

## RESEARCH ARTICLE

## Open Access

## Providing a Service Compensation System with the Approach of Improving the Employer Brand in Bank Refah

Seyyed Kambiz Talebi Ahmadi<sup>1</sup>, Mojtaba Tabari<sup>2\*</sup>, Yusof Gholipour Kanani<sup>3</sup>

### Abstract

The purpose of this study is to provide a service compensation system with the approach of improving the employer brand in Refah Bank. This study is applied in terms of purpose, exploratory in terms of data collection method, and qualitative and quantitative (mixed) in terms of data nature. The method of data collection and analysis was used in the qualitative part, interview type, and theme analysis method were used for analysis, and in the quantitative part, it was a questionnaire and structural equation modeling with the partial least squares (PLS) approach. The current research community was formed by experts and experts related to the research topic in Refah Bank branches as well as marketing professors in the university. In this research and the qualitative section, the opinions of 28 experts were used using the snowball sampling method. Also, in the statistical part of the research, based on the available sampling method and Cochran's formula, the opinions of 225 experts related to the research topic were used. The process of data analysis was done in two stages, which includes identifying the dimensions and components of the system through interviews and theme analysis; Validation of the research model is through questionnaire and structural equation modeling method with partial least squares (PLS) approach. The results showed that the service compensation system with the approach of improving the employer brand in Refah Bank has three main dimensions including system input indicators, system processes and system output indicators.

**Keywords:** *System, Service compensation, Employer brand, Refah Bank*

### Introduction

Today, the discussion of employing top talents is discussed all over the world and many researchers have proposed strategies to attract talented applicants. Most of these strategies are short-term and prepared for a new job position in the organization (Spoljaric and Ozretic Dosen, 2023). Therefore, organizations in today's world are facing an increase in knowledge jobs, a lack of talented job applicants, diversity of the workforce, and problems in attracting and retaining the required talents (Maqdliyan and Setiawan, 2023). Therefore, choosing and attracting suitable applicants is considered as the key to the success of the organization in

the future. Because today basically the competition to attract talented employees is as wide as the competition for customers (Mican et al., 2023). Therefore, in such a situation, the reputation as an attractive employer is considered a competitive advantage (Azhar et al., 2024). So, organizations should strive to become an attractive employer. In this regard, Kucherov et al. (2022). The war for talents is raised as an issue that has occupied the minds of senior managers of organizations around the world. Soeling et al. (2022), also states that there is a war for talented employees in the world. Having said that, the time of fierce competition for talented employees has come. In this regard, researchers have

1. Ph.D Candidate, Department of Management, Qaemshahr Branch, Islamic Azad University, Qaemshahr, Iran

2\*. Associate Professor, Department of Management, Qaemshahr Branch, Islamic Azad University, Qaemshahr, Iran (Corresponding Author: Mo\_tabari@yahoo.com)

3. Assistant Professor, Department of Management, Qaemshahr Branch, Islamic Azad University, Qaemshahr, Iran

introduced employer branding as a long-term strategy to attract talented employees (Knop, 2022; Wang et al., 2023; Yagmur and Myrvang, 2023).

The important issue is basically that one of the duties of human resources management is to administer the service compensation system (Jalalzadeh and Momeni, 2024). The term service compensation is considered synonymous with payroll administration in some texts, but this term has a broader concept than payroll administration, which usually refers to financial receipts that are applied to employees (Lin et al., 2022). Service compensation does not only include external receipts such as salaries and benefits, but also includes all other receipts that are in the nature of employment. Such as recognition and promotion, promotion, providing opportunities for advancement, rich and meaningful job and favorable working conditions, as well as suitable organizational culture (Prasetyo et al., 2023). In this regard, managers can use the appropriate design of the service compensation system in order to monitor and influence the behavior of the organization's people and increase individual and organizational productivity. In addition, it can be argued that a suitable service compensation system can lead to attracting, maintaining and cultivating human resources (Nikfar and Mozaffari, 2023). Therefore, the service compensation system that has a function beyond the payroll administration and is designed and implemented in a comprehensive and holistic manner can lead to the improvement of the employer's brand. Now, the next question that naturally arises is how and through what system can human resources connect or create service compensation with the approach of improving the employer's brand? This is a question that has not been clearly answered in previous research. In addition, the role and importance of the topic has increased the need for research on the identified gap to deepen the existing knowledge about the concepts related to the existence, effects and consequences of the topic.

On the other hand, most people who live in Iran know that financial institutions, including banks, are a suitable place for employment, because the benefits and working conditions, including working hours, housing loans for employees, work dignity and other things are suitable. . Therefore, the name of the bank itself has turned into a brand, and among Iranian organizations, institutions, companies and banks, Refah Bank is one of the banks that is seeking to attract the best. Bank Refah was established in 1339 with the aim of providing all banking services to different sections of the society and creating the necessary facilities for the working class. Its vision for the future is to become a symbol of providing differentiated services among the country's banks, and to achieve this goal, there should be many capable and talented people in the organization. Based on this, the first line of quality policy of Refah Bank is considering the fair payment system, the qualitative development of human resources and improving the working life of employees by increasing the level of authority and establishing appropriate interaction between management and employees, which is considered to attract and retain talented employees (Tadris et al., 2022). Refah Bank, as a service institution to develop its market share among financial and credit competitors, needs special employees to achieve sustainable competitive advantage with their cooperation and efforts. In this direction, Refah Bank must have special values in order to be recognized by human resources as the best place for work and activity, which (attractiveness of the employer's brand) will lead to the retention of current employees and the attraction of future employees (Ghasemi et al., 2022). Therefore, it is evident that paying attention to this importance and methods of strengthening the attractiveness of the employer brand is a major issue for Refah Bank, which despite its importance, has not been studied much. In this regard, the researcher, with the knowledge of the research gaps in this regard, has decided to examine the service compensation with the

approach of improving the employer brand in Refah Bank and answer the question that what is the service compensation system with the approach of improving the employer brand in Refah Bank?

In this article, first, it examines the theoretical and literature review and presents the financial technology, banking industry and the relationship between financial technology and banking industry based on previous studies. Second, the methodology used in this research is briefly stated. Then he presents the findings and finally discusses the results and practical implications of this research.

### Literature Review

Every organization is the embodiment of two brands: employer brand and consumer brand. While each of these brands includes a different target group and driving force; Brands may intersect to reinforce each other or overlap (Darvish et al., 2023). For most people, it is difficult to separate the company as an employer from the company as a service provider, which means that a good or bad news story about an organization can affect both brands. It has an effect, whether the organization likes it or not (Cho et al., 2022). Likewise, employees who are placed in the right position believe in their organization's products, and a customer who is loyal to an organization's products is more eager to work for the company that provides the product (Bonisoli and Guanuna, 2023). In other words, an organization that is a good place to work can be considered as a company that is worth buying and vice versa. For these reasons, both internal branding and external branding are important to remain and become an industry-leading organization (Cruz-Ruiz et al., 2022). The ultimate goal of employer branding is to achieve special brand value from the point of view of potential and current employees of the organization (Reza Soltani et al., 2023). Employer branding means creating, maintaining and positioning a unique image of the organization as the chosen employer in the labor market. Achieving this unique

image can be considered a competitive advantage for the company in a situation that experts have called the competition for talent (Hong et al., 2023).

On the other hand, the concept of employer branding has a close relationship with the duties of the human resource management department. The basis of human resource management includes the management activities of people who are working together to achieve a common goal. The traditional tasks of the human resource management department include recruitment, selection process, acceptance, training and development, performance management and service compensation. Based on the old views, these characteristics are considered among the main tasks of the human resources management department. This type of human resource management has been criticized due to its current contribution in increasing the performance of the organization (Dalvand and Zohdi, 2023). As a result of this criticism, the human resource management department has resorted to a new approach, which is called strategic human resource management. This approach combines parts of the human resource management department and relates it to a wider content and intra-organizational activities. Strategic human resource management emphasizes the relationship between human resource management strategies implemented by the organization and the effect of these strategies on organizational performance (Belte et al., 2023).

Therefore, the strategic human resource management approach can be considered as the only remaining variable in organizational competition. The reason for applying changes in the dimensions of human resource management is the need for global thinking and local implementation of defined measures, which is caused by the increase in the globalization process. Research emphasizes learning and participation; But it also refers to managing diversity, complexity and resolving ambiguities to achieve success and successful change; Therefore, creativity and innovation should be looked at as a way

to increase performance. This can be achieved through a free flow of information and joint learning. The intellectual capital of an organization is an important variable. In other words, attracting, developing and retaining people who can do things in the best possible way and according to the wishes of the management department. Various researches and studies have also shown that the strategic capability of an organization depends on the capability of its human resources; Therefore, the strategic management of human resources is not only related to acquiring and maintaining the appropriate quantity and quality of employees; Rather, it selects and cultivates employees who are in harmony with the strategic and cultural needs of the organization. The strategy of providing human resources ensures the organization to acquire, retain and use the employees it needs effectively and efficiently, this strategy is a key part. It is a human resource management process (Panta et al., 2023).

Human resource recruitment strategies are designed and implemented with the aim of obtaining suitable employees who have high levels of competencies, skills, knowledge and potential for future training. Effective recruitment is achieved through the formulation of strategies for attracting the most qualified personnel to the organization. Today, in order to combat the inadequacy of human capital, the demand of organizations for skilled employees has increased, attracting potential employees is considered a big challenge for organizations. A decline in qualified applicants has made it difficult to recruit the right employees for the right jobs. The focus of organizations has changed from employee selection to employee recruitment (Marchiori et al., 2022). Indeed, the success of an organization depends on its ability to attract. Given that opportunities are available in the environment and waiting to be discovered, individuals who possess superior human capital can consciously discover opportunities. One of the ways to acquire superior human resources is employer branding. Employer branding is used to

increase the attractiveness of the employer and also to improve the reputation of the organization, and its identity is derived from the two dimensions of human resources and marketing. In fact, just as the customer brand (pure marketing meeting point of view) is for defining the goods and services of an organization, the employer brand point of view (human resource marketing) is also for defining the work attractiveness of an organization. In general, organizations that are different in terms of employees, jobs, market, product, size, etc. may also be different in choosing service compensation plans. There are few recognition services (Metz and Stamper, 2021).

In the following, the research related to the research topic is summarized and mentioned:

-Azhar et al. (2024) in research titled: "Employer branding: A strategy to enhance organizational performance" showed that the insignificance of the moderating role of interdepartmental communication on employee retention and performance. The findings of this research highlight that by developing better employer branding standards, hotels can position themselves as top employers of choice to improve organisational performance.

-Japutra et al. (2024) in study titled: "Understanding employer branding within MNC subsidiaries: Evidence from MNC hotel subsidiaries in Indonesia" dedicated that the company employer branding process is being influenced by several factors that exist only in the country of the MNC hotel subsidiaries. This study is important to explain the contextual factors of stakeholder preferences in the management of internal marketing within international MNC subsidiaries.

-Poljasevic (2024) in study titled: "Employer Brand Promotion: Does it really Matter in Transition Countris?" showed that organizations operating in Bosnia and Herzegovina do not recognize the importance of the organisation's website in promoting the employer brand and establishing two-way communication with potential job candidates. Regardless of the fact that in the

structure of large companies in Bosnia and Herzegovina dominated companies that require lower-skilled labour, employer branding is a useful management tool that contemporary organisations use in the labour market competition. In this context, the use of all available means of communication, including the company website, is the right approach that can attract quality job candidates

-Ghaisani and Saragih (2024) in study titled: "Strategic plan for internal employer branding at Indonesia telecommunication company for the period 2024-2025" showed that the critical importance of employer branding for both internal and external facets of the company. It will highlight the significant benefits of implementing employer branding internally as a corporate strategy for effective employee retention and management.

-Khatun et al., (2023) in their research titled: "Impact of development opportunities and compensation on employee retention: A comparative study on banking industry of Bangladesh" concluded that compensation is more significant than development opportunities on employee retention. Managers need to project compensation plans perceived by employees at different levels so that the organization's goal can be easily reached. Previous studies that are on employee retention measured the impact of development opportunities and compensation. But this study considers the comparative impact regarding the use of which one is most significant for employee retention.

Wu et al., (2023) in an article titled: "Digital banking and deposit: Substitution effect of mobile applications on web services" showed that technological infrastructure and access to digital resources play in shaping the success of m-banking as a transformative financial service.

-Alzaid and Dukhaykh (2023) in an article titled: "Employer Branding and Employee Retention in The Banking Sector in Saudi Arabia: Mediating Effect of Relational Psychological Contracts" showed that

employer branding is positively and significantly related to relational psychological contracts and employee retention. Furthermore, a relational psychological contract significantly mediates the relationship between employer branding and employee retention

-Ernaningsih et al., (2023) in an article titled: "The effect of capitalization on the competition-stability Nexus: Evidence from dual banking systems" dedicated that comparative analysis between conventional banks (CBs, hereafter) and Islamic banks (IBs, hereafter) reveals that, compared to CBs, competition is more detrimental to the stability of IBs. Importantly, our analysis reveals that higher bank capitalization moderates the negative effect of competition on bank stability and that the magnitude of the effect is similar between CBs and IBs.

-Sehhat et al., (2023) in their research titled: "Designing a Multi-level Model of Employer Branding in Trade Banking System" concluded that 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.

The most important innovations of this article are:

- ✓ Examining the most important service compensation challenges in Refah Bank;
- ✓ Investigating the most important ways to improve the employer brand in Refah Bank;
- ✓ Explaining the most important aspects of improving the employer brand in Refah Bank;
- ✓ Providing a service compensation system with the approach of improving the employer brand in Refah Bank.

## Research Methodology

This research is applied in terms of purpose, exploratory in terms of data collection method, and qualitative and quantitative (mixed) in terms of data nature. Among the qualitative, quantitative and mixed research, this research is included in the category of mixed research. In other words, this research has used the mixed method as a methodology to design the service compensation system with the approach of improving the employer brand in Refah Bank. The method of data collection and analysis in the qualitative part is interview and ground theory, and in the quantitative part, questionnaire and modeling of structural equations with partial least squares (PLS) approach. The participants in the research to conduct in-depth interviews and answer the questionnaire included experts and experts related to the research topic in Refah Bank branches as well as marketing professors in the university. Sampling in the qualitative section was done by non-probability snowball method. In order to select the interviewees in a targeted manner, first a list of capable people in the fields related to the research was prepared by the researcher and then the interview was conducted by referring to them if they wished. In the process of interviewing the target persons, if they introduced another

target person who had expertise in the field of research, if necessary, an interview was also conducted with him. It is worth mentioning that according to the qualitative research process, in order to make the data more productive, various groups including experts from Refah Bank and also experts from universities were interviewed in order to avoid data bias.

Sampling and interviewing continued until the sufficiency and saturation of the data took place and the researcher did not receive any different information. Therefore, in general, the number of samples in the current research was 28 experts, and the interviews lasted between 30 and 60 minutes. The data analysis method in the qualitative part was based on the theme analysis method. Also, in order to ensure the reliability of the results of the interviews, initial coding was done and after a short time, the codings were revised. In addition, one of the doctoral students of management was asked to participate in the research as a research associate (second coder) and help in revising the codings. In addition, the sampling method of the model validation section (structural equation modeling), sampling was available and according to Cochran's formula, the opinions of 225 people were used. Table 1 show the demographic characteristics of the interviewees in the qualitative section:

Table 1.  
*Characteristics of interviewees in the qualitative section*

Demographic variables	Variable levels	Abundance	Percentage abundance
Gender	Male	10	36
	Female	18	64
Age	Between 25-35 years	11	40
	Between 35-45 years	11	40
	More than 45 years	6	21
Work experience	Between 5 and 10 years	5	18
	Between 11 and 20 years	12	43
	Between 21 and 29 years	6	21
	Over 30 years	5	18
Education	BS	8	29
	MA	11	40
	Ph.D	9	31

**Findings**

**Identification of dimensions and components**

As mentioned in the research method section, in the current research, in order to collect data in the qualitative section, interviews were used and thematic analysis method was used for analysis. Based on this and with the aim of collecting qualitative data, after reviewing the literature related to the research topic, a framework was developed for asking questions of interviews with experts. In the following, 16 experts and experts related to the research topic were selected in Refah Bank branches as well as marketing professors in the university. In the second phase, the interviews conducted using Brown and Clark's (2006) six-step inductive theme analysis method were coded. Based on this and during the data familiarization phase, the speech evidence (62 cases) identified from the text of the interviews was labeled in the form of 38 primary codes. Next, the primary codes were categorized into eight sub-themes and then three main themes.

In the following, in order to familiarize with the coding stage, a part of the interview conducted with one of the participants is given:

Participant 3: *"...service compensation is a reward given to an employee in exchange for services or individual contributions. Contributions can be their time, knowledge, skills, abilities and commitment to the bank or project. Simply put, compensation is money an employee receives from an*

*employer as a salary or wage. Compensation does not just mean a paycheck, although it is part of it. Compensation includes a number of different elements that may include cash payments. and be non-cash. Compensation is one of the most important aspects of running a business that can make or break a business. Having a good compensation program can help organizations thrive and compete in their employer brand. Because companies focus on employer branding They invest to get good applicants, retain employees and create the image of a great employer. Banking is also a significant international business area. Compensation solutions are always needed in the banking industry and the basic need for recruitment. New professionals and retention of existing professionals are important in the banking industry. Some of the benefits of providing a suitable compensation package to employees include:*

*-It helps to consider the organization's payments for responsibility fairly*

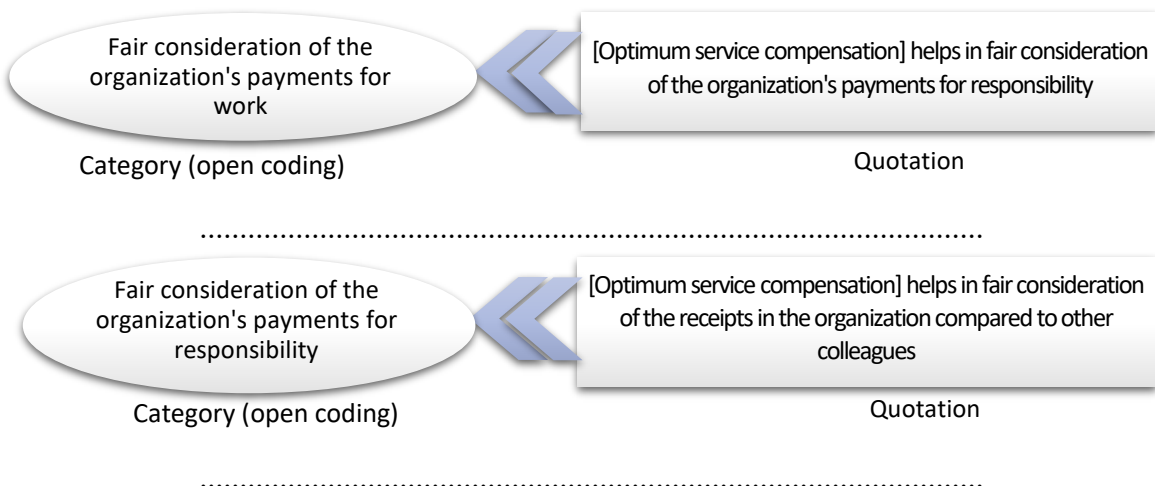
*-It helps to consider the receipts in the organization fairly compared to other colleagues*

*-It helps to consider the receipts in the organization fairly compared to other organizations*

*-It increases the satisfaction of the plans included in the bank's rules and regulations to support employees during retirement.*

*It helps to keep the best employee..."*

An example of doing familiarization and data labeling steps is presented in Figure 1:



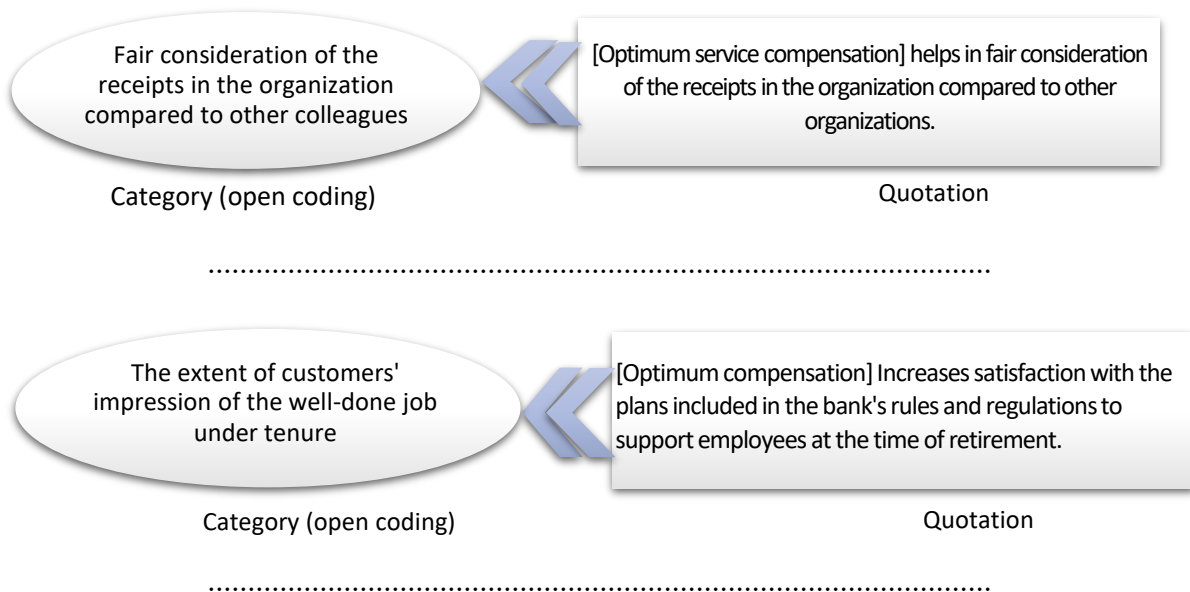


Figure 1. An example of how to perform the familiarization and data labeling steps

In the following, the obtained primary codes are examined and then the researcher puts the codes that are close to each other in terms of meaning and concept and have so-called semantic affinity with each other in a

group and creates new meanings and words. In fact, the researcher categorizes the codes in the form of sub-themes. To learn more about these categories, an example is given in Table 2.

Table 2.

An example of how to perform the stage of classifying primary codes and forming sub-themes

Sub-theme	Primary encoding	Primary encoding
Direct financial compensation	The satisfaction with salary received	The service compensation system in Refah Bank should be based on inflationary conditions and include satisfaction with the received salary(2).
	The satisfaction with the time of salary payment	The service compensation system in Refah Bank should have an appropriate schedule. For example, payments should be made every fifteen days (2)
	The satisfaction with the payment method	For the convenience and satisfaction of employees, payments have been digitized unlike in the past (1).
	The treatment of the organization's payments for work	[optimal service compensation] helps to consider the organization's payments fairly for responsibility (3)
	The consideration of the organization's payments for responsibility	[Optimum service compensation] helps to consider the receipts fairly in the organization compared to other colleagues (3)
	The treatment of receipts in the organization compared to other colleagues	[optimal service compensation] helps to consider the receipts in the organization fairly compared to other organizations (3)



Sub-theme	Primary encoding	Primary encoding
	The treatment of receipts in the organization compared to other organizations	Employees compare themselves with their peers in other banks and want to receive the same salaries and benefits (5).
	The need to revise the bank's salary and benefits system	In order to achieve the best employer brand, the salary and benefits payment system of Refah Bank must be changed according to the performance, which requires the redesign of the bank's compensation system (10).

According to Table 4, there are characteristics of satisfaction with the salary received, satisfaction with the time of salary payment, satisfaction with the method of salary payment, fair perception of the organization's payments for work, fair perception of the organization's payments for responsibility, fair perception of the receipts in The organization compared to other colleagues, the fair perception of the receipts

in the organization compared to other organizations, as well as the need to review the salary and benefits payment system of the bank, were placed in a category under the title of direct financial compensation. According to the presented sample, the final results of this category, or in other words, the summary of the final results of the current research (theme analysis), are presented in Table 3 for the sake of brevity.

Table 3.

*Summary of the results of research in the theme analysis section*

Main theme (dimensions)	Sub-theme (components)	Primary codinf
System input parameters	Prerequisites and parallel and simultaneous actions of the service compensation system	Fairness in payment
		Monitoring and transparency
		Collaboration between HR, compensation and branding units
Marketing and employer branding management	Bank manpower planning	Preparation of employment certificates
		Evaluation of job descriptions and jobs
		Internal marketing of current employees
System processes	Direct financial compensation	External marketing of potential employees
		Satisfaction with salary
		Satisfaction with the time of salary payment
		Satisfaction with the payment method
		Fair consideration of the organization's payments for work
		Fair consideration of the organization's payments for responsibility
		Fair consideration of the receipts in the organization compared to other colleagues
		Fair treatment of receipts in the organization compared to other organizations
		The need to revise the bank's salary and benefits system
		Indirect financial compensation
Satisfying the rules and regulations of the bank to use leave		

Main theme (dimensions)	Sub-theme (components)	Primary codinf
		Satisfaction with the plans included in the bank's rules and regulations to support employees during retirement
		Satisfaction with the measures taken to ensure the cleanliness of the employees and the work environment
	Non-financial job compensation	The need for a variety of skills to do the job Simple and repetitive job
		Customers' impression of the well-done job under tenure
		Independence at work
		Providing more opportunities to do the job correctly
	Non-financial compensation of the workplace	Relying on superiors during difficult times Evaluating the competence of the superior manager
		Intimate and friendly relations between colleagues
		Satisfaction of maintaining personal respect and dignity in the bank
		Satisfaction with working conditions and environment in terms of lack of stress
		Lower cost per hire
		Faster time to hire
		Less employee turnover
System output indicators	Improving the employer brand	Increasing the possibility of attracting passive potential employees
		Improve confidence
		Managing employee expectations
		Improving bank performance
		Achieving a competitive advantage

According to the results of the current research in the qualitative part, the service compensation system with the approach of

improving the employer brand in Refah Bank is presented as shown in Figure 2.

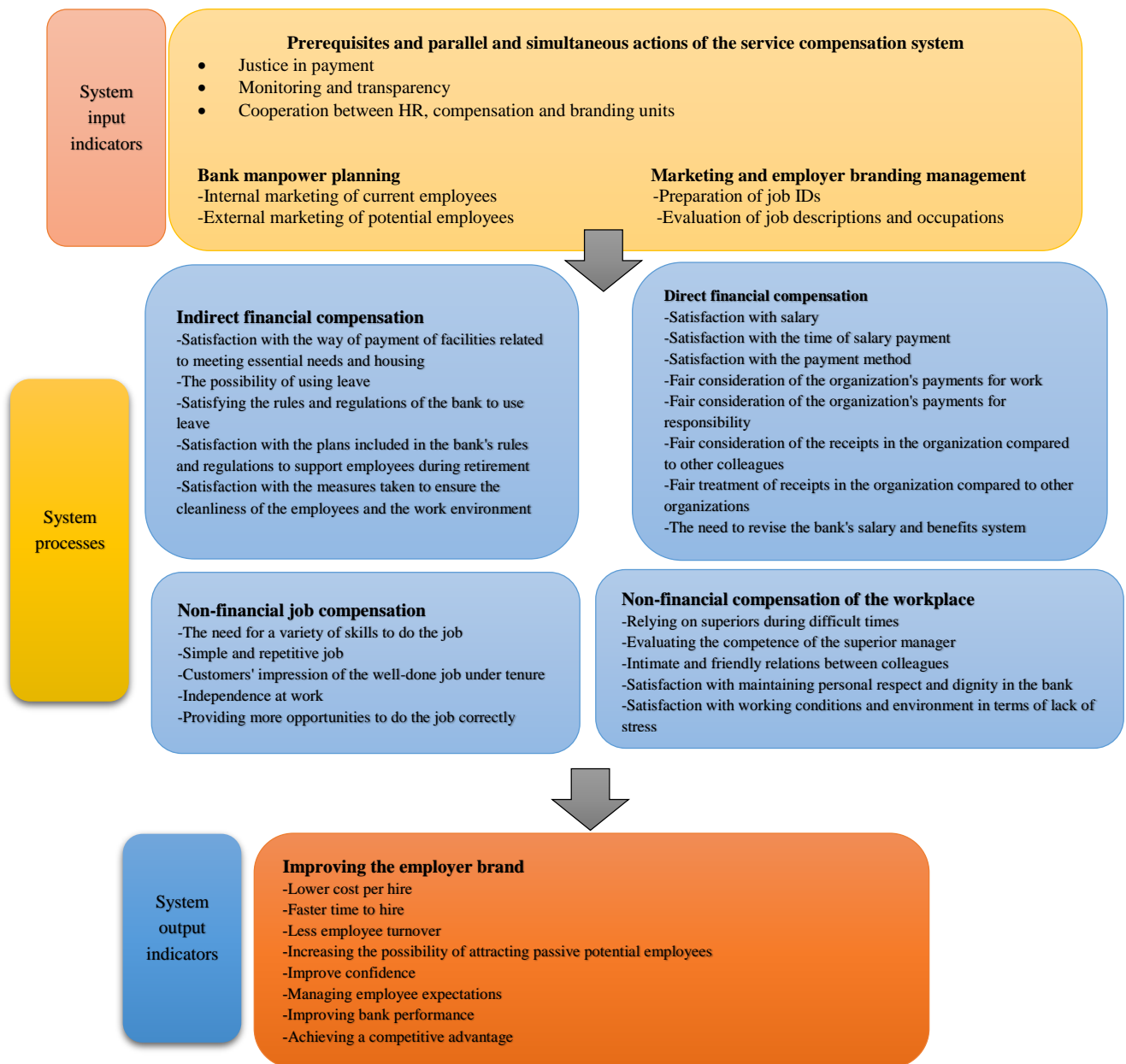


Figure 2. Service compensation system with the approach of improving the employer brand in Refah Bank

In the following, the research model is validated using the method of structural equations with partial least squares approach.

### Validation of the Research Model

In this part of the research, the evaluation of the measurement model (external model) and the structural model (internal model) of the research was investigated using the partial least squares (PLS) method. First, the descriptive statistics and then the inferential statistics resulting from the analysis are reported. Table 6 shows the descriptive statistics of the studied variables, including

the mean and standard deviation. The distribution results of the sample (225 people) showed that 188 of the respondents are male (84%), and 37 are female (16%). 131 people (58%) of the sample were between twenty-five and thirty-five years old, 81 people (36%) were between thirty-five and forty-five years old, 13 people (6%) were over forty-five years old. In terms of education, 47% of the respondents (106 people) have a bachelor's degree and 44% of the respondents (99 people) have a master's degree and 9% of the respondents (20 people) have a doctorate degree. In terms of work

experience, 26% of the respondents (59 people) have 5 to 10 years of work experience, 43% of the respondents (98 people) have between 10 to 20 years of

experience, 28% of the respondents (62 people) from 20 to 30 years of experience, 3% of the respondents (6 people) have more than 30 years of experience.

Table 4.

*Characteristics of interviewees in the quantitative section*

Demographic variables	Variable levels	Abundance	Percentage abundance
Gender	Male	188	84
	Female	37	16
Age	Between 25-35 years	131	58
	Between 35-45 years	81	36
	More than 45 years	13	6
Work experience	Between 5 and 10 years	59	26
	Between 11 and 20 years	98	43
	Between 21 and 29 years	62	28
	Over 30 years	6	3
Education	BS	106	47
	MA	99	44
	Ph.D	20	9

In the following, the fitting of measurement models was done through factor loading and three measures of Cronbach's alpha, composite reliability and divergent validity. Since all items had a factor load greater than 0.4, no question was removed. The values related to the combined reliability coefficient for all structures are higher than 0.7 and indicate the appropriate reliability of the model. Also, convergent validity examines the degree of correlation of

each construct with its variables (indices). Average Variance Extracted (AVE) measure calculated by PLS software is used for this purpose. The appropriate value for AVE is 0.5 or higher. According to the results presented in Table 6, combined reliability (AVE), all are in the relevant range, it is possible to confirm the appropriateness of the reliability and validity situation and the convergence of the external relations of the research model.

Table 5.

*Fit of measurement models*

	Composite (reliability(Alpha>0/7))	Convergent validity (AVA>0/5)
Marketing and employer branding management	0.802	0.670
Bank manpower planning	0.783	0.643
Improving the employer brand	0.866	0.548
Non-financial job compensation	0.774	0.509
Non-financial compensation of the workplace	0.773	0.514
Indirect financial compensation	0.797	0.544
Direct financial compensation	0.856	0.532
System output indicators	0.865	0.548
System input parameters	0.802	0.573
System processes	0.915	0.585
Prerequisites and parallel and simultaneous actions of the service compensation system	0.762	0.519

Also, the research model was tested using the partial least squares technique and Smart PLS software. In this model, all relationships were analyzed simultaneously. In the

following, the research model is presented in the form of standardized coefficients (t value) (Figure 3).

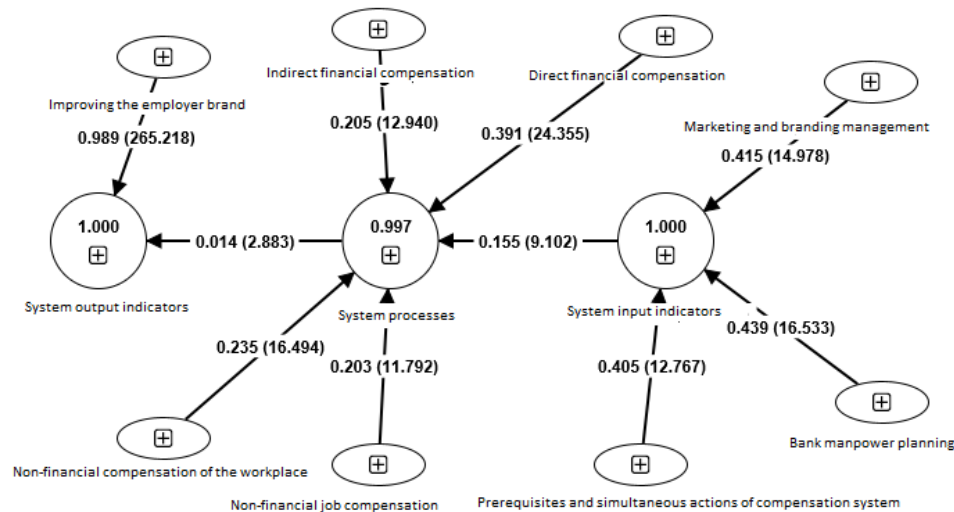


Figure 3. Test of the research model in the case of standardized coefficients (t value)

According to the fitted model of Figure 1, the value of the t statistic for all routes is greater than 1.96 and the probability of the said statistic is less than 0.05. Therefore, it is within the acceptable range. Accordingly,

according to the fitted model; Path coefficients, standard deviation, T statistic and probability value (P) are as shown in Table 6:

Table 6.

*Structural model execution results*

Path	Path coefficients	Standard deviation	T Statistic	Probability values
Employer branding and marketing management -> system input indicators	0.415	0.028	14.978	0.000
Bank manpower planning -> system input indicators	0.439	0.027	16.533	0.000
Improvement of employer brand -> system output indicators	0.989	0.004	265.218	0.000
Non-financial job compensation -> system processes	0.203	0.017	11.792	0.000
Non-financial compensation of work environment -> system processes	0.235	0.014	16.494	0.000
Indirect financial compensation -> system processes	0.205	0.016	12.940	0.000
Direct financial compensation -> system processes	0.391	0.016	24.355	0.000
System Input Indicators -> System Processes	0.155	0.017	9.102	0.000
System Processes -> System Output Indicators	0.014	0.005	2.883	0.004
Prerequisites and parallel and simultaneous actions of the service compensation system -> system input indicators	0.405	0.032	12.767	0.000

According to the results obtained from Table 8, the T statistic shows the significance of the relationships of the model variables, because the probability value of this statistic is less than 0.05. In other words, the significance test of path coefficients shows that all paths are statistically significant and their effect is confirmed. This means that the components compiled in the research model have adequate reliability after removing the above paths.

### Discussion and Conclusions

The purpose of system design at the academic level is to gather concepts or create related structures and group system components in the form of different dimensions in order to improve knowledge about the desired phenomenon. Considering this issue, it was considered necessary to pay attention to the service compensation system with the approach of improving the employer's brand, which does not prevent the use of existing systems, but provides useful concepts and structures to explain the desired phenomenon in Refah Bank. Also, due to the lack or lack of a clear system about service compensation with the approach of improving the employer's brand, the present research, while examining the proposed systems for different environments, as a guide to provide a new system that considers service compensation with the approach of improving the employer's brand. To get it, he used the review of related researches conducted in this regard such as Alzaid and Dukhaykh (2023) and Wu et al., (2023) in the form of research background review in order to be able to identify the effective factors affecting the service compensation system in the various researches mentioned. The conducted investigations showed that various researches investigated different effective factors in various fields to indicate the better level of their application in a specific field or industry. Also, previous research did not pay much attention to the category of service compensation in combination with improving the employer brand. Therefore, it was important to design the service

compensation system with the approach of improving the employer's brand due to its greater application in the banking field, which had been neglected in the existing researches. In this regard and to help solve the existing research gaps in the country, this research presented the service compensation system with the approach of improving the employer brand in Refah Bank. The components of the mentioned model are based on the analysis of the results of the interviews with the theme analysis method, identifying and then validating the research model through structural equation modeling with the partial least squares (PLS) approach, and finally, the dimensions and components of the model.

A review of literature review shows that there is no research that deals with the design of the service compensation system with the approach of improving the employer's brand in Refah Bank. In the following, in order to explain the results of the research about the presented model, the following are stated:

Compensation system is a general term that includes salary system, incentive and reward system, and health and insurance system. The meaning of this system is the ways of compensating the services of employees in the organization and it includes all cash and non-cash payments (appreciation, growth opportunity, organizational culture, goods, insurance, welfare facilities, etc.) He is awarded. But what this research specifically addressed was the design of service compensation system with the approach of improving the employer's brand in the banking environment. The system presented in this research consists of three main components. The first part of the mentioned system is the input indicators. Input indicators are all the things that are somehow entered into the system and enable the system to function. Obviously, without them, it would be impossible to continue its life and activity. Among the input indicators identified in this research are the prerequisites and parallel and simultaneous actions of the service compensation system, which includes

fairness in payment, monitoring and transparency, cooperation between human resources units, service compensation and branding. In this regard, it can be stated that one of the main goals of any payment system is to establish justice in paying employees. These prerequisites and parallel and simultaneous actions of the service compensation system are necessary to improve the employer's brand. For example, justice in the service compensation system does not mean equality, but it does not mean neglect either; For this reason, a floor and a ceiling have been set in Refah Bank's payments. Therefore, trying to create a fair image of Refah Bank's employer brand helps to realize the optimal service compensation system in this bank. Of course, it can also be the opposite. The findings of this part of the research are consistent with the findings of Poljasevic (2024) research.

According to the research findings, the system processes form the second part of the service compensation system with the approach of improving the employer brand in Refah Bank. In this regard, the present research, direct financial compensation includes satisfaction with the salary received, satisfaction with the time of salary payment, satisfaction with the method of salary payment, fair consideration of the organization's payments for work, fair consideration of the organization's payments for responsibility, It has identified the fairness of receipts in the organization compared to other colleagues, the fairness of receipts in the organization compared to other organizations, as well as the need to review the bank's salary and benefits payment system as factors for the formation of direct financial compensation in Refah Bank. In fact, the service compensation system in Refah Bank should be based on the inflationary conditions and include satisfaction with the salary received. It must have proper timing. The findings of this part of the research are consistent with the findings of Japutra et al (2024) research.

Also, the results of the research showed that the non-financial compensation of the

job, which includes the need for a variety of skills to do the job, the simple and repetitive nature of the job, the impact of the customers on the job being done well under the tenure, independence in the work and also providing more opportunities to do the job correctly. It is among the essential processes of the system to achieve optimal service compensation with the approach of improving the employer brand in Refah Bank. In this regard, it can be stated that there are certain jobs whose basic functions and position cannot be modified. In such cases, a change in job design to include different skill types often means that the employee can rotate between tasks to limit repetitive motion. Therefore, since continuous or excessive repetitive motions may eventually lead to injury, careful job design can reduce the number of workers' compensation claims the bank receives. Also, work autonomy in the non-financial job compensation system is the power given to an individual to design his tasks and work environment in a way that enables him to perform at his best. Therefore, leaders and human resource managers in Refah Bank should try to help employees meet this need by creating environments that support independence at work so that they are more motivated to do work. The findings of this part of the research are consistent with the findings of Azhar et al (2024), and Wu et al., (2023) research.

According to the findings of the research, the non-financial compensation of the work environment, which includes being dependent on superiors in times of difficulty, assessing the competence of the superior manager, the intimacy and friendliness of relations between colleagues, the satisfaction of maintaining personal respect and dignity in the bank, as well as the satisfaction of The working conditions and environment become stress-free as another process of the service compensation system with the approach of improving the employer brand in Refah Bank. In this regard, it can be stated that the evaluation of superior manager's competence by employees can be seen as one of the non-financial compensation components of the

work environment in the comprehensive system of Refah Bank. On the other hand, the compensation system of Refah Bank should follow the interactive and communication capabilities between employees with the aim of improving the employer brand, and the managers of Refah Bank should focus more on strengthening the employer brand and job enrichment in order to increase the level of dignity and self-esteem of their employees. Have. As an example, they can try to identify the dimensions of dignity and its impact on the employer brand among the employees of Refah Bank.

### Suggestions

1. According to the results of the research, based on the relationship between the service compensation system and the employer's brand, it is suggested that financial and non-financial aspects should be looked at comprehensively in the design of the service compensation system;
2. According to the results of the research, there is a significant relationship between the compensation system of direct financial services and the employer brand from the point of view of the respondents; Therefore, the quantitative and qualitative improvement of the compensation components of direct financial services is suggested in order to increase the employer's brand;
3. According to the results of the research, there is a significant relationship between the compensation system for indirect financial services and the employer's brand from the point of view of the respondents; Therefore, it is suggested to pay more attention and focus to the quantitative and qualitative improvement of indirect financial service compensation components in order to improve the employer brand;
4. According to the results of the research, there is a significant relationship between the compensation system for non-financial services resulting from the job and the employer's brand from the point of view of the respondents; Therefore, it is recommended to be careful in designing the job and strengthening the non-financial compensation components of the job in order to improve the employer's brand;
5. According to the results of the research, there is a significant relationship between the compensation system for non-financial services resulting from the work environment and the employer's brand from the point of view of the respondents; Therefore, it is suggested to pay more attention to the work environment and non-financial compensation components of the job in order to improve the employer's brand.

### References

- Alzaid, D., & Dukhaykh, S. (2023). Employer Branding and Employee Retention in The Banking Sector in Saudi Arabia: Mediating Effect of Relational Psychological Contracts. *Sustainability*, 15(7), 6115.
- Azhar, A., Rehman, N., Majeed, N., Bano, S. (2024). Employer branding: A strategy to enhance organizational performance. *International Journal of Hospitality Management*, (116), 1-18.
- Belte, A., Ridder, H., & Baluch, A. (2023). Addressing social-business tensions in hybridized nonprofit organizations: The contribution of strategic human resource management. *Journal of Human Resource Management Review*, 33(4), 726-742.
- Bonisoli, L., & Guanuna, R. (2023). Going green in Ecuador: Unpacking the motivations behind brand loyalty for organic products. *Journal of Cleaner Production*, (418), 394-409.
- Cho, M., Yun, H., & Ko, E. (2023). Contactless marketing management of fashion brands in the digital age. *European Management Journal*, 41(4), 512-520.
- Cruz-Ruiz, E., De la Cruz, E., & Zamarreno-Aramendia, G. (2022). Strategic Management of the Malaga Brand through Open Innovation: Tourists and Residents' Perception. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(1), 2037-2050.
- Dalvand, M. R., & Zohdi, M. H. (2024). Virtual & Cyber Whistle Blowing Role of Brand Hate among Home Appliance Customers. *Journal of System Management*, 9(3), 249-261.
- Darvish, A., Lotfizadeh, F., Heidarzadeh, K., & Mohtaram, R. (2023). Identifying the Effective



- Factors of Oral Electronic Marketing on Brand Equity. *Journal of System Management*, 9(1), 15-36.
- Ernaningsih, I., Smaoui, H., & Temimi, A. (2023). The effect of capitalization on the competition-stability Nexus: Evidence from dual banking systems. *Pacific-Basin Finance Journal*, (82), 698-714.
- Ghaisani, N., & Saragih, H. (2024). Strategic plan for internal employer branding at Indonesia telecommunication company for the period 2024-2025. *International Journal of Professional Business Review*, 9(4), 147-163.
- Ghasemi, L., Amini sabegh, Z., Sajadi, S. A., & Hashemi, S. A. (2022). Presenting a green human resources strategy model in the Workers' Welfare Bank with a future approach. *Future study Management*, 33(1), 84-102. [In Persian]
- Hong, E., Oark, J., & Sothonvit, A. (2023). The effect of customer ethnocentrism and customer participation on global brand attitude: The perspective of Chinese customer. *Journal of Retailing and Consumer Services*, (70), 1-14.
- Jalalzadeh, R., & Momeni, A. (2024). The impact of a brand's country of origin and manufacturer on customers' perceptions of a country's institutional environment and their purchasing decisions taking into account the moderating role of beliefs arising from customer trust. *Journal of System Management*, 10(1), 117-132.
- Japutra, A., Situmorang, R., Mariani, M., & Pereira, R. (2024). Understanding employer branding within MNC subsidiaries: Evidence from MNC hotel subsidiaries in Indonesia. *Journal of International Management*, 30(1),
- Khatun, M., Rahman, S., & Khatun, M. (2023). Impact of development opportunities and compensation on employee retention: A comparative study on banking industry of Bangladesh. *European Journal of Management and Marketing Studies*, 8(1), 633-651.
- Knop, S. (2022). Internal branding and job satisfaction: Investigating the roles of brand individuality and personality-brand fit. *Journal of Industrial Marketing Management*, (107), 70-81.
- Kucherov, D., Tsybova, V., Lisovskaia, A., & Alkanova, O. (2022). Brand orientation, employer branding and internal branding: Do they effect on recruitment during the COVID-19 pandemic? *Journal of Business Research*, (151), 126-137.
- Lin, T., Warner, K., Witter, S., Alazemi, N. (2022). Individual performance-based incentives for health care workers in Organisation for Economic Co-operation and Development member countries: a systematic literature review. *Journal of Health Policy*, 126(6), 512-521.
- Marchiori, D., & Rodrigues, R., & Mainardes, E. (2022). The relationship between human capital, information technology capability, innovativeness and organizational performance: An integrated approach. *Journal of Technological Forecasting and Social Change*, (177), 78-90.
- Maqdllyan, R., & Setiawan, D. (2023). Antecedents and consequences of public sector organizational innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(2), 117-136.
- Metz, I., Stamper, C. (2021). Feeling included and excluded in organizations: The role of human and social capital. *Journal of Business Research*, (142), 122-137.
- Mican, C., Fernandes, G., & Araujo, M. (2023). Modeling the Risk of an Organizational Development Portfolio. *Journal of Procedia Computer Science*, (219), 1930-1937.
- Nikfar, N., & Mozaffari, S. (2023). Organization for Economic Cooperation and Development (OECD). *Journal of Encyclopedia of Toxicology*, 2(7), 39-53. [In Persian]
- Panta, H., Narayanasamy, A., & Panta, A. (2023). Organizational capital and credit ratings. *Finance Research Letters*, (57), 191-205.
- Poljasevic, B. (2024). Employer Brand Promotion: Does it really Matter in Transition Countris? *Science International Journal*, 3(1), 1-17.
- Prasetyo, A., Hamid, A., Rinawati, H., & Ashari, H. (2023). Unlocking regional innovation: The role of management and organizational participation in boosting original income. *Journl of Heliyon*, 12(2), 276-291.
- Reza Soltani, M., Gholipour Fereydooni, S., Nabavi Chashmi, A., & Maleki, M. (2023). Designing and Explaining the Model of Brand Experience with the Citizenship Behavior of Customers in the Banking Industry. *Journal of System Management*, 9(3), 229-247.
- Sehhat, S., Dehghanan, H., Karimi Alavijeh, M. R., & Hashemi, K. (2023). Designing a Multi-level Model of Employer Branding in Trade Banking System. *Quarterly Journal of Brand Management*, 9(4), 13-64.

- Soeling, P., Ajeng Arsanti, S., & Indriati, F. (2022). Organizational reputation: does it mediate the effect of employer brand attractiveness on intention to apply in Indonesia? *Journal of Heliyon*, 8(4), 407-423.
- Spoljaric, A., & Ozretic Dosen, D. (2023). Employer brand and international employer brand: literature review. *Corporate Communications: An International Journal*, 28(4), 671-682.
- Tadriss, M., Amiri, M., Rahmanseresht, H., & Useli, A. (2022). Investigating the effect of subjective models on organizational performance and performance appraisal indicators from the perspective of a stable balanced scorecard (case study of Guilan Refah Bank branches). *Journal of Decisions and Operations Research*, 7(1), 43-54.
- Wang, Z., Zhang, Y., Zheng, K., & Liu, J. (2023). A review of mega-project management research from an organization science perspective: Current status and future directions. *Journal of Developments in the Built Environment*, (16), 973-990.
- Wu, L., Yu, D., & Yongbin, L. (2023). Digital banking and deposit: Substitution effect of mobile applications on web services. *Journal of Finance Research Letters*, (56), 311- 326.
- Yagmur, O., & Myrvang, N. (2023). The effect of organizational agility on crisis management process and organizational resilience: Health sector example. *International Journal of Disaster Risk Reduction*, (96), 566-582.