

Relationship between Employer Brand and Organizational Commitment

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Received: September 11, 2020

Accepted: November 23, 2020

Published: December 30, 2020

Abstract: The relationship between employer brand and organizational commitment was investigated in this study. The research was realized in Istanbul between four and five star hotel employees. 150 hotel employees were reached within this scope. The participants were reached with the survey management. Age, seniority and status in the institution were determined as demographic control variables. Analysis of the collected data that was done in IBM SPSS Statistics 23.0 program. As a result of the analysis, a positive relationship was found between the employer brand and the sub-dimensions of organizational commitment and organizational commitment.

Keywords: Employee Branding, Organizational Commitment

1. Introduction

The human resources owned by businesses are gaining more importance day by day as they have a sustainable competitive advantage. Selecting the most suitable potential for the job from a large and qualified pool is a prerequisite for a business to have highly skilled employees. Employees who trust and respect the employer brand will feel devoted to the organization and develop their attitudes and behaviors. The following questions were sought in this research:

1. What is the internal of the relationship between the employer brand and organizational commitment?
2. What is the relationship between organizational commitment and its sub-dimensions and age, institutional status and job seniority demographic variables?

2. Literature Search and Hypothesis

2.1. Employer Brand

Brand is used to indicate a seller's goods or services and to distinguish them from its competitors; logo, emblem, name, symbol, design, trace, shape or combination of

these (Güler and Basım, 2018, s. 3660). A brand that is considered the most important and valuable asset of a business. The brand is also associated with human resource management to keep existing candidates at work and attract new candidates. It can be used as a sub-branch of human resource management to attract potential candidates and increase the loyalty of existing employees in the company. When the brand is associated with human resources management, the concept of employer brand emerges.

Classifications are made under different dimensions in studies on employer brand. Adler and Ghiselli (2015) divided the employer brand into four dimensions; economic dimension, psychological dimension, functional dimension and organizational dimension. The economic dimension is represented by qualifications such as salary, reward and work life balance and work balance, as well as the material aspect of the employer brand. The psychological dimension includes the abstract values of the business such as positive interpersonal relationships, strong corporate culture and team building. The functional dimension includes opportunities such as the nature of the job, vocational training, career opportunities and development opportunities. The organizational dimension includes situations such as the position of the business in the market, field of activity, and consumer reputation. Companies create attraction in terms of qualified workforce thanks to their corporate reputation. It is important in this sense that an enterprise takes root, has high awareness and is respectable and reliable (Gözen, 2016, p. 71–72).

2.2. Organizational Commitment

The concept of organizational devotion is first proposed by Lodahl and Kejner (1965), and is defined as the fact that someone is effectively connected to the goals and values of their organization. Wiener (1982) describes the concept of devotion as follows; in the form of the emotion experienced by employees who accept the goals and values of the company and adopt these goals and values as their own personal goals and values and integrate them into the company. Gaertner and Nollen (1989), in a similar way, defined the dedication as a sense of adoption of the goals of the enterprise as the primary target, with the desire to remain in the enterprise, and identification with the enterprise without any financial concerns. Celep (2000) defines the concept of devotion as “the emotion of the employee to adopt the organization's activities and goals rather than financial benefits in the business” (p.15). Employees are involved in businesses to meet their expectations and needs. Businesses also need employees to achieve their

own goals. As this mutual exchange continues, the harmony between the employee and the enterprise gains importance (Çetin, Basim & Aydoğın, 2011, p. 62).

In constantly changing and growing working conditions, it becomes difficult to precisely determine the duties and responsibilities of the employee. In such an environment, employees face uncertain and unpredictable decision-making situations. Businesses also want to trust their employees in such situations. The high fluctuations in the economy directly affect the service and information sectors, in this case, employees committed to the organization are a strategic imperative for businesses (Castellano, 2016, p. 99). Considering that organizational commitment has been examined by Rich, Lepine and Crawford (2010) under three headings, in this research has also focused on these concepts.

Physical Commitment: While the employee fulfills his duties, powers and responsibilities in the organization, it means being full of energy and engaging in the work done physically. Working in this sub-devotional dimension, employee is concentrates mentally on his work and devotes all his attention to his work.

The employees does their job with high energy to fulfill the goals for the organization and this improves the employee mentally. Employees use the excess energy they feel physically to perform their jobs. Asking to volunteer to do a job is an indication of physical devotion (Pelenk, 2019, p. 352).

It has been revealed by the researches that employees who are physically committed to work and organization do more jobs with higher performance and their productivity is at the top level (Rich, Lepine & Crawford, 2010, p. 619).

Cognitive Commitment: In cognitive devotion, the loyalty and pride of an employee in his work and organization is a dimension of devotion that is shaped based on commitment. In addition, if the employee leaves their job and has difficulty, it also results from cognitive commitment (Pelenk, 2019, p. 352).

Emotional Commitment: It is the emotional bond of the employee with his job, pride on behalf of the work employee does and the organization employee works for, the organization's willingness and willingness to do its job for its goals.

2.3. Methodology

This research is an exploratory and descriptive study that tests relationships between variables with specific hypotheses. The study is quantitative research and descriptive. For this research, the sample group was determined and random selection was made from the main mass. With the survey application, information was obtained from the sample.

Model of the research: The impact of the employer brand on organizational commitment was determined as the basic model of the research.

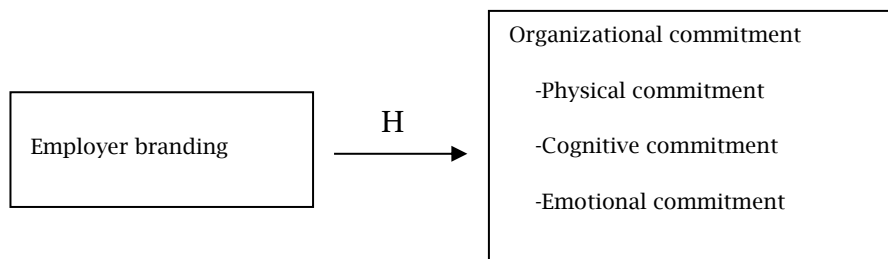


Figure 1. Model of the basic hypothesis of the research

2.4. Hypotheses of the Research

The following hypotheses have been created to determine the effect of employer brand on the perception of organizational commitment according to the data obtained as a result of literature studies:

- H₁: The “Employer Brand” scores of the participants affect the “Organizational Commitment Perception” scores.
- H₂: The “Physical Commitment” scores of the participants affect which are the sub-dimension of organizational commitment of the Employer Brand scores.
- H₃: The “Cognitive Commitment” scores of the participants affect which are the sub-dimension of organizational commitment of the Employer Brand scores.
- H₄: The “Emotional Commitment” scores of the participants affect which are the sub-dimension of organizational commitment of the Employer Brand scores.

3. Research

3.1. Model of the Research, Data Collection Tools

In this study, employer brand is defined as independent variable and variable depending on organizational commitment. Participants' age, total seniority year and positions were also used as demographic control variables. This research, involving 150 people, was carried out in accommodation establishments in Istanbul. The data for

the research were collected by the easy sampling method with the permission of the relevant hotel managers. 300 questionnaires were distributed to fill the questionnaire and 150 of 175 questionnaires were found to be available.

A total of 300 people were sent a questionnaire, and 175 participants received feedback for the questionnaire after the study. However, for various reasons, the number of valid questionnaires has been taken into consideration as 150.

3.2. Data Collection Tools

In this research, survey method was used as a measurement tool. Some of the expressions in the scales were adapted according to the researched sector. The questionnaire form used as a measurement tool consists of three different sections. The Likert-type seven-grade scale developed by Berthon et al. (2005) was used to measure employer brand perception, and a scale developed by Rich, Lepine and Crawford (2010) was used to measure the perception of organizational commitment. Organizational commitment scale consists of 18 items and three sub-dimensions. These are; physical, cognitive and emotional commitment. The five-grade scale, which is a Likert type, was taken from Altunel (2015).

4. Finding

4.1. Demographic Findings

45% of the participants are from the 18–30 age group, while the other 43% are from the 31–40 age group. It constitutes 12% of the participants age group 41 and over. The total seniority year of 51% of the participants is less than 3 years. It is seen that 24% is between 4–7 years and 25% is more than 8 years. According to the findings of the analysis, it is understood that 53% of the participants are practitioner employees and 47% of them are executive.

4.2. Reliability of Scales and its of Validity

Cronbach's Alpha was used to test the reliability of the scales used in the study (See also. Table 1).

Table 1. Results of the Cronbach's Alpha

	Alpha
All Questions	0,877
Employer's Brand	0,97
Organizational Commitment	0,959
Physical Commitment	0,94
Cognitive Commitment	0,947
Emotional Commitment	0,906

In the literature, it is accepted that the scale is reliable when Cronbach's Alpha value is 0,70 and above. When evaluated with all the scales used in the study, Cronbach's Alpha value was found to be 0.877 (See also. Table 1). This shows that the reliability of the value scales is high.

Cronbach's Alpha value of employer brand scale is 0.97. This result is very close to ideal. Cronbach's Alpha value of the organizational commitment scale was found to be 0.959 (See also. Table 1).

Cronbach's Alpha values of the sub-dimensions of organizational commitment were 0.947 in the cognitive commitment sub-dimension, 0.94 in the physical commitment sub-dimension, and 0.906 in the emotional commitment sub-dimension (See also. Table. 1). In this case, these values show that the sub-dimensions of the organizational commitment scale are highly reliable.

Table 2. Test Results of the Kolmogorov-Smirnov and Shapiro-Wilk

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employer's Brand	0,114	150	0	0,823	150	0
Physical Commitment	0,192	150	0	0,787	150	0
Cognitive Commitment	0,168	150	0	0,839	150	0
Emotional Commitment	0,137	150	0	0,888	150	0
Organizational Commitment	0,129	150	0	0,845	150	0

As a result of both Kolmogorov-Smirnov and Shapiro-Wilk tests, it was decided that the distribution of the series was not normal, since the tail probability value was less than 0.05 level. Therefore, in this study, t test, ANOVA etc. Mann Whitney U test, which is the non-parametric equivalent of the tests, is Kruskal Wallis test, etc. tests will be used.

4.3 Distribution of Demographic Variables According to the Average Scores of the Scales

Sometimes the distribution of the Employer Brand and Organizational Commitment scores varies according to the demographic variable levels. The purpose of this analysis is to determine at which demographic variable level the scores have a higher average. In the literature, it is stated that the margin of error up to 0.10 is accepted in statistical data (Kul, 2014, p. 12). In this study, some analyzes were made according to the 10% error margin standard.

Table 3. Kruskal Wallis Test Based on the Relationship Between Age Groups and Factors

	Age	n	Mean Average	sd	X ²	p
Employer's Brand	18-30 age	68	76,88	2	1,84	,399
	31-40 age	64	71,02			
	41 age and older	18	86,19			
	Total	150				
Organizational Commitment	18-30 age	68	73,45	2	10,479	,005
	31-40 age	64	69,09			
	41 age and older	18	106,06			
	Total	150				
Physical Commitment	18-30 age	68	72,93	2	6,07	,048
	31-40 age	64	71,69			
	41 age and older	18	98,78			
	Total	150				
Cognitive Commitment	18-30 age	68	73,31	2	9,843	,007
	31-40 age	64	69,59			
	41 age and older	18	104,78			
	Total	150				
Emotional Commitment	18-30 age	68	73,39	2	7,6	,022
	31-40 age	64	70,42			
	41 age and older	18	101,53			
	Total	150				

According to the results obtained, it was determined that there was a statistically significant difference between the score they got from the organizational commitment scale and their ages (χ^2 : 10,479, $p < 0.05$). Considering the sub-dimensions of organizational commitment, when the results are examined; physical, cognitive and emotional commitment scores were also found to differ statistically according to age groups (χ^2 : 6.07, $p < 0.05$; χ^2 : 9.843, $p < 0.05$; χ^2 : 7.6, $p < 0, 05$). On the other hand,

it is seen that there is no statistically significant difference between the scores of the participants from the employer brand scale and their ages (χ^2 : 1.84, $p > 0.05$).

It was observed that the average of the highest rank was 41 years old and above, while the lowest rank belongs to the 31–40 age group, with a significant difference in all scale sizes. The low organizational commitment scale scores of the 31–40 age group can be explained by the uneasiness that employees of this age group feel at the career level. As against, the high score of employer brand and organizational devotion scale of participants aged 41 and over can be explained by the assumption that the employees in this age group are probably in the executive positions and have reached their desired places in the working life.

Tablo 4. Kruskal Wallis Test Based on the Relationship between the Seniority Year and Factors

	Your total working time (year of seniority)	n	Mean Average	sd	X ²	p
Employer's Brand	Less than 3 years	77	81,51	2	3,495	,174
	4–7 years	36	65,65			
	More than 8 years	37	72,57			
	Total	150				
Organizational Commitment	Less than 3 years	77	83,12	2	6,004	,050
	4–7 years	36	62			
	More than 8 years	37	72,78			
	Total	150				
Physical Commitment	Less than 3 years	77	82,52	2	5,005	,082
	4–7 years	36	63,68			
	More than 8 years	37	72,39			
	Total	150				
Cognitive Commitment	Less than 3 years	77	82,44	2	5,930	,052
	4–7 years	36	61,44			
	More than 8 years	37	74,74			
	Total	150				
Emotional Commitment	Less than 3 years	77	80,51	2	2,138	,343
	4–7 years	36	70,43			
	More than 8 years	37	70			
	Total	150				

According to the results obtained, it was determined that there was a statistically significant difference between the points received by the organizational commitment and the years of total seniority ($\chi^2: 6,004, p < 0,10$). When analyzed in terms of the sub-dimensions of organizational commitment; It was also determined that the scores obtained from physical and cognitive commitment showed a statistically significant difference compared to the total seniority year ($\chi^2: 5,005, p < 0,10$; $\chi^2: 5,930, p < 0,10$). On the other hand, there was no statistically significant difference between the employer brand and the emotional scale, which is the sub-dimension of organizational commitment, and the total seniority year ($\chi^2: 3.495, p > 0.05$; $\chi^2: 2.138, p > 0.05$).

The highest order in which there is a significant difference in terms of all scale sizes; while the average score is the group with a total seniority year of less than 3 years, the lowest rank is seen to belong to the group with a total seniority year between 4–7 years. The employer brand and low organizational commitment scale scores of the group with a total seniority year of 4–7 years can be explained as the career expectations failure to satisfy. However, the employer brand and organizational commitment scale scores of the participants with a total seniority year less than 3 years can be explained by the assumption that this group is trying to hold onto the working life.

Emotional devotional score, which is the sub-dimension of organizational devotion, seems to score lower than the participants in terms of physical and cognitive devotional sub-dimension of organizational devotion. This situation can be interpreted as that the participants have the necessary energy to work, they are highly dependent on their organizations, but they do not adopt the work they do equally.

According to the results obtained, it has been determined that there is a statistically significant difference between the organizational commitment and the sub-dimensions of physical commitment, cognitive commitment and emotional commitment, and the status of the participants in the institution ($u:1827,000, p < 0,05$; $u:1844,000, p < 0,05$; $u:1985,000, p < 0,05$, $u:1961,000, p < 0,05$). It was determined that there was no statistically significant difference between the score obtained from the employer brand and the status scores of the participants from the institution ($u: 2438,500, p < 0.05$).

In terms of all scale dimensions, it is seen as a significant difference that the participants who are in the executive position are in the higher rank average compared to the participants who are not in the executive position. This can be explained by meeting the career expectations of the managers (See also. Table. 5).

Tablo 5. Mann Whitney U Test Based on the Relationship between Position and Factors

	Your status in the institution	N	Mean Average	u	p
Employer's Brand	I'm not a manager	80	70,98	2438,500	,173
	I'm a manager	70	80,66		
	Total	150			
Organizational Commitment	I'm not a manager	80	63,34	1827,000	,000
	I'm a manager	70	89,4		
	Total	150			
Physical Commitment	I'm not a manager	80	63,55	1844,000	,000
	I'm a manager	70	89,16		
	Total	150			
Cognitive Commitment	I'm not a manager	80	65,31	1985,000	,002
	I'm a manager	70	87,14		
	Total	150			
Emotional Commitment	I'm not a manager	80	65,01	1961,000	,001
	I'm a manager	70	87,49		
	Total	150			

4.4. Findings Related to Hypothesis Testing

Hypothesis testing findings, main research hypothesis and sub-research hypotheses were examined.

4.5. The Main Research Hypothesis Analysis and Findings

In this study, in which the effect of the employer brand in the hospitality sector, which is the subject of the study, on organizational commitment was investigated, it was determined that the scale scores contain separate values and did not normally disperse. In such cases where there are observations other than the known, it is not possible to produce suitable solutions with parametric methods, which are frequently used in the literature. Therefore, Kernel regression, one of the non-parametric regression methods, was used to determine the interaction between the variables. There is no definite information in the literature about the size of bandwidth or what values it should be among, although bandwidths are positive values greater than zero. The quality of the estimates is reduced, as only the local neighborhood is moving towards the globe when the values are too large (Tezcan, 2009).

Tablo 6. The Impact of Employer Branding on Organizational Commitment

	Variant	Coefficient	Std. Fault	Z	p
Average	Organizational Commitment	76.87244	.9347061	82.24	0.000
Impact	Employer's Brand	.1601902	.0907326	1.77	0.077
R ² = 0.2009					
			Average		
Width of the band (Method: Cross Validity)	Employer's Brand	10.52891			

Statistically significant relationship was found between organizational commitment and employer brand, which is an independent variable, at a level of 10% significance ($p:0.077 < 0.10$). With the cross validity method, the bandwidth was determined as 10.52 for the employer brand. It was determined that the rate of explanation of the change in the organizational commitment of the employer brand scale score alone was determined according to the non-parametric regression analysis (see also Table.6). As a result of this analysis, the average organizational commitment was found to be 76.87. Alternative hypothesis (H_1) was accepted by success in rejection of the null hypothesis. Otherwise observed that a one-unit change in the employer brand led to an increase of 0.16 in organizational commitment. Other than this, no statistical relationship was found between the employer brand, which is the independent variable, and the sub-dimension of organizational commitment, physical, cognitive and emotional commitment. In this case, alternative hypotheses (H_2 , H_3 , H_4) were not accepted and the success of the rejection of the null hypothesis was not achieved.

4.6. Conclusion and Recommendations

In the analyzes conducted to determine the conceptual structure of organizational commitment, employer brand practices have shown that the employer brand score affects the total score of organizational commitment. On the other hand, there is no evidence that employer brand practices affect the sub-dimensions of organizational commitment, which is the sub-dimensions of physical, cognitive and emotional commitment.

Suggestions to the Researchers

In this study, the concept of organizational commitment is tried to be explained only by employer brand variable. In this study, the number of participants was limited to 150 people. In case the research is repeated with more participants, statistically significant relationships can be found between employer brand practices and

organizational commitment sub-dimensions. The research can be repeated by adding different variables in future studies.

Suggestions for the Users

In this study, it has been determined that employer brand practices affect the organizational commitment variable although research has been done with limited number of participants. Based on this result, it is possible that improvements to be made in the field of employer branding in the hotel industry will increase the commitment levels of the employees of the organization.

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