

THE IMPORTANCE OF THE HR BRAND IN ORGANIZATIONAL EFFECTIVENESS

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Abstract. This research explores the concept of HR branding as an open system, encompassing images, ideas, and perceptions about the organization as an employer. It investigates HR branding as an ongoing activity integrated within the model of interaction between marketing, HR, and PR. The study systematically organizes the goals and tools of HR branding within the dual structure of internal and external HR branding. By examining the objectives and methodologies of HR branding, this research aims to provide insights into its role in shaping organizational reputation and attracting top talent in the labor market.

Keywords: human resources ,management, HR branding, marketing, promotion.

INTRODUCTION

Currently, several challenges and deficiencies exist in organizational development, often stemming from misaligned approaches, inadequate prioritization, and insufficient consideration of pertinent factors. This can lead to gaps in understanding the significance of individual organizational structures for the enterprise and hinder its future growth. Establishing a robust HR brand holds the potential to confer a long-term competitive advantage upon an economic entity in the labor market. It facilitates enhanced efficiency in intra-company management and serves as a platform for bolstering profitability amidst the dynamic and unpredictable external environment. However, it's crucial to recognize that the HR branding tool requires adaptation to ensure its efficacy within organizations. This adaptation is necessary for developing novel methods to attract and retain employees amid escalating competition for highly skilled personnel. It also involves optimizing modern incentive technologies to foster the development of key employees, thereby enabling the effective utilization of their potential. Moreover, the strategic implementation of HR branding facilitates positive, progressive dynamics within business entities by facilitating the rational allocation of resources across various stages of the organization's human capital management process. This is particularly evident during the stage of attracting human resources through HR branding initiatives. By aligning HR branding efforts with organizational goals and cultivating a compelling employer brand, organizations can

not only attract top talent but also create an environment conducive to sustained growth and success.

LITERATURE REVIEW

To start, let's delve into the concept of "human resource management." As defined by E. Golikov, human resource potential within an organization encompasses the collective skills, abilities, qualifications, and intellectual capacity of its personnel, crucial for delivering socio-economic outputs. Viewing labor as a vital factor of production, it necessitates investment to enhance productivity, with human capital accumulation being a key strategy, involving investments in health and education. The term "labor potential" encompasses a range of attributes, including abilities, knowledge, skills, and motivations, cultivated through both material and non-material investments, such as health, intelligence, creativity, education, professionalism, morality, activity, and organization. HR branding revolves around managing the reputation of a company as an employer. Its essence lies in employees serving as the most effective conduits for conveying brand values to consumers, making those involved in recruitment and personnel management the architects of the brand. It's worth noting that branding now permeates all aspects of life, spanning industrial, service, and social realms. Recently, there has been a rise in children's branding models, which not only differ in style but also in organizational principles, recognizing children as a distinct consumer segment requiring tailored approaches, often shaped by ethical considerations. The problem area of HR branding is at the intersection of marketing as positioning and recruitment, i.e. HR branding is marketing in the labor market. The situation of choosing a future place of work by a specialist is similar to choosing a buyer from several products with identical properties and quality. It is known that this is where the brand begins to work, i.e. subjective assessment, at the level of likes and preferences of each¹.

There are the following definitions of an HR brand:

- this is the image of the company as a good place to work in the eyes of all stakeholders (current and former employees, candidates, customers, shareholders, etc.);
- a set of economic, professional and psychological benefits that an employee receives by joining the organization;
- the way in which a business builds its identity, starting with the basic foundations and values, and how it communicates it to all stakeholders.

Formulating our own definition, we note that under the HR brand it is advisable to understand the system of images, ideas and ideas about the organization as an employer broadcast to external and internal audiences. HR-branding, on the other hand,

¹ Бруковская О., Осовицкая Н. Как построить HR-бренд вашей компании. 53 способа повысить привлекательность компании-работодателя. – СПб.: Питер, 2010. – 288 с.

means the activity on the formation of a set of measures aimed at creating an attractive reputation of the company as an employer.

ANALYSIS AND RESULTS

The development of an effective HR brand entails maintaining its dual focus, addressing both internal and external dimensions of the organization. Internally, HR branding aims at nurturing and enhancing the potential of the organization's human resources. This involves fostering employee loyalty, job satisfaction, and a sense of pride in the company through the cultivation of a shared values-based organizational culture. Externally, HR branding centers on crafting an appealing employer brand to attract top talent in the competitive labor market. To maximize effectiveness, the process of building an HR brand should commence with initiatives aimed at engaging the internal workforce, thereby mitigating the risk of employee turnover. Similar to traditional marketing branding strategies, the formation of an HR brand should be informed by an understanding of the expectations and fundamental needs of the target audience. This involves assessing data and insights to tailor HR branding efforts to resonate with both current and prospective employees. The study of the composition and structure of the values of the brand of the organization as an employer made it possible to determine that in modern conditions the platform of values of the HR brand consists of the following types of basic types of values:

1. Values of competitiveness, which are specified through the competitive advantages of the organization, its stability and financial stability.
2. Social values determined through the socio-political image of the organization as a responsible element of the socio-economic system.
3. Development values, which are concretized by providing staff with opportunities to develop professional skills and gain work experience, as well as the organization's constant desire for growth, development and improvement.
4. The values of remuneration, which are formalized through the provision of decent material and non-material remuneration to employees, as well as benefits and compensations.

The process of formulating a set of values for an HR brand involves the consistent implementation of the following steps:

- 1) selection of key values that reflect the current state and short-term development prospects of the company (one new for two or three existing values), taking into account the need to select three to five values for the target audience;
- 2) the formulation of basic values, within which the selected values should be formulated so that their perception does not require additional explanations and decoding, taking into account the ease of memorization, the use of vivid and witty formulations;

3) formation, on the basis of the selected formulated values, of a mechanism for differentiating the company from its main competitors in the labor market;

4) involvement of wide groups of employees in the process of forming and relaying values in order to increase the efficiency of the process of their absorption of values, taking into account the attractiveness of the employer's brand for the target audience, subject to the principle of consistency between the values of the HR brand and the values of the product brand.

The implementation of this algorithm will allow to form a set of values for the company's HR brand that meets the needs of both internal and external customers of the organization.

The following classification of potential benefits for the organization that can provide a positive image of the employer in the labor market has been developed (Figure 1).

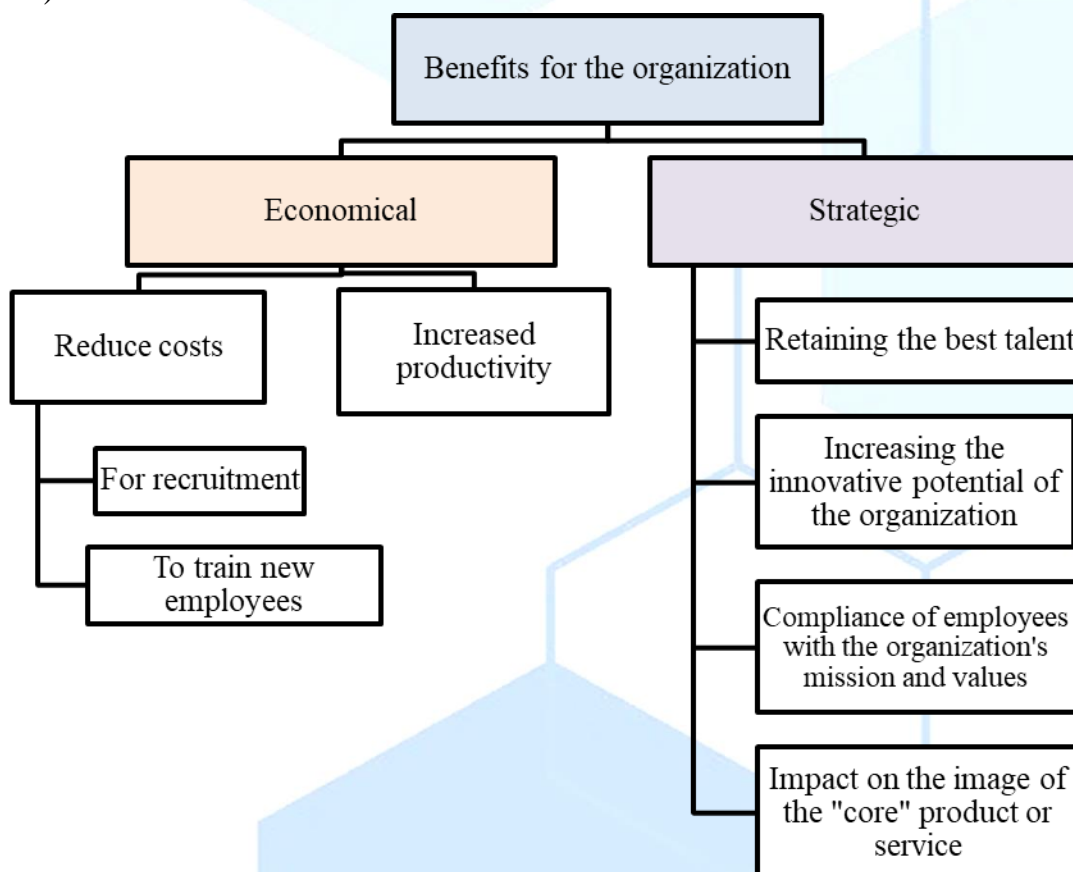


Figure 1. Classification of benefits received by an employer with a positive image in the labor market²

² Compiled on the basis of Barrow S., Mosley R. Employer Branding The best part of brand management is working with employees / Burrow S., Mosley R., - M.: IDT Group, 2007. - p.191 - p.71-74. Bindhya, MS, Xarikumar, PN Employer Branding - The Hottest Talent Retention Strategy // International Journal of Science and Technology Research - 2020. - 9(2). – p. 3842-3846. – p. 3843. Li SB, Suh T. Internal audience strikes from the outside: Negative word of mouth from emotionally exhausted employees as active brand-oriented deviance // Journal of Product and Brand Management - 2020. <https://proxy.library.spbu.ru:2084/record/display.uri?eid=2-s2.0-85079137205&origin=resultslist&sort>

Thus, developing the "name" of the organization in the labor market can bring a number of economic and strategic benefits to the organization. Together, they are able to influence the financial performance of the organization by reducing costs, increasing efficiency, retaining valuable employees, influencing the image of the "core" product or service, etc.

CONCLUSION

The concept of HR branding functions as an open system, encompassing a dynamic array of images, ideas, and perceptions about the organization as an employer. It serves as a conduit for broadcasting these perceptions to both internal and external audiences. HR branding, therefore, is not merely a static entity but rather an ongoing activity aimed at shaping a positive and attractive reputation for the company as an employer. This activity is deeply integrated within the broader framework of organizational management, particularly within the realms of marketing, human resources (HR), and public relations (PR). HR branding operates at the intersection of these disciplines, drawing upon their principles and methodologies to effectively manage the organization's HR brand. The objectives and tools of HR branding are systematically organized within the dual structure of the HR brand. This structure encompasses both internal and external dimensions of HR branding. Internal HR branding focuses on preserving and enhancing the organization's internal talent pool, aiming to nurture and develop the personnel potential within the enterprise. On the other hand, external HR branding is directed towards enhancing the company's attractiveness in the labor market, thereby attracting top talent. In conclusion, HR branding is a multifaceted and dynamic process that requires careful attention to both internal and external factors. By strategically aligning HR branding efforts with organizational goals and values, companies can create a compelling employer brand that not only retains existing talent but also attracts new talent, thereby contributing to the overall success and competitiveness of the organization.

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