

HR-BRAND AS A FACTOR OF EFFECTIVE ENTERPRISE PERFORMANCE

In an increasingly competitive environment, companies are forced to fight for competitive advantage. Human resources are the main advantage. The more talented and creative a company's staff is, the more innovative and diverse ideas they can bring to the company. A unique team and a strong HR brand that helps to create and maintain it can become a competitive advantage that will help a company survive the crisis. A strong HR brand is a long-term investment that gives a company an improved reputation.

The **aim** of the article is to find out what an HR brand is and what advantages it has for the effective development of an enterprise.

The **subject** of the study is the HR brand as a factor of effective organization performance.

The **object** of the study is the factors of formation and influence of HR-brand on the efficiency of the company. To write the article, I used such research methods as analysis of scientific literature, interviewing employees and managers of enterprises, analysis of financial indicators of companies, observation, comparison and evaluation.

There are many approaches to defining the concept of a company's HR brand. Usually, the authors emphasise that HR brand is, first of all, a favourable image of the company as an employer, which it tries to form in the eyes of stakeholders [1]. An HR brand is also considered as a purposeful work with the reputation of an employer [2], or as a "trademark" that has been established for an employer in the labour market and reflects a certain set of characteristics, its uniqueness, and attractiveness [3].

Undoubtedly, all the concepts of HR-brand exist, in this case there can be no wrong interpretation, each author has his own individual approach to the definition, but, in my opinion, the most appropriate and successful definition of HR-brand is given by S. O. Tsymbalyuk, who defines the employer brand as "a set of functional, economic and psychological advantages obtained as a result of employment in a particular organisation and associated with this company" [4].

The process by which a company's brand is formed as a successful and reliable employer is called HR branding - a set of efforts of the company to interact with existing and potential employees, which makes it an attractive place to work [1, p. 317]. There is no clear information about the company that first launched an HR brand. However, it is worth noting some pioneering companies that have been implementing this practice since ancient times. The first company is Sony. Back in the 1950s, Sony focused on creating an innovative and dynamic work environment. Nevertheless, IBM is also known for its staff development and training programmes, as well as its emphasis on long-term careers.

The meaning of an employer brand is that the external image of a company is associated not only with its marketing brand, but also with the employer's actions, values and behaviour in general. For the organisation, the employer brand acts as a link between all departments, ensuring loyalty, protection and satisfaction of employees.

Thus, the employer brand is:

1. The image of the company as a good place to work for all stakeholders (both current and former employees, and even job candidates).

2. A set of economic, professional and psychological benefits that an employee receives by joining the company.

3. The way in which a business builds its identity, starting with its basic foundations and values, and how it communicates it to all stakeholders.

The main goal of creating a brand is to create an image of the employer as an ideal place to work. The company's efforts to create an employer brand involve not only creating an external environment (the image of the company as an ideal workplace), but also an internal environment (creating a unique company culture aimed at achieving goals).

It has been proven that companies with a strong HR brand:

- reduce the costs associated with attracting and hiring staff;
- improve labour relations;
- promote staff retention, thereby reducing staff turnover;
- can offer lower salaries to employees in similar positions compared to companies that do not have an employer brand;
- improve and change organisational culture;
- get the opportunity to fill vacancies faster.

To systematise the factors that influence the employer brand's impact on the company's performance, I have divided them into three parts: two of them are related to profit (increased revenue and reduced costs), and the third includes the concept of innovation - radically new processes, products and services, the quantitative impact of which is very difficult to assess on average: innovations can provide small savings through an innovation proposal or turn the company's industry upside down.

Let's consider in each of the points the main and noticeable benefits that can be provided by the development of the employer brand.

Cost reduction. The main objective of an internal HR brand is to increase employee loyalty to the company. By recruiting university graduates, companies invest in the training of young professionals and expect them to bring economic returns in the future. But they need to be sure that the prepared specialist will not leave the company but will stay with it. This is how an organisation can reduce implicit costs by developing its employer brand.

Increased staff loyalty is reflected in such a quantitative indicator as staff turnover. If an employee leaves the company, a new employee must be recruited to fill the vacancy. Moreover, the functions assigned to the position are temporarily either not performed or partially performed, thus reducing the efficiency of the company's business processes. An HR brand helps to reduce the time it takes to find a candidate. Obviously, an HR brand reduces search costs.

But don't forget about the associated costs. For example, during the period when a new employee is being searched for, employees usually perform the functions of the position by combining their duties. Their labour is more expensive, as they work overtime and their work efficiency decreases. After joining the company, a new employee often needs training and an adaptation period, during which he or she learns about the business and the company's processes and reaches the required level of efficiency.

Increasing the company's income. While both external and internal HR brands have an impact on cost reduction, the internal HR brand has a predominantly positive impact on revenue growth. It increases employee loyalty to the company and brings a number of

benefits to the company. Employees who are satisfied with their work are more efficient, and thus increase the company's income.

Innovation. Low innovation activity of enterprises leads to a decrease in their competitiveness. The transition of the enterprise to innovative strategic management will allow finding reserves for improving product quality, saving labour and material costs, increasing labour productivity, improving production organisation and increasing its efficiency [2]. People with innovative potential are a limited resource in the labour market. And the function of attracting them belongs to the employer's brand. Positive innovative activity of the company's employees ultimately provides great benefits to the organisation, as it does not need to turn to other companies for help in finding new ideas, the process of forming its own innovation base is still underway, and the staff is able to realise their creative potential. Thus, the employer brand creates conditions for increasing the efficiency of processes (process innovations) and improving products (product innovations).

Trends that may emerge in the future in HR branding:

- HR branding will increasingly focus on the individual needs and expectations of candidates.
- It will be important for companies to demonstrate their true essence and values in their HR brands.
- The world of work is becoming increasingly flexible, and HR brands need to keep up with the times. Flexible work schedules and remote work opportunities will need to be introduced.
- It will be important for companies to demonstrate their commitment to the environment, social justice and other topics important to society.

I will focus on the company Google and its methods of implementing an HR brand for successful operations. Google has a website dedicated to careers. It contains information about Google's culture, job openings, and development opportunities. In addition, they use social media to connect with candidates and share information about their culture and job openings. Moreover, the company offers a wide range of development programmes to its employees, including training, mentoring and coaching. Last but not least, Google has a strong corporate culture that emphasises innovation, collaboration and connection.

Google is one of the companies that has managed to build one of the strongest HR brands in the world. Its approach to HR management is based on the following principles:

- Hiring the best: Google is looking for people who not only have the right knowledge and skills, but also share the company's values.
- Creating an environment where people can grow: Google offers its employees many opportunities for training and development, as well as flexible working hours and other benefits.
- Supporting work-life balance: Google understands that happy and healthy people work better, so the company encourages its employees to maintain a work-life balance.
- Openness and transparency: Google strives for open communication with its employees, so all important decisions and events in the company are discussed publicly.

Thus, an HR brand is the image of a company in the minds of employees, potential employees and the labour market as a whole. The task of a business owner is to generate

the concept of the most attractive HR brand, stimulating people's desire to "consume" it. This is especially true in times of staff shortages.

In the "fight" for effective staff, companies have to invent new ways to attract and retain employees. This is part of the company's strategic development, in which the HR brand plays a crucial role. An HR brand is a powerful tool that can help any business succeed. Google is just one example of how a strong HR brand can help attract and retain the best talent, increase employee loyalty and motivation, and improve a company's image and reputation.

Creating and developing a positive HR brand should be a strategic measure, as systematic brand building is a prerequisite for creating a unique HR management system that will allow the company to gain a competitive advantage and ensure a constant increase in the value of labour potential and other assets.

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