fit in the relationship between development value and socialization and employee attitudes have been summarized in Table 4.

Table 4: Result of mediating analysis for development value and socialization and employee attitudes

Independent var.	Dependent var.	R^2	F	B	T	p
Development Value and Socialization	Person-Organization Fit	0.33	146.890	0.65	12.119	.000
Model 1						
Development Value and Socialization	Organizational Identification	0.26	104.555	0.57	10.225	.000
Person-Organization Fit		0.46	249.944	0.68	15.810	.000
Development Value and Socialization		0.48	132.292	0.20	10.837	.000
Person-Organization Fit				0.55	3.546	.000
Model 2						
Development Value and Socialization	Altruism	0.10	35.517	0.34	5.959	.000
Person-Organization Fit		0.19	70.498	0.44	8.396	.000
Development Value and Socialization		0.19	35.646	0.13	1.959	.051
Person-Organization Fit				0.87	5.654	.000
Model 3						
Development Value and Socialization	Courtesy	0.20	76.866	0.44	8.766	.000
Person-Organization Fit		0.27	115.652	0.53	10.754	.000
Development Value and Socialization		0.31	66.239	0.22	3.953	.000
Person-Organization Fit				0.34	6.646	.000
Model 4						
Development Value and Socialization	Civic Virtue	0.19	71.629	0.43	8.463	.000
Person-Organization Fit		0.29	123.184	0.54	11.099	.000
Development Value and Socialization		0.31	140.505	0.19	3.449	.000
Person-Organization Fit				0.36	7.121	.000
Model 5						
Development Value and Socialization	Intention to Stay	0.23	87.475	0.73	9.352	.000
Person-Organization Fit		0.49	289.405	0.70	17.012	.000
Development Value and Socialization		0.50	150.108	0.17	2.243	.019
Person-Organization Fit				0.87	12.793	.000

According to results, there is the positive impact of development value and socialization on the organizational identification (β=0.57 p<0.01) and on the person-organization fit (β=0.65 p<0.01). Finally, mediating variable and independent variable have been joined together to model and person-organization fit positively effects on organizational identification (β=0.55 p<0.01) while the impact of application value decrease over the organizational identification (β=0.20 p<0.01). Finally, person-organization fit has partially mediating effect on the relationship between development value and organizational identification (Z= 8.06 p<0.01).

Additionally, development value and socialization have a positive impact on the altruism (β=0.34 p<0.01), courtesy (β=0.44 p<0.01), civic virtue (β=0.43 p<0.01). With adding both independent and mediating variable, person-organization fit has a positive impact on the altruism (β=0.87 p<0.01), courtesy (β=0.34 p<0.01) and civic virtue (β=0.36 p<0.01) while effect of development value and socialization becomes insignificant for altruism, decreases with adding courtesy (β=0.22 p<0.01) and civic virtue (β=0.19 p<0.01) to model. Consequently, person-organization fit has a full mediating effect on the relationship between development value and socialization and altruism (Z=5.07 p<0.01) while partially mediating role in the relationship between development value and socialization and courtesy (z=5.77 p<0.01) and civic virtue (Z=6.08 p<0.01).

To propound the role of person-organization fit in the relation between development value and socialization and intention to stay analyses has shown the positive impact of development value and socialization on intention to stay (β=0.73 p<0.05) and person-organization fit in the second step of the model (β=0.63 p<0.01). In the third step, person-organization fit has a positive impact on the intention stay (β=0.87 p<0.01) while the effect of development value and socialization decrease (β=0.17 p<0.01). As a result, evidence has shown that person-organization fit partially mediates the relationship between development value and socialization and intention to stay (Z=8.64 p<0.01). Consequently, H1, H2, H3, H4, H5 and H6 are accepted.

5. CONCLUSION

The study has shed some light on the role of employer branding activities on organizational identification, intention to stay and citizenship behavior, as well as the mediating role of the person-organization fit. Despite a vast number of studies in the field of employer branding, this study contributes to literature with being a first research model contextualizing employer branding concept with highly desired and positive organizational outcomes as an intention to stay, organizational citizenship behavior and organizational identification in same research model.

The findings of the study revealed that employees' intention stay, organizational identification and citizenship behavior highly related with organizational activities focusing on personal development of employees with different training opportunities, socialization activities within organizations and opportunity to applying the knowledge gathering from tertiary institution because of being a cue to employees about organizations' caring the investment to their human capital. In terms of symbolic and instrumental image, a vast number of studies exerted that symbolic frameworks have been better drivers of differentiation and attractiveness rather than an instrumental framework (Lievens, 2007; Lievens and Highhouse, 2003). From the intention to stay point of view, prominence of application value and development value and socialization is the corresponding indication with the studies in the literature (Kashyap and Rangnekar, 2014; Berthon, Ewing and Hah, 2005) in the way of presenting that all dimensions of the employer branding contributed to retention of talented employees in the organizations.

Besides, the findings regarding employer branding and organizational identification relationship were found to be coherent with previous studies. Additionally, evidence of study conducted by Schlager et al. (2011) revealed that social value provided in the organizations contributed to the identification of the employees. From the view of showing impact of application value and development value and socialization on the organizational identification were consistent with the indications of study conducted by Lievens, Van Hoye, and Anseel (2007) in terms of emphasizing the importance of symbolic dimensions in creating feeling of identification and attractiveness for the employees rather than instrumental attributes. In other respect, the results of the study revealed that employer branding activities affected the citizenship behavior and contrary to the study of Ozcelik and Findikli (2004), our findings stated that person-organization fit mediates the relationship between employer branding and citizenship behavior.

In a nutshell, this study stated main differentiation for gaining vital advantages in highly competitive labor market in view of the actual employees of the organizations and keeping them in the organization with high level of identification and organizational citizenship social environment in the workplace, personal and career development opportunities and applicability of the professional knowledge in work life has improved the perception of mutual fit and harmony between employees and the organizations as an employer and finally this perception has brought together the long-term retention of the employees and their identification with organization and showing citizenship behavior with extra-role behavior.

On the other hand, the most important limitation of the study is using a sample from only the banking sector and 12 banks in İstanbul and Kocaeli province of Turkey. Considering the diversity of sectors and region in sample selection may have increased generalizability of the evidence. In future research, the actual role of employer branding activities on the intention to stay can be determined by analyzing the turnover rate to show the accuracy of this remain intention. Additionally, this study analyzed only the consequences of the employer branding activities. For the future studies, organizational factors as organizational communication, climate, socialization process, and the role of the different leadership styles can be examined as antecedents creating the perception of the best place to work with employer brand attractiveness.

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