



Linking Banker's Perceptions with Employer Branding: Role of Organizational Politics and Organizational Citizenship Behavior

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Abstract

The main objective of this study is to investigate the relation between bankers' perception to employer branding, organizational politics and organizational citizenship behavior in private commercial banks of Bangladesh. In this study, 117 respondents were surveyed by using a structured survey questionnaire. Simple random sampling technique was employed to reach and collect data from the respondents. Structured survey questionnaire following 5-point Likert scale has been designed to measure perceptions of employer branding, organizational politics and Organizational Citizenship Behavior (OCB) in the workplace. Statistical tools such as descriptive, inferential statistics, correlation and regression has been used to analyze the data. The findings of the research showed that there is a negative relation between perception of employer branding and organizational politics. This study also revealed that there is a positive significant relation between OCB and perception of employer branding though the relation between OCB and political behavior are not significant but negative. Therefore, this study recommend that employer of the banks should practice HRM to enhance constructive political behavior which leads to strong positive culture and people in the workplace would be more innovative to contribute to create positive employer branding and high level of OCB for sustainable competitive advantage.

Keywords: Employer Branding, Organizational Politics, Bankers' Perception, Organizational Citizenship Behavior.

1. Introduction

Brand is a promise to the customers and employer branding is a promise to the current and future employees. Employer brand represents how the company perceives as an employer. It is one of the vital elements for a company. In general practice companies are more focused to develop branding through product and service quality, customer satisfaction and research and developments but branding can also be used in the area of human resource management. The application of branding principles to human resource management has been termed “employer branding.” Increasingly, firms are using employer branding to attract recruits and assure that current employees are engaged in the positive culture with job satisfaction and follow the strategic goal of the firm. Employer branding is target based, long-term strategy to manage the awareness and perceptions of current employees, potential employees, and related stakeholders of a firm (Sullivan, 2004). In response to the increasing importance of developing employer brand to the employees, many organizations have developed formal employer branding program to establish sustainable positive workplace environment and a very positive brand image in the competitive market (Conference Board, 2001). The interest in employer branding is evident by a good number of research references (Frook, 2001; Eisenberg et al., 2001). Firms appear to be expending considerable resources on employer branding campaigns, indicating that they are finding value in the practice. In this relation this research focused on determining the relation between employer branding and organizational politics which is considered as an important factor to influence employee perception toward a positive branding or negative branding of the company in the society. Political behavior is an obvious informal way of human behavior in any organization to gain different advantages in the organizations. It defined as a set of behaviors aimed at maximizing self-interest at the cost of others (Cropanzano et al., 1997; Gandz and Murray, 1980), while others consider it as a form of behavior associated with the use of influence and power (Cavanagh and Moberg, 1981). It usually reflects “employees’ views about the level of power and influence used by other organizational members to gain advantages” (Vigoda-Gadot et al., 2003). Higher perception of politics can develop negative attitudes among employees which decrease their

trust in the organization (Davis and Gardner, 2004) thus influence the employer brand negatively. This study identifies the roles that the employer brand might be expected to play, the roles that are relevant to a corporate brand and to employees: creating job satisfaction, affinity and loyalty and perceived differentiation. The recent developments of literature on this area argues that banking industry in Bangladesh also need to emphasize its branding effort, thus, this study focused on banker’s perception, level of political behavior and bank’s branding. So, how bank employee’s political behavior affects their perceptions toward employer branding and in what way this perception associated with the effectiveness of human resource management system of the bank is the main motivation to conduct this research. Therefore, the main objective of the present study is to investigate the linkage among employee perception to employer branding, organizational politics, and OCB in private commercial banks of Bangladesh.

2. Literature review

Employer brand

A brand is a symbol that condenses with the associations of many factors (Gardner and Levy, 1955) and many things can be branded including the company itself, but the role and effect of the employer brand is similar to that of the brand in its usual context, that of influencing customers (Levitt, 1980). Another group of researchers defined the employer brand as the package of functional, economic, and psychological benefits provided by employment and identified with the employing company. The main role of the employer brand is to provide a coherent framework for management to simplify and focus priorities, increase productivity and improve recruitment, retention and commitment. Employer brand is the way of attracting better applicants and take care of their expectations on employment (Barrow and Mosley, 2006, Collins and Stevens, 2002; Slaughter et al., 2004, Lievens and Highhouse, 2003). Branding referred as a mechanism used to recruit and retain good employees from a diverse work force and promote various facilities that make the organization a good place to work together in a harmonious work environment with ethos of collaboration and teamwork (Keller, 1993). High performing companies have a greater chance of sustaining superior performance over time if they also

possess relatively good reputations. It is consistent with the growing body of strategy research that links high quality intangible assets with sustained superior performance to achieve competitive advantage in the long run. Aaker (1991) referred employer brand is associated with the employer image which affects the attractiveness of the organization to potential employees. The other asset, employer brand loyalty is impacted by organizational identity and organization culture that in turn feeds back to the employer brand. The findings also showed that employee productivity increases with the increased brand loyalty in the organization.

Early recruitment and advertising may have beneficial effects on increasing the quantity and quality of applicants. Employer brand is consisting qualitative features of the employing company, which are attractive to a potential job candidate (Robert & Dowling 2002, Collins and Stevens 2002). It refers as a positive image and appropriate set of economic, psychological and symbolic advantages distinguishing a company in the job market. Employer branding contains stakeholders like current employees of company, prospective employees of company, competitors, and intermediaries such as recruiting firms, government employment bodies, and representatives of the professional community. With reference to the current literature there is no common classification of employer brand attributes. Some researchers separate employer brand attributes into rational and emotional (Mosley, 2007) another consider instrumental and symbolic attributes (Lievens 2007).

Organizational Politics

Good number of researches already found on organizational politics and its effect on performance but there are very few researches taken place to link the perceptions of employees with employer branding in the context of organizational politics and OCB. Organizational politics has the potential to have widespread impact on the effectiveness and efficiency of organizational processes, such as performance appraisal, resource allocation, and managerial decision-making (Kacmar and Baron, 1999). Most of the research on organizational politics views it as a negative phenomenon, arguing that perceptions of organizational politics stimulate negative, anxiety-provoking reactions and stress in the workplace.

Political behavior in the organization is primarily stated as a certain behavior of a person which includes intentional actions to effect certain decisions to safeguard their personal interest (Ahmed, Baloch, & Ghani, 2015). Khan and Hussain (2016) revealed that there is a relationship between politics in organization and survival of employee when employees see others benefiting from organizational politics they are probably to be involved in such behavior. Therefore, nepotism and favoritism phenomena exist in the form of organization politics lead to creating conflicts between employees and employer relationship in all organizations (Firfiray, Cruz, Neacsu, & Gomez-Mejia, 2018). One of the crucial problems during execution of HRM is the factor of organization politics i.e., favoritism & nepotism got negative effect on the whole process of human resource management practices such as recruitment & promotions, employee performance, satisfaction & commitment in the organization (Aslam, Arfeen, Mohti, & Rahman, 2015; Bilal, Rafi, & Khalid, 2017; Muqadas, Rehman, & Aslam, 2017).

According to recent studies (Miller et al., 2008; Chang et al., 2009), a high level of perceptions of politics is negatively associated with job satisfaction and organizational commitment, and positively related to job stress and turnover intentions. However, researchers also revealed that to some extent organizational politics is good for creating competitive work environment, others believe it is necessary for the survival of the organization and those who operate in them, and can sometimes be perceived to be benefiting the organization as a whole (Pfeffer, 1981; Ammetera et al., 2002). In some research organizational politics have been classified as follows: to protect and enhance an individual's self-interests, or to further the interests or goals of another person or group (Altman et al., 1985). Political activities are likely to occur due to scarcity of resources or some ambiguous course of action which allow discretionary behavior in the workplace (Ferris et al., 1996). Political behavior occurs in such contexts where means, motive, and opportunities frequently coincide in situations and people decide about compensation (Bartol and Martin, 1990). Some authors found that political behavior can enter into the performance appraisal conducted by the immediate supervisor (Tziner et al., 1996). When conducting the performance appraisal, the supervisor may consider its impact on many factors, such as his

or her own reputation, the motivation of an individual, group dynamics, and the pay budget (Longenecker et al., 1987).

OCB

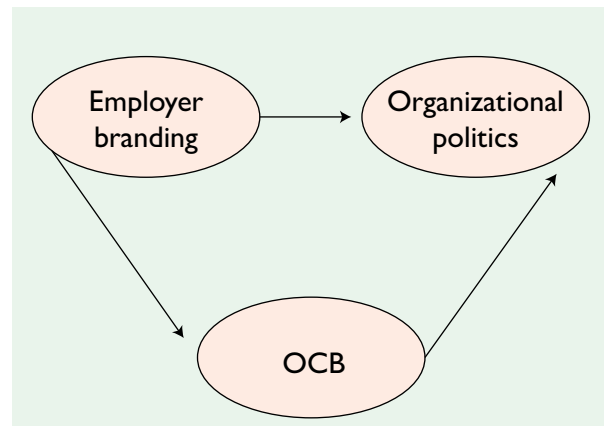
Organizational Citizenship Behaviours (OCB) are not part of the job description but the voluntary extra role behaviours which are above and beyond the job duties (Organ 1990). According to Organ (1997), OCB is the “performance that supports the social and psychological environment in which task performance takes place”. Citizenship behaviours are not the official behaviours but they are essential for organizational performance (Neami and Shokrkon 2004).

Many other researchers revealed the importance of OCB in getting better performance (Bolino et al., 2002; Cohen and Kol, 2004, Munyon, Wayne A. Hochwarter, Pamela L. Perrewé and Gerald R. Ferris, 2010; Fassina, Jones, & Uggerslev, 2008; Hoffman, Blair, Meriac, & Woehr, 2007; LePine, Erez, & Johnson, 2002; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Podsakoff, MacKenzie, & Bommer, 1996; Organ & Ryan, 1995).

Few other studies found that OP and organizational citizenship behavior (OCB: discretionary behavior) are negatively related (Rosen et al. 2009), whereas other studies have found that POP is positively associated with OCB (Maslyn and Fedor 1998) or unrelated to OCB (Cropanzano et al. 1997). However, some literature suggests that the relation between OP and OCB are more complicated and require more researchers’ attention to consider multiple individual differences (Rosen et al. 2006). Findings of few other researchers suggest single personality traits are unlikely to capture the full effects on behaviors and recommend examining several concurrently operating traits i.e., traits that interact with each other to affect behavior (Hogan et al. 1996; Magnusson 1995; Organ 1994). OCB consists of extra-role behavior exhibited by employees in the workplace where they perform beyond their formal job requirements without expecting recognition in terms of financial rewards from the organization. Employees extra role behaviors are likely to promote a more positive social and working environment which encourage them to work unitedly (Chiun et al. 2006). Most research on OCB referred it as a positive and constructive behavior worthy of encouragement by supervisors (Podsakoff and Mackenzie 1997; Smith et al. 1983).

3. Conceptual Model and Hypotheses Development

The conceptual model and hypotheses of this study were developed after reviewing relevant literatures and interviewing few respondents from banks.



The study objective has been represented through the above conceptual model which shows the linkage between employee perception to employer branding and organizational politics. It also represents the relationship between OCB and organizational politics and the linkage between employer branding and OCB. Thus based on the three dimensional relationship following hypotheses has been developed for this study.

H1: There is a negative relation between banker’s perception of employer branding (EB) and organizational politics in the private commercial banks of Bangladesh.

H2: There is a positive relation between perceptions of employer branding and organizational citizenship behavior (OCB) in the private commercial banks of Bangladesh.

H3: There is a negative relation between OCB and organizational politics in the private commercial banks of Bangladesh.

4. Methodology

Stratified sampling technique is generally applied in order to obtain a representative sample. Under stratified sampling the population is divided into several sub-populations that are individually more homogeneous than the total population (all private commercial banks in Bangladesh) and then the study

select items from each stratum to constitute a sample. Since each stratum is more homogeneous than the population, it was possible to get more precise estimates for each stratum by estimating more accurately each of the component parts. Based on the practical situation, 117 respondents (permanent bankers' serving in executive positions of various departments) has been selected from four private commercial banks operating business in Bangladesh by using lottery method under simple random sampling technique.

Total 140 survey questionnaire distributed from which 117 returned as correctly filled up means effective response rate is 84%, which is rather high. The questionnaire was designed using several existing, field-tested instruments to assess perception of employer branding, organizational politics, and OCB. Data analyzed has been done by using the statistical software (SPSS 20.)

To design survey questionnaire for measuring perception of organizational politics, five items has been selected by considering previous literatures (Tziner et al., 1997, Ferris and Kacmar, 1992; Kacmar and Carlson, 1997, Arasli & Karadal, 2009). All items were measured using a five-point Likert scale (from "very strongly disagree" to "very strongly agree"). Sample items from this scale are "Some groups in this organization attempt to build themselves up by tearing others down" or "Since I have worked in this organization, I have never seen the pay and promotion policies applied politically." The Cronbach coefficient α for this five-item scale in the current study was 0.72. Five items developed in the light of 6-item questionnaire of Settoon and Mossholder (2002) to assess citizenship behavior. One example is: 'I help co-workers with difficult assignments, even when assistance is not directly requested'. The Cronbach coefficient α for this five-item scale in the current study was 0.80. To measure the perception of employer brand, 7 items has been selected through the literature review of 5 organizational attributes (Chhabra and Sharma 2014) which were compensation, career prospects and growth, corporate culture, employee empowerment, training and development. The Cronbach coefficient α for this seven-item scale in the current study was 0.81.

5. Result and Discussion

Table I depicts descriptive statistics of different variables. The mean value of variables of this study indicates that employer branding got highest mean value ($m=4.24$, $sd=.652$) which represent the respondent's agreeableness to the positive perception of employer branding. Correlation analysis was conducted to know whether a relation exists among variables and in which direction. In case of positive relationship between variables, certain increase in the variables will also create an increase in the other variables. Negative correlation or inverse correlation is a relationship between two variables where one variable increase moves the other variable in opposite direction.

Table-I: Means, Standard deviations and Inter-correlations of variables

Variable	Mean	SD	1	2	3
EB	4.24	.652	1		
OCB	2.18	.784	.303**	1	
OP	4.20	.556	-.210*	-.018	1

* $p<0.05$; ** $p<0.01$; *** $p<0.001$

Source: SPSS output

To know the effect of each independent variable on dependent variable and to test the hypotheses of the study, regression analysis was conducted.

H1: There is a negative relation between banker's perception of employer branding (EB) and organizational politics in the private commercial banks of Bangladesh.

Employer branding explained 21% variance in organizational politics, which is evident by the value of $R=-.210$, $F=5.293$ at $P=.023$. The value of $t=-2.301$ express the significant negative relationship between dependent and independent variables. So, based on the results, this hypothesis is accepted.


H2: There is a positive relation between perceptions of employer branding and organizational citizenship behavior (OCB) in the private commercial banks of Bangladesh.

OCB explained 30.3% variance in Employer branding, which is evident by the value of $R=.303$, $F=11.652$ at $P=.001$. The value of $t=3.414$ express the significant relationship between dependent and independent variables. So, it is concluded that the hypothesis is accepted.

H3: There is a negative relation between OCB and organizational politics in the private commercial banks of Bangladesh.

Organizational politics explained 1.8% variance in OCB, which is evident by the value of $R=-.018$, $F=.038$ at $P=.845$. The negative value of $t=-.196$ express the non-significant but negative relationship between dependent and independent variables. The result inferred that the hypothesis is not accepted.

6. Recommendations and Conclusion

Human being cannot work together without some level of politics or political behavior in the workplace which is also very natural. But organizations need to keep the political behavior at the minimum level to ensure strong positive culture which accelerate positive image of employer brand to all its stakeholders. This study strongly recommends that the employers of commercial private banks in Bangladesh should practice human resource management to enhance constructive political behavior among the employees. Therefore, the extra role behavior will be higher and strong positive employer brand could be established through the contribution of innovative performances of human resources. This study got some limitations too, considering the area of study; the result could be more accurate if more respondent could be taken from few more private commercial banks of Bangladesh. Organizational citizenship behavior comes from satisfied, committed and loyal employees, which need to be encouraged in the workplace to foster long term contribution and sustainable competitive advantage. 

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