CHAPTER 1

INTRODUCTION

In the field of human resource management, value and importance of employer branding is increasing day by day. Industrial debate and literature works reveals that organizations are majorly exceeding their budget and resources for the development of employer brand initiatives and practices (App, Merk & Buttgen 2012; Rosethorn, 2010; Hulberg 2006; Backhaus & Tikoo 2004). In the era of tough competitions and in the light of value added by intangible resources as of now, almost every sector and category of organizations commonly acknowledged and recognized that the majority of the organizational objectives and brand promises in the form of products or services are accomplished because of the people behind it.

However, for the better understanding and application of employer branding concepts for the organizations betterment it is essential for all of those organizations which are focused in the employer branding to shift their external branding efforts towards the internal customer, i.e. employees who play a very crucial role for the overall organization's success.
SECTION I

Importance of the IT sector

A country like India is moving towards enjoying the status of transforming India, developed and empowered society probably by the next decade. The growth and wealth of Indian IT industry have been started since 1947 incident, when the leading manufacturer, Burroughs, instructed to its India sales agent, Tata consultancy services (TCS), to supply the skilled manpower such as programmers for solving the issues with installation of system software for a U.S. client. The Indian Software industry has experienced a healthy growth in 2010 with substantial growth in core markets (the USA and Europe) followed by significant contributions from emerging markets such as the Asia Pacific and domestic (CXO Today, 2010). In respect of information technology (IT) sector retaining committed IT employees is very crucial for any organization. IT sector employees are the most important intangible resource since they have good tacit knowledge and skills to interlink the system's interference with other critical business processes. These IT sector talents tend to be very specialized and challenging to replace it, which in turn increases the turnover expenses of any company. The worth and usefulness of skilled IT professionals as stated a decade ago is still remains strong in the present context and is projected to increase in the future also (Thatcher, Stepina, & Boyle, 2002; Luftman & Kempaiah, 2008; Bhatnagar, 2007; IBEF, 2015; Deloitte, 2015). Factors such as job and other organizational environmental factors have been found to be very critical in employee retention in IT sector.
Among all other sectors, Information technology (IT) is playing the central role in Indian global economy presence since last decade. Poised to become a US$225 billion industry by 2020, the world is witnessing the vital presence and success of Indian IT corporations in the global marketplace (India Brand Equity Foundation [IBEF], 2011; Pattnaik, 2011).

The opportunities for India to contribute to the international economy have significantly increased, combined to a likelihood of favourable outcomes for "Brand India" in the context of both local and global markets. “National Association of Software and Services Companies (NASSCOM)” HR Summit 2006 highlighted about the valuable role and responsibility of the human resources management and how it is having the potential of causing the transformational changes within the IT-ITES industries, in order to make employees and the organizations globally competitive (Simhan, 2006). India’s IT industry amounts to 12.3 percent of the global market, largely due to exports (NASSCOM 2015).

Originally, one of the most important and critical sources of India’s competitive advantage over so many other countries lies in the skilled labour cost differential (NASSCOM 2015) and the availability of a large pool of talented professionals who are very adaptive and also have good communication skills and very comfortable in speaking English (Saini & Budhwar, 2004). According to NASSCOM Strategic Review 2011, among the fastest growing industries in Indian context the status of its-BPO industry is remarkable. India represented over 5 percent of GDP in 2014-15 particular by the IT sector (ict4dblog.wordpress.com). The same source revealed the share of exports in total IT output has risen from 19 percent in 1991-92 to 49 percent in 2000-01 to 67 percent in 2007-08 to 81 percent in 2014-15.
By the year 2005-2015 (Nasscom, TechSciResearch) as per the reports, the journey of Indian IT firms come into the classified multinational companies by the year 2015 withholding, 640 centres in more than 78 countries, delivery centres across the globe.

Indian firms make a global acquisition of IT field, this sector had provided the employment up to 3.5 million people directly and around 10 million indirectly, as of Financial Year-15. In recent years, India's IT sector moved in from enterprise servicing to enterprise solutions. The market area of the Indian IT sector either in domestic or in an international context is growing day by day, however, in order to achieve this growth, in a continuous manner and in comparative ways, it is very important for these sectors to involve in innovative and creative process of product and services. Through the implementation of new business models, and by doing the global delivery, partnerships, and transformation, Indian IT sector are reaching milestone success in a very formidable way.

In the Indian context, the major IT industries which are playing at global level and are much renowned as the leading service and solution provider, are namely the Tata Consultancy Services (TCS), Infosys Technologies, Wipro Technologies, and HCL Technologies along with many more other popular industries in the same list. These industries are known for their comprehensive range of IT and business process services, they are capable of providing the range of ordinary, low value end services to knowledge-intensive, relatively high value services in terms of cost and time benefits (Niosi & Ted Tschang, 2009).

Value of Indian IT services sectors is globally remarkable. According to the past report it was reported that these accounts for more than 50 percent of the total
global market in the field of IT offshoring (Nasscom, 2012; Oshri et al., 2009). As a result of global interplay and the liberalization of the Indian economy, Indian IT industries are going through continuous reformations, economic transition, and higher rate of competition from both sources, i.e. internal and external (Bhatnagar, 2007; Budhwar et al., 2006). IT industry workforce is highly achieved-oriented with lots of expectations about their careers and goals since they are required talent to face the complexities of the current and future challenges in the working environment (Hershatter & Epstein, 2011). The work environment here is, involving high time pressure to meet tight project deadlines and high talent requirements, which is a continuous requirement due to rapid technological change (Gerlmaier & Latniak, 2011).

Indian IT organization plays a crucial role in the country's economic growth, the critical role played by its human resources is continually proving its worth. India is referred to as the electronic housekeeper of the world (Budhwar, Varma, Singh, & Dhar, 2006). A quality workforce is a source of competitive advantage (Huselid, 1995) and since, organizations is in the race for attracting, developing and retaining the workforce, there is always a need for practitioners to look for innovative methods that address these needs and creative workforce that provides a sustained competitive advantage. Kennedy (2003) emphasized that employee efficiency as a key factor for the success of organizations and it is influenced by several organizational factors. It therefore becomes necessary to investigate the impact of organizational factors relationship on employees' attitudes and behaviours for mutual benefits. Understanding organizational behavioural pattern in work environment, particularly how attitudes and behaviour are influenced by the psychological relationship between
the individual and the organization, has been the issue of investigation continuously (Ashforth & Mael, 1989; Meyer & Allen, 1997; Rhoades & Eisenberger, 2002; Van Dick, 2004; Sousa & Coelho, 2011).

Due to the economy fluctuations, changing demographics and advancement in information technology, companies are witnessing necessity to change their HR strategy to overcome the situation of anonymity of job security (Lee, 2001; Bhatnagar, 2007). As a result of this, organizations have to reassess organizational factors that they offer to their employees contributing job security, high retention and greater productivity of global talent (Hiltrop, 1995; Agarwal & Ferratt, 2002; McKnight et al., 2009; Erturk & Vurgun, 2014). In this context, the concept of branding as it determines employees’ perception of the employer has become very significant.

The present study attempted to enable organizations to improve in the dealing and strategic ability of them for overcoming the issues generated by synchronizing business world globes, the high impact of pressurised infection and faster adaptability of changing business environment, and the high cut-throat competition for management of skilled and talented workers. The background reason behind formulating this research lies in the organizational challenges related to human resource management that the organizations are facing in today’s versatile and uncertain business and labour environment.

Due to the above mentioned reasons nearby all the stable and developing organizations are thinking of reviewing the employee related policies and practices, for profitable employment relations, which will help them in becoming a
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distinguished success (Zivnuska, kitchen, & Snow 2001). It has been further remarked that there will be an alarming situation in the future in respect to the scarcity of skilled manpower (Michaels et al, 2001, Corporate Leadership Council, 2005).

What is the reason behind lesser involvement, ineffective productivity, and weaker work bonding among the workers? Why do employees leave any organization? Large number of factors in its background have been identified by previous studies suggesting the factors, such as monetary compensation, inefficient training and development programme, lesser chances of promotion and recognition (Messmer, 2006), nature of job (Lock, 2003), problems in leadership approaches (McShane & Travaglione, 2007), the autonomy and balanced work-life job perspectives availability (Davenport, 2005; Hytter, 2007 ) and so many other satisfaction related factors (Kramar & De Cieri, 2005) presents inside and outside the environment at organizational-level as well as at individual-level.

Hiring the right person is more or less easy, but attracting, retaining, maintaining their positive involvement and commitment for the long period is the challenge for the company and is never been an easy task. There is no single reason for high attrition, low involvement, and lesser responsibility and there is no universal solution, every industry and every organization have their own causes which lead to high attrition and related problem. The practices to improve retention and commitment can vary dramatically over time and across jobs, geographic locations, and industries. Literature review in the field of employer branding along with other organizational behavioural practices and principals shows its limitation (Cable & Turban 2001), and the so called marketing concept the phenomenon of employer
branding in the area of human resources is still at infancy stage (Maurer, Howe & Lee 1992).

**Employer branding perspective**

In their work in the field of employer branding Fombrun and Shanley (1990) highlighted about the different shades of advantages an organizational employer branding which have an overall good image holds with it. It is the organization's employer branding and corporate reputation that plays a critical role in the choice making decision of potential applicants while applying or retaining with particular industry (Turban et al., 1998; Dowling 1994; Lemmink et al., 2003). Increasingly, companies are thinking and implementing strategic budgeting, especially for the employer brand in order to increase the factors behind the distinctive associations made by employees (actual or potential) with the employer brand.

Particularly in respect of human resources and organizational behaviour perspective, similar to the external marketing strategy behind the branding, the concept of employer branding is much more focused towards the internal customer i.e. employees for availing their positive behavioural outcomes while associate process or after association with the organization. The organizational practitioners behind the employer branding strategy are more or less very keen for marketing the organization's uniqueness and its differentiating characteristics as an employer from those of its competitors in the labour market; the agenda is to highlight the unique characteristics and the distinguished employment offerings or environment (Backhaus & Tikoo, 2004). As noted and supported by Lloyd (2002) organization's total efforts in order to communicate and convince the existing and potential category of
employees in such manner that particular organization that it is the desirable place to work with.

By executing diverse functions and implementing various strategies organizations still fails to retain the workforce overall human capital return on investment which in turn putting vital pressure and challenge for the organization management. An organization may fail to achieve its strategic business objectives without the competent people and their full involvement. The pressure of increased competition, cost saving, downsizing, changing work dynamics, employee changing preferences, and global skill shortages has made people orientation in human resources management strategy as the need of time and mutual gain process for any organization regardless of its size-level-geographic differences. Creating a brand culture based on deeper person constructs that encourage the employee to retain with positive and productive affiliation within the organization is differentiating factor and very important for the organization's success. Research findings also support that problems of turnover and absenteeism in the organization minimizes as the employees perceives that the work and the environment of the organizations is satisfying their important values (McMurtrey et al., 2002).

A national survey conducted by the Society for Human Resource Management in the year (2006) noticed that 41 percent of employees were "somewhat prepared" and 39 percent were "very prepared" to look for a new job. This phase of employer-employee relationship, affects adversely on the overall effectiveness and efficiency of the organization. It has been observed and evidenced that nearly every organization irrespective of its category and type invest a handsome effort in the form of time and money in order to meet the issues of incompetence and inability of the employees,
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especially those of new joined, after a severe process of training and development along with cultured treatment as the employees become a talent and competent to fulfil the individual and organizational objectives, the organization is completely at a loss when the employees place less involvement, shows negative orientation towards organizations and leave their job once they are fully trained.

The relationship between the value of brand reputation and people management has gained enough attention among the researchers, academicians and organizational practitioners. Various established empirical evidences also validated the assumptions behind these relationships (Hatch & Schultz, 2008; Edwards, 2005). The prospects of employer branding and its related benefits are no more limited to, marketing strategy; even it has acquired a concerned strategic role in today's organizational context. It is now much needed for the learning and adaptability of tough competitive behaviour due its valuable contribution in employee engagement, retaining the positive emotional labour, authenticity, and trust in the organization environment (Geoffrey Love & Kraatz, 2009).

Although much discussion and debate about the usefulness of the concept and perspective of employer branding in the field of organizational behaviour and human resource management it can be concluded that this concept at empirical level and in theoretical development is still poorly touched more specifically in the sense of internal marketing (Ambler, 2003; Berthon et al., 2005; Martin & Hetrick, 2006; Backhaus & Tikoo, 2004). In order to understand the various deciding factors behind the formation and development of employer branding internally and its outcomes in the favour of organizational and individual related benefits, very few notable studies and research has been noticed. Due to the emergence of multi-coloured diversified
workforce and their respective expectations, it is very necessary to investigate the employer branding perspective and its impact on other organizational variables in the modern organizational field with more rigorous and serious efforts.

Importance of assumptions behind the present study has been supported by research remarks also, as only a limited empirical investigation has been done to address and understand the association between employer branding perspective and employee behaviour (Dutton & Dukerich, 1991; Greening & Turban, 1996) as it was noted to be present with factors such as job satisfaction, organizational commitment and employment & turnover intentions. While there is much debate happened among scholars on the relevance of employer branding, the importance of it, but hardly any on the actual factors at the individual level and organizational level acting together to differentiate a branded and non-branded organizations and its influence on work-related attitude among the working class.

The challenging reality of the 21st-century industrial environment is that companies and its stakeholders are forcefully indulging themselves into a cut-throat competition. Due to the modern knowledge-based economy, liberalization, and globalization, the intangible assets of any organization are proven to be very vital and important for the success of any company in a highly competitive market. Intangible assets are those assets of the organization which are treated to very difficult for duplicating including factors such as organizational intellectual property, market reputation and share and finally the most important the human capital.

Therefore, companies which are aspiring to become market leaders are continuously increasing efforts and separately budgeting for the human capital enhancement and utilization and implement effective. The strategic move in this
direction playing crucial role in achieving progressive results in various functions of business world such as research and innovation, specified training and development, operational management, marketing, human resource management and so on. Since, almost every developing and developed organization is facing the requirement of quality workforce in order to meet out this cut-throat competition and for its survival. And on the other hand it is also evidenced by the literature support that employees who feel proud for organization's employer branding are more likely to remain with that employer and finally give their valuable contribution for the mutual benefits.

Relying on these above arguments and assumptions, organizations have to secure themselves. Therefore, organizations are very concerns to promote themselves as the employer of choice by building a strong brand culture, which is proving to be a valuable intangible asset and serving as the advantage in market capitalization. In the current scenario, employer branding is taking a wider place in the human resources management strategy, as an employment brand can help build that pride and make it easier to communicate with the internal stakeholders how it's better than others to start and build a career with it.

It has been indicated through literature that organizations with employer branding may have following benefits: improved and strong organizational culture, improved recruitment, performance, better employee relationship, reduced turnover, lesser cost in human resource management (Knox & Freeman, 2006; Barrow & Mosley, 2006; Berthon et al., 2005; Backhaus & Tikoo, 2004). What is less clear and empirically neglected by the academician and overlooked by HR and organizational practitioner so far is, how companies differentiate themselves as branded and non-branded organizations in terms of human resource management.
SECTION II

Theoretical background and conceptual definitions

The purpose of this study was to explore and investigate how organizational workplace management factors determine the work attitude of the current workforce in the IT sector in India, within an employer branding perspective. A pertinent question that arises is: does employer branding matter or is it only a fashion terminology? These crucial questions provide the need to study the interplay of these forces within the employer branding perspective. Therefore present study was designed to formulate a model that may contribute to the conceptual understanding of the antecedents and consequences of work attitudes such as organizational commitment and intention to quit.

For understanding the employer branding perspective more clearly it has been examined with a combination of workplace management factors like organizational talent management, psychological contract breach, and perceived organizational support in order to see how it is associated with work-related attitudes such as organizational commitment and intentions to quit in branded and non-branded organizations in the IT sector in India.

Theoretical frameworks

The growing interest of practitioners and researchers from the human resource management (HRM) and organizational behaviour area, utilizing this concept of employer branding is mainly because of related supremacy of brand value (Jenner & Taylor, 2009). Through employer branding, organizations are trying to create and
enriched the employee’s overall satisfaction, which is further responsible for future behaviour towards the employer branding (Mittal & Kamakura, 2001). Employees’ emotional attachment towards the organization as stated in a study is commonly ensured by measuring organizational commitment (Steel, 2002). An employee’s strong desire to continue his/her membership with the organization (Meyer & Allen, 1991) and the associated identification (Riketta, 2005) was said to be the central idea which helps in understanding the relationship between work attitude and organizational efforts.

As per the theory of “organizational equilibrium” proposed by March and Simon's (1958) presented that employees wish to remain in the organization is dependent upon the perceived balance between the expected helpfulness of the encouragement offered by the organization and the employees contributions for the organizational objectives. Organizations are now a day’s taking newer strategic moves for dealing with newer forms of psychological contract in modern work-environment. Above theory supports for the organizational initiatives which are very new in its form and practice, aiming for the attraction and retention of the talented employees and finally acquiring their positive work attitude towards the organizations.

Newer strategy such as “employer branding” and “talent management” which are helpful to put forward the organizations recognition as “employer-of-choice” provides competitive opportunity (HR Focus, 2006). Due these factors presents in the organizations gives rationales to the potential and existing employees to work with and feel captivated for particular organization. In order to maintain continuous employee attraction and valued relationship, organizations are required to be very
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attentive and do regular research about the factors responsible for its distinctive qualities in the present and future also. The literature supports for the above arguments, as it has been found that employees gives higher value for those organizations which provide or capable for the good work-environment, flexi work system, learning and challenging jobs, opportunity for training and development, and a good market value in terms of its reputation and recognition (Chambers, Handfield-Jones, et al., 1998; Wellins, 2001).

Another conceptual link in supports with the above arguments and comments is the person-organisation-fit perceptions, principles which are very influential in determining the organisational commitment (Saks & Ashforth, 2002) and also capable of increasing employee satisfaction (Kristof-Brown, Jansen & Colbert, 2002). About the implication role of employer branding in terms of human resource management, it is said to be an essential and critical observable fact to facilitate organization with ease in achieving stable staffing needs, brings in attraction and affection towards the organization in employees, trust and loyalty among organizations stakeholders (Gaddam, 2008; Martin, Gollan & Grigg, 2011).

Employer branding can be described as the continuous identification, creation, and communication of a distinctiveness of an organization’s brand value internally i.e. among the employee category. In organizational world, applying marketing principles in the field of human resource management is commonly said to be the “employer branding”. Creating the employer branding, by highlighting the organization’s uniqueness and strong factors which are responsible for making it distinct from its competitors among the labor market is very crucial in today’s context (Bendaraviciene et al., 2013). A strong employer brand helps the organizations in
persuading potential and competent applicants (Ployhart, 2006). As it was observed that talented employees are found to be always in a good position to opt for better option, here the role of brand communication becomes significant.

In order to attain the valuable and effective employer branding, it is required to make consistent effort to spread awareness and communicating the target population that how? The particular organization is relevant, unique and noticeable in the market (Mosley, 2007). Literature supports for the inherent contribution and outcomes of these efforts which are helpful in attracting better applicants (Collins & Stevens, 2002; Slaughter et al., 2004) and further in creating and meeting out the employees expectations in association with the organization (Lievens & Highhouse, 2003). Employer branding was valued for its role in maintaining corporate identities (Lievens, Hoye & Anseel, 2007).

In the context of human resource management, applying this concept for the internal branding and how it is relevant in organizational growth and development, study by Sutherland and Torricelli’s (2002) verified further, about the value of employer branding. Study arguments that, it is the internal customers i.e. employee of the organization with whom nearly 54 percent of the most popular messages in respect of employer as the “good or reputed” in the market, is mainly depends on the current employees mouth publicity and experience sharing, proving to be the influential channel of communication. This construct of employer branding is proving to be highly applicable in organizations of 21st century, since, all of the organizations irrespective of their types and sizes are firmly and actively involved for the “war of talent”.

Therefore it is the necessity of the industries to establish themselves as the trusted and a “good place to work with or work for” in order to attract and retain the talents (Backhaus & Tikoo 2004; Jiang & Iles 2011; Dabirian, Kietzmann & Diba, 2017). In today’s highly competitive business world and global market, employer branding proved to be a strategic tool for highlighting the uniqueness in employment offerings or value propositions of the particular organizations in term of culture and organizational identity (Eisenberg et al. 2001; Cable & Judge, 1997).

Employer branding is no more limited to advertisement or logo only, rather it symbolizes for values and culture of the organization. A favourable reputation of an organization found to be instrumental in attracting open-handed investors, prosperous consumers and talented workers (Fombrun & Shanley, 1990; Conference Board 2001). In today’s context, worth of employer reputation is increasing as it is facilitating in the organizations strategic resource. Importance of this strategic resource is mainly build up on its underlying strength in the form of intangible resource which is difficult to copy, social and economical value of it, psychological benefits associated with it (Sullivan, 2004).

Social exchange theory

In its relationship with other factors presented in the organizational environment, the social exchange theory is found to be suitable for the conceptual understanding of these relationships comprises of work attitudes and behaviours (Cropanzano & Mitchell, 2005). Through the implication of employer branding as a strategic resource in the field of HRM, this becomes fruitful in attaining a great attention, to achieve the changed requirement of staffing and retention (Kunerth &
Mosley, 2011). Further, employer branding also proving to be a valuable intangible asset to gain a competitive advantage, since in modern organizational world, the traditional monetary compensation is no more influential as it is only beneficial for the employees’ short-term objectives and goals, because self-achievement needs a sustainable approach (Agarwal & Ferratt, 2001). Employer branding is based on the assumption that if employees felt satisfied and valued at work, have a career progression opportunity in a healthy environment and chances of mentally and financially promoted, then why is any need to change the workplace (Edwards & Edwards, 2013).

In any organization the employment expectation and experiences are supposed to be the root cause for the psychological and career related discrepancies. In IT sector, major employee attraction towards any organization was found to be relying mainly upon the factors such as better salary packages, advanced and modern working conditions and good lifestyle (Makela et al., 2010). Furthermore, shortage of skilled employees in IT field which occurs decade ago is still found to be suitable to define the today’s context (Lewin et al., 2009; Michaels, Handfield-Jones & Axelrod 2001). This scenario in itself is self explanatory for the importance of talent management and its role in the sustainable organizational performance (Vance & Vaiman, 2008). In this framework of long-term solution for the human capital management, the value of committed employees emerged voluntarily for the organization’s competitiveness (Chew & Chan, 2008).

In case of organizational commitment it is said to be exist in the form of attachment, identification, or loyalty for the entity (Morrow, 1983, 1993). Managing the issues related with people dimension of the organization is what characterized as
the obvious role and responsibility of human resource management and organizational behaviour team of the organization.

The central objectives of them are to ensure and maintain the productive membership of the employees with the organization. For achieving this objective these practitioners are involved continuously, even though by execution of diverse functions and various strategies strategically, organizations are found to be failed in attaining the good return on investment for their human capital. Because of these organizations are going through enormous pressure and challenge for maintaining the sustainable organizational success. Further it is also very clear that without competent and committed employee none of the business objectives will be achieved. Based on assumption that employees who feel proud for the organization where they are working may willingly want to be in long-term employment relationship. Under the influence of employer branding these employees further brings in their precious contribution for the reciprocated development.

Employer branding is acquiring serious attention among human resource management strategy (Brewster, Sparrow & Harris, 2005) because it has been observed that employee interestingly joining and remain with great reputed organization.

Thus creating an employer branding based on deeper people constructs will definitely be a differentiating factor and may play important role for the organization competitiveness and success. Present study is based on assumption that employer branding has the ability to encourage employee to remain with positive and productive affiliation with the organization. An employment brand experience, affect
the work attitude to build pride rooted under functional-social-economical-
psychological benefits, this brings sense among the inside and outside employee that
this place is a desirable place to work and to build a career.

The concept of social exchange is a prominent concept for understanding
workplace behaviour. This theoretical model for the understanding of exchange
behaviour in the workplace has its roots since the year of 1920s (Malinowski, 1922;
Mauss, 1925). This theory has been related and conceptualized on the basis of many
related disciplines such as anthropology (Firth, 1967; Sahlins, 1972), social
psychology (Gouldner, 1960; Thibaut, 2017), and sociology (Blau, 1964) together to
provide a distinct approach to under the exchange relationship between stakeholders
in an organizational environment.

Over time, four figures, namely George Homans, John Thibaut, Harold
Kelley, and Peter Blau are the significant contributors' for this field. Their work
provided the understanding of the identification and development of social behaviour
in the exchange relationship. After a critical review of all the work it can conclude
that they all agreed that social exchange at the workplace is a series of various types
of interactions (Emerson, 1976), that happens during the course of employment and
which further generates the obligatory behaviour in response. These interactions are
interdependent and contingent on the actions of organizational members (Blau, 1964).

The importance of social exchange theory has been felt and valued by many
fields such as in the field of social power (Molm, Peterson, & Takahashi, 1999),
psychological contracts (Rousseau, 1995), leadership (Liden, Sparrowe, & Wayne,
1997), and organizational justice (Konovsky, 2000) apart from these there are other
fields of study which acknowledged application of this theory to develop and understand respective areas.

In organizational behaviour field this social exchange theory provides the unitary framework for much of the development, designing and more importantly, in order for understanding the dynamism of the field of organizational behaviour. Major ongoing benefits of the social exchange, that are reported through various literature findings includes favour, courtesies, concessions, and assistance (Blau, 1964). Conceptually, in conclusion, it can be said that the social exchange relationship is ongoing, reciprocal and dynamic (Molm, 2006; Blau, 1964). All the social exchange theorists finally constitute this concept into four levels on the basis of behavioural trends (1) the involvement of actors in the exchange, (2) the exchange of resources, (3) the development of exchange relations within the structure of the exchange and (4) the exchange is a dynamic process (Molm, 2006).

Social exchange theory and human resource management

With respect to the human resource management, while the exchange relationship at the workplace over the time it results into many behavioural and attitudinal outcomes. Outcomes such as trust, loyalty, mutual commitments and increased in the level of individual performance as the resultant of social exchange relationship draws the attention of contemporary management research, for the better understanding of workplace relationship aspects (Shore, Tetrick, & Barksdale, 1999; Shore et al., 2009).

It was posited in this model that at the workplace, there exist several factors acts as the antecedents behind the interpersonal connections (Cropanzano, Byrne,
In the HR field, basic postulates about this theory is that social exchange relationships automatically develop while the organizational top management takes care of the employees of the organization, which results in behaviour for mutual benefits as an outcome of an employer-employee relationship.

In HR management major research has exhaustively observed and examined the various categories of interpersonal exchange and the differences in the parties involved in the relationships. In a working environment employees forms several distinguishable social exchange relationships which are mainly as follows; relationship with the employing organizations (Moorman, Blakely, & Niehoff, 1998), with the leadership (Liden et al., 2004), team members (Deckop, Cirka, & Andersson, 2003; Ensher, Thomas, & Murphy, 2001) and so on. As the consequences of the above kind of relationships in the work environment, in return the employees of the organizations show various organizational beneficial behaviours.

Employees are very keen and interested in an equitable relationship by maintaining goodwill and helpfulness toward the other party under the exchange relationship (Masterson, Lewis, Goldman, & Taylor, 2000). In management field, on the basis of literature review, it has been found that, in understanding the components of social exchange theory, specifically five models have been proposed so far to explain the application of this theory for management practices and strategy formulation. These are namely “1- Perceived organizational support and leader-member exchange; 2- Support to commitment; 3- Adding team support to organizational support; 4- Adding supervisory support; 5- Trust (Cropanzano & Mitchell, 2005)”.

Exchange behaviour at the workplace may result in both economic and social outcomes.
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This study utilized the concept of social rewards which an employee benefited and willing to maintain in an exchange relationship between working domain. The base assumption of the present study is that, although monetary rewards and benefits are very necessary for the maintenance of organizational relationship, the role of social rewards such as employee wellbeing, religious respect, opportunity for individual growth and development, and humanistic approach for the organizational relationship as well are also valued comparatively high among the employees (Homans 1958; Blau 1964).

Management practitioners found that is very obvious in the workplace that both the exchange parties will remain in their organizational relationship as long as they will get satisfactory rewards from the other side (Homans 1958; Blau 1968). A study reported that collaborative efforts may actually increase social and economic outcomes by capitalizing firm’s competencies (Jap, 1999). Outcomes like trust and commitment are the most important aspect of social exchange (Blau 1968; Homans 1958; Ganesan 1994).

Social identity theory

The theory of social identity was introduced by Tajfel (1972), the conceptualization of this theory is designed and developed in the context of societal acceptance and adaptability of an individual, was basically for the understanding about the factors and process through which employees of any organization categories themselves in intergroup contexts and how a system of social categorizations "creates and defines an individual’s own place in societal surroundings".
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He defined social identity as "the individual's knowledge that he belongs to certain social groups together with some emotional and value significance attached to this group membership" (Tajfel, 1972). The conceptual understanding of the social identity theory (SIT) for organizational context has been proposed by Tajfel and Turner, (1986).

The basic principle underlies for social identity theory is that it is a very normal phenomenon in for the people to categories themselves as well others in various categories, like the religious grouping, organizational membership, gender, and regionalism and many more in a similar fashion. This theory contributes to understanding the person's behaviour under organizational settings. SIT argues that when people feel that their organization values and appreciates them, in other words, when organization respect them for their status within the organization, then people tend to remain loyal and appreciate the organization and its values in return (Tyler, 1999).

The social identity perspective provides an integrative conceptual focus for a better level of understanding inter or intra group phenomena and how the dynamic linkage of social-cognitive and intergroup processes does happens (Hogg & Abrams, 1999; Moreland et al., 1994). Organizational membership and group relationship formed here in organizational context play more vital role in an individual personal or professional life than any other categories of relationship. This is mainly because in this kind of set up the time span of life’s activity of any individual either in the terms of physical or cognitive involvement is much more than any other context happening in his/her life. Therefore person's livelihood depends on the organization's fortunes and the quality of role performance they deliver (Hogg, 2001). Social identity and
social exchange based behaviour are likely to coexist in organizations (Van Knippenberg, Van Dick, & Tavares 2007). This can be understood by the argument that when there exists a high-quality exchange relationship, such organizational support the feelings of obligatory positive involvement in organization betterment invoke resulting in higher engagement, motivation, self-worth, organizational commitment and other attitudinal outcomes (Ellemers, Gilder, & Haslam 2004).

**Social identity theory and human resources management**

An organization based particular form of identification is what is termed as organizational identification, hereby employees identify themselves with the organization they work for, during interaction at the workplace, they get a psychological feeling of oneness with it, or a sense of belonging (Ashforth & Mael 1989; Wieseke et al. 2009). In the field of human resources management and organizational behaviour, the social identity perspective contains a number of compatible and interrelated components.

On the basis of phenomena such as inter and intra group comparison and relationship, self-enhancement, and motivation, social identity theory explains the identity perspective generated due to the organizational environment (Tajfel & Turner, 1979). Another phenomenon, i.e. cognitive explains the categorization process by the people inside the organization (Turner et al., 1987). Past research argues that if the employee identify themselves more with their organization, it is obvious that their perceptions and behaviours will be directed more on the basis of their organizational identity (Tajfel & Turner 1979; Wieseke et al. 2007). Organizational commitment is inherently based on ones social identity of the
organization and as per the definition, it has been demonstrated by several past research that the level of organizational commitment to the particular organization is inherently depends upon the relative strength of an individual’s identification and involvement with the organization (Mowday, Porter, & Steers, 1982).

Organizational identification and commitment have ability to influence the organization and his member’s relationship in the form of satisfaction, pro-social behaviour, turnover, productivity, stress, self esteem, organizational support and several other (Ashforth & Mael, 1989; Becker, 1992; Brown & Williams, 1984; Bhattacharya & Sen 2003; Dutton et al., 1994; Abrams & Hogg, 1988; Hunt & Morgan, 1994; Mathieu & Zajac, 1990). The concept of identification is in the central role in a recent theory of motivation proposed by Ellemers, de Gilder, and Haslam (2004).

Other perspectives of organizational identification lie in the relationship with the organization's brand image and its value in the social environment. It is advocated that the behaviour of employees is majorly influenced by the value and virtue of their associated organization in external stakeholder perception (Anixter, 2003; Hatch & Schultz, 2001). An individual's identity and the related self-esteem are much dependent upon the membership of the organization in which he/she is working (Dutton & Dukerich, 1991; Van Dick, 2004).

**Psychological contract theory**

Rousseau (1989, 1995) developed the psychological contract theory, this theory was developed on the basis of several seminal works in the respective area, the work of Argyris (1960), Levinson, Price, Munden, Mandl, and Sooley (1962), and
Schein (1965) has been majorly concerned and taken into consideration before formulation of this theory. This theory is basically conceptualized and was aimed for providing a framework for the widest range of understanding the employment exchange relationship between employees and employer. Conceptualisation this theory is rooted in the social exchange theory.

According to the psychological contract theory, it is a cognitive state of mind that is very subjective, which is again interpretative is very influential for the development and maintenance of the relationship between the individual and the organization. Psychological contract theory is helpful in understanding, how the employee thinks about their employment relationships (Rousseau, 1995; 2011). It is an informal agreement perceived by the employee to respond accordingly to the employment relationship (Robinson, Kraatz & Rousseau, 1994; Rousseau, 1989). In a general sense this phenomenon of psychological contracts is formulated belief system of the obligations among the employer and employee in which each believes that their association owes them and the felt obligations is required to be represented in return.

Whereas, psychological contract-breach represents the perceived non-fulfilment of the promises made formally and informally while work interactions, here both the parties somehow failed to fulfil one or more of the obligations expected by other (Morrison & Robinson, 1997; Robinson, 1996). Previous research suggests that psychological contract fulfilment results in increased employee performance. On the other hand, due to the psychological contract-breach decrement in employee performance has been noticed. So many attitudinal and behavioural levels of negativity among the employees has been identified as outcomes of contract breach by the employer, these negativity can be in the form of decrease in perceived
obligations, decrease into frequency or level of citizenship behaviour, commitment for the organizational objectives will also be reduced and feelings of satisfaction get hurts, betrayal sense arouses, and other job attitude also get affected in negative directions’ if employee experienced that their organizations have not fulfilled up their commitments and promises (Turnley & Feldman, 1999; Robinson et al., 1994; Robinson & Rousseau, 1994).

Research in the past highlighted that psychological contract breach and violation are very common to be noticed among the employer and employee relationship (Robinson & Rousseau, 1994). Webb (1996) identified distrust are more emotional than other classified sources of stress, findings was further supported by the Raja et al. (2004) which confirms that distrust is an emotional response to the breach. Employer branding is a strategy that the company implements to create the best place to work perception on employee mind.

**Conceptual background: Employer branding**

The term branding is originally born and brought up in the field of marketing which is utilized for positioning an organization's products and services for retaining the customers trust and loyalty, therefore it is a voyage and a comparatively newer concept in the area of human resources management. Application of the branding phenomenon in the area of human resource management is based on the principles of marketing strategy for positioning an organization's attractiveness specifically among the employees is termed as employer branding. It is an expansion and adaptation of relationship principles under the marketing field (Morgan & Hunt 1994; Christopher, Payne & Ballantyne 1991).
Conceptually, it has captured a considerable attention among the organizational practitioners across the world, to gain a competitive advantage. According to Edwards (2009), employer branding is a set of activities relying on the principle of marketing i.e. "science of branding" applied to fulfil the goals of human resources management. In his study Vos (1992), defined it as the “corporate image of the organization as it is experienced by the various stakeholders,” it helps in building acquisition and retention strategies through closer relationships. Moreover, the first renowned and established definition in the field of human resources was given by Ambler and Barrow (1996). They defined employer branding as "the package of functional, economic, and psychological advantages given under the employment, and recognized with the employing company". In general parlance, the phenomenon of employer branding can be understood as the club of perceptions that the individuals, groups or stakeholders hold in their mind about the organizations image or reputation and further based on which their current and future relationship behaviour is dependent.

Lloyd (2002) in his study describes about the employer branding as the organizations distinguished efforts in convincing the existing and prospective staff about how the particular organization is a desirable place to work with. Similarly, Walker (2007) also defined employer branding as the composition various attributes present inside and outside environment of the organizations that makes an organization distinctive and attractive to those people who will feel an affinity with it and in response deliver their best performance for withholding the membership of the organization.
The basic idea behind the application of employer branding tactfully under the strategic human resource management is deeply rooted under the basic assumption, that individuals in the labour market are the integral customers and in this modern organizational world they all are very conscious of the prospects and consequences of the employer branding in an employment relationship. Since, skilled and talented employees are very much concerned and are making choice in respect of their career and growth while the process of availing the organizational membership or retaining the membership, organizations are involved seriously and giving its hundred percent effort for maintaining employer branding attractiveness among the perspective and potential employees (Backhaus & Tikoo 2004). In fact, more or less it becomes a key strategy for many organizations across the globe (Brewster, Sparrow & Harris 2005) for strategic human resource management. The employment value proposition of an organization as perceived and offered by it, transforms into the employer branding attractiveness. And this unique image and perceived distinctiveness of the organization finally helps in communicating about why the organization stands as an employer of choice among the prospective and current employees instead of its competitors (Heger, 2007).

The available literature in the field of branding and employer branding indicates that the concept of employer branding is a composite phenomenon of marketing and human resource management (Moroko & Uncles 2008; Ambler & Barrow 1996). In the strategic framework this employer branding provides organizations the strength of intangibility which further results in successful human resource management. Under this concept the inherent aim of the organizations is for managing the issues related to the attraction, retention and engagement of skilled and
talent employees as they have ability for adding value in the organizations fulfilment of organization's brand commitments (Uncles & Moroko, 2005). Backhaus and Tikoo (2004) in their study highlighted about the employer branding as the distinctiveness of an organization's ability as a preferred employer than its competitors.

Theoretically, the concept of employer branding in the field of human resource management came into practices relying on the basic principles of theories such as brand equity theory (Keller, 2001) and resource-based view model (Rivard & Verreault, 2006).

**Brand equity theory**

Conceptual link of brand equity theory lies in the marketing field where it was proposed as the marketing effects which is related to the distinguished attribution of the brand (Keller, 1993). According to this theory and on the basis of empirical shreds of evidence it can be easily attributed that it is the brand impression which affects the consumers' purchase decisions, success of a marketing strategy, and how it furthers helps in firms to charge more for products or services they offered than other market players (Aaker, 1996; Keller, 1993). Aaker (1992) is his study offers understanding of what the brand equity consists of. According to him it is a combination of brand related image, loyalty, awareness, perceived quality, and other assets which distinguished any brand either in the form of products or services among its stakeholders. Brand equity in the context of any organization has resemblance outcomes similar to the external consumers, for the internal consumers i.e. employees also. This particular aspect of the brand equity theory is termed as workplace branding and in the modern day business environment the concept of workplace branding is
getting much attention and preference among the organizational practitioners (Love & Singh, 2011).

The interest in the area of workplace branding practices and policies takes place as a separate field of research and study in middle and late of 1990s (Rosethorn 2010). This workplace branding is rooted under the approaches similar to brand equity. A study by Backhaus and Tikoo (2004) in addition, spotted more understanding about the workplace branding. According to their study workplace branding can be understood as a long term-targeted strategy to manage awareness and perceptions of employees, potential employees, and related stakeholders in respect of organizations unique image and identity (Backhaus & Tikoo 2004).

Application of this theory for internal populations can generate a competitive advantage for the organizations. It was evident from the literature supports that it is the organizational intangible resources present in terms of human capital such as the unique skills, knowledge, and trust of talented employees, which plays a critical role in acquiring the competitive advantage in real sense in today's intensive market (Vargo & Lusch, 2004). The distinguishing characteristics of any organization are much more dependent upon the employee's talent which supports greatly in the dealing with the tough competition and in developing a corporate identity. It is the brand culture and through employee-related practices, any organization's brand itself so that, it will be perceived as the desirable workplace among the mind of existing and potential employees.

In order to maintain the employee attitudes and behaviour for achieving those behaviours which may be in favour of organizational goals, it is very much necessary
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to direct employees properly for ensuring employees successful operation of their roles and responsibilities (King & Grace, 2005) along with the accomplishment of the employees’ objectives behind joining and working for a particular organization.

Resource-based view

According to the resource-based view (RBV) model it is the unique ability and intangible resources of the organization which are inherent in the core of strategic management of the organization, which again plays a vital role in order to compete in the business world. In the organizational sense an intangible resource means anything which could be inimitable and serve organizations as its strength. In the organizational perspective a resource must be capable of exploiting the economic value and it should be rare in the environment, difficult to copy, and it should not be easily available in the markets (Barney, 1991; Wernerfelt, 1984).

According to Amit and Schoemaker (1993) a firm's resources which are capable for competitive advantage are said to be those resources that are unavailable, very particular, and specialized in the business environment. These tangible and intangible resources of the firm are those assets which are tied semi-permanently with the firm (Mahoney & Pandian, 1992). Previously this concept was more concentrated on the external and on physical things only, but it is now becoming popular and gaining acceptance across the all the management domains especially among the human resource management. According to these groups it is the firm’s internal resources such as its human capital (skills, knowledge, experience, etc), organizations image and reputation, its unique culture and so many others which act as the sources of competitive advantage. In common belief systems it is the human resources who
majorly contribute in as the important component of the strategic success of any firm apart from technology, infrastructure and other physical things (Wright et al., 2001).

The core idea underlying the resource-based view is to utilize firms’ resources strategically in such manner so that it will provide a competitive edge to the organization. This resource-based view also encourages for the sustainable competitive advantage related practices by understanding and managing the origins of heterogeneity (Conner, 1991; Castanias & Helfat, 1991; Barney, 1991; Lippman & Rumelt, 1982; Nelson & Winter, 1982; Wernerfelt, 1984).

**Employer branding and human resource management**

The role of human resource management team and their functions in any organization is still in justifying position (Bolman & Terrence, 2017; Drucker, 2012; Beaver & Stewart, 1996). Further Storey, (1995) describes the human resource management as the distinctive approach for managing the employment relationship of the organization. According to human resource management practitioners major emphasis is on linking the human capital resource of the organizations with its strategy and performance. Another major function of human resource management is of job designing the highlights and strength of this management functions underlies in job factors such as it has the ability to attract, develop and motivate employees in it. The literature supports the value of job-designing, as it proved to be an important ingredient for satisfying the needs and wants of employees, along with the fulfilment of overall objectives of the organization (Berry & Parasuraman, 2004).

The traditional beliefs highlighted the role of internal resources of the firm as the major determinant of competitive success (Schumpter, 1934; Marris, 1961) is now
turning as strategic HRM. In the view of strategic HRM practices and principles organizations are now realizing and trying their level best to utilize the organizations tangible and intangible resource similarly on the basis of resource-based view for the sustained competitive advantage of the organization (Wright & McMahan, 1992; Wright et al., 1994). The implication of human resource management practices strategically will help the organizations in achieving a sustained competitive advantage and value enhancement. These intangible assets differentiate them from their competitors (Barney, 1991).

Resource-based view of the firm is very crucial and critical in the field of strategic management (Powell, 2001; Rouse & Daellenbach, 2002). Based on the resource-based view, human resource practitioners provides several types of processes for utilizing the organizational inherent values, dependent upon the organizational capabilities (Russo & Fouts, 1997), core compatibility (Leonard-Barton, 1992), organizational capacity (Russo & Fouts, 1997), competences (Fiol, 1991; Reed & DeFillippi, 1990), combinative capabilities (Kogut & Zander, 1992), transformation-based competencies (Lado, Boyd, & Wright, 1992).

Resource-based view and organizational image in the form of employer brand equity have an interrelated impact on each other. For example, brand equity follows the similar views as of resource-based view. Employer branding in terms of resource-based view is serving as an organization's intangible asset which can be exploited as the brand association and employer brand awareness among existing and potential employees (Ambler & Barrow 1996; Minchington 2010).
Analysing critical impact of positive employer brand equity in organizational success and how it provides a “differential advantage” it can be easily attributed that it is the firm's strength in attracting talent, retaining talent, and acquiring talent strategically and tactfully over and above the competitors (Ambler & Barrow 1996; Backhaus & Tikoo 2004).

**Employee value proposition**

Along with the employer brand equity, employee value proposition can be considered as another perspective for understanding the employer branding in the field of human resources management. According to this phenomenon of employee value proposition organizations deals strategically in order to become a “best employer” by marketing the details of the qualities of the organization which allow it to classify as different from other organizations in the same category.

According to the assumptions of employer branding, in the category of various stakeholders, employees are treated as the internal and foremost important customer, and therefore organization are seriously involved in marketing their differentiating values, the associated benefits and competitive factors for mutual benefits; here the major belief for the employer branding advocates that, the employees of the organization must be treated as the most valuable customers and jobs are the internal products (Gronroos C., 2000) which are capable for attracting, developing and motivating employees.

It is highlighted through previous findings that those organizations which are enabled in satisfying the needs and expectations of internal customers (Rafiq & Ahmed, 2000) are enjoying the status of guaranteed success and are playing much
better in overcoming the human resource management related issues than others. In the modern business world employer branding has received much of strategic practitioner's attention to the management of corporate identities (Lievens, Hoye & Anseel 2007). More specifically, it has been validated further in many remarkable studies such as of Brewster, Sparrow, and Harris (2005), how the interest in employer branding has increased recently and is growing now a day's. Employer branding has been accepted as the key strategy for handling the problems and challenges of talent staffing and their retention, the reason behind this strategic achievement is that employees are attracted and want to work and develop by associating with known brands.

An organization having better employer branding has an ability to attract better applicants (Collins & Stevens, 2002; Slaughter et al., 2004) and also have better prospects to fulfil their employment expectations and experiences (Lievens & Highhouse, 2003). Based on the theoretical background and propositions described the following concept definitions of the variables in the study are presented below.

1. **Employer branding attraction value**

   In the present study, the concept of employer branding has been considered from the HR perspective, according to this view employer branding is a strategic tool to attract, recruit and retain talent. After critical literature review it has been noticed that the majority of them are in favour of the above arguments and assumptions. In these studies, it was notified that the concept of employer brand in the field of human resource management and usefulness of it for the organization is basically relying on its applicability and role in enhancing the following broad areas for the organizational
benefit: 1) organizational culture and employee fit; 2) recruitment and staffing and 3) talent retention and engagement which is possible due to corporate values and brand team-based culture (Vijaykumar, et al., 2011).

In HR parlance a closely related concept of ‘employer branding’ is the notion of ‘employer attractiveness’ defined as the “envisioned benefits that a potential employee sees in working for a specific organization” (Berthon et al, 2005). Employer attractiveness basically developed as antecedents of employer brand equity. Berthon et al, (2005), in their study provided the most popular five dimensional characteristics of employer attractiveness namely; Interest value, Social value, Economic value, Development value, and Application value. The five-factor structure is inherently advancement of three dimensions proposed by Ambler and Barrow (1996); these factors mainly represent the ‘psychological benefits, functional benefits and economic benefits as perceived and felt by the potential as well to existing employees.

**Interest value (IV):** It is a described as the psychological benefits identified and provided in the employment relationship. It is the employee’s perceived attraction for the ‘interesting work values’ as it observed that employee get attracted with the organizational exciting work environment and its quest for the novel work practices. Organizations which design and develop the work-environment where it makes use of employee’s creativity to produce high-quality, innovative products and services, will achieve the employees interest value attraction in return (Berthon et al., 2005) automatically. Assumptions of the interest value has been further supported by the work of other researchers like Schlager, Bodderas, Maas and Luc Cachelin (2011) this study highlights about the impact of ‘challenging tasks’ and ‘broad varieties of tasks’ as the important factors while evaluating the interest value dimension of the
employer branding. Moreover, interesting job characteristics found to be associated with the greater levels of employees job satisfaction (Saari & Judge, 2004; Backhaus & Tikko, 2004).

**Social Value (SV):** For this dimension Berthon et al., (2005) defines it as the organizational environment which provides fun along with work, provides continuous recreational activities, provides good friendly relationships and a team synergy work culture. Employee value all of these at workplace provided by the employer, in terms of ‘strong team spirit’, ‘friendly relationships between employees’, ‘respectful environment’ and ‘competent co-workers’ (Schlager, Bodderas, Maas & Luc Cachelin, 2011).

Assumption of this dimension has been found to be linked with and conceptualized on the basis of theories namely, social exchange theory, social identity theory, psychological contract theory and brand equity theory which provides a conceptual background for understanding the ‘social values’ and its characteristics. Social values provided by the organizations found to be associated with positive employee attitudes, organizational citizenship behavior, justice, employee identification that may ultimately results in enhancing organizational commitment and reducing the turnover intention among the employees (Schlager et al., 2011; Saari & Judge, 2004).

**Economic value (EV):** This dimension of employer branding describes about the extent to which an individual feels attracted with an organization which provides, attractive and competitive salary packages, stable job and career advancement atmosphere (Berthon et al., 2005). This dimension of employer branding provides
the conceptual understanding for the relationship between perceived positivity for the organizational practices such as fair number of holidays, reasonable retirement benefits and some other monetary and non monetary benefits from the economic point of view (Schlager, Bodderas, Maas & Luc Cachelin, 2011). Competitive remuneration and recognition gives sense of economic benefits, resulting into positive work attitude (Chew & Chan, 2008). Enhancing economic value such as salary hike will increases the level of job satisfaction (Malka & Chatman, 2003) and organization identification (Lee, 1971).

**Development value (DV):** Developmental value explains about the degree to which an employee is attracted for an organization that are capable for providing them recognition, sense of self-worth, career-enhancing platform and a springboard to future employment. Conceptually this dimension talks about the opportunities available for employees such as skill and career improving training opportunities and having empowering work environment (Schlager, Bodderas, Maas & Luc Cachelin, 2011). Empirical supports are there which explains about the link among the supportive work environment, developmental values and organizational commitment (Tansky & Cohen, 2001).

**Application Value (AV):** This dimension is meant for employees perception associated with attraction for the functional level benefits, according to this concept employee always evaluate the opportunities for the application of his/her learning’s at workplace and to teach or share the same among others. Accordingly employee attracted with working environment which provides both the customer oriented and humanitarian concerns approach as well (Berthon et al., 2005).
2. Organizational talent management

The literature reveals that since 1997, McKinsey and company introduced the term ‘talent war’ (as cited in Michaels, Handfield-Jones, & Axelrood, 2001) it is very difficult to identify and obtained the single precise meaning of talent management. Apart from regular debate and surplus discussion, a general consensus has been notified a decade ago about the meaning of “talent management” (Collings & Mellahi, 2009; Lewis & Heckman, 2006).

Following are the most followed and agreed definitions of talent management found in the HRM literature (Dries, 2013). Sloan and Katwyk (2003) defined talent management as “Managing leadership talent strategically, to put the right person in the right place at the right time”. Further, Schweyer, (2010) provided a more holistic view about talent management, which encompasses managing the supply, demand, and flow of talent through the human capital engine. Comprises of above two, Ashton & Morton (2005), defined the term talent management (TM) much closer to the concept of strategic management and advocates that TM is a strategic and holistic approach to both HR and business planning or a new route to organizational effectiveness.

In order to differentiate the term, TM from human resource management many defined it on the basis of its objective, such as Cappelli (2008), talent management is in the general sense imply for the anticipating the future manpower requirements or human capital and proactively indulge in it to meet out it. In its more specific and deep down sense the term talent management stands for a holistic set of different strategic activities and processes which are aimed for the systematic evaluation of the
organizational manpower requirement starting from identification of key positions, developing recruitment strategies either externally or internally, developing and retaining talent.

To be very particular, it is more concerned with the key position, firstly identifying them, and strategically moving for filling it in the future. For this talent management practitioners proactively involved in the development of a talent pool of qualified potential and capable for high-performance incumbents in order to fill the gap of leading position. Talent management nowadays differently contributes to the organization's sustainable competitive advantage, by the development of a distinct human resource which is well planned filling key positions to ensure continued commitment towards the organization by promoting talent from within the organization (Collings & Mellahi, 2009).

Advocating above arguments and assumptions behind the talent management, Silzer and Dowell (2010), provided their view about talent management as an “integrated set of processes, programs, and cultural norms in an organization designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs”. In order to relate the talent management practices with organizational outcomes aspect, SHRM (2006) defines talent management as “the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs”.
In the present study, the concept of talent management is considered as a component of strategic management, here the role of talent management irrespective of its traditional belief, considered as the integral part of continual organizational practice (Fegley, 2006). Moreover, based on intensified literature review it can conclude that the concept and view of talent management can be classified into three branches or stream for its better understanding and meaningfulness (Lewis & Heckman, 2006; Byham, 2001; Chowanec & Newstrom, 1991; Fegley, 2006; Hartley, 2004; Hilton, 2000; Mercer, 2005; SHRM, 2006).

Among these three streams the first one is focused for how it is different from the field of human resource management. Second category belief as evidenced in the literature was of those who are more concerned and focused on the fulfilment of future requirement related to human capital for leading or key positions; the development of talent pools is a major function of these practitioners. The third stream focuses on talent retention component of talent management. Even though very intense and strategic moments is happening in the field of talent management, but the organizations are still messed up with the issues and challenges of talent management apart from the recruitment, staffing and retention challenges organizations are facing the newer kind of problem, i.e. the problem of losing talents to the competitors. Due to highly competitive labour market, attracting and recruiting talent is quite an easy task, but retaining talent and avoiding losing them to competitors is emerging threat for organization's progress (Sutherland et al., 2002).

Witnessing above challenges and issues, it is important for the field specialist and practitioners to investigate more about the factors behind the better talent management and its relationship with other organizations and individual related
outcomes. The major thrust of the present study is to identify that the employee perspective and adding value in understanding the organizational management towards the importance of employee perception in the success of any of the organization initiatives. The purpose was to make employee friendly talent management which is more or less subjected and limited to top management strategy and practices, how it has been linked to the employee perception and then affecting employee attitude.

Therefore the present study followed the following organizational talent management, competency/practices as given by Oehley, 2007 and its impact on work attitude among current employees.

1- Displays a talent management mindset- objectively this domain of talent management is concerned for the employees' perception related to organizations' management competence for, persistent and continuous efforts which finally displays a perspective of the organization's management that employees' belief to be that management is having thrust to have a better talent at every level. The philosophy here is that this will help the organization as means to outperform other organizations. The organization regularly emphasizes this view to employees.

2- Attracts and recruits talent- Employees are convinced and satisfied that their organization always practice recruitment and staffing function directed for the competent and committed employees only.

3- Identifies and differentiates talented employees- according to this belief system members of the organization perceives that their organisational management is
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capable with identifying and differentiating the skilled and talent within the organization. And they also believe that for achieving this objective management is very keen and observes each level of employees accordingly to their performance and involvement in a bigger sense. Here employee also perceives the transparency and standard practices behind the evaluation process.

4- Develops others- According to this domain of talent management the competent management of the organization seriously looks for the employees learning and development opportunities, agenda behind such objective is to ensure the fullest growth and development of skill gap of the organization and transform the employees into potential and strength of the organization.

5- Builds and maintains the relationship- As per the talent management concept the competency of the management in understanding and valuing the employee relationship is bigger than all kinds of relationship going on, awareness about the problem of at the group, interpersonal and individual level is the what seems to be bigger quality of management competence. It is the conviction that employee evaluate the organization on the basis of its ability in maintaining and establishing the better employee relationship.

6- Provides meaningful and challenging work- Employee always evaluate and mark the organizational ability in providing the meaningful work and the job which are challenging also. When the employee of the organization found satisfaction with the job designing and feel rewarding while doing the works, they easily link their individual contribution to the organizational strategic direction. According to this
conceptual thought organization management must be capable of ensuring the employee engagement along with the challenging and learning environment.

7- *Remunerates and rewards fairly*- this thought of talent management is concerned with the transparent and equality in employees remuneration and rewards system. Here, it is the sole responsibility of competent management to identify and recognize the performance and achievements of employees at individual, group and organizational level and then providing rewards and recognition objectively and according to contribution.

8- *Manages work-life balance*- Employees are much concerned and conscious about the organizations, qualitative and quantitative approach of work-environment in order to facilitate the work-life balance of the employees associated with it. It is the organizational competence to control and manage the work factors which might have a negative effect on the employee's personal or family life.

3. **Psychological contract breach**

Psychological contract has been defined as an “individual’s beliefs, shaped by the organization, regarding the terms of an implicit agreement between the individual and the organization” (Rousseau, 1995). The credit for conceptually bringing the term in organizational world was labelled to Argyris, (1960) for his famous work done in the field. Further, this was reintroduced by Levinson in 1962, after then it has become an evolving and a notable field of study for the researcher in the field or organizational behaviour and human resources, either in conceptual and empirical analysis framework.
Previously psychological contracts assume to be unconscious assumptions regarding the employment relationship (Argyris, 1960), but recent researchers shifted attention on individual beliefs regarding the nature of the exchanged relationship (Restubog et.al, 2008). It has been stated by Rousseau (1989) that the psychological contract emerges in the context of employment relationship when the employer and the employee felt that promise has been made and a thoughtfulness of reciprocal obligations in exchange for it is seems to binding on them. Studying psychological contract has gained much attention and response by the researchers and organizational participants in recent years, as this concept serves as a different means of understanding and handling the challenges due to changes in the employment relationship (Restubog & Bordia, 2006; Robinson & Morrison, 1995; Rousseau, 1995).

Conceptually, psychological contract theory, gives a description and an Elaborative framework to understand the reasons behind the employer and employee motivation why they reciprocate as an obligations response for each other. The reasons to look after is comprised of that set of behaviours and perception based on which each party thinks that the other party had fulfilled their promises made in the course of employment exchange, finally why they promise for more future inducements towards each other (Coyle-Shapiro, 2002).

However, on the other hand, the concept of psychological contract breach (PCB) contrary to above traditional view is to understand the phenomenon of non-fulfilment of promises and its related outcomes (Rousseau, 1995). The necessity for understanding the concept of the psychological contract in this way is underlies the fact that it has negative outcomes in organizational system in the form of intention to
quit (Turnley & Feldman, 2000; Robinson & Rousseau, 1994; Robinson, 1996) and other negative attitudinal behaviour.

The perception regarding the promises fulfilment or breach largely depends upon the employee's self evaluation of organizational environment and its related experience. These perceptions are again depends upon several intentional and unintentional promises conveyed automatically through organizational policies and practices related to human resource management (Deery et al., 2006).

The research highlighted about the impact of psychological contract on organizational citizenship behaviour of the employees in reciprocation (Coyle-Shapiro & Kessler, 2000; Robinson & Morrison, 1995). Psychological contract also found to be associated with job performance (Robinson, 1996). In this modern environment, full of career opportunities a war for talent is going; organizations are trying value creation for becoming an employer of choice, keeping global scenario in mind organizational management need to be proactive about managing their human resources differently.

4. Perceived organizational support

The traditional and most accepted fundamental tenet of the organizational support theory (OST) (Aselage & Eisenberger 2003; Eisenberger et al. 1986) is all about the positive belief system perceived by the employees in the respect of organizational environment to be supportive and encouraging. Employees get that particular organization values their work and worth. Employee belief that the contribution they give to the organization has been carefully observed and further
rewarded well by the organization, is what basically inherent in the concept of perceived organizational support (POS).

As per the study by Cropanzano et al., (1997) in the context of social marketplace, there are majorly two constructs i.e. organizational politics and organizational support. Considering issues of organizational support have its own strength. This field study aimed to understand the social exchange mechanisms and leader-member exchange (LMX) (Eisenberge et al., 1986). Perceived organizational support describes the quality of employee-organization relationship. Further, it can understand as the quality of fillings and experience of the employees' in respect to the organizational caring, valuing and welfare on behalf their efforts and contribution towards the organization.

The literature further showed the impact of these field experiences in determining the future behaviour of the employees (Eisenberger et al., 1990). Perceived organizational support in the social exchange process in organizational environment is confirmed due to the positive treatment from the organization side in the form of fairness in organizational treatment, job conditions, and supervisory relationships and many more, which obligates employees to hold positive attitudes such as affective organizational commitment and finally conducting organizational beneficial behaviour such as organizational citizenship, task performance and decreased withdrawal, that helps the organization (Eisenberger et al. 2001; Eisenberger & Stinglhamber 2011; Riggle et al. 2009).
5. Organizational commitment

Since its emergence organizational commitment is defined in various ways, Mowday et al., (1982) defined, it is as an “individual's attitude towards an organization that consists of (a) a strong belief in, and acceptance of, the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to maintain membership in the organization”.

Further Porter et al., (1974) provided “three primary component concept for understanding organizational commitment at work environment (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to remain with the organization”.

The three-component model (TCM) of commitment has demonstrated that commitment can be characterized by different mindsets – desire, obligation, and cost (Meyer & Allen, 1991, 1997). This model further proposed the three distinctive components of the organizational commitment: namely consist of affective, continuance and normative commitment.

Among these three, affective commitment represents the emotional attachment of the employees towards the organization. If organizations are having employees with higher the level of affective commitment, it is said to be that employees will holds a better relationship with the organization in response. Further, continuance commitment represents the exposure of loss in the mind of the employees in respect to leaving the organization in which they are working and in joining other after. The
actual sense of cost and benefits in employment exchange is the major reason to remain in the organization. Moreover, *normative commitment* is the extent to which an employee felt obligation for retaining the organizational membership and believes that staying in the organizational association is the right thing to do.

The present study is aiming for linking organizational reputation with the above factors, as one may feel that there may be a loss in the degree of status if he/she leaves a well-reputed organization. The commitment of the organizations is meant by organized outcome of all these three components, and is not based on a single perspective rather it represents the interaction between these three components.

6. **Intention to quit**

In organizational context Intention to quit is what stand for the psychological tendency of an individual to withdraw the current employment relationship. In organizational world this concept is utilized to evaluate the chances of leaving the organization by any employee in the near future (Mobley, 1982; Mowday, Porter & Steers, 1982). O'Reilley and Caldwell, (1981) conceptualize turnover intention and provided a models in support of the assumption that behavioural intentions causes the most pressing decision of actual behaviour such as turnover.

If we attribute about turnover, it is the intention to quit which act as the most important and immediate antecedent of turnover (Elangoven, 2001; Tett & Meyer, 1993). Definitions wise Intention to quit can be understood as the degree of intentional withdraw of the employment relationship with the specific organization by the employee and it is the cognitive manifestation of the behavioural decision of withdrawing (Boshoff et al., 2002). The importance of studying turnover intention is
advocated by various pieces of literature as it is the central idea for understanding the actual reasons behind the turnover (Steels & Ovalle, 1984; Pienaar & Bester, 2008).

It is very important to study and explore about the reasons behind the intention to quit in a continuous manner. The necessity for such preparation and efforts underlies in the fact that the organizational working set up is also changing at a faster pace. These changes are further dependent upon the changing environmental factors and job related factors, monitoring and designing the newer ways to deal with turnover intention in order to obtain the better outcomes of the human resource management functioning, since, the intentional quit of talented employees affects greatly over the major functionality of the organization (Vandenberg & Nelson, 1999).

The next section presents a review of the researches conducted earlier for examining the antecedents and consequences of the work attitudinal outcomes of employees in the organizational context.
SECTION III

REVIEW OF LITERATURE

Attitudinal outcomes: Organizational commitment

Organizational commitment (OC) can be understood as the psychological condition of employees agrees with the aims, objectives and values of the organization and have good belief in the same. Committed employees are those employees who want to inhabit in organizational association with a strong desire (Bingham et al., 2013; Meyer & Herscovitch, 2001; Meyer & Allen, 1997). Study by Vandenberghe and Tremblay (2008) reported that organizational commitment (OC) had a significant role in between the relationship of pay satisfaction with employees’ turnover intention. As the element of organizational world, organizational commitment stands as the key determining factors for the organizational success (Brantley, 1993), it plays a crucial role in achieving effectiveness and higher level utility of human resources available in the organizations (Chang, 2006). Research in the area of organizational commitment is receiving great attention; because it plays a critical role in determining several individual and organizational related outcomes. In a recent study it has been found to be a significant predictor of employee’s job performance and have negative impact on their burnout (Sharma & Dhar, 2016). In his review study Bergman (2006), proposes several avenues for more research in this area, this study further advocates about the differences in role and impact of all the three components of organizational commitment namely, affective, continuance and normative commitment.
An Indian context research reveals that commitment has the positive association with the human resource management practices which includes employee-related work culture, better career aspects, performance oriented appraisal and inclusive training and development programs (Paul & Anantharaman, 2004). Previous studies highlights that job characteristics’ are among the significant predictors of organizational commitment (Amabile et al., 1996; Mathieu & Zajac, 1990). There are several factors which constitute an organizational climate such as benefits, career opportunities, communications, participative management, recognition, training and development, work-life balance and so on which reported to have a direct impact upon the levels of organizational commitment of the employees (Sharma, Mohapatra & Rai, 2013). Apart from the organizational climate and the job related components of behind the commitment, studies revealed the role of social identities as antecedents of value-based commitments (Meyer, Becker & Vandenberghe, 2004).

The organizational commitment has always been at the “centre of attention” of the management team because of several reasons which are very critical for the organizational growth and development. For the better knowledge of what commitment is? And for deeper understanding, Porter et al., (1974), provided three factor model of organizational commitment. According to this study, first division among the three factors, defines about the employee’s strong belief and acceptance of the organization's goals and values; second tells about the employees' willingness to exercise extra effort in respect of organizational betterment. And the third factor denotes the employees strong wish for maintaining the organizational membership. In this series later Meyer and Allen’s (1991) proposed three-component model, namely, Affective commitment (AC), Continuance commitment (CC), and Normative
commitment (NC) (Meyer, Allen, & Smith, 1993; Allen & Meyer, 1990). These three components refer about the distinguishable components of commitment which are essential and do exist in an organizational context; affective commitment refers to the employees emotional quotient, personal identification, and attachment to the organization. Whereas, continuance commitment stands for the employees evaluation and observation regarding the costs and benefits associated with the departure or continuing in the organization. However, normative commitment, tells about the employees felt an obligation to continue the employment relationship.

In a meta–analysis it was proposed that all the three aspects of organizational commitment has different-different sets of antecedents, correlates and consequences (Meyer et al., 2002), in their meta-analysis they found that affective commitment had a negative association with turnover intention, stress, absenteeism, withdrawal cognitions and work-family conflict. Further for developing the sense of normative commitment among the employees organizational factors such as becoming a charitable organization in employees perception and by creating feeling of thankfulness among them by various employee-friendly practices and policies (Colquitt et al., 2010), whereas in determining continuance commitment it is the perceived alternatives available and cost related with it which plays a significant role (Allen & Meyer, 1990; Powell and Meyer, 2004).

Based on previous research it can be concluded that the influencing characteristics in developing the organizational commitment can be in manifold. It covers the wide range of organizational (for example leadership style, human resource practices and other like this), job related (job complexity, job autonomy, task significance, etc.) and individual related factors (personal attitude, work ethics,
personal attributes and so on) (Tyssen et., 2014; Sharma et al., 2013; Dwivedula et al., 2013; Gonzales & Guillen, 2008). Study shows that apart from these above mentioned factor in organizational environment the pattern of various exchange relationship had also a great impact on organizational commitment of employees, in a study it was noted that the leader-member exchange quality had significant direct impact on organizational commitment (Laschinger et al., 2009).

Organizations which provide the platform of learning and sharing for the employees will achieve the greater organizational commitment (Hislop, 2003). Employees personal attributes is also associated with levels of organizational commitment (Choi, Oh, & Colbert, 2015). Organizational workplace management such as employee engagement found to highly positive significant relationship with all the three categories of commitment i.e. affective commitment, normative commitment (Albdour & Altarawneh, 2014). In relationship with the organizational factors and its impact on organizational commitment and the role of perceived organizational support in between, a previous study noted that perceived support has mediating effect in between the relationship of co-worker communication and employees commitment (Allen, 1992).

Workplace management factors performed under the human resource management had proved to be an effective way to improve the organizational commitment (Ulrich, 1997). Background studies held in past shows that human resource practices such as training and development, reward and recognition, talent management are vital in influencing and improving the level of commitment (Wimalasiri, 1995; Steers & Spencer, 1977; Paul & Anantharaman, 2004). Although, till now a good range of research has been conducted in order to understand the
predictors behind and the outcomes of the commitment, there are so many which were conducted specifically for understanding its nature, but researcher beliefs that this issue is still in infancy stage (Ramay, 2012; Jaramillo, Mulki & Marshall, 2005; Meyer et al., 2002). Changing preferences and choices of employees under the influence of globalisation, diversified work-environment, social factors, economical factors, psychological factors and other work-related factors must be reinvestigate to understand the antecedents underlying them for the organizational commitment of employees.

Although earlier theoretical work identified commitment to “some valued cause or goal” among the commitment research agenda (Brown, 1996), surprisingly little research examines organization-sponsored causes or employee reactions to such causes as foci of employee commitment.

**Attitudinal outcomes: Intention to quit**

Turnover intention which is an attitudinal behaviour opposite to the willingness to stay explains about the extent to which an employee wants to terminate his/her membership form the organization. In context of workplace management and its outcomes the turnover/retention/intention to quit are among the top most outcomes for investigation and management concern for the practitioners behind workplace management. It can be defined as “the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs” (Lockwood, 2006). Literature found to be substantially filled with empirical findings which produce the
Introduction

links of higher commitment level with the employee satisfaction, intention to remain in the organization, and low turnover (Somers, 1995; Lee et al., 1999; Mathieu & Zajac, 1990; Randall, 1990; Price & Mueller, 1981).

Keeping talented employees is the core of any talent management program under any organization, due to continuous changes in labor market it is becoming tougher and challenging across the globe (Bratton, 2017). In a study conducted on the sample of teachers’ empirically found that workplace management factors such as poor talent management practices were significantly and positively contributes in teachers’ intention to quit (Barkhuizen, Diseko & Schutte, 2015).

Employee’s mentorship and supervisor’s exchanges with them had also an important link with employees’ turnover intention and levels of commitment of employees (Dawley, et al., 2008). There is considerable recent research which highlighted the role of workplace management practitioners’ commitment towards the talent management practices in influencing the intention to quit among the employees (Du Plessis, Barkhuizen, Stanz & Schutte, 2015; Theron, Barkhuizen & Du Plessis, 2014).

It has been widely accepted among researchers and practitioners that intentions to quit among employees directly affect the organizational effectiveness (Erat, Erdil & Kitapci, 2012). It was also found that supportive organizational environment and justice, results into organizational commitment which further leads towards the reduction of intention to quit (Robbins, Summers, & Miller, 2000; Kivimäki et al. 2007). Existence of psychological contract is obvious at workplace apart from the formal agreements. Fulfilment of which, leads to positive outcomes
and breach of psychological contract affect negatively (Takase, 2010; Burke, Moodie, Dolan, & Fiksenbaum, 2012; Darvish, Najafi, & Zare, 2012).

As a result of a day to day increasing competitive market and talent shortage companies are discovering newer strategies, since, organizations are going through different category of challenges i.e. above than the issues related with recruiting talent, although organizations are facing the constant risk of losing the talents within the organizations to the competitors (Sutherland, Torricelli & Karg, 2002). In order to solve the issues of turnover, organizations needs to develop multidimensional approach; covering individual, organizational and social aspect of employees preferences may provide new horizon for the HRM, and will play vital role to retain them for sustainable employee performance leading to business performance, as it was found that the workplace and job related characteristics jointly related with turnover (McKnight & Hardgrave, 2009).

Employee’s decision to leave or stay with the particular organizations is surrounds with either personal reasons or job related reasons. Among personal reasons (example. satisfaction with pay, organizational commitment) and organizational factors (such as leadership style and procedural justice) etc. are directly associated with turnover intention (Khatri et al., 2001). Other variables like perceived organizational support (POS) and exchanging relationship in the work-environment plays a significant role in determining turnover intention or vice-versa (Masterson, Lewis, Goldman, & Taylor, 2000; Wayne, Shore, & Liden, 1997). Previously conducted research remarked the influencing role of exchange relationship and perceived organizational support on the organizational commitment, in this study, the social identity perspective has been considered in the centre to understand the reason
of loyalty, commitment and intention to stay of the employees (Setton, Bennett, & Liden, 1996). How the managerial efforts and the leadership role while managing workplace affect the employee’s attitudinal outcomes, such as job satisfaction, organizational commitment and higher productivity has been empirically investigated (McNeese-Smith, 1996) and presented that there is a significant role of leadership behaviour in determining the employees work attitudes.

Studies highlights that turnover intention or intention to stay among the employees is what the comes as the final outcome on employees part, studies reflect the relationship between other attitudinal relationship such as organizational commitment and job satisfaction as the significant predictor of intention to quit among the employees at workplace (Lee et al., 1999; Tzeng, 2002). A study conducted by Leiter, Price and Spence Laschinger (2010) stated that most of the negative experiences of distress and conflicts of values at workplace is generally the outcomes of negative quality of social encounters at the workplace. Therefore it is important to research more about the relationship of workplace management factors with employees work attitudes.

It has been observed with previous studies that employees wanted to continue their association with organization when they found supportive and cooperative work culture (Tourangeau & Cranley, 2006) study contributes in understanding of the predictors associated with employee’s decision to stay. It is the job satisfaction, personal characteristics, work group cohesion and collaboration and the commitment which found to be the significant predictor of nurse intention to remain in the organization (Tourangeau & Cranley, 2006). In support of above results Li, Zhou, and
Leung (2011) propounded that employees negative beliefs and social distrust at workplace, increases the incidents of intention to quit.

In an organizational context whenever any organization loses talented employees, it had negative impact on innovation, quality service, organizational performance, efficiency and effectiveness (Abbasi & Hollman, 2000). Studying how attitudes toward the job and organization combine and/or interact to influence the intent and final decision to quit is of great concern since long (Du Plessis, Barkhuizen, Stanz & Schutte, 2015; Theron, Barkhuizen & Du Plessis, 2014).

Study and meta-analysis held in past found that job satisfaction and affective commitment are negatively correlated with turnover intentions, it was further suggested that it is not only the organizational related factors which contributes in turnover intentions, the job related components and the employees perception also plays a critical role in the same (Carmeli & Weisberg, 2006; Griffeth, Hom, & Gaertner, 2000). However, apart from the traditional and modern investigation in the field, it is noted to be still failed to generalize about the factors underlying withdrawal cognitions (turnover intentions) no clear theoretical framework was found sufficient to make this understood.

Although much empirical results have been produced so far as the antecedents of turnover intentions, however, factors such as perceived employer branding attraction value, organizational talent management, psychological contract breach, and perceived organizational support needs more robust investigation in order to upgrade the knowledge of retention and turnover reduction through cost-benefit practices and sustainable approach.
Country like India and sector like IT is facing tremendous changes and resulting challenges of these, globalization and foreign intervention are going through several contextual changes like changes in socio-cultural environment, managing diversified workforce, respecting their cultural beliefs and practices, all of these factors may vary in their influential characteristics employee to employee. The present study aims to identify and examine the specific workplace management factors affecting employee retention and the role of socio-cultural environment. The next part of the review examines the researches’ conducted on issues related to employer branding, organizational talent management and perceived breach of psychological contract in relation to the attitudinal outcome variables and perceived organizational support.

1. Perceived organizational support, organizational commitment and intention to quit

The relationship between organizational support and employee’s attitude is the popular matter of investigation among the researchers; literature found that perceived organizational support is positively related with employees’ well-being at workplace and commitment (Panaccio & Vandenberghe, 2009). Perceived organizational support has emerged as the strong predictor of affective commitment in series of past researches (Meyer et al., 2002; Rhoades et al., 2002). The strong relationship between organizational support and commitment of employees underlies the fulfilment of employee’s socio-emotional needs under employment exchange relationship (Rhoades et al., 2002; Meyer et al., 2002). Research advocates about the strong and positive relationship between perceived organizational support and objectively employee related outcomes (Eisenberger et al., 1990; Randall et al., 1999). A meta-analysis based on twenty-year research found a strong correlation
between the organizational support and employee attitudinal and behavioural outcomes (Riggle, Edmondson, & Hansen, 2009). Further this study revealed that organizational support is the strong and positive predictor of organizational commitment and job satisfaction.

In the context of relationship between perceived organizational support and intention to quit research shows that perceived organizational support has a negative impact and is a strong predictor of turnover intention (Dawley, Houghton & Bucklew, 2010). Research conducted by Allen, Shore and Griffeth (2003) shows the interlinked relationship of organizational commitment, perceived organizational commitment and turnover intention. It has been observed and empirically found that, employees and employers who are committed for their exchange relationship in organizational context gives high performance and have lesser intention to quit (Meyer & Allen, 1997; Mathieu & Zajac, 1990). There has been growing interest to investigate about the role of exchange process in organization (Rousseau, 1990; Rousseau & Parks, 1993). The relational exchange and motivational factors from the organizational side for the employee well-being and morale at the workplace is what finally contributes for and known as the perceived organizational support (POS) (Eisenberger et al., 1986). The organizational support theory was developed in order to understand the factors responsible for employees’ psychological wellbeing, team spirit, mutual cooperation at workplace, organizational commitment and so many others like these (Shore & Shore, 1995; Eisenberger et al., 1986).

Though much research has been done in the field of psychological contract breach and its impact on employee related outcomes, little empirical evidences has been found in the area of IT sector employees set psychological contract breach and
its outcomes.

2. Employer branding attraction value, perceived organizational support, organizational commitment and intention to quit

A considerable difference has been noticed in available literatures regarding the implementation of employer branding. In terms of internal branding it was claimed to be poorly developed (Ambler, 2003; Berthon et al., 2005), some others considered it as the internal marketing concept (Martin & Hetrick, 2009). In the field of human resource management it is argued to be as the progression of psychological contract theory and its impact on organizational relationship (Backhaus & Tikoo, 2004).

The deep down human resource management philosophy of employer branding in general is that “employees of the organization are the internal customers and job may be consider as product for them” therefore in order to become “employer choice” organization must be capable for and have an strategy for the demonstration of its unique value prepositions, superior benefits and differencing factors of the organizations for mutual benefits (Gronroos, 2000). In respect to the application of social exchange theory in the employment relationship and its role in employer branding internally, it was argued that it is the organization's culture of fair treatment and employee betterment, which leads for strong employer reputation among the employees.

Presumed assumption to be tested in the present study underlies behind the conceptual linking of psychological contract, social exchange and branding theory. Statement of above relationship is as follows “in order to satisfy the feeling of ‘give
back’ in response of organization (or its agents) favour and goodwill work attitude and behaviour of the employees may get affected. Previous research confirmation in this line was that after becoming the member of an organization employee may acquire several relationship benefits such as economic benefits, fellowship benefits and social status (Guest, 2004; Russell et al., 1995). However, to have these benefits for long run necessitates that individuals in turn give a positive work attitude to their employers. Accordingly, much research has been considered in support for the above assumption (Shore & Barksdale, 1998; Coyle-Shapiro & Conway, 2004).

**Employer branding and perceived organizational support**

The brand equity phenomenon explains the perceived attractiveness of an employer for its stakeholders (Berthon et al., 2005). Each organization implements strategy and practices in combination in order to fulfil the purpose of value preposition communication among the external and internal stakeholders (Jenner & Taylor, 2007). Literature supports that how these efforts lead for a consistent employment experience and for increasing employee’s engagement (Backhaus & Tikoo, 2004).

Employer branding is a strategic approach which can be understood in the shed of socialization process of the organization with its environment (people, stakeholder etc.). An organizational effort for maintaining the unique reputation and identification in the labor market is encompassing varieties of initiatives. These initiatives further describe about the several mechanisms which govern the employee’s behaviour in the form of attitudes, performance, and withdrawal behaviour (Bauer & Erdogan, 2011; Bauer et al., 2007; Saks, Uggerslev & Fassina,
Current workforce of the organization serves as the biggest representatives and also acts as important link between the internal and external environment. Further it is the communication via internal employees which have the greatest impact on individual’s perception of the organization (Harris & de Chernatony, 2001). As the employee joins any organization, process of socialization is what comes first in his/her work-life. This socialization occurs in various stages, at first in includes anticipatory socialization happens before the organizational entry, accommodation during entry, and adaptation as the newcomer settles in (Bauer, Morrison, & Callister, 1998). In relationship with the employer branding, the strategies and practices for employer branding was also found to be responsible for controlling all the stages of socialization process (Sullivan, 2004). Communicating and demonstrating a perfect and clear view of organizational offerings brings the ground on which employee decided to maintain organizational relationship and perceives organization as different and desirable (Backhaus & Tikoo, 2004). Further, this exchange in organizational context links the whole phenomenon in order to understand the relationship between employer branding and perceived organizational support. Since employee’s expectation in association with the organization has now changed and employees are showing concern about the social identity, reputation and social recognition of the firm (Bendaraviciene et al., 2013). Research clearly suggests that an organizational characteristic has ability to influence the organizational behaviours of its members (Cable & Judge, 1997).

Research assumption of the present study beliefs that although similar category of organizations are providing the same range of benefits but the perceived
difference occurs among the employees in respect to their employment relationship (Bendaraviciene et al., 2013; Hannan, 2005). Here comes the role play of the social identity, brand equity, employer branding, psychological contract theory and other organizational behaviour theories to underpin the social psychology of workplace. Research highlights that organizations are now focus and seriously investing in order to present themselves as the supportive organizations in the mind of employees (Levering & Moskowitz, 2007).

Present study seeks for why organizations differ in various features and how the provided benefits does vary in its strength as tangible or intangible which are capable for fulfilment of employees socio-emotional needs (Edwards & Edwards, 2013). Does perceived employer branding attraction value has any influence on the level of perceived organizational support and if yes then how it will affect employees work attitudes.

3. Organizational talent management, perceived organizational support, organizational commitment and intention to quit

Organizational talent management and perceived organizational support

Perceived organizational support at the workplace is determined by various aspects of the organizational functioning, which in turn leads for the organizational benefits. Due to organizational support employee’s perception and attitude towards the organization and job found to be influenced by a greater degree (Eisenberge et al., 1986). Talent management initiatives from organizations for the development of their employees may improve perceived organizational support. Organizational practitioners now accepting the importance of subjective evaluations of employee for
their talent, since they are attempting to achieve reliability of themselves through multisource (i.e., 360) designs (Silzer & Church, 2010).

Literature supports for the positive relationships between promotions, developmental opportunities and perceived organizational support (Wayne, Shore & Liden, 1997). Further, Tansky and Cohen (2001), in their study found that employees who were satisfied with employee development program they perceived more organizational support (Allen, Shore & Griffeth, 2003). Another perspective to establish the link between talent management and organizational support is the social capital approach. This social capital describes the phenomenon through which employees of the organization mobilize their actual and potential resources by getting the membership of the organization (Farndale et al., 2010). The sole aim of any kind of talent management initiative or efforts by the organization is to secure and develops the promising employees.

Since the conceptualization of talent management (McKinsey, 1998), organizations are found to be relying on it as the solution of labor market challenges and to achieve a stable organizational performance (Bethke-Langenegger, Mahler & Staffelbach, 2011). In order to understand the relationship between talent management and organizational support, human capital approach will be helpful (Schweyer, 2010). According to this approach employee and their talent must be considered through various perspectives. Practitioners’ beliefs that human capital of the organizations is filled with enormous opportunities and it can be treated as a stock of skills, competencies, knowledge, creativity, social and personal attributes of personality, and so on. Human capital embodied in the ability to produce economic value.
Today’s talent management literature after viewing all perspective study’s it can be characterized as manager oriented (Thunnissen et al., 2013; Delbridg et al., 2011) this is the matter of criticism for the field of human resource management. So far lesser research has been found at micro level i.e. employees’ perspective. Empirical negligence has been found in talent management literature to explain employee’s attitudes and behaviour associated with talent management efforts and practices. However, this field is steadily moving away from being an administrative process towards a continual organizational practice with a strategic focal point (Fegley, 2006).

Present study argues that talent management program is capable for generating the feeling in employees that organization is concern about their development and future. Moreover, if employee’s contribution is appreciated at workplace and the organization cares about their well-being, increase in the level of perceived organizational support can achieved as result.

**Organizational talent management, organizational commitment and intention to quit**

An organizational effort for employee career management helps in enhancing the commitment and other positive outcomes at the workplace (Sturges, Guest, & Mackenzie Davey, 2000). The Importance of employees’ talent and the organizations efforts in talent management has been realized and expanded globally. Practitioners from organizational as well from the academic field, for example, McKinsey & Co., the Chartered Institute of Personnel and Development) (CIPD), the Society of Human Resource Management (SHRM), Asian and European governments, governments of
the Arab Gulf countries, and others (Ariss et al., 2013) are found to be very concerned for talent management.

Talent management is very crucial for competitive advantage and for the survival of the organization in this dynamic business environment. Talent management has been recognized as the scarce, intangible, vital resource and key differentiator (Antonucci, 2005; Fegley, 2006). In context of employees perception in respect of organizational efforts and practices and it related outcomes, a previous study based on social exchange theory noted that employee interpret human resource practices as indicative of the specific organization’s commitment for them (Eisenberger et al., 1990; Setton et al., 1996). Talent management strategy is an integration of HR strategy with organizational goals (McCauley & Wakefield, 2006).

The traditional approach of talent management was found to be focused only to improve the recruitment and other areas to deal with only situational or short-term objectives. But due globalization and advancement in all ways of performing the business operations, the essence of talent management has also progressed, in today’s context talent management has acquired a status of continual organizational practice with a strategic focal point that drives organizational outcomes and it becomes more than administrative process (Fegley, 2006).

The interlink between organizations workplace management factors and increasing employee’s commitment and reducing turnover intention have been indicated with the help of person-organization fit theory, in this study it was found that employees organizational commitment and intention to stay significantly related with perceived person-organization fit (Parker & Wright, 2000; Chew & Chan, 2008).
As it also advocated through previous studies that when employees perceives that their values are more aligned with organizational values they exert more commitment and longer tenure of service (Abbott et al., 2005; Finegan, 2000; Kristof-Brown et al., 2005).

Relying on implications of Person–Organization fit theory (Judge, 1994); organizational talent management practitioners are very careful in beginning while selecting the employees, observe them on the basis of their likeliness to fit into the organization system (Cable & Judge, 1997). Previous studies have shown that how the proactive practices of person-organization fit will finally, results in greater employee’s commitment and decrease in employee’s turnover intention (Lauver & Kristof-Brown, 2001; Vandenberghe, 1999; Becker & Billings, 1993). The central aim and objective behind the talent management of any organization is to maintain a stable workforce but over the years this has been come forward as the most substantial challenge for the industries like IT industry.

Literature reviews in perspective of talent management practices found strong linked with HR practices (Burkus & Osula, 2011). Practices like developing talent pools, training & development, leadership development, and succession planning, proving to be the success story of organizations as of now these are achieving greater success than the traditional ways of staffing. Further, these organizational steps and efforts help them in positioning as a tempting employer (i.e. employer branding) (Stahl et al., 2012; Collings & Mellahi, 2009; Cappelli, 2008; pfeffer, 2001).

Further, literatures also suggested about the adverse effect of poor talent management on individuals and organizations (Barkhuizen, Mogwere & Schutte,
2014; Barkhuizen, Schutte & Smit, 2015). How the talent management programs and turnover intention is related, is now a day’s found to be a popular emerging issue for the practitioners. Past studies highlighted about the relationship between these two and other factors like poor staffing strategies, talent commitment, development programs, performance evolution and management and so on as the significant contributors for the intention to quit (Barkhuizen, Diseko & Schutte, 2015). Studies are also there, that revealed about the direct impact of management commitment towards talent management on the employee turnover (Du Plessis, Barkhuizen, Stanz & Schutte, 2015; Theron, Barkhuizen & Du Plessis, 2014). Literature supports that organizational strategies like talent management assist in retaining employees (DiRomualdo et al., 2009; Yapp, 2009; Collins, 2007; Tansley et al., 2007; Reynolds et al., 2004; Dermody et al., 2004). It has also significant relationship with the employee engagement (Aston & Morton, 2005). Apart from these continuous organizational efforts; achieving organizational commitment is among the organizational challenge since long. The considerable interest among the practitioners about this construct is due to its direct impact on organizational effectiveness and productivity (Beck & Wilson, 2000).

The resource-based view in human resource field understands the value of human capital and its strength in captivating the competitive advantage (Barney, 1992; Wright, McMahan, & McWilliams, 1994). In this field, ensuring the long term commitment of human capital was termed as strategic human resource management (SHRM) (Jackson & Schuler, 1995). How the human resource management and organizational commitment are interlinked and the role of innovative human resource practices in determining the commitment has been sincerely taken among the
practitioners (Paul & Anantharaman, 2004; Agarwala, 2003), but surprisingly little empirical research found (Lewis & Heckman, 2006) relating talent management and organizational commitment. Apart from its importance a continuous debate is still going on for the conceptual level understanding of talent management. Talent is innate or it can be acquired, still not confirmed and concluded. In what manner it can be characterize whether, as potential or as manifested performance the deliberate is still going on (McDonnell et al., 2017).

Due to highly competitive market, companies are making efforts for newer ways of human resource management; companies are now becoming more aware that only recruiting talent is not going to solve the problem. The challenge of retaining talent and further losing them to competitors was found to be more fearful (Sutherland et al., 2002). Focus of recent studies in the field of talent management was found to be more concentrated upon the factors and practices which are facilitating and fulfilling the talent requirements of the organizations from inside the organizations rather than hiring form outside.

Although, sufficient research in the field of global talent management (Farndale et al., 2010) are there but having theoretical base only. Apart from this negligence, nevertheless, research has been noticed so for, investigating the relationship between the perceived organizational talent management and its impact on behavioural or attitudinal outcomes among the employees. Interestingly, handful of studies where grounded which studied about the ‘experiences of high potentials employees’ (Bjorkman et al., 2013; Dries & Pepermans, 2008).
Less significant empirical remarks were found having consensus about the common talent management practices (Iles, Chuai & Preece 2010; Lewis & Heckman 2006; Tarique & Schuler 2010). In order to solve the problems related with commitment and turnover intention of employees, organizations are striving for creating good HRM practices such as talent management which are responsible for creating positive organizational climate and in ensuring that there will be a good fit between the individual employees’ values and the organization’s values (Van Vianen, 2000; Boyd & Salamin, 2001; Kraut & Korman, 1999).

Talking about today’s talent management status after viewing all perspective study’s, it can be easily characterized as the top management control program, which is considerably a matter of criticism for the field of human resource management (Thunnissen, 2016; Thunnissen, Boselie & fruitier, 2013; Delbridg et al., 2011).

How the employees of an organization perceive and feel about the top management initiatives which are directly related with them such as talent management, and what are the its related outcomes in the form of work attitude or behaviour has been not investigated so far. In this study, the area of thrust was to understand the employees’ perspectives and its alignment with organizational progress

Social exchange theorists proposed that the interpretation of human resources practices is an ongoing process in employment exchange relationship and it has an indicative of organizational commitment as well ( Settoon et al., 1996; Eisenberger et al., 1990). It is the employees’ perception for organization’s efforts, which forces to reciprocate to have positive attitudes for the organization. It has been observed that
organizations are seriously putting greater efforts to bring into line the talent management initiatives and other organizational strategies (Lockwood, 2006). The present study was designed to investigate the relationship between the perceived distinct competencies of organizations management in carrying its talent management program with the employee’s behaviour and attitude related outcomes.

4. Psychological contract breach, perceived organizational support, organizational commitment and intention to quit

Psychological contract breach and perceived organizational support

In an employment relationship psychological contract is an important factor in between the employer and employee (Rousseau, 1995). Past literature found the significant relationship between the psychological contract breach and work-related outcomes (Zhao, Wayne, Glibkowski, & Bravo, 2007). The phenomenon of psychological contract is quiet new, which comes in to play in response to the dynamic organizational context. Importance of this issue is very easy to understand because research indicates any kind of dissimilarity in the psychological contract occurs it will directly influence to the commitment level of the employees (Guest, 1998). In the course of employment if an employer found to be unable in fulfilling the promises made by management either in formal way or informally, employees perceives this as the breach of psychological contract (Morrison & Robinson, 1997). Further, because of contract breach organization may have to suffer with the affective reaction like feelings of anger and betrayal in exchange relationship (Robinson & Morrison, 2000). Opposite to this if employees experience the fulfilment of psychological contract, they give an extra-effort and shows loyalty for
the organization's (Mowday, Porter, & Steers, 1982).

Psychological contract breach takes place when employees perceive that their organization has failed to deliver satisfactorily on its promises (Rousseau, 1995). Previous research highlighted the profound impact of psychological contract breach on the organizational and employees performance (Zhao et al., 2007; Restubog et al., 2007; Conway & Briner, 2005; Coyle-Shapiro & Kessler, 2000; Turnley & Feldman, 2000).

Psychological contract breach firstly harmed the trust of employees for their organization resulting into low job performance and turnover intention (Harrison, Newman, & Roth, 2006). Furthermore, organizational failure to deliver its obligations is also associated with a decrease of job satisfaction and commitment to the organization. Social exchange theory provides an explanatory framework of the processes that lead employees to perceive a negative event, and hence, psychological contract breach. According to social exchange theory, people engage in interactions with other people to maximize their benefits (Blau, 1964; Homans, 1974) they are motivated by the expectations of receiving inducements in return from the other party (Gouldner, 1960).

Association between the psychological contract breach and organizational support can easily be traced out from the conceptual remarks of the underlying two theories i.e. psychological contract theory and support theory. However, organizational support explains all about the employees positive beliefs that organization values their contribution and cares for them (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995).
Introduction

Literature review suggests that these two phenomena are considerably interdependent. The common assumption of these two theories is that the employee’s reciprocate behavior in the form of extra-efforts, loyalty, trust, retention and commitment and so many others, is dependent upon the degree to which the organization is perceived to be fulfilling the desirable impersonal and socio-emotional resources (Cropanzano & Mitchell, 2005; Taylor & Tekleab, 2004). It was found fairly normal that whenever an employee joins any organization they already surrounded with some kind of uncertainty, anxiety, and reality shock (Jones, 1986).

Organizations adopt several practices and support mechanisms to offer best socialization by helping them to become adaptive by providing induction, training and development programs, and other socialization-related resources intended to facilitate the transformation of employees from outsider to become insider (Feldman, 1976). These socialization activities are integrated in organizational support that plays a vital role directly/indirectly in determining the organizational outcomes such as job performance, commitment, turnover, and retention (Bauer et al., 2007). Further, literature also highlights that those employees who experience modest social insertion become motivated to go for building new bonds with other potential sources of affiliation (Maner et al., 2007).

For understanding the different sheds and impact of social-exchanges at the workplace, practitioners are investigating for the individual and organizational level outcomes. Numerous of individual-level outcomes such as satisfaction and performance (Cropanzano & Mitchell, 2005) and organizational outcomes like brand identity and culture (Leary & Baumeister, 2017) have been found to be due to these social-exchanges.
Although enormous research has been done in field of social exchange relationship, and many theories are developed so far. But till date negligence in respect of understanding the individual’s sense of belonging and identity in organizational life has been observed. This gap is needed to be addressed as literature supports that in an organization and during the work-exchange relationship, individual attain drive for belonging and identity which are very common and pervasive in nature (Leary & Baumeister, 2017). The relational cohesion theory, also advocates that due to continuous and various types of exchanges at the workplace, employee’s feels a sense of unity and perceived organizational support; as a results of these relational phenomenon organizations get behavioural advantages from the employees’ side (Eisenberger et al., 1986). In this line, findings of the previous study in the field of perceived organizational support (Rhoades & Eisenberger, 2002) and the organizational identification (Sluss, Klimchak & Holmes, 2008) shows that these two are found to have influence on employees in-role and extra-role behaviour, their job satisfaction, engagement, retention decision (Riketta, 2005).

Due to presence of humanist touch in organizations approach to deal with employees’ related issues, employees personify themselves and perceived organizational support tends to be developed as results (Chen, Aryee & Lee, 2004).

Perceived organizational support provides a platform to understand the various antecedents and outcomes of social exchange relationship. Allen and Shanock, (2013) described how the relationships are proving to be an important mechanisms through which socialization tactics influence commitment, turnover and other numerous outcomes (Rhoades & Eisenberger, 2002; Wayne, Shore & Liden, 1997). Development of perceived organizational support is much inclined and dependent
upon daily interactions; it is the combined positive perception in respect of organizational efforts and practices such as such as talent management, social exchange and identification, and so on. As a results of these and based on norms of reciprocity employees further feels obligated to respond with positive behaviour mainly in the form of commitment, effectiveness, and loyalty etc. As employee perceives organizational support at the work-place it empowers the cognitive and emotional involvement of employees with the job and organizations (Byrne & Hochwarter, 2008; Erdogan & Enders, 2007; Ristig, 2009). Thus in total, it can summarized that, the brand identity, psychological contract, social exchange and organizational support greatly influence one’s organizational experience.

Psychological contract breach, organizational commitment and intention to quit

Rousseau, (1990) defined psychological contract “as individual beliefs in reciprocal obligations between exchange relationships”. Here in this context the employer and employee may have similar or different beliefs system for the psychological contract they are holding (Rousseau, 1990). The contract breach can be described as the divergent perception regarding the expectations and obligations among the employee and employee (Morrison & Robinson, 1997). Rousseau (1995) further, argued that these differences also vary from individual to individual. Depending upon the context psychological contract has been characterized mainly into two categories namely, transactional and relational contract. These contracts at workplace plays significant role for binding together individuals and organizations. Psychological contract regulate employer-employee behaviour in regular manner, making possible the achievement of organizational goals when it seems fulfilling and have negative behavioural outcomes when breach of contract happens.
A meta-analysis (Zhao, Wayne, Glibkowski, & Bravo, 2007) discovered that there exists a significant relation between psychological contract breach and work-related outcomes. Study revealed the causal and significant relationship between contract breach and employees attitude like, job satisfaction, organizational commitment and turnover intention. Literature found in support with the existence of interrelationship between psychological contract and organizational commitment, as it was found that fulfilment of the psychological contract leads for higher organizational commitment (Johnson & O’Leary-Kelly, 2003; Bunderson, 2001; Coyle-Shapiro & Kessler, 2000). Practices like career management helps in fulfilment of the psychological contract (Lester et al., 2002; Robinson & Morrison, 1995). For understanding the existing complexities of employment relationship, psychological contract has been getting much attention (Taylor & Tekleab, 2004; Shore et al., 2004).

Present study followed this concept based on concept of psychological contract used to understand the employment relationship; factors like the exchange of perceived promises, commitments, obligations and etc. (Guest & Conway, 2002; Herriot & Pemberton, 1997; Sonnenberg, Koene, & Paauwe, 2011) are very helpful to have a broad spectrum about the organizational behaviour. Psychological contract can also be understood under the theme of social exchange theory (Blau, 1964; Aselage & Eisenberger, 2003), which explains about the development of employment relationship due to certain rules and norms required to maintain at the workplace.

Positive or negative experience at workplace may results in perceived contract breach or fulfilment, which contribute to the formation of work attitudes and behaviours (Rupp & Spencer, 2006; Mignonac & Herrbach, 2004) such as job satisfaction, organizational commitment, and turnover intentions (Zhao et al., 2007).
Research findings indicate that when employees feel breach of contract under exchange relationship at workplace, they get feelings of organizational cynicism (a perception that organization is lacking integrity). Perceived psychological contract breach had an extensive variety of influence on various organization related human behaviour such as performance (Lester et al., 2002; Robinson, 1996), turnover intention (Robinson & Rousseau, 1994; Guzzo, Noonan, & Elron, 1994; Trunley & Feldman), and extra-role behaviour (Coyle-Shapiro & Kessler, 2000). Contract breach is an important determinant of employee cynicism and feelings regarding the truthfulness of the organization (Andersson, 1996). Further, it was also found that impact of contract breach is not limited to attitudinal reactions only but had a great impact on the “readiness for action” (Morrison & Robinson, 1997). Workplace management factors and its related experience have been found to be the critical in determining the organizational commitment, experience at workplace such as organizational support (Eisenberger, Fasolo, & Davis-LaMastro, 1990), developmental aspect present at the workplace (Morris, Lydka, & Fenton-O’ Creevy, 1993), and fairness in exchange relationship (Konovsky & Cropanzo, 1991) was found to be the significant predictors of organizational commitment.

Past studies demonstrated that perceived breach can elicit various affective reactions that further results in work-attitude and behaviour (Mignonac & Herrbach, 2004; Rupp & Spencer, 2006). The underlying phenomenon for this relationship is conceptually interlinked with the affective event theory (Weiss & Cropanzano, 1996). Affective events theory proposes that various happening take place during the course of working, which shape emotions, which further influence job attitudes and behaviours. Individual differences are there, which regulate the interpretation of these
exchange relationship and then effect the behavioral outcomes (Farr & Ringseis, 2002; Lockenhoff & Carstensen, 2004; Rousseau, 2001).

In respect to the context of the present study, it can be said that the work-environment of IT sector is dynamic and growing in nature, therefore the requirement of stable and committed employees is the prerequisite of these kinds of organizations. The high turnover rate and low-level of organizational involvement among the employees influences the overall organizational functioning greatly. These negative factors together results in high costs to employers and downfall in workforce morale, as it takes considerable time and money in order to repositioning the organizations vacancy and related functional pace (e.g., in recruitment, selection, and training) (Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006).

Although there are several factors which are presents in organizational environment for shaping psychological contract breach such as trust in the employer (Robinson, 1996), personality (Raja & Ntalianis, 2004) and many others. But less empirical results are there for the explanation about the relationship of contract breach on individual organizational behaviour and work attitudes. Literature suggest about the untouched area of understanding the underlying process behind the formation of psychological contract breach and its related outcomes (Conway & Briner, 2009). In organizational environment, when employees perceived psychological contract breach, these are actually the outcomes of experienced discrepancies in the employment exchange relationship (Morrison & Robinson, 1997; Rousseau, 1995).

The changes in exchange relationship between employer and employee call for more objective and subjective study of employees' responses to different types of
employment relationships (Tsui, Pearce, Porter, & Tripoli, 1997) in context of psychological contracts (Shore & Barksdale, 1998). Theories like social exchange theory (Blau, 1964) and justice theory (Greenberg, 1990) can be utilized for understanding the various factors presents in work context which may act as the antecedents and consequences of psychological contract breach.

In this study it was aimed to understand the interrelationship of psychological contract breach with work attitudes. The theories like social identity theory (Tajfel & Turner, 1979) and social exchange theory (Chadwick-Jones, 1976; Thibaut, 2017) are the basis of formulating the issue of the study. Studying job attitudes in relationship with psychological contract is important because these outcome attitudes are predictors of various critical behaviours related with organizational performance and individual performance (Harrison, Newman, & Roth, 2006).

**Organizational commitment and intention to quit in Indian IT sector**

Studying and investigating about the antecedents and consequences of organizational commitment is most-liked topic among the practitioners and researcher in the field of organizational behaviour, human resources and industrial psychology since the origin of the concept. This level of interest and focus is mainly due to the wide range of impact of it on individual and organizational level effectiveness (Bhatnagar, 2005; Beck & Wilson, 2000; Mowday, 1998; Allen & Meyer, 1996). Studies revealed that organizational commitment is the most important employee’s related factor which plays a significant role in determining the various other work-related attitudinal and behavioural outcomes, such as tardiness, absenteeism, job satisfaction and turnover (Mowday et al., 1979; Koch & Steers, 1976; Cohen, 1991).
Previous findings demonstrated that majorly the retention of IT employees are directly depends upon organizational factors such as work experience like stimulating and challenging work, career advancement chances, and fair payments (Pare, Tremblay & Lalonde, 2000). Moreover, Pare, Tremblay, and Lalonde (2000) in their study also, found that, human resource management practices had an impact on organizational commitment.

Human resource management initiatives in respect of employees’ career development are capable of strengthening the psychological contract between them and have a positive impact on commitment (Harel & Tzafir, 1999). Competitive payment and system of profit sharing encourages employees to compare the worth of leaving the current organization (Lawler & Jenkins, 1992).

Taking the three components or organizational commitment, it can be easily understandable, that all the three forms of commitment are equally important for the good cooperation, effective communication process, and for active participation (Weitzman & Kruse, 1990) resulting in better organizational performance. Previous studies in this area proposed that organizations needs to have a separate range of practices in acquiring all three forms of commitment, since they are distinct and also found to be associated with other organizational factors separately.

Studies shows that, among Indian IT sector employees the key motivational factors at workplace for them are majorly consist of monetary benefits, workplace culture and environment, career development prospects, recognition and rewards from management (Agarwal & Ferratt, 2007; Gomolski, 2000; “Software’s best employees,” 2001). In IT sector knowledge sharing and learning is always on free
flow mode and rewarded as it found relevant (Kanwar, Singh & Kodwani, 2012; Paul & Anantharaman, 2004; Agrawal & Thite, 2003), working culture like this is possible only when employee feel overall organizational commitment. Since it is not the advanced infrastructure, product line or service quality which helps in the sustainability of IT sector, it is the dynamic positive attitude of learning and developing, creativity and innovation, high-performance work orientation among the IT sector employees which is potential an important underlying factor which differentiate and mark the leading position of the organization in the global market (Erturk & Vurgun, 2015; Erturk, 2014; Mowday, Porter, & Dubin, 1974).

Specific studies in area of Indian IT sector remarks that this sector is caught and dealing with several human resource related challenges including: increased level of voluntary turnover, reluctant attitude of employees for the managerial position, lacking professionalism in respect of leadership and managerial role, maintaining the workplace in order to deal with dynamic learning atmosphere (Hagel & Miller, 2011; Lacity, Iyer, & Rudramuniyaiah, 2008; Agrawal & Thite, 2003).

Considering IT industry working culture, such as long hours, day-night shift to meet global demands, deadline of projects, it is imperative for HRM practitioners to look for ways to maintain the commitment (Affective, Continuance and Normative) of employees for sustainable performance and competitiveness. An empirical investigation in respect of relationship between organizational commitment components, job satisfaction, job characteristics, and competitive pay with turnover intention of IT employees, found that organizational commitment had mediating effect between the relationship of mentioned variables and turnover intention. In this study it was concluded that by creating the positive beliefs about the workplace
through internal management factors, the organizations will overcome the challenges of market related factors in governing the turnover intention of IT employees (Thatcher, Stepina, & Boyle, 2002).

If the role of Indian IT industry is significant in global market that is mainly because of the following two factors i.e. firstly it may be due to easily available talented and desirable manpower at very nominal economical costs comparatively to other developing economies (Budhwar, Luthar, & Bhatnagar, 2006; Budhwar, Varma, Singh, & Dhar, 2006). Apart from its valuable strength these Indian IT industries are also facing several structural and operational problems (D’Costa, 2004). In same line Saunders and Chan (2002) demonstrated that modern global IT firms are regularly facing the challenges related with the newer set of expectations and priority of the employees, which are very distinct and heterogeneous in its composition.

Challenges like employees participation in management, open and transparent opportunity for all, healthy and respectful work-environment for each categories of employees, high attrition rate, talent management, leadership and so on. Managing employee’s related issues especially in IT sector are supposed to be very crucial and is always on the top priority because these categories of employees’ are very valuable for their critical knowledge or proprietary information, leadership and management skills.
SECTION IV

Context of the present study

Although challenges are present, but surprisingly demand of IT employees is also present at high level. A study in the US shows that more than 1.5 million skilled IT workers has been provided with employment opportunity (Abii, Ogula, & Rose, 2013), similar to this another report from Turkey, which statistically highlighted that there have been about 20,000 IT-related open positions on an average every year (Erturk & Vurgun, 2015; Aydn, 2009). On the basis of previous studies indicatives and findings it is very easy to attribute that all of the above can be achieved only by advancing the policies, practices and work-environment which are capable for enhancing the organizational commitment and retention of employees. Employees of any company are means a lot in the sense of personnel requirements, knowledge sharing, skills requirement for task accomplishment and it is also filled with lots of versatile potential for realizing the business opportunities (Moore & Burke, 2002).

However, available literature review reveals empirical negligence for studying organizational commitment among IT employees. Therefore it is very necessary for the organizations to strategically handle the issues of employee commitment towards the organization in all form, practices should involve all three dimensions of work environment such individual level, organizational level, and social level as a facilitator for the employee benefit and development leading for the organizational commitment (Mowday, Steers, & Porter, 1979). Studies highlighted about the role of HR practices in relation with opportunity, turnover and retention of IT employees (Erturk, 2014; Erturk & Vurgun, 2015).
Introduction

In economical sense these negative behavioural issues of turnover and lower level of organizational commitment have a deep-down effect on organizational performance, the financial value of staffing and then its utilization in training and development of IT employees estimated to very high than other sectors; that’s why the cost of losing an IT employee therefore matters a lot, because it was estimated to be around 50 percent to 150 percent of employees annual salary (Hagel & Miller, 2011).

In global IT market Indian IT companies are developing and position themselves among the leading companies (NASSCOM, 2008). According to the report, in previous decade the worth Indian IT companies’ revenue for the FY201 was nearly USD 76.1 billion. And the role of Indian IT industry in gross domestic product (GDP) has been noticed very significant near about 6.4 percent in FY20011. Indian IT export was found to be increasing on faster rate since long (NASSCOM, 2011). Apart from its presence in respect of market share, Indian IT sector are more popular for its competitive advantages, on behalf of availability of skilled, qualified and talented manpower at lower cost (Budhwar, Varma, Singh, & Dhar, 2006; Budhwar, Luthar, & Bhatnagar, 2006) and due to its well organized skilled IT employees (Krishnan & Prabhu, 2004; Arora Et al., 2000).

India has becomes one of the biggest IT capitals in modern world, due to the presence of all major IT players. Along with this it is the quality of manpower which is largely responsible for the development of this industry; therefore it becomes very important to study about the population that is continuously contributing in development of Indian IT sector. Apart from huge opportunity for growth and development numerous structural, organizational and global threats creating macro
and micro level issues in path of Indian IT sector progress for example: proactive skilled manpower and special arrangement for more individualistic and project based training and development etc, employee attrition and increasing level of staffing costs which afflict Indian IT industry (D’Costa, 2004; Kuruvilla & Ranganathan, 2008).

Problems related with the human resource management of IT industries are not new as the findings of a study conducted in previous decade by Hale, (1998), highlights that it was very difficult to attract employees, which accounts for almost 86 percent of employers experience and 58 percent agrees for the difficulty in retaining employees.

In similar context another previous study reported that, previously IT professionals are supposed to show their jobs changing behaviour only twice in their total career tenure, but this behavioural outcome has been changed since, modern IT employees are found to be changing their job with greater frequency in their career journey (Mankikar, 2013; De Cieri & Kramar, 2005). Apart from these, employee turnover have several behavioural outcomes also, which affect the overall organizational performance. Studies presented negative relationship between organizational attitudes, such as loyalty, commitment, affection and turnover (Ahuja et al., 2007; Igbaria & Siegel, 1992; Igbaria & Greenhaus, 1992).

It is very common to conclude that the job and workplace characteristics presented in the organization had a direct fundamental role in determining the level of IT employees’ turnover (Griffeth et al., 2000). Investigating more about the organizational and individual related factors in determining the turnover intentions of IT professionals was subjected to be at the foremost importance for the human resource management people and among the research practitioners (Riemennscheider & Armstrong, 2008; Pare & Tremblay, 2007).
The never ending demand of IT employees finally indicates for the more strategic staffing of IT employees, which further necessitate for more investigation and research in this area. Human resource management must explore different ways for managing the human capital of IT employees by incorporating individual, organizational and psychological components of business world in their study model for understanding the phenomenon in generalized sense.

Need of research in the area of organizational commitment and turnover intention is the immediate requirement of the time, particularly for the Indian context. Due to economic liberalization, political inducement for the technology drove development, changing workers demographics characteristics, living style, downsizing on regular interval and several other dynamics of work environment, proving to be serious threat for the organization like IT sector.

The working nature of the IT sector are more or less is temporary, work assignment and continuity in job is dependent so much upon project availability and programs development opportunities (Agarwal & Mehta, 2014; Kanwar, Singh & Kodwani, 2012). Because of these, the regular scanning and downsizing activities in relation with human resources is comes under routine job, placing the serious threat and insecurity in workers domain in both senses psychological as well on functional basis.

Due to intensified costumer driven market the IT sector of India, facing duel challenges such as attracting, developing, and retaining talent employees and their commitment at the same time. This happens because, employees have job insecurity and psychological contract breach with the current organization but they also have
good market opportunity to get new assignment and project in some other organization. All these factors contribute vital challenge for the HR practitioners to safeguard their worth in these type organizations. For organization these factors plays vital role in determining lower order performance and quality services, due to issues in effectiveness and efficiency of HR in the organization.

In large aspect these problem may hamper the national growth in term of economic, employment, country brand image in particular sector, labor market morale and other future prospects related with IT sector. To overcome above issues and challenges it is very important to ensure organizational commitment and stability in workforce. Empirical evidences based on previous research showing that there is scarcity of literature for the problems of organizational commitment in organization whose working is temporary, such as projects and programs driven (Dwivedula, Bredillet & Müller, 2013; Tyssen, Wald & Heidenreich, 2014), although very rich work has been found for organizational commitment in permanent organizational settings.

Particularly these organizations are facing critical issue in managing the talent requirement specially in the terms of (right talent, at right time and at right place) due no-fit of person-organization expectation in talent management policies and practices; having employer branding challenges due to brand conscious employees and value driven working class for the accomplishment of social identity and high self worth and achievement sense; challenges in maintaining psychological contracts due to changing preferences and priorities of employees. These factors all together regulate the work attitude of the employees. Based on available literatures it is attributed that, constraints like organizational talent management, employer branding attraction
value, and psychological contract breach along with the organizational support should be studied in order to check their potential value in impacting the organizational commitments and turnover over intention of the employees.

Sharma and Bhatnagar (2009) both in Western and Indian literature, highlighted through their findings that there were epidemic studies on importance and need of high commitment work systems (Parkes et al, 2007; Nazir, 2005; Agrawala, 2003). Due to challenges raised by liberalization, economic uncertainty, political interference, along with the challenges of globalization, diversification, technology acquisition, introduction to new systems and professional culture, greater power sharing and participative management (Bhatnagar, 2007) organizations are confronted with the problems of commitment at workplace, decrease in supportive organization image and unstable workforce.

Organizations irrespective of their types and nature confronted with the changes in approaches of people management practices. Focus is now on upcoming themes of strategic innovative HR, talent management, becoming employer of choice, and commitment-based HR (Bhatnagar, 2009). Today’s organizations are offering not only better compensation packages but also a providing a good-place to- work-in culture (Bhatnagar & Som, 2010). Research shows that these issues are more popular and found very frequently in IT sectors, were the compositions of knowledge workers, are involved in regular scanning of their work and organizations in terms of meaningful work, allowances for their ability for self-expression, and quality in work relationships these in turn act to be the predictors of work alienation in the Indian IT sector (Nair & Vohra, 2010).
Introduction

Previous research revealed that HRM practices intended for the employees empowerment and recognition and competence development had a significant positive effect on organizational commitment among IT professionals (Kanwar, Singh & Kodwani, 2015; Pare, Trembley, & Lalonde, 2000). In Indian context study highlights that the key motivators for IT employees are not the surrounds with only money, work environment, career development, and training (“Software’s best employees,” 2001). For most IT professionals, a significant part of their motivation comes from the recognition they get for doing an outstanding job (Kanwar, Singh & Kodwani, 2015; Agarwal & Ferratt, 1999).

The IT organizations is chosen because it has been found that these industries represent the ‘new’ career environment and value talent more than other things. High rate of competition for talent and at same time downsizing, high turnover and brand consciousness is observed among both the employer and employees. IT sector employs technology experts, journalists, and marketing specialists, generally recruiting young graduates and pay them well. The market in which it operates is highly competitive and grew very rapidly in past decade and still growing, leading to inflated salaries, rapid promotion for many employees, and massive staff turnover.

Attaining organizational commitment is an ongoing challenge in working domain. In this global and competitive work environment, limiting only to the customer acquisition is failing to maintain the sustainable way of increasing the organizations profitability. Due to challenges of globalization, growing market opportunity & uncertainties, changing customer’s preferences, technological advancement and involvement, speedily strain for creativity & novelty, and cut throat competition for talent was found to be communicating alarming messages to
organizations to review their employee relations strategies in order to attract, motivate, achieve organizational commitment and retaining them for future success (Nehmeh, 2009; Zivnuska, Ketchen, & Snow 2001; Meyer & Herscovitch, 2001; Meyer & Allen, 1997). Several studies examined and reported the importance of relationship between organizations human capital and organizational performance supporting the importance of having better quality employees (Chowdhury et al. 2014).

Retaining the commitment of employees is one of the critical factors for determining organizational sustainability in competitive market. Studies are continuously highlighting about the relevance and necessity of this most intangible human resource perspective. For organizational betterment, it has been highlighted in previous work that, without the possession of efficient human resources, organizations are not able to achieve their specified goals in any field (Backhaus & Tikoo, 2004).

Acquiring organizational commitment and employee retention has been always an area of thrust for the practitioners and researchers in the fields of organizational behaviour, human resource management (HRM) and strategic management (Gemlik, Sisman, & Sigri, 2010; Schaufeli & Ahola, 2008). In organizational behaviour literature employee retention is observed to be the most widely investigated factors in organizational settings (Price & Mueller, 1981; Mathieu & Zajac, 1990; Randall, 1990; Lee et al., 1992). Turnover creates direct and indirect cost in the organizational functions and performance, like recruiting and training costs and disruptions cost for the organizations. Numerous findings highlights about various factors influencing the turnover intention of the employees. Factors like perceived organizational support (Maertz et al., 2007), industry reputation
(Hausknecht et al., 2009), career advancement offering (Yang et al., 2012), work engagement (Karatepe, 2013; Park & Gursoy, 2012), and so many other human resource practices (Kehoe & Wright, 2013) were found to be directly related with the turnover intention. Even though application of these efforts provides valuable contribution for attaining higher level of retention in organization but, issues and challenges’ of the emotional exhaustion and psychological contract violation and its related outcomes like intention to leave and affective commitment (Arshad & Sparrow, 2010; Tourigny et al., 2013) still found to be the matter of study.

Thus it can be concluded that, factors behind the employee retention and organizational commitment still remains unclear and how exactly individual perceptions of the organizational factors influence employee retention and organizational commitment (Bhatnagar, 2012; Paul & Anantharaman, 2004).

**Rationale of the study**

1. Based on the review of literature and highlighted issues specific to the IT sector in India, a need has been felt to explore and examine the relevance of certain workplace management factors that can augment the organizational commitment of employees and reduce their intentions to quit. Fostering employees’ organizational commitment is thus, the demand of the time for organizational effectiveness and sustainable growth. Research so far has shown unclear and limited empirical evidences for the IT employee’s commitment (Pricewaterhouse Coopers, 2008). Limited research has been done to examine the impact of organization-sponsored factors (like employer branding, talent management and
organizational support) and individual level factors (like psychological contract breach) for maintaining organizational commitment and intention to quit.

2. Empirical negligence has been found in respect of employees felt experience for the top management sponsored practices and how these experiences contributes in attitudinal behavioural outcomes in the employment relationship. Contribution of organizational support as a mediating variable that can influence the organizational efforts and employees perception about these efforts on organizational commitment and turnover intention in IT sector has not been studied so far in Indian context.

3. Vital role of human resources strategies and principles has been empirically neglected so far, for managing the pressure of increased competition, downsizing, changing work dynamics, employees’ changing preferences, cost saving, and global skill shortages in Indian IT industry. Research has not yet attempted to investigate whether there is any difference between branding and non branded organizational HR practices and its outcomes in IT sector with an employer branding framework. Literature is scarce regarding the understanding of interplay of employer branding perspective with existing employees work behaviour. Research till date on employer branding and its implication, is limited to staffing strategy only, very little empirical evidence has been found to explain what really employer branding is and how it affects the minds of current employees and their work related behaviour. Research has not yet been conducted to investigate the role of employer branding with regard to the effects of organizational and workplace factors in determining the work attitude of employees. The present research work is an attempt to explore, understand and
highlight the impact of employer branding perspective in interrelationship with organizational workplace factors and its impact on employees work attitudes.

4. Role of perceived employer branding attraction, in order to keep human capital engaged and motivated, has been considered as an important variable which generates employees experiences, where employees trust the people they work for, take pride in what they do and enjoy the company of people they work with (Wallace et al., 2014; Biswas & Suar, 2016). It is therefore argued that positive perceptions of organization’s workplace factors such as employer branding attraction value, organizational talent management can counter the negative effects of practices that generate perceptions of psychological contract breach while perceived organizational support is also an important determinant of organizational commitment and intention to quite among the IT organizations professionals.

5. The present study therefore attempts to utilize the employer branding perspective in the present study by including two sets of sample population, within the IT sector, namely branded and non-branded IT organizations. In particular a comparison has been made between branded and non-branded IT organizations employees to examine whether there is a difference in employees’ perception of workplace management factors and their work attitudes in these two categories of IT sector organizations.

Objectives of the present study

Considering the employer branding perspective, the main objectives of the present study were as follows:
Introduction

1. The study examined the differences in employees’ perceived levels of workplace management factors such as employer branding attraction value dimensions, organizational talent management dimensions, psychological contract breach, perceived organizational support, and work attitudinal outcomes, namely, organizational commitment dimensions and intention to quit in branded and non-branded IT organizations.

2. Secondly, the study examined the nature of the relationship between workplace management factors, namely, employer branding attraction value dimensions, organizational talent management dimensions, psychological contract breach and perceived organizational support in branded and non-branded IT organizations. More specifically, the study attempted to:

   (a) Examine the nature of relationship between perceived dimensions of employer brand attraction value and perceived organizational support (POS) in branded and non-branded IT organization.

   (b) Examine the nature of relationship between perceived dimensions of organizational talent management and perceived organizational support (POS) in branded and non-branded IT organizations.

   (c) Examine the nature of relationship between perceived psychological contract breach and perceived organizational support (POS) in branded and non-branded IT organizations.

3. Thirdly, the study examined the nature of relationship between the workplace management factors and work attitudinal outcomes namely, organizational
commitment dimensions and intention to quit in branded and non-branded IT organizations. Specifically the study attempted to:

(a) Examine the nature of the relationship of employer brand attraction value dimensions with organizational commitment and intention to quit among the branded and non-branded IT organizations personnel.

(b) Examine the nature of the relationship of organizational talent management dimensions with the organizational commitment and intention to quit among the branded and non-branded IT organizations personnel.

(c) Examine the nature of the relationship of psychological contract breach with organizational commitment and intention to quit among the branded and non-branded IT organizations personnel.

(d) Examine the nature of the relationship of perceived organizational support with organizational commitment and intention to quit among the branded and non-branded IT organizations personnel.

4. Fourthly the study attempted to investigate the mediating effect of perceived organizational support between the relationship of all workplace management factors with the employees’ work attitudinal outcomes, namely, organizational commitment dimensions and intention to quit in branded and non-branded IT organizations. Specifically the study attempted to:

(a) Examine and compare the mediating role of perceived organizational support between the relationship of employer branding attraction value dimensions, organizational talent management dimensions, psychological
contract breach with organizational commitment dimensions in branded and non-branded IT organizations personnel.

(b) Examine and compare the mediating role of perceived organizational support between the relationship of employer branding attraction value dimensions, organizational talent management dimensions, psychological contract breach with intention to quit in branded and non-branded IT organizations personnel.

**Figure 1.** Presents the hypothesized model of relationships between the variables understudy

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<table>
<thead>
<tr>
<th>Predictor variables</th>
<th>Mediator variable</th>
<th>Criterion variables</th>
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<tbody>
<tr>
<td>Employer Branding Attraction Value</td>
<td>Organizational Commitment</td>
<td>Intention To Quit</td>
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<tr>
<td>Organizational Talent Management</td>
<td>Perceived Organizational Support</td>
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<tr>
<td>Psychological Contract Breach</td>
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</tbody>
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Figure 1. Proposed model of the relationships between the predictor, mediator and criterion variables understudy
HYPOTHESES

Based on the above proposed model (Figure 1) the following hypotheses have been formulated for the present study:

**Hypothesis 1** Regarding employees perceptions of the levels of employer branding attraction value (dimensions), organizational talent management (dimensions), psychological contract breach, perceived organizational support, organizational commitment (dimensions) and intention to quit in branded and non-branded IT organization it was hypothesized that:

**H1 (a):** Levels of dimensions of employer branding attraction value are likely to be higher in the branded organizations as compared to non-branded IT organization employees.

**H1 (b):** Levels of dimensions of talent management are likely to be higher in the branded organizations as compared to non-branded IT organization employees.

**H1 (c):** Levels of psychological contract breach are likely to be lower in the branded organizations as compared to non-branded IT organization employees.

**H1 (d):** Levels of perceived organizational support are likely to be higher in the branded organizations as compared to non-branded IT organization employees.

**H1 (e):** Levels of dimensions of organizational commitment are likely to be higher branded organizations as compared to non-branded IT organization employees.
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**H1 (f):** Levels of intention to quit are likely to be lower in the branded organizations as compared to non-branded IT organization employees.

**Hypothesis 2** Regarding the hypothesized relationship between dimensions of employer branding attraction value with mediator variable (perceived organizational support) and criterion variables (organizational commitment dimensions and intention to quit) it was hypothesized that:

**H2 (a):** Employer branding attraction value dimensions will be positively related with perceived organizational support in both the branded and non-branded IT organizations.

**H2 (b):** Employer branding attraction value dimensions will be positively related with dimensions of organizational commitment in both the branded and non-branded IT organizations.

**H2 (c):** Employer branding attraction value dimensions will be negatively related with intention to quit in both the branded and non-branded IT organizations.

**H2 (d):** Perceived organizational support would potentially mediate the relationship of perceived employer branding attraction value dimensions with dimensions of organizational commitment in both branded and non-branded IT organizations. The extent of mediation is likely to differ in the branded and non-branded IT organizations.

**H2 (e):** Perceived organizational support would potentially mediate the relationship of perceived employer branding attraction value dimensions with intention to quit in both branded and non-branded IT organizations. The extent of
mediation is likely to differ in the branded and non-branded IT organizations.

**Hypothesis 3** Regarding the hypothesized relationship between **dimensions of organizational talent management** with mediator variable (**perceived organizational support**) and criterion variables (**organizational commitment dimensions and intention to quit**) it was hypothesized that:

**H3 (a):** Organizational talent management dimensions will be positively related with perceived organizational support in both the branded and non-branded IT organizations.

**H3 (b):** Organizational talent management dimensions will be positively related with dimensions of organizational commitment in both branded and non-branded IT organizations.

**H3 (c):** Organizational talent management dimensions will be negatively related with intention to quit in both branded and non-branded IT organizations.

**H3 (d):** Perceived organizational support would potentially mediate the relationship of perceived organizational talent management dimensions with dimensions of organizational commitment in both branded and non-branded IT organizations. The extent of mediation is likely to differ in the branded and non-branded IT organizations.

**H3 (e):** Perceived organizational support would potentially mediate the relationship of perceived organizational talent management dimensions with intention to quit in both branded and non-branded IT organizations. The extent of
mediation is likely to differ in the branded and non-branded IT organizations.

**Hypothesis 4** In respect of hypothesized relationships between predictor variable psychological contract breach with mediator variable (perceived organizational support) and criterion variables (organizational commitment dimensions and intention to quit) it was hypothesized that:

**H4 (a):** Psychological contract breach will be negatively related with perceived organizational support in both branded and non-branded IT organizations.

**H4 (b):** Psychological contract breach will be negatively related with dimensions of organizational commitment in both branded and non-branded IT organizations.

**H4 (c):** Psychological contract breach will be positively related with intention to quit in both branded and non-branded IT organizations.

**H4 (d):** Perceived organizational support would potentially mediate the relationship of perceived psychological contract breach with dimensions of organizational commitment in both branded and non-branded IT organizations. The extent of mediation is likely to differ in the branded and non-branded IT organizations.

**H4 (e):** Perceived organizational support would potentially mediate the relationship of perceived psychological contract breach with intention to quit in both branded and non-branded IT organizations. The extent of mediation is likely to differ in the branded and non-branded IT organizations.