



Employer branding, job satisfaction, organisational commitment, organizational citizenship behaviour: A moderated-mediation approach

Dewan MEHRAB ASHRAFI

ORCID: 0000-0001-9746-9654

East West University, Dhaka, Bangladesh

Rashed AL KARIM

ORCID: 0000-0002-3184-8288

East Delta University, Chattogram, Bangladesh

Arpa BARUA

East Delta University, Chattogram, Bangladesh

Abstract. *Purpose.* The purpose of this study is to investigate the mediating role of job satisfaction in tandem with the moderating role of organisational commitment and income in employer branding and organizational citizenship behaviour relationship in the context of Bangladesh banking sector. *Method.* Data were collected from surveying 211 employees of private banks in Bangladesh through a structured questionnaire. *Findings.* The findings of the study demonstrate that employer branding is positive in organizational citizenship behaviour. Additionally, job satisfaction partially mediates the employer branding and organizational citizenship behaviour relationship. Lastly, both organisational commitment and income significantly moderate the job satisfaction and organizational citizenship behaviour relationship. *Value of results.* The outcomes of the study incorporate considerable amount of knowledge into employer branding, job satisfaction, organizational commitment, and organizational citizenship behaviour literature. More precisely, the moderating role of organizational commitment and income between job satisfaction and organizational citizenship behaviour is a unique contribution of the present study which will believably enrich the literature of the existing organizational citizenship behaviour predominantly used in the Bangladeshi banking sector.

Keywords: employer branding, job satisfaction, organizational citizenship behaviour, organisational commitment, social exchange theory.

Introduction

Over the last few years, scholars have explored and studied organizational citizenship behaviour (hereafter OCB) to perceive its role in the organization, and till today it continues to be a field of concern for researchers (Veličkovska, 2017; Shah, wati Halim, 2018; Kaur et al., 2020; Purwanto et al., 2021; Wulani et al., 2021). OCB refers to accountability that is not explicitly asked or directly compensated

but is necessary for an organisation's activity that is linked to the service quality given by employees (Qiu et al., 2020). An employee, who behaves as a good citizen of an organization, appears to exceed the basic requirements of their job for supporting co-workers or for meeting the organization's general demands (Organ et al., 2006). According to, N. F. M. Shah and F. wati Halim, OCB improves the quality of service provided and increases customer satisfaction (Shah, wati Halim, 2018). When employees are dedicated, motivated, fulfilled, and acknowledged with an organizational objective and unwilling to leave the organization, they generally exhibit in-role and extra-role endeavours (Veličkovska, 2017).

On the other hand, in recent years, the notion of employer branding has grown in popularity and recognition (Küpper et al., 2021). Employer brand is a significant predictor of workplace satisfaction and is critical for corporate brand development (Mishra, Sharma, 2021). It is defined as a long-term management strategy that includes compelling, psychological, and monetary benefits provided by the employer and recognised by the recruiting organisation, reflecting the corporate desire to interact with both internal and external stakeholders to make the workplace viable, acceptable, and unique (Tanwar, Prasad, 2016). T. Ambler and S. Barrow defined it as an overall combination of advantages an employer offers during employment (Ambler, Barrow, 1996). It enables an employee to display positive attitudes and actions relevant to work. Even in a digital environment, managers need to manage employer branding accordingly to attract, retain and encourage the best talents to stay within the organisation. It is one of the tactics a firm may get a competitive edge by retaining its staff, and thus creating a company's employer branding strategy is essential (Cascio, Graham, 2016; Mishra, Sharma, 2021). Additionally, employer branding contributes a pivotal synergistic role which helps to improve the motivation, competence, productivity, and growth opportunities of employees (Srivastava, Bhatnagar, 2010). More than a few earlier pieces of research revealed that OCB is reflected by the employer branding and is crucial as it reflects the organisational image and helps to attract, maintain, and retain existing talents (Backhaus, Tikoo, 2004; Khan et al., 2021). Employer branding is also an effective tool to keep the workforce engaged, motivated which acts as a precursor to organisational growth (Yousf, Khurshid, 2021).

Moreover, numerous studies have recently examined the impact of employer branding on diverse variables (such as work life balance, job satisfaction, employee engagement, turnover, retention) in a variety of sectors, including IT, banks, automotive, hospitality and consultation, and found a significant relationship between employer branding and those variables (Yousf, Khurshid, 2021; Mishra, Sharma, 2021; Botella-Carrubi et al., 2020; Kumar et al., 2021). Studies examining the impact of employer branding on OCB are not infrequent, and, more importantly, much has been already known about how employer branding impacts OCB. Likewise, previous studies have also demonstrated the relationship between job satisfaction and employer branding (Davis, Thomas, 2008; Khanolkar, 2014). By extension, several studies have examined the relationship of organisational commitment with OCB and job satisfaction (Purwanto et al., 2021; Utami et al., 2021; Shofiyuddin et al., 2021; Dorta-Afonso et al., 2021).

However, limited attention has been given to organisational commitment as a moderating variable, and it is still unknown whether it strengthens or weakens the association between job satisfaction and OCB as a moderator. In addition, in order to explore the relationship amongst these variables, scholars have highlighted the moderating role of age (Tanwar, Prasad, 2016). Regrettably, there are very inadequate conclusive pieces of evidence that income level moderates the association between job satisfaction and OCB. Therefore, based on the arguments above, there exists a significant gap which needs to be addressed. Nowadays, for organisations, the employer branding strategy has become an unavoidable priority. Several organisations have been using it to recruit and maintain more employees (Ambler, Barrow, 1996).

Therefore, this study aims to bridge the gap by highlighting how employer branding can be beneficial for organisations and how employer branding can help stimulate OCB and job satisfaction among employees. Given that, this study aims to answer the following research questions.

1. Does job satisfaction mediate the employer branding and organizational citizenship behaviour relationship?

2. Do organisational commitment and income moderate the association between job satisfaction and organizational citizenship behaviour?

This study adds and contributes to the body of the literature in various ways. Firstly, it participates in the ongoing debate whether employer branding is a crucial antecedent and predictor of OCB. Secondly, it adds to the literature on organisational behaviour by emphasising the importance of job satisfaction as a mediator between employer branding and OCB. Thirdly, very few studies have highlighted the role of income level as a moderator. It is not yet clear whether the income level of the employees has any moderation effect on the association between job satisfaction and OCB. This study considers the income level as a moderator variable and shows how it affects job satisfaction and OCB. Finally, the study enhances the theoretical depth by adding and highlighting organisational commitment as a moderating variable.

Moreover, the study's empirical findings add to the debate by displaying the mediating role of job satisfaction between employer branding and OCB, in addition to the moderating role of income level and commitment between job satisfaction and OCB. In keeping with P. Kaur with colleagues and following a standardised structure by reviewing relevant literature, this study proposes a framework to address how OCB is influenced by employer branding through moderated mediation mechanism (Kaur, Malhotra, Sharma, 2020). Later, the hypotheses are formed, followed by explaining the methodology and sampling method. With the findings discussed in the third section and the practical and managerial implications highlighted in the fourth section, the conclusion of the study encapsulates the main results, limitations, and directions for future research.

Theoretical framework and hypothesis development

Social exchange theory

The Social exchange theory is considered as one of the most prominent theories that provide valuable insights into behaviours at workplace (Cropanzano, Mitchell, 2005). The fundamental assumption of the theory is that when an interaction takes place, it creates a sort of corresponding responsibilities among both individuals (Emerson, 1976). In keeping with this theory, when employees feel that they are a part of their organization, they exhibit increased OCB and lower turnover intentions (Riketta, 2005). The literature of organizational behaviour suggests that the act of employees is dependent upon the relationship, which is purely psychological, that they have with their company (Knippenberg van et al., 2007). Reciprocity is a pivotal factor to consider, and this interchange is the repayment of give and take, which takes place among the employees (Cropanzano, Mitchell, 2005; Keysar et al., 2008). On the other hand, a similar result is exhibited when employees have an exchange of relationship with their employers (Rhoades, Eisenberger, 2002).

This psychological relationship between employees and employers has not been contemplated earlier by researchers within the context of Bangladesh. Therefore, a major question which remains unanswered is whether employer branding leads to OCB. For addressing the research question, the social exchange theory can serve as a reference point to investigate the link between employer branding and OCB. Nonetheless, employees must receive excellent service internally so that they can provide superior service to consumers (Heskett, 1987). Moreover, when employees are given

benefits, they respond in a way that benefits the organization (Gergen, 1978). Hence, the social exchange theory can be argued as an appropriate fit for this study.

Employer branding and organizational citizenship behaviour

Organizations have been using employer branding as a strategy for distinguishing themselves from their competitors in terms of economic, social, credibility, reputation, and diversity aspect (Ambler, Barrow, 1996). Organizational performance is affected by such integrated strategies of employer branding. It indicates that an employee is valuable and meaningful to a company. It has been stated that the theory of signalling perceives employer branding as an environmental indicator which demonstrates a worker that the company considers emphasizing on a worker's participation, growth, recognizes their value, apprehensive regarding their experience, intelligence, capability as well as assists in understanding HR practices as well (Arefin, et al., 2015).

Throughout the literature, OCB has been interpreted in different ways. OCB relates to discretionary behavioural contributions made to their organizations by employees which is not regarded directly by the formal incentive system and promotes organization's effective functioning in general (Organ, 2015). OCB is correlated with employee's job satisfaction, creativity, job behaviour, loyalty, resilience, productivity, organizational effectiveness in a positive way and with employee turnover and burnout in a negative way (Hemakumara et al., 2018; Paul et al., 2016; Shuck, et al., 2011). Besides, the current literature deemed in understanding OCB's impact on occupational duties of workers, personal traits, work engagement and organizational performance (Knez et al., 2019). H. S. Soo and H. Ali analysed how OCB can be influenced by four types of stresses which are physical stress, psychological stress, emotional stress and behavioural stress and it was established that the key obstacle for employees in OCB involvement is emotional stress (Soo, Ali, 2018).

Scholars from subcontinent, for instance, have also conducted research on OCB and described job satisfaction, position expectations, organizational loyalty, perceptions of fairness, leadership activities, career guidance, reputation efficiency, turnover intent, work recognition, organizational effectiveness etc as consequences of OCB (Basu et al., 2017; Garg, Suri, 2013). Scholars conducted studies where they found OCB and employer branding are positively correlated (Gupta et al., 2021; Kaur et al., 2020). The implementation of employer branding such as robust recruiting, intensive training, enhanced secure employment, authority and incentives based on performance incorporates the corporate purpose of investing in and recognizing workers as intellectual resources (Shaw et al., 2009). The theory of social exchange ensures that workers are ready to exchange positive and productive organizational change promptly through the improvement of their work-related conduct (Blau, 1964). Adaptation of the employer branding strategies asserts that the investment and attraction made for workers allows them to demonstrate extra-role behaviour and activities which increases organization's operational performance. Researchers thus conclude that when employer branding approaches are being adopted by a company, it tends to maximize the OCB of employees.

H1: Employer branding is positively related to organizational citizenship behaviour.

Employer branding and job satisfaction

Employer branding is integrated with an impression which makes the company an ideal workplace (Lloyd, 2002). Employer branding is a contemporary corporate initiative which influences job satisfaction (Chiu et al., 2020; Kaur et al., 2020; Arefin et al., 2015). Branding techniques help a company to recruit, maintain and engage workers, as well as make them comfortable and satisfied with their respective works (Punjaisri et al., 2008). For instance, rewards and appreciation, creativeness and innovation, appropriate training, a good relationship with supervisor and work-life balance makes an employee satisfied and it improves their opportunity in excelling at their tasks which subsequently encourages them for demonstrating their skills in work (Ambler, Barrow, 1996). Employer branding enables employees to have authority over their duties.

Alternatively, job satisfaction is an essential factor that influences employees' attitudes and activities. Job satisfaction refers to an individual's level of happiness with their job, as well as their desire to perform at their best (Kaur et al., 2020). Job satisfaction can also be explained as the emotional response of an employee to various job-related aspects in contentment, comfort, trust, personal growth, and multiple beneficial opportunities, as well as incentives, flexibility, acknowledgement (Robbins, 2006; Jones, George, 2005). The impact of beneficial organizational efforts on job satisfaction is expressed in the literature on organizational behaviour (Grant, Ashford, 2008). R. C. Liden with colleagues specified that when employees are satisfied, they are more productive and cooperative, they are more likely to perform job-related tasks positively as well, which consequently enhances personal and organizational effectiveness (Liden, 2000). Because of above argument, we assume that:

H2: Employer branding is positively related to job satisfaction.

Job satisfaction and organizational citizenship behaviour

It has been demonstrated by the earlier research that employees who are highly satisfied with their job tend to exhibit extra-role behaviour more (Koys, 2001). Job satisfaction is positively related with organizational engagement, loyalty, emotional well-being, endurance, as well as the desire of an employee to keep working in that company (Azeez et al., 2016). A satisfied employee is inspired to cope positively with changing environments and to better comprehend tasks (Raziq, Raheela, 2014). Furthermore, OCB and organizational performance is influenced by job satisfaction (Hemakumara et al., 2018). Satisfied employees can perform their task efficiently and in case they're provided any opportunity, they try their best to excel at it (Srivastava, 2013). They also demonstrate high organisational dedication and work better compared to those who are less satisfied with their job. Some scholars identified that job satisfaction and OCB are positively related to each other (Shofiyuddin et al., 2021; Torlak et al.; 2021, Hemakumara et al., 2018; Foote, Tang, 2008; Davis, Thomas, 2008; Murphy et al., 2002). Therefore, it's expected that employees who are highly satisfied with their job likely to exhibit the acts of OCB. Thus, we suggest:

H3: Job satisfaction is positively related to organizational citizenship behaviour.

Mediating role of job satisfaction

More than few a study suggested that job satisfaction acts as a mediator wherein employer branding influences attitudes and behaviours of the employees related to work. It was discovered that the impact of corporate fairness on OCB was mediated by the employee-supervisor relationship (Karriker, Williams, 2009). B. Skandarpour with colleagues found that to analyse the correlation between employer branding and OCB, job engagement acts as a strong mediating variable (Skandarpour et al., 2016). A study on 142 Nigerian government employees was conducted by M. Mashi which explored a positive correlation between organizational justice and employee performance (Mashi, 2017). Another study revealed that employer branding is influenced by organisational elements such as organizational image, leadership, and communication (Aldousari et al., 2017). Based on the previous literatures, researchers suggest that job satisfaction might be able to explain the reason of employees exhibiting high OCB in response to employer branding in the workplace.

It's also claimed by the researchers that employer branding acts as a company initiative that makes workers highly satisfied with their job which consecutively influences them to display OCB as well. By using employer branding strategies, employers try to demonstrate their workers how they differ from other competing companies (Gilani, Cunningham, 2017). According to the social exchange theory, constructive efforts taken by a company to support its workers develop a positive relationship which encourages an employee to return the favour by displaying job related activities in an advantageous way that enhances organizational effectiveness (Blau, 1964). As a result, researchers

highlighted that employer branding helps to improve OCB. An employee who is highly satisfied with their job is motivated to respond to what the organization has granted him/her by improving his/her efforts for helping the organization to achieve its goals (Aselage, Eisenberger, 2003). After analysing the findings from previous studies and social exchange theory, researchers therefore believed that employer branding is positively related to job satisfaction, which consequently works as a mediator in the relationship between employer branding and the OCB. Hence, we propose:

H4: Job satisfaction mediates the relationship between employer branding and organizational citizenship behaviour.

Moderating role of organisational commitment and income

Prior studies have shown the association between organizational commitment and OCB. The psychological affiliation that a person has with his or her employer is referred to as organisational commitment (George et al., 2020). A recent study conducted in Thailand showed that organizational commitment had a positive association with OCB (Na-Nan et al., 2020). Additionally, research showed that organizational commitment and organizational citizenship behaviour were positively correlated (Khaskheli, 2020; Schraggeová, Stupková, 2021). Besides, prior studies have highlighted the moderating role of organizational commitment (Naz, Gul, 2014; Phipps et al., 2013). While earlier study has highlighted moderating impact of commitment on employee burnout in information system professionals (King, Sethi, 1997). Recent study also showed how organizational commitment moderated the association between job satisfaction and employee performance (Al-Fakeh et al., 2020).

Therefore, based on the aforesaid context, we assume that organizational commitment will moderate the association between job satisfaction and organizational citizenship behaviour. Nevertheless, scholars have shown that various demographic factors like age, gender, household size and income moderate the association between various exogenous and endogenous variables (Akbarov, 2021; Kumar et al., 2021; Lu et al., 2021; Yoon, Occeña, 2015). In this study, an individuals' income level has been considered as a demographic factor and we hypothesize that income will moderate the association between job satisfaction and organizational citizenship behaviour. Thus, based on the above discussions, we postulate following.

H5: Organisational commitment is positively related to organizational citizenship behaviour.

H6: Organisational commitment moderates job satisfaction and organizational citizenship behaviour relationship.

H7: Income moderates the association between job satisfaction and organizational citizenship behaviour relationship.

The hypothesised configuration is depicted in Figure 1 based on the previously described literature review.

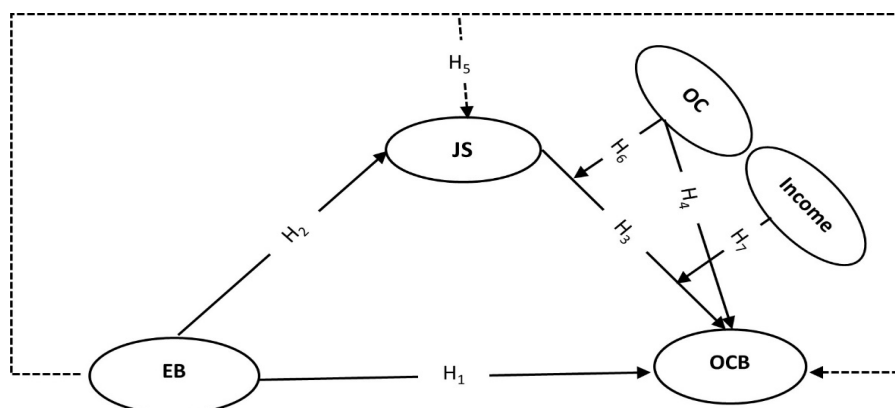


Figure 1. Conceptual framework

Note(s): EB = employer branding; JS = job satisfaction; OCB = organisational citizenship behaviour; OC = organisational commitment

Method

Data collection procedure and sample profile

A structured questionnaire was used to collect data from the respondents who were the employee of various private banks from Chattogram, Bangladesh. A total of 300 questionnaires were disseminated conveniently to the respondents using google from as well as face to face interaction. Data were collected within a time frame of eight weeks, from April 2021 to May 2021. All the respondents have filled up the questionnaire voluntarily. To ensure the validity of the questionnaire, we conducted a pilot test that included 20 respondents who were working in various private commercial banks of Chattogram and based on their feedback, we altered the questionnaire to fit into the cultural context. They were ensured that their privacy will be maintained, and their responses will be kept confidential. The pilot study also served to identify any potential issues that could arise while collecting responses from participants.

Table 1. Sample characteristics ($N = 211$)

Demographics	Category	Frequency	Percentage (%)
Gender	Male	136	64.55
	Female	75	35.45
	Total	211	100
Age group	21–30 Yrs.	64	31
	31–40 Yrs.	70	33
	41–50 Yrs.	51	25
	51–60 Yrs.	26	11
	Total	211	100
Education	Bachelor's Degree	105	50
	Master's Degree	79	37
	Others	27	13
	Total	211	100
Income	≤ 30000 BDT	37	17
	31000–50000 BDT	75	35
	51000–70000 BDT	77	37.5
	Above 70000 BDT	22	10.5
	Total	211	100

Measurement of constructs

The measurement scale was developed following available literature and previously validated scales on employee branding, job satisfaction, organisational commitment, and OCB. The present study measured the employer branding construct by 13 items adapted from (Berthon et al., 2005). Job satisfaction contains four items associated with workplace employee satisfaction adapted from (Babakus et al., 2003). Likewise, organisational commitment was measured by three items taken from (Dorta-Afonso et al., 2021). OCB contained aspects related to how employees perceive OCB, and ten items were adapted from (Singh, Kolekar, 2015) to measure OCB.

A five-point Likert scale has been used with response categories ranging from 1 to 5, where “1” indicates “strongly disagree”, and “5” indicates “strongly agree” as it provides a better response rate (Ashrafi, Easmin, 2022; Ashrafi, Easmin, 2023).

Findings

Measurement model

Before assessing the study hypotheses, the reliability and validity of the selected constructs were tested through internal consistency reliability (Cronbach's alpha), composite reliability (CR) and convergent validity (average variance extracted). Findings (table 2) suggested that all the Cronbach's alpha and composite reliability values exceeded the minimum threshold of 0.7 as suggested by (Hair et al., 2017). Thus, the internal consistency of the scales was acceptable, and the measurement model is adequately reliable (Fornell, Larcker, 1981). Next, to check convergent validity, the present study considered average variance extracted and found that the AVE values of all the constructs were above the recommended level of 0.5 as suggested by (Hair et al., 2017).

Table 2. Discriminant validity

Construct	Items	FL	α	CR	AVE
Organisational commitment (Dorta-Afonso et al., 2021)	OC1	.875	.861	.915	.782
	OC2	.895			
	OC3	.883			
Employer branding (Berthon et al., 2005)	EB1	.543	.913	.926	.513
	EB3	.785			
	EB4	.795			
	EB5	.804			
	EB6	.716			
	EB7	.579			
	EB8	.759			
	EB9	.734			
	EB10	.755			
	EB11	.715			
	EB12	.671			
	EB13	.689			
	Job satisfaction (Babakus et al., 2003)	JS1			
JS2		.942			
JS3		.894			
Organizational citizenship behaviour (Singh, Kolekar, 2015)	OCB1	.717	.934	.944	.630
	OCB2	.840			
	OCB3	.727			
	OCB4	.752			
	OCB5	.695			
	OCB6	.876			
	OCB7	.832			
	OCB8	.823			
	OCB9	.775			
	OCB10	.877			

Note(s): FL = factor loading, α = Cronbach's alpha, CR = composite reliability, AVE = average variance extracted.

After that, the discriminant validity was assessed via Fornell — Larcker criterion and Heterotrait — Monotrait (HTMT) ratio (Fornell, Larcker, 1981). From table 3, it was evident that the square roots of the AVE's for each of the constructs were higher in comparison to the inter-construct correlations. Likewise, table 4 exhibited that all the correlation values among the latent constructs were less than the cut-of value 0.85 suggested by (Hensler et al., 2015) and confirmed the existence of discriminant validity among constructs.

Table 3. Discriminant validity (Fornell — Larcker criterion)

Variable	OC	EB	JS	OCB
Organisational commitment	.884			
Employer branding	.368	.735		
Job satisfaction	.370	.633	.899	
Organizational citizenship behaviour	.493	.716	.755	.794

Note(s): OC= organisational commitment, EB = employer branding, JS = job satisfaction, OCB = organizational citizenship behaviour.

Table 4. Discriminant validity (HTMT ratio)

Variable	OC	EB	JS	OCB
Organisational commitment	—			
Employer branding	.400	—		
Job satisfaction	.415	.661	—	
Organizational citizenship behaviour.	.544	.767	.815	—

Note(s): OC = organisational commitment, EB = employer branding, JS = job satisfaction, OCB = organizational citizenship behaviour.

Structural model

In line with W. W. Chin, to test the hypothetical causality associations, we executed SmartPLS 3.0 bootstrap technique considering 5000 subsamples (Chin, 1988). To begin with, the multicollinearity issue was checked through VIF values and no issues regarding multicollinearity were detected as VIF values met the required benchmark of (Hair et al., 2017) i.e., $VIF < 5.0$ (see table 5). Findings revealed that p -values for all the paths were below 0.01 indicating the each of the paths were significant and all the four direct hypotheses were supported as well. Particularly, the employer branding ($\beta = 0.404$, $t = 7.260$, $p < 0.001$), job satisfaction ($\beta = 0.361$, $t = 5.875$, $p < 0.001$), and organisational commitment ($\beta = 0.215$, $t = 3.556$, $p < 0.001$) had positive and significant impact on OCB. Besides, the employer branding ($\beta = 0.633$, $t = 20.514$, $p < 0.001$) further had maintained positive and significant relationship with job satisfaction.

Table 5. Summary of hypothesis results, R^2 value, effect size (f^2) and VIF

Hypothesis path	β	t -values	p -values	Supported	95.0% CI (BC)		R^2	f^2	Q^2	VIF
					LL	UL				
Direct effect										
H1: EB \rightarrow OCB	.404	7.260	.000	Yes	.313	.494	.401	.102	.309	1.200
H2: EB \rightarrow JS	.633	2.514	.000	Yes	.574	.677	.709	.298	.450	1.729
H3: JS \rightarrow OCB	.361	5.875	.000	Yes	.253	.459		.386		1.733
H4: OC \rightarrow OCB	.215	3.556	.000	Yes	.111	.311				1.020
Mediating effect										
H5: EB \rightarrow JS \rightarrow OCB	.229	5.267	.000	Yes	.158	.300				
Moderating effect										
H6: OC*JS \rightarrow OCB	.056	2.276	.011	Yes	.014	.093				
H7: Inc*JS \rightarrow OCB	.148	5.275	.000	Yes	.106	.197				

Note(s): OC = organisational commitment, EB = employer branding, OCB = organizational citizenship behaviour, JS = job satisfaction, Inc = income, CI (BC) = confidence interval (biased corrected), LL = lower limit, UL = upper limit, VIF = variance inflation factor.

The outputs of the structural model are demonstrated by Figure 2. Moreover, the study tested the mediated role of job satisfaction in the relationship between employer branding and organisational citizenship behaviour. As per the guidelines of (Baron, Kenny, 1986), employer branding had a significant direct influence on OCB and job satisfaction had a direct significant association OCB.

Consequently, table 5 indicated that before considering job satisfaction as a mediator variable, the direct path from employer branding to OCB was significant ($\beta = 0.404, p < 0.001$). Nevertheless, after incorporating job satisfaction as a mediator variable, the reduction of the path coefficient value was observed, however, the path was still significant ($\beta = 0.229, p < 0.001$), confirming partial mediation. Henceforth, results demonstrate that job satisfaction partially mediated the relationship between exposure to employer branding and OCB.

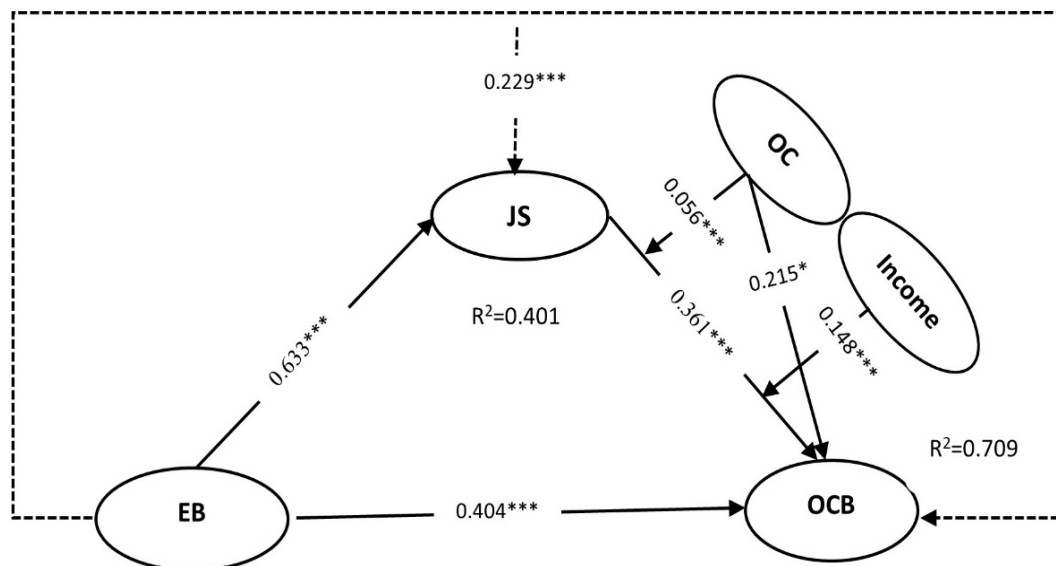


Figure 2. The estimated structural model

Note(s): EB = employer branding; JS = job satisfaction; OCB = organisational citizenship behaviour; OC = organisational commitment; * — $p < 0.05$; ** — $p < 0.01$; *** — $p < 0.001$.

Additionally, the study further examined the moderating role organisational commitment and income in the relationship between job satisfaction and organisational citizenship behaviour. The findings of the moderating relationship effects disclosed that both organisational commitment and income positively and significantly moderates the job satisfaction and organisational citizenship behaviour since the interaction effects of $JS*OC \rightarrow OCB$ ($\beta = 0.056, t = 2.276, p < 0.01$) and $JS*Inc \rightarrow OCB$ ($\beta = 0.148, t = 5.275, p < 0.01$) are significant. Notably, A. Hayes proposed a visual illustration for interaction effect for a profound understanding of moderators, and the significant moderating impact is depicted in Figure 3, where organisational commitment and income strengthened the relationship of job satisfaction and organisational citizenship behaviour relationship (Hayes, 2013).

In addition, table 5 shows that the R^2 value of job satisfaction is 0.401 i.e., a total of 40.1% variance of endogenous variable was explained by the exogenous variable, and the structural model quality was substantial as per J. Cohen and moderate as per W. W. Chin. On the other hand, the R^2 value of organisational citizenship behaviour is 0.709, i.e., a total of 70.9% variance of endogenous variable was explained by the exogenous variables, concurrently, the structural model quality was substantial in accordance with J. Cohen and W. W. Chin. Moreover, it was observed that exogenous variables such as EB ($f^2 = 0.298$), JS ($f^2 = 0.386$), and OC ($f^2 = 0.102$) have medium, large and small influence on the endogenous variable OCB respectively following Cohen's suggestion. Equally, since the Q^2 values of the endogenous variables (JS: $Q^2 = 0.309$ and OCB: $Q^2 = 0.450$) exceeded 0, thus there is clear evidence of predictive relevance (Cohen, 1988; Chin, 1998; Hair et al., 2017).

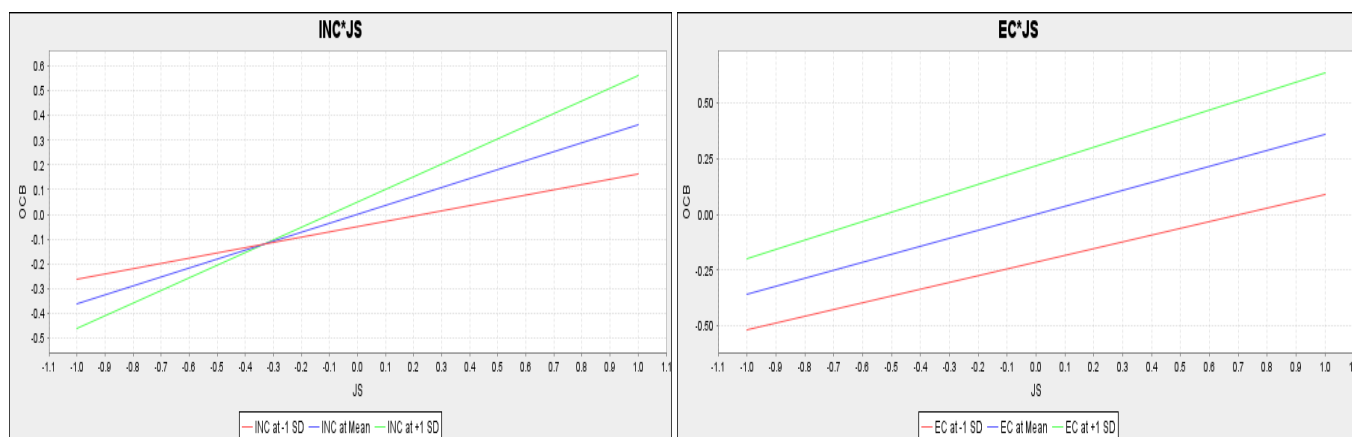


Figure 3. Visual presentation of moderator effects (Organisational commitment and Income)

Discussion

The objective of the study was to investigate the association between employer branding (EB) and OCB. The current study additionally looked at the role of job satisfaction (JS) in mediating the relationship between EB and OCB. Likewise, the impacts of organisational commitment (OC) and income (Inc) in moderating the relationship between EB and OCB were investigated. Results exhibited that as per the norm of reciprocity and social exchange theory, EB positively related to OCB and the outcome was supported by the several prior studies and emphasised the importance of employer branding in depicting OCB (Gupta et al., 2021; Kaur et al., 2020; Ergun, Tatar, 2018; Özçelika, Fındıklı, 2014).

Additionally, the positive relationship between EB and JS was also observed. Outcome revealed that employer branding as a predictor of job satisfaction which is consistent with the earlier studies (Chiu et al., 2020; Kaur et al., 2020). Employees may be more likely to feel emotional about their jobs if employer branding is incorporated. Besides, satisfied employees demonstrate formal behaviours which foster and boost organisational effectiveness and efficiency. Similarly, in line with the findings, JS maintained significant positive relationship with OCB and was coherent with the preceding investigations where JS was revealed to be positively associated with OCB (e.g., Shofiyuddin et al., 2021; Torlak et al., 2021, Hemakumara et al., 2018; Foote and Tang, 2008; Murphy et al., 2002).

Moreover, the findings of the studies showed that JS partially mediated the association between EB and OCB. Several earlier research demonstrated a similar result, with the authors considering employee job satisfaction as a significant determinant in between EB and OCB relationship due to its mediating capability (e.g., Donovan et al., 2004; Bataineh et al., 2017; Aldousari et al., 2017; Kaur et al., 2020). Employees who were satisfied with their job were driven to improve their efforts to assist the company accomplishing its objectives (Kaur et al., 2020). Job satisfaction might explain why employees display high OCB in response to employer branding in the employment (Aldousari et al., 2017). Additionally, from the findings of the study, it was found that organizational commitment and income both significantly moderated the association between JS and OCB, which was aligned with the findings of more than a few previous studies (such as, Akbarov, 2021; Yoon, Ocea, 2015; Naz, Gul, 2014; Phipps et al., 2013; Donald, Siu, 2001). The study's findings might help investigators and policy makers better understand the influence of employers' branding on OCB and job satisfaction as well as the moderating role of organisational commitment and income in strengthening the relationship between JS and OCB. The impacts of both the moderators were the unique contribution of the present study.

Conclusion

Theoretical implications

This study contributes to organisational behaviour literature in many ways focusing how employer branding can be combined with components like income, job satisfaction, commitment, and OCB to explain how employees behave at the firm level. It also contributes stressing employer branding as one of the guiding principles for ensuring organizational citizenship behaviour and provides us with valuable insights into how focusing on employer branding is effective on an organizational level (Kaur et al., 2020; Bataineh et al., 2017). The study advances the knowledge by adding to the current literature with the development of a moderated mediation model for empirically testing the associations among employer branding, OCB, job satisfaction, and commitment. Besides, this study brings the emerging brand equity perspective in the organizational behaviour field by focusing on employer branding to predict factors like job satisfaction and OCB and highlighting the importance of employer branding at a strategic level.

Moreover, as evidenced by the findings, employer branding acts as a precursor to the development of OCB in the Bangladeshi context. Hence, consistent with R. Kaur with colleagues, it can be said that employees are more likely to exhibit in role and extra-role activities if they perceive employer branding activities within the organization (Kaur et al., 2020). The authors further stated that employer branding is a management technique that encourages employees to have a favourable perception of their company as well as establishes a mutual bond in which employees feel emotionally committed to their employer and are expected to respond positively (Kaur et al., 2020). Additionally, this study substantially adds to previous OCB literatures considering job satisfaction as a mediating variable in between employer branding and OCB relationship. Though several literatures have established the relationship of employer branding and OCB in the other country context (Özçelika, Fındıklı, 2014), however, it is essential for a lower-middle income country like Bangladesh to assess the psychosomatic processes that cause the relationship. The findings indicate that employees' job satisfaction is influenced by implementing employer branding practices that consecutively encourage an employee to exhibit extra-role behaviour (Özçelika, Fındıklı, 2014; Kaur et al., 2020). The outcome improves our understanding of the underlying relationship between employer branding, job satisfaction, and OCB.

Hereafter, the findings of this study contribute to the existing body of the organizational behaviour literature contemplating organizational commitment and income, as one of the core demographical factors, as moderating variables. Moreover, according to the findings, the association of job satisfaction and OCB is moderated by both organizational commitment and income and suggest that employees having a higher level of commitment and income will have higher job satisfaction, which will result in a higher degree of OCB. Hence the past studies did not take into consideration the moderating role of organizational commitment and income in the association between job satisfaction and OCB (such as Kaur et al., 2020; Ergun and Tatar, 2018; Bataineh et al., 2017). Therefore, the current study helps to extend our knowledge of these aspects as it adds value to the existing literature, plus, it is a less-examined association as well.

Practical implications

The outcomes of the study have more than a few practical implications. At the outset, when considering employer branding as a technique to increase employee OCB, the bank management should focus on increasing employees job satisfaction by offering maximum opportunities to demonstrate that the company values their efforts and is concerned about their well-being (Gilani, Cunningham, 2017). Because it is evident from the findings that employee job plays a vital role in

mediating the relationship of employer branding and OCB relationship, accordingly, decision makers from Bangladeshi bank sector must try to improve employees' job satisfaction to influence their OCB. To increase the motivation of bank employees to working better, employer branding practices make a difference (Kaur et al., 2020). So, it is important for the higher officials of the bank to know that employer branding could increase job satisfaction which in turn encourages employees to engage in high citizenship behaviour. Consequently, when it comes to implementation, top managements should not accept employer branding initiatives as a comprehensive and systematic practice, but also accept as a win-win strategy that advantages both organization and the employees (Hadi, Ahmed, 2018; Kaur et al., 2020). Moreover, if managers wish to improve employees' OCB, they must identify relevant organisational and personal elements to build up OCB, as employees citizenship behaviour is positively enclosed with employer branding and job satisfaction. Last of all, as both employees' commitment and income have strengthened the job satisfaction and OCB nexus, appropriately, bank management need to focus on these two matters particularly the employee income level in the perspective of Bangladesh.

Limitations and future research

Unlike other research, the present study is not without limitations. Firstly, data collected for this study was based on the employees working in only the private banks from Chattogram, Bangladesh which might affect its generalizability. Hence, future studies may cover the both private and public banking sector of Bangladesh to represent the overall scenario of banking sector of Bangladesh regarding employer branding and OCB practices. Besides, the use of a convenience sampling approach in this study may lead to skewed results owing to under or over-representation of the population, consequently, future investigations could employ probability sampling technique to avoid skewed findings. Next, due to COVID-19 pandemic along with their unwillingness, it was really challenging to reach all the employees physically, accordingly, multiple data collection techniques (online survey using google form and face to face) were employed to collect 211 responses, which might not be representative of the whole population. Forthcoming research might use longitudinal data to better understand the evolving behaviour of the bank employees.

Moreover, the present study only considered job satisfaction as mediator variable, even though, there might be other potential variables (such as employee motivation, reward, management support etc.) to gauge the association of employer branding and OCB. In similar vein, this study proposed organisational commitment and employee income level as moderators to assess the relationship between job satisfaction and OCB. Thus, further investigations may also consider other potential moderating variables including type of banks (such as state-owned bank or private banks), financial performance, service quality, customer service and other demographic characteristics so that one can draw the novel insights regarding the interaction of such variables with job satisfaction in predicting organisational citizenship behaviour.

References

- Akbarov, S. (2021). Consumer ethnocentrism and purchasing behavior: moderating effect of demographics. *Journal of Islamic Marketing*, 13(4), 898–932 <https://doi.org/10.1108/JIMA-02-2020-0047>
- Aldousari, A. A., Robertson, A., Yajid, M. S. A., Ahmed, Z. U. (2017). Impact of employer branding on organization's performance. *Journal of transnational management*, 22(3), 153–170.
- Al-Fakeh, F., Padlee, S., Omar, K., Salleh, H. (2020). The moderating effects of organizational commitment on the relationship between employee satisfaction and employee performance in Jordanian Islamic banks. *Management Science Letters*, 10(14), 3347–3356.

- Ambler, T., Barrow, S. (1996). The employer brand. *Journal of brand management*, 4(3), 185–206.
- Arefin, M. S., Arif, I., Raquib, M. (2015). High-performance work systems and proactive behavior: The mediating role of psychological empowerment. *International Journal of Business and Management*, 10(3), 132–140.
- Aselage, J., Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior*, 24, 491–509.
- Ashrafi, D. M., Easmin, R. (2022). Okay Google, good to talk to you... examining the determinants affecting users' behavioral intention for adopting voice assistants: does technology self-efficacy matter? *International Journal of Innovation and Technology Management*, 20(2), 2350004.
- Ashrafi, D. M., Easmin, R. (2023). The role of innovation resistance and technology readiness in the adoption of qr code payments among digital natives: A serial moderated mediation model. *Int. Journal of Business Science and Applied Management*, 18(1), 19–45
- Azeez, R. O., Jayeoba, F., Adeoye, A. O. (2016). Job satisfaction, turnover intention and organizational commitment. *Journal of Management Research*, 8(2), 102–114.
- Babakus, E., Yavas, U., Karatepe, O. M., Avci, T. (2003). The effect of management commitment to service quality on employees' affective and performance outcomes. *Journal of the Academy of marketing Science*, 31(3), 272–286.
- Backhaus, K., Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501–517.
- Baron, R. M., Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
- Basu, E., Pradhan, K., Tewari, R. (2017). Impact of organizational citizenship behavior on job performance in Indian healthcare industries: The mediating role of social capital. *International Journal of Productivity and Performance Management*, 66(6), 780–796.
- Bataineh, A. Q., Alfalah, T. F., Falah, J. F., Idris, M. I. (2017), “The effect of employee-based brand equity on organizational citizenship behavior: The mediating role of job satisfaction”. *International Journal of Academic Research in Business and Social Sciences*, 7(2), 423–436.
- Berthon, P., Ewing, M., Hah, L. L. (2005). Captivating company: dimensions of attractiveness in employer branding. *International journal of advertising*, 24(2), 151–172.
- Blau, P. M. (1964). Exchange and power in social life. New York: John Wiley.
- Botella-Carrubi, D., Gil-Gomez, H., Oltra-Badenes, R., Jabaloyes-Vivas, J. M. (2020). Employer branding factors as promoters of the dimensions of employee organizational commitment. *Economic Research-Ekonomska Istraživanja*, 1–15.
- Cascio, W. F., Graham, B. Z. (2016). New strategic role for HR: Leading the employer-branding process. *Organization Management Journal*, 13(4), 182–192.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling”. *Modern methods for business research*, 295(2), 295–336.
- Chiu, J. L., Fajardo, J. J., Lopez, P. N., Miranda, J. L. F. (2020). The Effect of Employer Branding on Turnover Intention and Employee Satisfaction of the Utility Industry in the Philippines. *Management Review: An International Journal*, 15(2), 53–76.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Cropanzano, R., Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874–900.
- David, F., Thomas, L. (2008). Job satisfaction and organizational citizenship behavior (OCB). Does team commitment make a difference in self-directed teams? *Management Decision*, 46(6), 933–947.

- Donald, I. A. N., Siu, O. L. (2001). Moderating the stress impact of environmental conditions: The effect of organizational commitment in Hong Kong and China. *Journal of Environmental Psychology*, 21(4), 353–368.
- Donavan, D. T., Brown, T. J., Mowen, J. C. (2004). Internal benefits of service worker customer orientation: job satisfaction, commitment, and organizational citizenship behaviors. *Journal of Marketing*, 68(1), 128–146.
- Dorta-Afonso, D., González-de-la-Rosa, M., García-Rodríguez, F. J., Romero-Domínguez, L. (2021). Effects of high-performance work systems (HPWS) on hospitality employees' outcomes through their organizational commitment, motivation, and job satisfaction. *Sustainability*, 13(6), 3226.
- Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology*, 2, 335–362.
- Ergun, H. S., Tatar, B. (2018). Employer branding and employee attitudes: Mediating role of person-organization fit. *Research Journal of Business and Management*, 5(2), 110–120.
- Foote, D. A., Tang, T. L. P. (2008). Job satisfaction and organizational citizenship behavior (OCB): Does team commitment make a difference in self-directed teams? *Management Decision*, 46(6), 933–947.
- Fornell, C., Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39–50.
- Garg, A., Suri, S. (2013). Analyzing the impact of psychological empowerment on OCB in public banking sector. *International Journal of Marketing, Financial Services and Management Research*, 2(7), 80–94.
- George, N. A., Aboobaker, N., Edward, M. (2020). Corporate social responsibility, organizational trust and commitment: a moderated mediation model. *Personnel Review*, 50(4), 1093–1111.
- Gergen, K. J. (1969). *The psychology of behavioral exchange*. Reading, MA: Addison-Wesley.
- Gilani, H., Cunningham, L. (2017). Employer branding and its influence on employee retention: A literature review. *The Marketing Review*, 17(2), 239–256.
- Grant, M., Ashford, J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3–34.
- Gupta, S., Bhasin, J., Mushtaq, S. (2021). Employer brand experience and organizational citizenship behavior: mediating role of employee engagement. *Asia-Pacific Journal of Business Administration*, 13(3), 357–382. <https://doi.org/10.1108/APJBA-08-2020-0287>
- Hadi, N. U., Ahmed, S. (2018). Role of employer branding dimensions on employee retention: Evidence from educational sector. *Administrative Sciences*, 8(3), 44.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Thousand Oaks, CA: Sage.
- Hayes, A. (2013). *Methodology in the Social sciences. Introduction to mediation, moderation, and Conditional Process analysis: A regression-based approach*. New York, NY: Guilford Press, US.
- Hemakumara, M. G. G., Khatibi, A. A., Johar, M. G. (2018). Job satisfaction and organizational citizenship behavior among the administrative staff of State Universities in Sri Lanka. *International Journal of Management Sciences and Business Research*, 7(8), 40–44.
- Henseler, J., Ringle, C. M., Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modelling. *Journal of the Academy of Marketing Science*, 43(1), 115.
- Heskett, J. L. (1987). Lessons in the service sector. *Harvard Business Review*, 65, 118–126.
- Jones, G. R., and George, M. J. (2008). *Understanding and managing organizational behavior*. New Jersey: Pearson Education.
- Karriker, J. H., Williams, M. L. (2009). Organizational justice and organizational citizenship behavior: A mediated multifoci model. *Journal of management*, 35(1), 112–135.

- Kaur, P., Malhotra, K., Sharma, S. K. (2020). Employer branding and organisational citizenship behaviour: The mediating role of job satisfaction. *Asia-Pacific Journal of Management Research and Innovation*, 16(2), 122–131.
- Keysar, B., Converse, B. A., Wang, J., Epley, N. (2008). Reciprocity is not give and take: Asymmetric reciprocity to positive and negative acts. *Psychological Science*, 19(12), 1280–1286.
- Khan, N. A., Bharadwaj, S., Khatoon, A., Jamal, M. T. (2021). Assessing the Nexus Between Employer Branding and Employee Retention: Moderating Role of Organizational Identification. *Management and Labour Studies*, 46(4), 379–398. <https://doi.org/10.1177%2F0258042X211005330>.
- Khanolkar, R. (2014), Influence of employer branding on satisfaction and commitment of Generation Y employees. *Journal of Business and Management. Paper presented at 7th International Business Research Conference at Indian Education Society's Management College and Research Centre (13–18)*.
- Khaskheli, A., Jiang, Y., Raza, S. A., Qureshi, M. A., Khan, K. A., Salam, J. (2020). Do CSR activities increase organizational citizenship behavior among employees? Mediating role of affective commitment and job satisfaction. *Corporate Social Responsibility and Environmental Management*, 27(6), 2941–2955.
- King, R. C., Sethi, V. (1997). The moderating effect of organizational commitment on burnout in information systems professional. *European Journal of Information Systems*, 6(2), 86–96.
- Knez, I., Hjärpe, D., Bryngelsson, M. (2019). Predicting organizational citizenship behavior: the role of work-related self. *Sage Open*, 9(2), 1–10, <https://doi.org/10.1177%2F2158244019854834>
- Knippenberg van, D., Dick van, R., Tavares, S. (2007). Social identity and social exchange: Identification, support, and withdrawal from the job. *Journal of Applied Social Psychology*, 37(3), 457–477.
- Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology*, 54, 101–114.
- Kumar, S., Dhir, A., Talwar, S., Chakraborty, D., Kaur, P. (2021). What drives brand love for natural products? The moderating role of household size. *Journal of Retailing and Consumer Services*, 58, 102329.
- Küpper, D. M., Klein, K., Völckner, F. (2021). Gamifying employer branding: An integrating framework and research propositions for a new HRM approach in the digitized economy. *Human Resource Management Review*, 31(1), 100686.
- Liden, R. C., Wayne, S. J., Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes". *Journal of Applied Psychology*, 85(3), 407.
- Lloyd, S. (2002). Branding from the inside out. *BRW*, 24(10), 64–66.
- Lu, C. Y., Dean, D., Suhartanto, D., Hussein, A. S., Suwatno, Kusdibyo, L., Gunawan, A. I. (2021). Predicting tourist loyalty toward cultural creative attractions the moderating role of demographic factors. *Journal of Quality Assurance in Hospitality & Tourism*, 22(3), 293–311.
- Mashi, M. (2017). The mediating role of job satisfaction in the relationship between organizational justice and employee outcomes. *International Journal of Public Administration*, 41(1), 1–10.
- Mishra, H., Sharma, A. (2021). The role of employer branding in the creation of powerful corporate brands. In *Employer Branding for Competitive Advantage* (33–50). CRC Press.
- Murphy, G. C., Athanasou, J., King, N. J. (2002). Job satisfaction and organizational citizenship behaviour; a study of Australian human-service professionals. *Journal of Managerial Psychology*, 17(4), 287–297.
- Na-Nan, K., Kanthong, S., Joungrakul, J., Smith, I. D. (2020). Mediating effects of job satisfaction and organizational commitment between problems with performance appraisal and organizational citizenship behavior. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(3), 64.

- Naz, S., Gul, S. (2014). Moderating role of organizational commitment between communication satisfaction and turnover intentions among nurses. *Pakistan Journal of Psychological Research*, 29, 39–52.
- Organ, D. W. (2015). Organizational citizenship behavior. In *International Encyclopedia of the Social & Behavioral Sciences* (317–321). Elsevier Ltd.
- Organ, D. W., Podsakoff, Ph. M., MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Thousand OA: SAGE Publications.
- Özçelik, G., Fındıklı, M. A. (2014). The relationship between internal branding and organizational citizenship behaviour: The mediating role of person-organization fit. *Procedia-Social and Behavioral Sciences*, 150, 1120–1128.
- Paul, H., Bamel, U. K., Garg, P. (2016). Employee resilience and OCB: Mediating effects of organizational commitment. *Vikalpa*, 41(4), 308–324.
- Phipps, S. T., Prieto, L. C., Ndinguri, E. N. (2013). Understanding the impact of employee involvement on organizational productivity: The moderating role of organizational commitment. *Journal of Organizational Culture, Communications and Conflict*, 17(2), 107.
- Punjaisri, K., Wilson, A., Evanschitzky, H. (2008). Exploring the influences of internal branding on employees' brand promise delivery: Implications for strengthening customer brand relationships. *Journal of Relationship Marketing*, 7(4), 407–424.
- Purwanto, A., Purba, J. T., Bernarto, I., Sijabat, R. (2021). Effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1), 61–69.
- Qiu, S., Dooley, L. M., Deng, R., Li, L. (2020). Does ethical leadership boost nurses' patient-oriented organizational citizenship behaviours? A cross-sectional study. *Journal of advanced nursing*, 76(7), 1603–1613.
- Raziq, A., Raheela. M. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717–725.
- Rhoades, L., Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
- Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of vocational behavior*, 66(2), 358–384.
- Robbins, S. (2006). *Organizational behavior*. New Jersey: Prentice Hall.
- Schraggeová, M., Stupková, Z. (2021). Attachment Dimensions as Moderators of the Relationship between Commitment to Supervisors and Organizational Citizenship Behavior. *Studia Psychologica*, 63(1), 43–63.
- Shah, N. F. M., wati Halim, F. (2018). Influence of five factor personality on organization citizenship behaviour (OCB) among teachers. *Jurnal Psikologi Malaysia*, 32(2), 1–11.
- Shaw, J. D., Dineen, B. R., Fang, R., Vellella, R. F. (2009). Employee-organization exchange relationships, HRM practices, and quit rates of good and poor performers. *Academy of Management Journal*, 52(5), 1016–1033.
- Shofiyuddin, M., Budiharjo, A., Khotimah, N., Syarifudin, A., Musyafak, A., Janah, N., Purwanto, A. (2021). The effect of transformational leadership, job satisfaction, and organizational commitments toward organizational citizenship behavior of Indonesian senior high school teachers. *Ilkogretim Online*, 20(3), 177–185
- Shuck, B., Reio Jr, T. G., Rocco, T. S. (2011). Employee engagement: An examination of antecedent and outcome variables. *Human resource development international*, 14(4), 427–445.
- Singh, N., Kolekar, B. D. (2015). Testing reliability of organizational citizenship behavior scale (OCBS) for non-teaching staff in academics. *International Journal of Management (IJM)*, 6(9), 55–66.

- Skandarpour, B., Manteghi, M., Nazari, Y., Ahadi, R. (2016). The mediating role of job engagement in the relationship between the employer brand and citizenship behavior. *International Business Management, 10*(10), 1833–1841.
- Soo, H. S., Ali, H. (2016). The linkage between stress and organizational citizenship behaviour. *International Business Management, 10*(14), 2713–2718.
- Srivastava, P., Bhatnagar, J. (2010). Employer brand for talent acquisition: An exploration towards its measurement. *Vision, 14*(1–2), 25–34.
- Srivastava, S. (2013). Job satisfaction and organisational commitment relationship: Effect of personality variables. *Vision — The Journal of Business Perspective, 17*(2), 21–30.
- Tanwar, K., Prasad, A. (2016). Exploring the relationship between employer branding and employee retention. *Global Business Review, 17*(3), 186S–206S.
- Torlak, N. G., Kuzey, C., Sait Dinç, M., Budur, T. (2021). Links connecting nurses' planned behavior, burnout, job satisfaction, and organizational citizenship behavior. *Journal of Workplace Behavioral Health, 36*(1), 77–103.
- Utami, N. M. S., Sapta, I., Verawati, Y., Astakoni, I. (2021). Relationship between workplace spirituality, organizational commitment and organizational citizenship behavior. *The Journal of Asian Finance, Economics, and Business, 8*(1), 507–517.
- Veličkovska, I. (2017). Organizational citizenship behavior-definition, determinants and effects. *Engineering management, 3*(1), 40–51.
- Wulani, F., Handoko, T. H., Purwanto, B. M. (2021). Supervisor-directed OCB and deviant behaviors: the role of LMX and impression management motives. *Personnel Review, 51*(4), 1410–1426. <https://doi.org/10.1108/PR-06-2020-0406>
- Yoon, H. S., Occeña, L. G. (2015). Influencing factors of trust in consumer-to-consumer electronic commerce with gender and age. *International journal of information management, 35*(3), 352–363.
- Yousf, A., Khurshid, S. (2021). Impact of employer branding on employee commitment: Employee engagement as a mediator. *Vision, 0*(0). <https://doi.org/10.1177/09722629211013608>

Received 21.07.2023

Бренд работодателя, удовлетворённость работой, организационная приверженность, организационное гражданское поведение: модерация и медиация взаимосвязей

АШРАФИ Деван Мехраб

ORCID: 0000-0001-9746-9654

Восточно-Западный университет, Дакка, Бангладеш

АЛЬ КАРИМ Рашид

ORCID: 0000-0002-3184-8288

Университет Восточной Дельты, Чаттограм, Бангладеш

БАРУА Арпа

Университет Восточной Дельты, Чаттограм, Бангладеш

Аннотация. *Цель.* Целью данного исследования является изучение опосредующей роли удовлетворённости работой в сочетании с модерационной ролью организационной приверженности и уровня дохода в связи между брендом работодателя и организационным гражданским поведением на примере банковского сектора Бангладеш. *Метод.* Первичные данные были собраны в результате опроса 211 сотрудников частных банков Бангладеш с помощью структурированной анкеты. *Выводы.* Результаты исследования показывают, что бренд работодателя имеет положительный вклад в организационное гражданское поведение. Кроме того, удовлетворённость работой частично опосредует связь между брендом работодателя и организационным гражданским поведением. Наконец, как организационные обязательства, так и уровень дохода в значительной степени влияют на связь между удовлетворённостью работой и организационным гражданским поведением. *Значимость результатов.* Результаты исследования вносят значительный объём знаний в области брендинга работодателя, удовлетворённости работой, организационной приверженности и организационного гражданского поведения. Точнее говоря, модерационная роль организационной приверженности и дохода в связи между удовлетворённостью работой и организационным гражданским поведением является уникальным вкладом настоящего исследования, которое достоверно обогатит существующие знания об организационном гражданском поведении, преимущественно встречающемся в банковском секторе Бангладеш.

Ключевые слова: бренд работодателя, удовлетворённость работой, организационное гражданское поведение, организационная приверженность, теория социального обмена.