

DESIGNING A MULTI-LEVEL MODEL OF EMPLOYER BRANDING IN TRADE BANKING SYSTEM TO ATTRACT HUMAN RECOURSES

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1. INTRODUCTION

The growth of the banking sector depends on many factors, including government policies, inflation rate, employee satisfaction, good work culture, and there must be an organizational atmosphere. Meanwhile, employer branding (EB) is considered vital for organizational development and has gained importance in the last decade due to its unique features (Rana and Sharma, 2019). Employer brand is also regarded as part of organizational assets that helps to distinguish a company's atmosphere and environment and the benefits they provide, in contrast to its competitors, also viewed as the image that an employer has in HR markets in the minds of potential employees (Bagher et al., 2022). Organizations that can create a strong employer brand will be seen as worthy employers that provide a favorable working environment and conditions for their employees (Wilden et al., 2010). There is no specific and defined framework and pattern for employer branding in the commercial banking system of the country, so that attracting or maintaining the expert human resources needed by this system should be addressed. Obviously, the study of the mechanism of the employer's brand formation in the country's commercial banking system in the minds of people from a psychological point of view has a considerable importance for marketers and human resource managers in the country's commercial banks. In fact, one of the problems faced by the commercial banks of the private sector as well as the government is that they face problems in attracting and maintaining capable human resources, which can be caused by the weakness in the employer branding and also in providing the requirements. Executives required strengthening such a brand. It should be noted that so far no study has focused on the presentation of the employer branding model in the commercial banking system with a multi-level approach, and the current research is innovative in this respect. Hence, the purpose of this study was to identify the factors affecting employer branding with a multi-level approach in the commercial banking industry.

2. MATERIALS AND METHODS

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The research is applied in terms of purpose and qualitative approach in terms of method. Participants include informants and experts in the commercial banking system who were selected from the top and selected private and public banks in the cities of Shiraz and Tehran by means of purposeful judgment sampling with interview tools. In sum, 23 managers and experts of the mentioned banks were selected. According to the findings, the average working experience of the interviewees in respective banks was 21 years. In terms of education, 26% had a master's degree, 39% had a bachelor's degree, 31% had a doctoral degree, and 4% had a postgraduate degree. In order to analyze the data in the interview section, the thematic analysis technique was used. Inter-coder reliability was employed to check the credibility of findings.

3. RESULTS AND DISCUSSION

The results showed that 14 themes such as interventions and coercion of upstream institutions, international relations, laws and regulations, technological developments, competition in industry, socio-cultural developments, political developments, governance policies, etc. at the macro level Employer branding is effective in commercial banking system. At the intermediate level, 36 themes such as organizational climate, geographical location, dynamic and flexible organizational structure, organizational transparency, social responsibility, quality of reward system, quality of compensation system, organizational discipline, job rotation and enrichment, etc. was effective on branding The bank's employer. Finally, 8 themes include freedom of action at work, volunteers' personality and behavioral characteristics, individual needs and motivations, gaining social status, job-specific characteristics, volunteers' beliefs and values, desire for personal development, and desire to be appreciated. Working at the micro level had an impact on employer branding in the commercial banking system.

4. CONCLUSION

The attention of banks to the interests, wishes and tastes of customers and the improvement of the society's view/attitude towards the bank should be on the agenda, because the activism of the bank's external stakeholders through activities such as spreading positive word-of-mouth by customers leads to the improvement of the brand image. Undoubtedly, the greater the competition in the industry, the more important the quality of products and services. What determines the quality of these banking products and services is capable and motivated human resources. Therefore, the competition for the market share means the competition for the acquisition of specialized and quality human resources. To explain more, the number of banks in the country and even the entry of foreign banks into the country lead to an increase in the intensity of such competitions and the presentation of attractive job offers by competitors to the work force and even the current employees of the banks. Therefore, as the competition in the banking industry increases, attention to employer branding should be a higher priority in banks' strategies.

Keywords: Employer Branding, Trade Banking System, Human Resources Supply, Multi-level Model

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