

Forming the Supply Chain Strategy and Employer Brand as a Condition of Personnel Potential Development

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Abstract— recently the supply chain employer branding strategy has gain attention in business and efficiency of jobs. It is essential deficiency of skilled staff in many fields of activity is observed. The stronger the employer brand is the stronger is the fundamental base of strategic success of the organization due to the inflow of professionals. Process of forming the employer brand is considered, instruments of realization of the personnel processes influencing forming the internal the employer brand which is a basis of economic success of the organization are offered. The cyclic model of forming the employer brand allows improving step by step the employer brand of the organization in independence of its scale and activity, thereby contributing to the development of personnel potential. Tools on diagnostics of the existing employer brand in the form of the questionnaire which is approved in the analysis of a condition of the employer brand of two holdings – medical and restaurant are developed, checked for validity. Problems in forming the employer brand of the studied organizations are revealed. Actions for strengthening of the employer brand are realized; their efficiency by means of application of the questionnaire repeatedly at an interval of one year is checked. Influence of actions for forming the employer brand on personnel capacity of the studied organizations is revealed.

Keywords— *the employer brand, supply chain strategy, the employer brand assessment, involvement of personnel, employee value proposition, involvement, personnel potential.*

1. Introduction

Logistics and supply chain jobs are often seen as dull and not interesting career. More and more the Russian and international organizations are forced to resort to new instruments of attraction, management of the involvement of personnel, forming the image in labor market. Every year the role of the employer brand in the business planning of the organization increases inn supply chain strategy. The concept of the employer brand is in the Russian organizations at a stage of formation and development: on the one hand, they already have an understanding about opportunities and advantages of use of the employer brand, on the

other hand, is not up to the end studied and scientific-theoretical the had impact of the employer brand on the personnel capacity of the organization which is a basis of economic success of the enterprise is structured. The purpose of this research work is theoretical justification, development and approbation of a complex of actions for a research and forming the employer brand contributing to the development of personnel potential for increase in cost efficiency of the organization. In general, the problem in terms of scientific readiness is at a stage of active growth of interest in it of the increasing number of experts. The number of scientific publications increasing every year concerning a research, development and improvement of the employer brand for the organizations of various scales and fields of activity is noted. The scientific novelty of a research consists in development of theoretical and methodological approach to a research of influence of the employer brand for the personnel capacity of the organization for the purpose of increase in cost efficiency and also in development of recommendations about improvement of tools of management of the employer brand in modern Russian conditions.

2. Methodology

The changes happening in labor market the last decade are a prerequisite of revision and improvement of terms offered by employers for hiring and deduction of talented shots [1- 8]. It can be provided by supply chain employer branding strategy. The term "brand employer" means appeal of the organization as places of work for the potential and acting employees. In 1996 S. Barrow and T. Ambler presented the term "the employer brand" in the Journal of Brand Management magazine [1]. Researchers pointed to a possibility of use of marketing tools in the field of management of human resources, described prerequisites of creation of the employer brand, and disclosed theoretical essence and practical opportunities in management of a brand. In research works on a subject of branding various definitions of the concept "brand" which is often mentioned in the marketing sphere join [4]. The increased role of intangible assets found reflection

in forming the unique competitive advantages of the modern organizations [9- 11]. Forming the employer brand assumes creation and improvement of psychological, social, living and other conditions during which the employee can work with bigger productivity, thereby realizing the potential [12-20]. The brand employer includes such elements as values and traditions of the organization, the culture of internal and external communications, management style of the management, the system of motivation, development, and release of employees.

Improvement of the employer brand assumes uniform work on two components – an internal and external brand. If business processes and internal communications of the organization are not effective, then existence of positive idea of the company by subjects of the external environment will not bring benefit [21-27]. Many organizations in labor market for advance of the employer brand use employee value proposition (EVP) for employees [14]. It is the strategic concept of the employer brand implemented by the employer by means of use of a complex of communication tools for broadcast of target audience of functional, emotional and social benefits and attributes of the organization [15]. Structurally EVP consists of six mainframes including information on the organization, people, and characteristics of working activity, remunerations, opportunities and working conditions. EVP is a basis of a strong brand and is differentiated on target audiences – categories of employees, marking out for everyone the advantages. One of main goals of the employer brand is creation of special culture of the organization promoting achievement of goals which are various at each stage of life cycle of the organization [22-25].

The existing methodological base of a research includes assessment of the capital of the employer brand [6, 7], assessment with use of an integrated approach and assessment of calculation of return on investment for the program of the employer brand [3], assessment through degree of the involvement of employees (Amber T., Barrow S.) and "candidate journey map" [5]. The principles forming logic of economic assessment of actions for branding of the employer in a general view represent carrying out quality and quantitative standard before realization of actions and justification of efficiency of investments which has to be defined by increase in efficiency of activity of the organization due to improvement of use of human potential.

The employer brand has an impact on the personnel processes which are their component. Instruments of realization of actions of the employer brand for the internal organization of labor process following:

- holding actions for adaptation, training, motivation, creation of career trajectories with use modern personnel technologies [2]
- development of "The book by the new employee"
- the tool allowing to reduce time of psychological adaptation of the new employee [2]
- holding trainings on development of emotional competences in employees leads to prevention of the conflicts and resistance to stress at work [13]
- consulting support of the working employee, "job crafting intervention" [16]
- use of tools of material and non-material motivation is the integral component of an internal the employer brand [19].

When using a complex on branding of the employer there is a development of personnel potential – abilities (professional knowledge, experience and competence, innovation) of workers to solve the current and strategic problems in professional activity [9]. Development of personnel potential is inseparably linked with financial stability of the organization and its economic success.

3. Results and Discussion

When forming the supply chain employer branding strategy, creation of the uniform concept taking into account organizational factors and characteristics which find the reflection in EVP is primary. A final stage of formation – coincidence of vectors of orientation of strategy of the organization and the strategy of the promoted the employer brand. Management of the employer brand is shown through realization of consecutive actions. The author's uniform model of the mechanism of forming the employer brand for the organization regardless of the sphere of its activity and scale is presented [17]. This mechanism is cyclic that allows to carry out the assessment of current state of the employer brand and to compare it with a desirable state [18, 26]. Branding of the employer is one of components of strategy of management of human resources and has a direct impact on development of personnel capacity of the organization.

During a research the questionnaire was developed for diagnostics of current state of the employer brand. A main objective of carrying out questioning was obtaining primary data on current state of an internal the employer brand. During creation of questionnaire Likert scale based on the choice of extent of consent with concrete statements with five gradations was used. The main aspects of the employer brand when forming questionnaire were united in separate blocks: positioning of the company, working condition and remuneration, communications, opportunities and development. It is possible to use this tool when carrying out audit of current state of an internal the employer brand.

Totally the quantity of questions is 24 questions. For assessment of internal coherence Cronbach's alpha coefficient by means of "SPSS Statistics" was chosen. Check of reliability of the questionnaire showed high internal coherence of scales equal 0.9. It was carried out checks of internal coherence of questions:

- 1) "Positioning of the company" - 0.746;
- 2) "Working conditions and remuneration" - 0.700;
- 3) "Communications" - 0.722;
- 4) "Opportunities and development" - 0.716.

Base for approbation of the offered questionnaire was the commercial medical holding numbering 1190 people and restaurant holding - 710. 449 and 352 employees respectively participated in poll. Length of service in the company till 1 year at 30% of respondents, from 1 year to 5 years – 45.4% and of 5 years – 24.6%.

The highest rates were observed when choosing the following provisions: "I know what I am responsible in the work for", "My work is interesting to me", "I regularly receive feedback from the head", and "I like the atmosphere of our collective". Most of employees agree that the holding has a positive reputation in the market and note prospects of the industry. 75.7% of employees note that their expectations from work in holding were met. In too time only in medical holding of 41.6% of employees are satisfied with the level of compensation and the social package provided by the company that reflects in general a situation with compensation level in the medical companies of the region. The restaurant holding of 67.4% of employees is satisfied social packages and the level only 31% of compensation.

During the research the average assessment was determined by all approvals of the questionnaire. The general assessment of "An internal the employer brand" on medical holding is equal 4.2, on restaurant holding only 3.6. At the same time the average estimates on branches of medical holding were lower. The decision on creation of a common information space was made. The strategic session with heads of branches for determination of uniform management style for congruence is held. Booklets are developed for potential candidates and the book by the new employee. Practice of exit internal training is introduced. The management held internal meetings with the staff of branches for transfer and exchange of experience that allowed to adjust communications and to carry out benchmarking. In restaurant holding for permission of the revealed shortcomings of the "Opportunities for Development and Growth" block the obligatory Individual development plan for the employee was implemented, training in Russia and abroad are organized.

Following the results of the held actions in 2019 repeated survey was conducted. 415 employees of medical holding and 321 restaurant holdings participated in repeated poll. According to the carried-out analysis, the general assessment of satisfaction of staff of medical holding with working conditions is 2% more, than the indicator of last year; restaurant holding is 6% more. Employees became more informed on of what parts their salary, about history of the company and its organizational structure consists. The bigger number of employees notes a possibility of career development in the company (for 8% and 10% respectively) and also the satisfaction of employees with level of the salary – increased by 7% in both holdings. Positive dynamics in answers of staff of both holdings allows drawing a conclusion on improvement of the employer brand. The fluidity of key shots in comparison with previous year decreased. The term of closing of vacancies was reduced.

4. Conclusion

In the modern companies they can improve supply chain hiring through creative sourcing strategies & recruitment tools. In the modern conditions which developed in labor market, the developed the employer brand is a necessary element in the development strategy of the organization. Competitive EVP allows attracting and holding talented experts, thereby laying the foundation of successful functioning of the organization and its economic growth. Forming the employer brand leads to development of personnel capacity of the organization which is inseparably linked with financial success of the organization. Use of author's practices in the organizations regardless of their field of activity and number of staff, will allow to diagnose current state of the employer brand, to define expectations of target audience and a zone of development in the existing system of the employer brand, to develop and introduce the competitive valuable offer, to make control on realization and correction of the advanced elements, estimating with a desirable state, forming thereby cycle of actions for improvement of the employer brand.

Assessment of an internal the employer brand will allow to avoid deepening of problems and to operate the employer brand of the company. Holding regular polls will give the chance to react quickly to management problems. Use of benchmarking will allow to borrow the best practices both competitors, and leaders of other industries. For achievement of the goals of the company the management has to treat branding of the employer as to the making strategy of the company and an opportunity to increase financial results of activity of the organization. Creation and

control of the cyclic mechanism of the employer brand will allow solving productively objectives at each stage of life cycle of the organization. Complex work on forming the brand promotes development of personnel potential which promotes effective achievement of strategic objectives of the organization. Creation of the competitive individual valuable offer will allow attracting highly skilled employees to each of categories of personnel, reducing costs of recruitment and reducing personnel fluidity. High-quality selection of employees and productive work with personnel potential affects labor productivity and cost efficiency of the organization.

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