

INFLUENCE OF HR-BRAND ON PROFESSIONAL SELF-DETERMINATION AND PROFESSIONAL ORIENTATION OF YOUNG PEOPLE (BY THE EXAMPLE OF OMSK)

Vladimir Polovinko – Anna Arbuz

Abstract

The purpose of research is to identify characteristics of the HR-brand, affecting the professional self-determination and professional orientation of young people in making decisions about the choice of profession, employment and working conditions. Research methods are analysis of documents, websites of the organizations on the structure and characteristics of HR-brand of the channels, and its positioning; expert survey of HR managers on the role and management practices of the HR-brand; the survey of the students about factors of employment. The research examined the hypothesis: the modern career-oriented events and channels to promote HR brand do not meet the expectations of young people; the structure of the HR-brand does not reflect the recruitment policy and reduces the attractiveness of the organization on the labor market; the characteristics of the HR-brand are not structured in conducting professional orientation activities with the youth. The main results of the research: Omsk organizations don't use the HR-brand for full-scale positioning in the labor market; the official structure of the HR-brand doesn't reflect the important parameters for young people and doesn't fully affect the decision-making on employment in the organization.

Key words: HR-brand, professional orientation, staff policy

JEL Code: J21, J23, J24

Introduction

In modern concepts of management HR brand is considered as the instrument of positioning of the organization in the labor market and demonstration of personnel policy. The strong HR brand allows to hold and save on personnel at the expense of the added non-material value, to reduce a staff turnover, to reduce recruiting costs, increases efficiency of social programs, to manage consciously the strategy of work with people, to systemically inform of key values of

the company people, to increase efficiency of intra team interaction, to involve them in new projects.

On average, the entities with a strong HR brand can save up to 20% of staff costs. The HR brand is subdivided into two components: marketing and HR component. It is possible to refer the status of firm on commodity market to the first and services, their image. The second consists in forming of an image of the company as good place of employment in the opinion of all interested persons (present and former employees, candidates, clients, shareholders, etc.); in a set of economic, professional and psychological benefits which are received by the worker, joining the company; in methods to which the identity of business is created, since basic bases and values and finishing with how inform of it interested persons.

Thus, the structure of a HR brand includes: elements of the development strategy of the organization; a value proposition of «Employee value proposition» which is shown by the organization in the labor market; technologies of involvement of personnel in development of the company; characteristics of an organization culture, symbols (packaging) of a brand, channels of promotion of a brand.

Based on a brand people orient themselves in the labor market, estimate appeal of the organization, compliance to the values. Thus, the HR brand becomes the instrument of career guidance and professional self-determination.

There are many researches devoted to HR brand as a new cross-disciplinary phenomenon in economy and management. For the first time the term HR brand or «a brand of the employer» was provided to Berrou (1990). Bases of a brand of the employer as managerial concept were pledged by Ambler (2000). Now these bases develop such scientists as Heelas and Morris (1992), Martin and Hetrick (2006), Erlenkemper (2005), Hintsdorf (2002), Bekhaus (2010). In a research of the questions connected with studying of such aspects of organizational identity as the image and reputation of the company in the labor market, made the most significant contribution the scientists Mansurov (2011), Osovitskaya and Brukovskaya (2016). They considered HR brand as a HR activities industry. In the scope of human resources management, professional orientation was examined from the perspective of labor force mobility, career development, and career management (Carr, 1996; Crompton and Harris, 1998; Felker, 2011; Yakimova, 2011; Dawson, Henley and Latreille, 2014).

But, despite a large number of researches and authoritativeness of names of researchers, influence of HR brand for decision making about the choice of the organization for employment, self-determination in a profession is practically not considered. Such in the way, the complexity and versatility of forming and promotion of HR brand in relation to special

social group (youth, students) becomes topical issue especially in the context of its application in intense labor market of Omsk. In this research special attention is paid to factors of the choice of the place of employment, information support of professional self-determination and employment, values on the basis of which students perform choice of profession and places of employment.

1 Sample and Method

The results represented in this article are a part of a big research of career guidance and professional self-determination at different stages of reproduction of a labor power. In a research the following methods of collection of information were applied:

Questionnaire of the students studying in two directions of preparation reflecting characteristics of arts and technical education, typical for higher education institutions of Omsk (economy and management, radio electronics and radiophysics). Graduates of these directions of preparation are most demanded at the city-forming entities of the region in the conditions of development of modern technologies. Quote selection of the higher education institutions conducting preparation in the corresponding direction was used (see table 1).

Next quotas of groups of students of 1 and 4 rates in which continuous poll was performed were taken up. The first rate is interesting to us how ideas of a profession in the first year of training, as a rule, after the termination of high school are transformed. The fourth year (finishing a bachelor degree rate) - for assessment of professional focus and professional self-determination during training in higher education institution. Data are collected in November, 2017 - January, 2018.

Tab. 1: General and sample collection for students survey

	Total		Sample	
	people	%	people	%
Economics and management				
1 course	650	100	254	39,1
4 course	855	100	299	35,0
Only in the direction	1505	100	553	36,7
Radio physics and electronics				
1 course	375	100	179	47,7
4 course	193	100	112	58,0
Only in the direction	568	100	291	51,2
All	2073		844	

Source: authors

The analysis of the websites of the organizations about structure and characteristics of HR brand of Omsk organizations (on the indicators noted above in the section Introduction). For the choice of the organizations objects of a research quote selection of the organizations with allocation of subquotas for signs was used: number occupied, a field of activity (only 8 Omsk organizations). For the analysis of data methods of descriptive statistics as a result of which the set of the indicators characterizing influence of HR brand for professional self-determination and career guidance of youth is received were used. So, frequency distributions, average values are determined by social groups, including on the basis of Laykert's scale. Communication between characteristics of HR brand and level of professional self-determination of respondents was measured by means of the Gamma coefficient with assessment of probability of a mistake.

2 Results

This work is directed to identifications of the reasons and factors of choice of profession and employment by students therefore in the beginning it was important to us to learn the level of definiteness of respondents with the place of future work. This indicator characterizes activity of respondents and the entities in the labor market (see table 2).

Tab. 2: The degree of choice of the organization where students want to work (% of respondents)

	Economics and management		Radio physics and electronics	
	1 course	4 course	1 course	4 course
Yeah, I know	15,8	22,2	7,4	12,2
There are options	18,6	19,6	24,2	31,6
There are only assumptions	14,4	21,8	13,4	14,8
Undecided	51,2	36,4	55,0	41,5

Source: authors

We pay attention the fact that the considerable share of students 4 rates for half a year before the termination of higher education doesn't take the choice a place of employment (economists and managers have 36,4% and radio physicists have 41,5%). Economists and managers are more sure of the choice. If to apply Laykert's scale from 0 ("at all there is no choice") to 3 ("precisely I know where I will work"), then we will receive the following results: economists and managers (1 rate – 0,99, 4 rate are more sure with the choice of option of employment – 1,27), radiophysics I experience big difficulties (1 rate – the 0,57 and 4 rate 1,15).

It is connected with the fact that radiophysics have an employment possibility at a limited range of the entities, they need bigger amount of information for choice implementation. We will notice that data practically don't differ by higher education institutions (4 higher education institutions in each group of preparation were researched) that demonstrates that the intra high school systems of assistance to employment are at the identical level of development.

Next we determined barriers of the choice of the entity to employment. The variable about barriers of the choice of the place of employment contains 7 attributes which measure degree of importance of information in case of employment (see Fig.1).

Fig. 1: Assessment of the availability of information about the company, where you would like to work after graduation students (% of respondents)



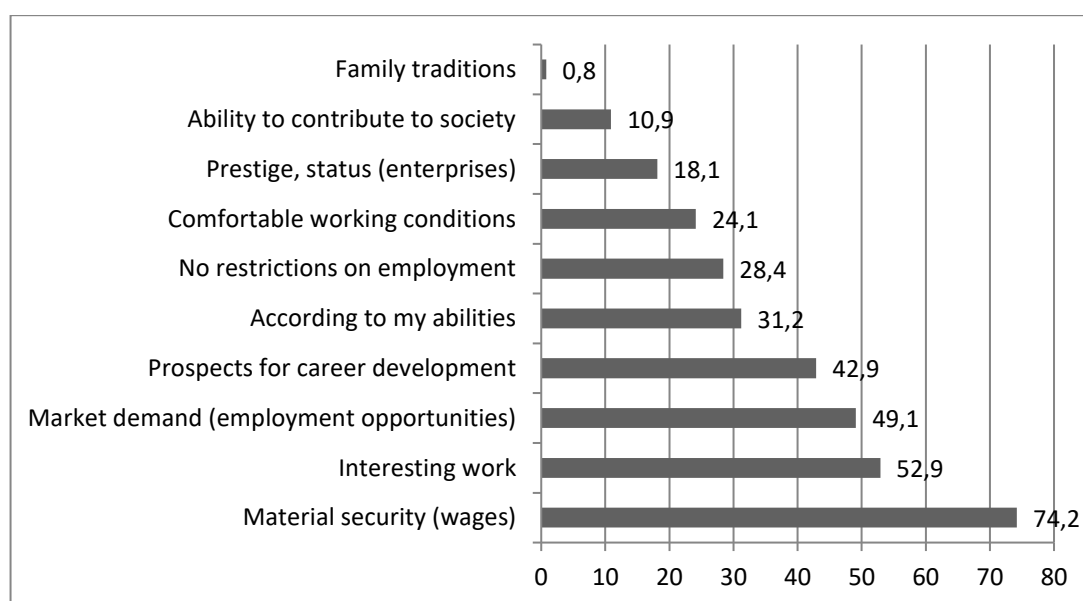
Source: authors

The most part of respondents has deficiency of information on material providing (earnings opportunities) at the entity. This circumstance puzzled more economists. For radio physicists availability of such information isn't priority that is connected with the fact that differentiation of salary by this profession low and is rather predetermined by the tariff system of the entity. On the websites such information is practically absent, the main source is public opinion and experience of acquaintances that has an adverse effect on forming of a brand as unstructured and uncontrollable information can be doubtful.

For students availability of information on career development is significant that shall be reflected in structure of HR brand. Meanwhile, on six of eight websites of the

organizations which got to research objects, this information is absent completely. Only on two websites there is this information and that in a generalized view. Information is equally significant for about 1/3 respondents about activities by profession, about specific conditions of work, about the development strategy of the entity. If to compare to representation of this information on the websites, then the development strategy is reflected practically in all sources, and here about activities by profession only in every second website, and that by the most mass professions. Therefore such information shall be added in other carriers of brand. Researchers note (Mansurov (2011), Osovickaya, (2016,)) that the value proposition as a basic element of HR brand, shall reflect values of potential workers. Therefore at the following stage values of students in case of the choice of a place of employment were studied. It was offered to respondents to range employment values on 10 attributes (see Fig. 2).

Fig. 2: Directions to which students are guided when choosing a place of work (% of respondents)



Source: authors

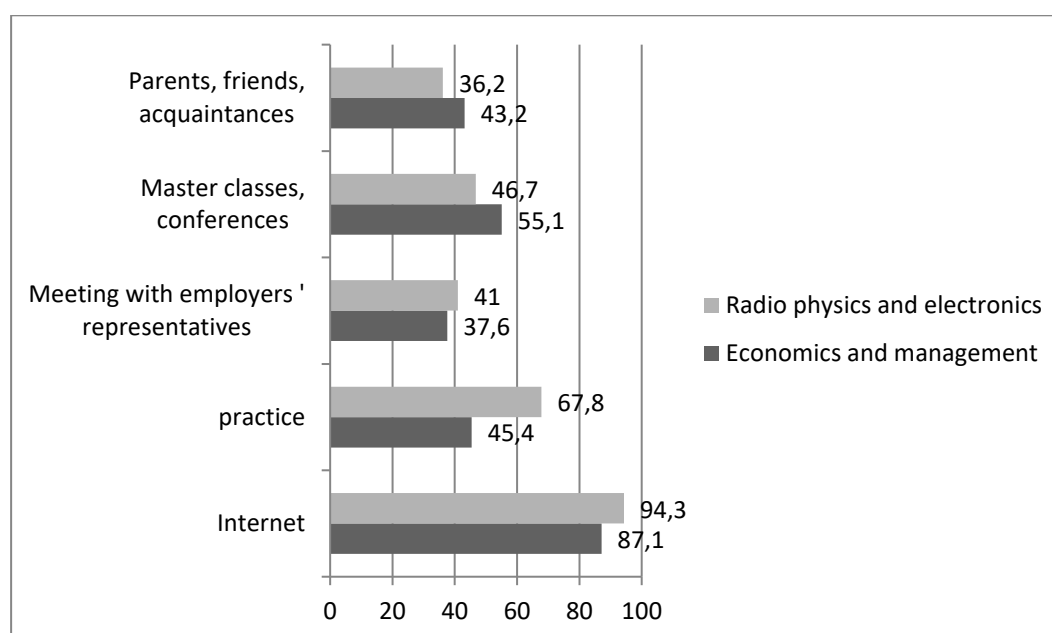
The greatest number of elections among all respondents was received by "material security" attribute. Interesting work is important for 64% of students radio physicists and for 44% of economists managers. At the same time for students radio physicists this interest is closely connected with availability of comfortable working conditions with use of advanced technologies, the equipment (it is important for 51% that in this parameter is twice higher, than for students economists).

We pay attention to that fact that differentiation among students in the directions of preparation and training courses practically doesn't differ in attribute of "the prospect of

career development" (fluctuations within 5%) that testifies to a generational tendency in a youth value system. The structure of values of students provided in the figure 2 in case of the choice of a place of employment shall become a basis for development of structure and content of HR brand.

In the course of professional self-determination students participate in various actions within which HR brand provisions can and shall be broadcast. For studying of a question of sources of information on the entity as the employer the appropriate question was asked respondents (see Fig.3).

Fig. 3: Sources of information about the company and the profession (% of respondents)



Source: authors

As expected, the main and most widespread source is the Internet. Therefore the HR brand in recommended structure shall be provided both on the websites, and on social networks. From eight surveyed organizations all have the websites, but only four use social networks for promotion of HR brand. At the same time use of social networks is limited to recruiting, other elements are almost not provided. For broadcast of HR brand master classes and conferences, a meeting with representatives of professions have high potential.

However from propaganda and recruiting content they should be aimed to reflection of values and shortage control of information. Considerable is an influence of such channel as "parents, acquaintances, friends" (43-36%) that is more connected with a lack of official information of open sources on a HR brand.

Conclusion

In case of choice of profession and places of employment students are guided by established practices and the prospects of development of the organizations. The image of a profession and a place of employment is perceived as in general, and in its separate manifestations. The carrier of this image is the HR brand which use potential within career guidance and professional self-determination is completely not researched. In this research we analysed specific opinions of students of two directions of preparation (economy and management/radiophysics and radio electronics; The 1 and 4 training courses) about an image of future work and sources of information on the basis of which decisions on employment are made. The first opening consists that a considerable part of students of final years of a bachelor degree weren't determined with the place of future work. Most questions of information support of the choice of a place of employment among which there are difficulties with information on career development, about working conditions, the development strategy of the entity are particularly acute. These parameters are almost not reflected in the open sources showing characteristics of HR brand. For the purpose of development of recommendations of structure of HR brand valuable preferences of students in case of choice of profession were studied and places of employment. Broadcast of this value proposition of the employer in structure of HR brand will allow to hold professional orientation events more selectively and specifically.

The research allowed to draw a conclusion: the characteristics of a HR brand more full, the indicators of professional self-determination are higher. For assessment of this assumption the question of importance of characteristics of a HR brand in case of decision making was asked respondents about professional self-determination. These data were compared to the level of their professional self-determination (see table 3).

Tab. 3: Influence of content of HR brand for professional self-determination (% of respondents)

Importance of content of HR brand	Level of professional self-determination		
	High	Middle	Low
incomplete	2	24	9
middle	3	31	6
complete	9	12	4
	14	67	19

Source: authors

On the basis of it the correlation the coefficient Gamma who is equal to 0.71 is calculated. Probability of an error (p) less than 0,05.

It's revealed that the most significant channel of promotion of HR brand for young people is the Internet with use of modern methods of positioning. Potential of modern technologies of a HR brand can increase appeal of the organization in the labor market in case of employment by 20-25%. As a result of a research actions for use of HR brand in the system of career guidance for involvement of perspective youth are offered.

There are some directions for future research in this area. First, on the basis of these data can be developed structure of HR brand taking into account expectations and values of students. Secondly, it can be developed recommendations about development of the long-term action program of employers in the labor market taking into account economic behavior of various social groups.

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Contact

Vladimir Polovinko

Omsk F.M. Dostoevsky State University

Russia, Omsk Region, Omsk, 55A Mira prospect.

pw3@mail.ru

Anna Arbuz

Omsk F.M. Dostoevsky State University

Russia, Omsk Region, Omsk, 55A Mira prospect.

denezhkinal@mail.ru