



# "Internal Substance and External Image Matter": An Empirical Study of HRM Strength and Employer Brand on Service Employees' Attitudes and Behaviors

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## ARTICLE INFO

### Keywords:

Employer Brand  
Human Resource Management  
Turnover Intention  
Perceived Organizational Support

## ABSTRACT

Turnover intention and service-oriented organizational citizenship behavior (SOCB) are common challenges in the workforce management of service enterprises. Most prior relevant studies have focused solely on the impacts of corporate management practices, or only on employees' perceptions of such practices. Adopting an integrated perspective, this study constructs a cross-level research model to explore the relationships and mechanisms through which human resource management (HRM) strength and employer brand influence service employees' turnover intention and SOCB. Using a paired questionnaire survey approach, we collected data from 199 HR managers and 1,207 frontline service employees across 199 financial service enterprises. The results show that HRM strength has a significant negative effect on employees' turnover intention and a significant positive effect on their SOCB, with perceived organizational support (POS) playing a mediating role. Employer brand moderates the relationship between POS and turnover intention, but its moderating effect on the link between POS and SOCB is not supported. This study proposes that focusing on both HRM strength (internal substance) and employer brand (external image) can better improve service employees' attitudes and behaviors. It expands research on the determinants of service employees' attitudes and behaviors and provides new insights for service workforce management.

## 1. Introduction

The service industry plays an increasingly vital role in China's economic development. According to the National Bureau of Statistics, the added value of China's service industry accounted for more than 50% of GDP in 2018, contributing nearly 60% to economic growth. In the service sector, customer satisfaction is the foundation of corporate performance, which stems from employees' efforts<sup>[1]</sup>. However, managing service employees has long been a difficult task for service enterprises: on the one hand, employees' attitudes and behaviors are critical determinants of

customer service experience; on the other hand, the employment relationship between service employees and organizations is fragile, characterized by short-termism and high turnover rates. With the deepening marketization of employment relations, this problem has worsened, with declining organizational commitment and rising voluntary turnover among employees. As a result, the customer service quality and competitive advantage of service enterprises have been severely undermined. Therefore, reducing employees' turnover intention and improving their service behaviors (e.g., SOCB) have become key challenges for service enterprises in workforce management.

Existing studies have confirmed that corporate HRM practices significantly enhance employees' proactive

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<https://doi.org/10.65455/kchzhe38>

Received 22 January 2026; Received in revised form 10 April 2026; Accepted 20 April 2026; Available online 15 May 2026

behaviors and reduce turnover intention. Yet in practice, the implementation of such practices often fails to achieve expected outcomes. Research has found that employees' actual perceptions are crucial in the process through which HRM practices influence employees' attitudes and behaviors. Against this backdrop, some scholars proposed the concept of HRM strength<sup>[2]</sup> to describe the effectiveness of employees' perceived HRM practices, and conducted further research<sup>[3-5]</sup>. In the service industry, customer service experience highly depends on frontline service employees who interact directly with customers<sup>[6]</sup>. Thus, employees' perceptions of HRM practices—namely HRM strength—deserve greater attention in the service sector. Most existing relevant studies focus on the impacts of a single dimension of HRM strength or similar variables on employees' attitudes and behaviors, with few exploring the mechanisms and boundary conditions of overall HRM strength.

In the management practice of service enterprises, employees' attitudes and behaviors are not only shaped by their perceptions of internal HRM practices, but also by the corporate image and positioning in the market, especially the organizational value proposition and brand image in human resources<sup>[7]</sup>. Consequently, employer branding has emerged as a new HRM practice and gained widespread attention<sup>[8-11]</sup>, particularly among service enterprises<sup>[12]</sup>. Existing research on employer branding is mostly based on the job-seeker context: studies have found that a strong employer brand effectively boosts potential applicants' job-seeking intention, predicts their job acceptance decisions, improves applicant quality<sup>[13]</sup>, and reduces applicants' sensitivity to compensation<sup>[14]</sup>. However, existing studies have identified divergent effects of functional and symbolic factors of employer branding across different stages<sup>[15]</sup>. Researchers have conceptually proposed that employer branding helps improve employees' proactive service behaviors and service quality<sup>[7]</sup>. Despite extensive corporate exploration of employer branding in practice, systematic empirical research on its impacts on in-service employees' attitudes and behaviors remains insufficient<sup>[10]</sup>. Based on our pilot study, service employees' attitudes and behaviors are mainly driven by their perceptions of internal HRM practices ("internal substance"), as "seeing is believing". Yet the external employer brand image ("external face") also influences this process through mechanisms such as labeling and person-organization fit, with the level of employer brand image evaluation strengthening or weakening the effect.

In summary, taking the service industry as the context and HR managers and frontline service employees of financial enterprises as samples, this study explores and verifies the mechanisms through which employer brand and HRM strength affect two key outcome variables in service workforce management—employees' turnover intention and SOCB—from both organizational and individual levels.

## 2. Theory and hypotheses

### 2.1. HRM strength and turnover intention

Early HRM research built HRM practice systems and examined their impacts on corporate financial outcomes,

productivity, and employee turnover from the perspectives of universalism, configuration, contingency, and situational views. However, in corporate practice, a series of logically consistent HRM practices often fail to meet managers' expectations. There is a gap between the designed practices, the actually implemented practices, and the practices perceived by employees—and only HRM practices understood and accepted by employees can truly function as intended.

Based on this, Bowen and Ostroff<sup>[2]</sup> explored whether HRM practices can be truly accepted and understood by employees from the process perspective, and proposed the concept of HRM strength, defined as the effectiveness of information transmitted from organizations to employees. HRM strength generally includes three dimensions: distinctiveness, consistency, and consensus. HRM practices with these features help create a strong organizational climate, foster an environment of employee participation and trust, and further improve employees' work attitudes and behaviors.

Since the introduction of HRM strength, empirical studies have found that the consistency of HRM practices improves employee satisfaction<sup>[16]</sup> and positively affects affective commitment<sup>[3]</sup>, while also exerting positive impacts on employees' attitudes (e.g., job satisfaction) and behaviors (e.g., innovative behaviors)<sup>[17]</sup>. In addition, Frenkel et al.<sup>[5]</sup> examined the impacts of HRM strength on employees' attitudes in the Chinese context, confirming that distinctiveness of HRM strength significantly affects turnover intention, but not the overall effect of HRM strength. According to social identity theory, employees compare themselves with surrounding groups in organizations to assess fair treatment and organizational care. Stronger perceived HRM strength leads to higher employee identification with HRM information, alignment of individual and organizational goals, and stronger organizational identity, thereby fostering more pro-organizational attitudes and behaviors. By enhancing HRM strength, organizations can build a climate of mutual trust and identification, reduce negative emotions, and lower turnover intention. Thus, we propose:

H1: HRM strength is negatively related to employees' turnover intention.

### 2.2. HRM strength and employees' service-oriented organizational citizenship behavior

Numerous studies have confirmed the impacts of HRM practices on employees' proactive behaviors<sup>[18]</sup>. For example, Liu et al.<sup>[19]</sup> found that cooperative HRM practices positively moderate the relationship between network embeddedness and extra-role behaviors. However, such studies focus on the content of HRM practices and explore the effects of different practice combinations. For instance, Cheng and Wang<sup>[20]</sup> confirmed that high-performance work systems positively influence organizational citizenship behavior through cognitive and affective trust. Nevertheless, Bowen and Ostroff<sup>[2]</sup> argued that employees' perceptions of HRM practices and perceived fairness are transmitted to customer service and affect service quality, emphasizing the importance of implementation processes in studying HRM impacts. To

date, no study has verified the effect of HRM strength on employees' SOCB.

In practice, high-strength HRM activities are tailored to meet employees' needs and stimulate motivation, enabling employees to receive consistent signals, understand organizational messages, and identify with practices. Meanwhile, strong HRM strength fosters a climate of fairness, trust, and mutual understanding, encouraging employees to take initiative, reciprocate organizational care, engage in proactive behaviors, work harder, and serve customers better. Thus, we propose:

H2: HRM strength is positively related to employees' service-oriented organizational citizenship behavior (SOCB).

### 2.3. The mediating role of perceived organizational support

Extensive research has confirmed that POS is a key mechanism through which corporate management practices influence employees' attitudes and behaviors. However, few studies have examined how employees' perceptions of HRM policies and practices affect their POS, and subsequently their attitudes and behaviors. This study argues that POS also mediates the relationship between HRM strength and service employees' attitudes and behaviors.

First, when employees accept and recognize corporate HRM practices, they perceive these as organizational support and recognition, and in return, align their attitudes and behaviors with organizational expectations. Second, organizational support theory posits that employees judge organizational care and value based on HRM practices, which directly shape their attitudes and behaviors<sup>[21]</sup>. HRM practices align organizational and employee interests to achieve win-win outcomes. High HRM strength ensures employees effectively perceive organizational care, fostering positive attitudes and behaviors to reciprocate—specifically, lower turnover intention and higher SOCB among service employees. Thus, we propose:

H3: Perceived organizational support mediates the relationship between HRM strength and (a) turnover intention, and (b) service-oriented organizational citizenship behavior.

### 2.4. The moderating role of employer brand

From the perspective of organizational support theory, POS is a key mediator in the relationship between HRM strength and employees' turnover intention and SOCB. According to organizational identity theory, employee organizational identity strengthens the mediating effect of POS. Existing research on employer branding confirms that it enhances in-service employees' organizational identity<sup>[22,23]</sup>, boosts psychological belonging, and reduces counterproductive behaviors<sup>[24]</sup>. Thus, we argue that employer brand significantly affects in-service employees' attitudes and behaviors<sup>[25]</sup>, and strong employer branding positively moderates the effect of POS on service employees' attitudes and behaviors.

First, a strong employer brand provides attractive functional factors (e.g., compensation, benefits, working conditions), enhancing employees' job security and satisfaction as key components of POS. Second, it establishes

a strong and reliable value image, supporting employees' self-construction and fit, improving belonging and identity, and realizing self-worth<sup>[26]</sup>. Employees evaluate the organizational benefit package, which shapes their performance: a strong employer brand strengthens employee identification with the organization and the positive effects of POS, promoting higher SOCB and performance. Conversely, a weak employer brand reduces perceived functional and symbolic benefits, weakening POS effects and increasing the likelihood of reduced productivity or turnover. Finally, employer brand acts as a label in the labor market, strengthening or weakening employees' attitudes and behaviors through the labeling effect<sup>[27]</sup>. A highly evaluated employer brand amplifies the effect of POS on employees' attitudes and behaviors, while a poor brand weakens it. Thus, we propose:

H4: Employer brand moderates the effect of perceived organizational support on (a) employees' turnover intention, and (b) service-oriented organizational citizenship behavior.

## 3. Research methods

### 3.1. Sample

This study employed a paired questionnaire survey method to collect data, selecting HR management supervisors and frontline service staff from financial service enterprises (at a ratio of 1:5) as respondents. The frontline service employee sample primarily consisted of personnel from securities firms' business departments and bank counter services, as well as sales representatives in the insurance industry. Questionnaires were distributed and collected through on-site distribution, mail delivery, and online platforms. The study's objectives were clearly explained in the questionnaires, and anonymous participation was adopted to minimize respondent anxiety. Reverse-engineered questions were incorporated to prevent consistent responses. To ensure the smooth implementation of the formal survey and maintain research rigor and standardization, a pilot study was conducted, based on which the operational details of the questionnaire were optimized.

The sample areas surveyed in this study were distributed nationwide, with North China (62.57%) and East China (23.99%) being the predominant regions. A total of 263 enterprises participated in the survey, including 112 from the banking sector, 74 from the securities industry, 54 from the insurance industry, and 23 from other financial institutions. A total of 1,316 respondents were involved, comprising 646 males and 670 females. The study ultimately yielded 199 valid sample datasets, comprising 199 HR management executives and 1,008 frontline service employees, with an average of 5.07 employees per HR management executive. Among the HR management executives, males accounted for 50.25% and females for 49.75%, with an average age of 32.8 years. Among frontline employees, 48.51% were male and 51.49% female, with an average age of 32.46 years.

### 3.2. Measures

The study collected data using a questionnaire comprising two sections: personal information and the core questionnaire.

The personal information section gathered data on participants' gender, age, job level, and average years of service. The core questionnaire covered human resource management intensity, organizational support perception, turnover intention, service-oriented organizational citizenship behavior (SOCB), and employer brand. All variables were measured using 5-point Likert scales (1 = strongly disagree, 5 = strongly agree).

**HRM strength:** Measured with the 31-item scale developed by Delmotte et al.<sup>[28]</sup> covering distinctiveness, consistency, and consensus ( $\alpha = 0.926$ ).

**Turnover intention:** Measured with the 5-item scale developed by Farh et al.<sup>[29]</sup> ( $\alpha = 0.896$ ).

**SOCB:** Measured with the 16-item scale developed by Bettencourt et al.<sup>[30]</sup> covering loyalty, service delivery, and citizenship participation ( $\alpha = 0.950$ ).

**Perceived organizational support:** Measured with the 6-item scale developed by Eisenberger et al.<sup>[31]</sup> ( $\alpha = 0.859$ ).

**Employer brand:** Adapted from the symbolic and functional scale by Lievens et al.<sup>[22]</sup>, with 33 items ( $\alpha = 0.937$ ), reported by HR managers.

## 4. Results

### 4.1. Confirmatory factor analysis (CFA)

Although in this study the employer brand was reported by human resources managers, which to some extent reduced homogeneity error, further measures were taken to ensure the discriminant validity of the data, CFA was conducted using AMOS 21.0 for individual-level variables (HRM strength, POS, turnover intention, SOCB). Model fit indices showed that the hypothesized four-factor model fit well ( $\chi^2/df = 3.97$ , GFI = 0.919, NFI = 0.924, IFI = 0.934, CFI = 0.934, RMSEA = 0.077) and outperformed alternative models (three-factor, two-factor, single-factor).

Table 1. Validatory factor analysis

Model	$\chi^2$	df	$\chi^2/df$	GFI	NFI	IFI	CFI	RMSEA
The hypothetical four-factor model	448.61	113	3.97	0.919	0.924	0.934	0.934	0.077
Alternative three-factor model	479.08	116	4.13	0.769	0.782	0.792	0.791	0.130
Alternative two-factor model	800.04	118	6.78	0.736	0.738	0.747	0.747	0.142
Alternative single-factor model	1101.94	119	9.26	0.691	0.682	0.691	0.69	0.156

Table 2. Matrix of correlation coefficients, means, and standard deviations for individual-level variables

Variable	M	SD	1	2	3	4	5	6
1. Gender	1.520	0.508						
2. Age	2.720	0.918	-0.054					
3. Position Level	3.090	0.868	0.101**	-0.391**				
4. The intensity of human resource management	3.209	0.558	-0.011	-0.107**	-0.036			
5. Organization Support	3.263	0.751	-0.046	-0.004	-0.092**	0.518**		
6. Leaving tendency	2.466	0.751	0.066*	-0.047	0.148**	-0.552**	-0.492**	
7. SOCB	3.782	0.538	0.007	0.022	-0.140**	0.464**	0.537**	-0.491**

### 4.2. Descriptive statistics and correlation analysis

Table 2 presents the correlation coefficients, mean values, and standard deviations among variables at the individual level. The results indicate that human resource management intensity is significantly correlated with organizational support ( $r = 0.518$ ,  $p < 0.01$ ), turnover intention ( $r = -0.552$ ,  $p < 0.01$ ), and service-oriented organizational citizenship behavior (SOCB) ( $r = 0.537$ ,  $p < 0.01$ ). Organizational support is also significantly correlated with turnover intention ( $r = -0.492$ ,  $p < 0.01$ ) and service-oriented organizational citizenship behavior (SOCB) ( $r = 0.537$ ,  $p < 0.01$ ). Overall, the data suggest that further analysis is warranted.

### 4.3. Hypothesis testing

Hierarchical Linear Modeling (HLM) was used for cross-level analysis. Null models confirmed significant between-group variance for turnover intention (27.85%) and SOCB (22.54%), validating cross-level analysis.

H1 and H2: HRM strength negatively predicted turnover intention ( $\gamma = -0.77$ ,  $p < 0.001$ ) and positively predicted SOCB ( $\gamma = 0.406$ ,  $p < 0.001$ ), supporting H1 and H2.

H3: POS partially mediated the relationships between HRM strength and turnover intention (Sobel  $z = -8.36$ ,  $p < 0.001$ ) and between HRM strength and SOCB (Sobel  $z = 10.78$ ,  $p < 0.001$ ), supporting H3a and H3b.

H4: The interaction between employer brand and POS significantly predicted turnover intention ( $\gamma = -0.134$ ,  $p < 0.05$ ), with stronger POS effects under high employer brand. The interaction for SOCB was non-significant, supporting H4a but not H4b. Further analysis showed functional employer brand had a stronger moderating effect ( $\gamma = -0.13$ ,  $p < 0.05$ ) than symbolic employer brand ( $\gamma = -0.09$ ,  $*p > 0.05$ ).

## 5. Discussion

This study takes the financial services industry as a sample to explore the mechanisms and boundary conditions through which human resource management intensity influences the turnover intention of frontline service personnel and their service-oriented organizational citizenship behavior (SOCB). The results confirm that human resource management intensity has a significantly negative impact on turnover intention. Conversely, it shows a positive impact on service-oriented organizational citizenship behavior. Previous studies have demonstrated that specific dimensions of human

resource management intensity influence employee attitudes or behaviors, but none have conducted confirmatory analyses from an integrated perspective of human resource management intensity. This study expands research from this angle. Additionally, the findings confirm that organizational support perception partially mediates the relationship between human resource management intensity and employee turnover intention, and also mediates the relationship between human resource management intensity and service-oriented organizational citizenship behavior (SOCB)—results consistent with prior research on organizational support perception. This paper introduces the concept of employer brand and examines its mediating role between organizational support perception and employee attitudes and behaviors. The results demonstrate that employer brand significantly moderates the relationship between organizational support perception and turnover intention. However, in this study, the mediating effect of employer brand on the relationship between organizational support perception and service-oriented organizational citizenship behaviors was not confirmed, warranting further investigation in subsequent research.

### 5.1. Theoretical contribution

First, this study demonstrates from a holistic perspective that the intensity of human resource management significantly negatively influences employee turnover intention while positively affecting service-oriented organizational citizenship behavior (SOCB). Most existing research on human resource management intensity remains at the theoretical stage, with empirical studies primarily focusing on how specific dimensions of this intensity impact employee performance or attitudes. For instance, Khilji and Wang<sup>[16]</sup> confirmed that employee satisfaction is influenced by the consistency of human resource management intensity; other studies have examined how the consensus dimension of HRM intensity affects emotional commitment and organizational performance, revealing that greater perceived consistency in HRM practices correlates with higher organizational attachment and emotional commitment. Although Frenkel et al.<sup>[5]</sup> also investigated the relationship between HRM intensity and turnover intention, their findings only confirmed the negative impact of unique HRM characteristics on turnover behavior. Regarding employee behavior, research confirms that the consistency element of HRM intensity influences employees' work improvisation behaviors. The distinctive elements within human resource management intensity can stimulate employees' innovative behaviors. However, previous research on human resource management intensity has largely overlooked its impact on service-oriented organizational citizenship behavior (SOCB) among employees—a behavior critical for enhancing service quality. Building upon prior studies, this research not only demonstrates the influence of overall human resource management intensity on turnover intentions among frontline service staff but also establishes the mediating role between HR management intensity and employee SOCB, thereby supplementing existing scholarship. When an organization exhibits strong human resource management practices, employees perceive these practices as

effective; they receive consistent signals and feel fairly treated. Employees experience an atmosphere of fairness, transparency, and trust, receiving appropriate treatment and respect. This fosters greater work motivation and stronger organizational commitment. For frontline staff in service-oriented organizations, enhanced satisfaction and identification with the organization and their work boost service motivation, enabling them to deliver superior customer service, achieve higher service performance, exhibit more service-oriented organizational citizenship behaviors (SOCB), and reduce turnover intentions.

Second, this study demonstrates from a process perspective that employees' perception of human resource management practices influences their attitudes and behaviors toward service employees through the mediating role of organizational support perception. In existing research, scholars generally consider human resource management practices to be key variables affecting employees' organizational support perception, which subsequently influences their attitudes and behaviors. For instance, organizational practices such as compensation management, training and development, career planning, and employee engagement management reflect the organization's commitment to its employees and recognition of their contributions, thereby serving as significant drivers of employee attitudes and behaviors. Empirical studies have also conclusively shown that the content of human resource management practices can influence employees' attitudes and behaviors via organizational support perception. From a process-oriented perspective of human resource management practices, this study further elucidates the mediating mechanism through which organizational support perception links HR management intensity with employees' attitudes and behaviors toward service delivery. A higher level of human resource management intensity helps foster an atmosphere of fairness and trust, enhances employees' sense of belonging, and ensures they receive appropriate benefits. For frontline service staff in service enterprises, experiencing a fair, transparent, and trusting environment where they are treated with due respect is perceived as evidence of organizational care and support. This motivates them to work more proactively in return for the organization's investment, leading to increased service-oriented organizational citizenship behaviors (SOCB) and lower turnover intentions.

Third, this study examined the boundary conditions governing the relationships among human resource management intensity, organizational support perception, and employee attitudes and behaviors, confirming the significant moderating role of employer brand between organizational support perception and turnover intention ( $M4, \gamma = -0.134, p < 0.05$ ). Existing research on this topic primarily explores boundary conditions from individual and leadership perspectives, with few studies examining how organizational-level practices influence this process from an organizational standpoint. The findings reveal that higher employer brand levels strengthen the negative correlation between organizational support perception and employee turnover intention, whereas lower brand levels weaken this negative relationship. Furthermore, the study compared the relative dominance of symbolic versus functional factors in employer

brand effects, demonstrating that functional employer brands exhibited a more pronounced moderating effect ( $\gamma = -0.13$ ,  $p < 0.05$ ), while symbolic factors showed relatively weaker influence ( $\gamma = -0.09$ ,  $p > 0.05$ ). This discrepancy may stem from the fact that frontline service employees in the financial sector are the most market-facing workforce, enabling them to access direct and timely information about competitors' compensation packages, working hours, and work environments—making them particularly sensitive to internal corporate information. When the functional aspects of an employer brand are well-developed, frontline service employees exhibit stronger identification and satisfaction, and are more inclined to take positive actions to reward the organization. Conversely, if the functional aspects of the employer brand lack sufficient appeal—such as compensation, benefits, and work environment being inferior to those of comparable companies in the market—frontline service staff become highly sensitive, leading them to form negative perceptions of the company as lacking sufficient attention and care. This results in a higher turnover intention and reduced positive off-the-job behaviors.

However, in this study, the moderating effect of employer brand on the relationship between human resource management intensity, organizational support perception, and service-oriented organizational citizenship behavior (SOCB) was not confirmed, warranting further investigation. Two primary reasons may explain the insignificant moderating effect: First, the employer brand data in this study were collected from HR management executives, whose perspectives may differ from actual corporate practices regarding employer brand perception. Second, generally, voluntary incentives or non-obligatory behaviors tend to resonate more strongly with employees, as they directly experience organizational support and attention, leading to greater extraregional behaviors. Employer brand, being a hybrid concept encompassing both functional and symbolic dimensions—where functional elements involve equal exchange between employers and employees, while symbolic elements represent abstract values—may exhibit less direct effects compared to concrete practices. Consequently, the moderating effect of employer brand on the relationship between organizational support perception and service-oriented organizational citizenship behavior remained statistically insignificant.

### 5.2. Practical implications

**Strengthen internal HRM strength (“internal substance”):** Service enterprises should improve HRM practice content and employee perceptions, unify policies, enhance communication, and build transparent channels to foster fairness and trust.

**Build external employer brand (“external face”):** Prioritize functional employer brand (tangible benefits) for frontline employees to reduce turnover and stabilize talent.

**Align internal practices and external brand:** Ensure consistency between HRM strength and employer brand to enhance perceived authenticity, strengthen POS, and sustain positive employee attitudes and behaviors.

## 6. Limitations and future research

Despite efforts to optimize the study design and implementation, this research may still have limitations. First, the study was conducted using cross-sectional data; employing multi-timepoint data could have enhanced the reliability of the conclusions. Second, the employer brand data in this study were obtained from HR department heads, which may differ from the actual employer brand practices in enterprises.

In future related research, in addition to addressing the aforementioned shortcomings, further exploration can be conducted along two specific directions: First, systematically examine the subsequent effects of human resource management intensity in service enterprises, particularly potential negative impacts. Most existing studies assume that higher HRM intensity is inherently better, but this may not hold in practice. For instance, greater HRM intensity might indicate weaker inclusivity toward diversity, thereby undermining organizational resilience and innovation. Second, thoroughly investigate the mechanisms and contextual limitations of employer brand's influence on employee attitudes and behaviors. This study examines the moderating role of employer brand among HRM intensity, employee organizational support, turnover intentions, and service-oriented organizational citizenship behaviors. Future research should systematically explore the mechanisms and conditions under which employer brand—as an emerging talent management practice—affects employee attitudes and behaviors. Current employer brand studies predominantly focus on job seeker contexts, with insufficient exploration of employee-related scenarios within organizations.

## 7. Conclusion

This study examines human resource managers and frontline service employees in the financial sector as samples, collecting paired data and conducting cross-level analysis to investigate the impact of HR management intensity on employee turnover intentions and service-oriented organizational citizenship behavior (SOCB). From the perspective of HR management processes, the study explores how HR management intensity influences employee attitudes and behaviors, analyzes its underlying mechanisms, and expands empirical research on HR management intensity. The findings reveal that stronger HR management intensity leads employees to perceive higher levels of organizational care and support, resulting in more pronounced service-oriented organizational citizenship behaviors and lower turnover intentions. Additionally, the study incorporates employer brand as a moderating variable to examine its role in this process. Results confirm that employer brand moderates the relationship between organizational support perception and turnover intentions, but its moderating effect on the relationship between organizational support perception and service-oriented organizational citizenship behavior remains unconfirmed. Further analysis indicates that functional characteristics of employer brand exhibit a more significant moderating effect on the relationship between organizational

support perception and turnover intentions, whereas symbolic characteristics demonstrate a relatively weaker moderating effect.

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