НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ
ТОМСКИЙ ГОСУДАРСТВЕННЫЙ УНИВЕРСИТЕТ
Институт экономики и менеджмента

ЭКОНОМИКА ГЛАЗАМИ МОЛОДЫХ

Материалы Региональной научно-практической конференции студентов и молодых ученых

Томск, 17–18 апреля 2020 г.

Под общей редакцией
М.В. Чикова

Томск
Издательский Дом Томского государственного университета
2020

R-branding in a modern organization

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Nowadays different companies try to attract and hold talented employees and this theme of development and promotion of HR-brand is becoming very relevant. The idea of using marketing tools was first proposed by Simon Barrow in 1990. According to M. Armstrong and S. Taylor, HR-brand is an image of a good employer ("great workplace"), which a company offers. HR-brand includes two components – internal and external [1]:

• Internal component is work with staff within a company. That component includes some elements: corporate culture, norms and values of company, reward system, work conditions, conditions for staff development and training, etc. To ensure that the company's internal HR brand is at a good level, it is important that employees are involved in the work, share corporate spirit, norms and values of a company. Employees have to be satisfied by conditions and content of work (salary, work schedule, incentive system, etc.) and psychological climate. It is important because employees form the internal HR-brand.

• External component is work with staff outside the company. It is directed towards outer market: investors, job seekers, contractors, etc. The outer market is the main factor of formation of impressions about company. In order to form the positive external HR-brand of a company it is necessary to ensure a decent quality of information coming to external sources (high quality vacancies, websites, communities in social networks, reviews about a company).

Internal and external HR-brand are two inextricable components. Companies have to develop internal and external components equally to reach a success in the market [1].

HR-branding in the organization is carried out by a specially trained person or group of people who are called HR-brand managers.

However, the process of formation of HR-brand depends on corporate culture of a company. Consider the formation of an HR-brand depending on the type of the corporate culture:

• Companies aimed for maximum economic efficiency. In these companies the most important thing is a financial success. Employees working in those companies have a low level of satisfaction, because they are constantly under pressure and they doesn't understand what that work can give them in terms of personal and professional growth. In order to develop an HR-brand, you need to increase employees' satisfaction.

• Hierarchical ("bureaucratic") companies. HR-brand of the companies is based on stability. Employees are guaranteed employment, stability and security, often there is a dress code. Due to high degree of formalization these organizations need to show job seekers evidence of the informal life of employees in the company, for example, competitions, encouraging employees for their achievements, etc.

• Innovative, dynamic ("adhockratic") companies. The main goal of the companies is unique product development and introduction of new decisions. The companies find employees, who are able to solve difficult tasks independently and creatively. They are offered flexible worktime, comfortable psychological atmosphere, support and cooperation. For example, Google's HR-brand is based on the freedom of workers, they can work at any time of the day or night. There is a swimming pool, tennis courts and much more for employees.

• "Family companies". Such companies are usually known for their comfortable socio-psychological climate: friendly relationships in the work team, common holidays. Motto of such companies is "Work is my home". But these organizations may be perceived as those in which there is only an entrance, and this can scare employees. That's why for a good brand it would be good to mention about understanding in case of dismissal.

HR-brand can be formed spontaneously and purposefully [1]:

• Companies try to avoid spontaneous formation of HR-brand, because it is very difficult to manage. It often happens that an organization is a successful employer, but their HR-brand is negative. It happens because HR-brand was formed spontaneously due to negative reviews of customers and employees. The fact is that satisfied workers and clients rarely write positive reviews about company, but negative ones can greatly damage its reputation;

- Purposeful HR-brand formation is directed to the stimulation of employees on writing positive reviews and dissemination of positive information about the company in business forums, labor exchanges and on the Internet.

In conclusion, it should be noted that it is necessary to develop and promote your HR-brand to become a successful company in the market, and with only positive HR-brand the company could attract reliable and competent employees.

References

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