



**TASHKENT STATE
UNIVERSITY OF ECONOMICS**

VOLUME 7 / 2024

LABOR ECONOMICS

MEHNAT IQTISODIYOTI VA INSON KAPITALI

ilmiy elektron jurnali

**LABOUR ECONOMICS AND
HUMAN CAPITAL**

scientific electronic journal

2024 yil 1-son

Volume 7, Issue 1, 2024



**МЕХНАТ ИҚТISODIYOTI
VA INSON KAPITALI**
ISSN: 3030-3117



LABORECONOMICS.UZ

МЕХНАТ ИҚТISODIYOTI VA INSON KAPITALI

№ 1-2024

**ЭКОНОМИКА ТРУДА И ЧЕЛОВЕЧЕСКИЙ
КАПИТАЛ**

LABOR ECONOMICS AND HUMAN CAPITAL

“Mehnat iqtisodiyoti va inson kapitali” ilmiy elektron jurnali O‘zbekiston Respublikasi Oliy ta’lim, fan va innovatsiyalar vazirligi huzuridagi Oliy attestatsiya komissiyasi (OAK) rayosatining 2023-yil 3-iyundagi 328/3-sonli qarori bilan ro‘yxatga olingan.

Muassis: “Mehnat iqtisodiyoti va inson kapitali” ilmiy maktabi.

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100066, Toshkent shahri, Islom Karimov ko‘chasi,
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Jurnal web-sayti: www.laboreconomics.uz

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MEHNAT IQTISODIYOTI VA INSON KAPITALI

ISSN: 3030-3117

<https://laboreconomics.uz/>



FACTORS AND ASSESSMENT METHODS IN THE DEVELOPMENT OF HR BRANDING: FOREIGN EXPERIENCE

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DOI: https://doi.org/10.55439/LEHC/vol2_iss1/a82

Abstract. In the article, modern trends and influencing factors in the development of HR branding, HR branding development factors in the cited studies, methods of forming a positive image of the organization, a system of measures for strategic management of the organization, methods of evaluating the effectiveness of HR branding in the enterprise and a number of other aspects are shown. researched and analyzed. Within the framework of the article, the definition of the essence of the concept of HR brand, review of the main stages of the branding process of organizations, development of the image of the organization by defining and classifying the benefits provided by the HR brand, analysis of existing approaches to the evaluation of the HR brand, and creation of a system for evaluating the economic efficiency of the organization are presented. recommendations of experts are presented.

Key words: HR branding, modern trends, development factors, organization, positive image, methods, organization, strategic management, system of measures, enterprise, efficiency, evaluation.

HR BRENDINGNI RIVOJLANISH OMILLARI VA BAHOLASH USULLARI: XORIJIY TAJRIBA

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Annotatsiya. Maqolada HR brendingni rivojlanishda zamonaviy trendlar va taʼsir etuvchi omillar, keltirilgan tadqiqotlarda HR brendingni rivojlantirish omillari, tashkilotning ijobiy imidjini shakllantirish usullari, tashkilotni strategik boshqarish bo'yicha chora-tadbirlar tizimi, korxonada HR brendingni samaradorligini baholash usullari va boshqa bir qator jihatlari ko'rib chiqilgan va tahlillar keltirilgan. Maqola doirasida HR brendi tushunchasi mohiyatini aniqlash, tashkilotlarning brendlash jarayonining asosiy bosqichlarini ko'rib chiqish, HR brendi tomonidan taqdim etiladigan imtiyozlarni belgilash va tasniflash orqali tashkilot imidjini rivojlantirish, HR brendini baholashga mavjud yondashuvlarni tahlil qilish va tashkilot iqtisodiy samaradorligini baholash tizimini tuzish bo'yicha xorijiy mutaxassislar tavsiyalari bayon etilgan.

Kalit soʻzlar: HR brending, zamonaviy trendlar, rivojlantirish omillari, tashkilot, ijobiy imidj, usullar, tashkilot, strategik boshqarish, chora-tadbirlar tizimi, korhona, samaradorlik, baholash.

ФАКТОРЫ И МЕТОДЫ ОЦЕНКИ РАЗВИТИЯ HR -БРЕНДИНГА: ЗАРУБЕЖНЫЙ ОПЫТ

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Аннотация. В статье рассмотрены современные тенденции и факторы влияния развития HR-брендинга. Исследованы и проанализированы методы формирования положительного имиджа организации, система мер стратегического управления организацией, методы оценки эффективности HR-брендинга на предприятиях и ряд других аспектов на основе зарубежного опыта. Кроме того, описаны основные этапы процесса брендинга организаций, разработка имиджа организации путем определения и классификации преимуществ, предоставляемых HR-брендом, представлен анализ существующих подходов к оценке HR-бренда, созданию системы оценки экономической эффективности организации, представлены рекомендации экспертов и специалистов.

Ключевые слова: HR-брендинг, современные тенденции, факторы развития, организация, положительный имидж, методы, организация.

Introduction

One of the necessary conditions for the successful operation of any organization is the constant presence of qualified personnel in the organization, which ensures its competitiveness. The more talented, knowledgeable and creative employees an organization has, the greater the organization's chances of survival. While foreign organizations have already focused on HR branding, local employers are yet to fully realize all of its benefits.

In the fight for the best employees, companies are increasingly asking questions about the formation and development of the HR brand. Working on employer branding is sometimes perceived as a kind of creative process, the result of which is difficult to measure with numbers. At the same time, in many cases, creating an HR brand is one of the elements of marketing. Marketing, on the other hand, works primarily with numbers, money, and efficiency. In order to speak the same language as business management, the HR director must be able to correctly assess the effectiveness of the HR brand.

Experienced professionals believe that people are the key to success, so when an organization employs committed professionals, it also creates a solid foundation for creating value for customers. If an organization wants to retain its best professionals and attract new talent that will improve its performance, it becomes common practice to take care of employees from the time they join the organization until they leave. is going

However, there is currently a shortage of experienced and qualified personnel. It is not only about senior managers, but also about ordinary employees. In a situation where there are more jobs than potential employees, HR branding can play a crucial role. At the same time, a large number of local employers consider investments in this vector of business development

inappropriate, since the economic effect from their implementation is hardly noticeable.¹⁵¹

Literature review

As for the analysis of the theoretical basis of the introduction of the concept of HR brand into practical activities, most of the existing publications on the issues of brand and its evaluation are focused on the point of view of a specific enterprise approach to creating an employer brand.

The issue of creating an HR brand has been raised several times in the publications of foreign authors. HR brand management based on the concept of managing the employer's value proposition is the subject of research by scholars such as T.Keefe, S.Mitchell, G.Martin, M.Bodderas, F.Cachelin, P.Maas. Also traditionally understood as "the balance of rewards and benefits provided by employers in exchange for performance in the workplace." For the first time in the practice of the CIS countries, especially Russia, attention was paid to the problems of the employer brand in the 2010s, but the main problems of such publications corresponded to the issues of the feasibility of developing the HR brand.

The concept of "employee branding" was first used in 1996 by Simon Barow and Tim Ambler. They defined it as a set of functional, economic and psychological benefits that provide employment and are identified with the employing organization ¹⁵². Employer branding or HR branding seeks to create an image of an organization as an employer of choice by creating a good reputation and presenting the organization as a great place to work.

Literature analysis revealed the following definitions of HR branding (Table 1).

Most experts pay attention to the fact that the employer's image is aimed at external and internal employees. However, a number of researchers ¹⁵³believe that loyalty to the employer can be formed only by existing employees, bypassing applicants. This interpretation, according to experts, is a little shortened, so HR branding includes a system of measures for strategic management of the organization in the labor market in order to create a positive image of the organization.

¹⁵¹<https://dspace.spbu.ru/>

¹⁵²Ambler, T., Barrow, S. The Employer Brand. Journal of Brand Management. - 1996. - 4(3). - pp. 185–206.

¹⁵³Kashyap, V., Chaudhary, R. Linking employer brand image and work engagement: Modeling organizational identification and organizational trust as mediators // South Asian Journal of Human Resource Management. - 2019. - p. 177-201. - page 181.

Table 1

Analysis of definitions of HR branding

| Authors | Definitions |
|------------------------------------|---|
| Krinitysna ZV | The process of creating a system that allows creating a positive image of the organization with good workplaces also includes not only economic, but also professional and psychological benefits. ¹⁵⁴ |
| Mansurov RE | A set of targeted measures to create a positive image of the employer in order to constantly attract and retain the best specialists in their field. ¹⁵⁵ |
| Ezhova LS, Dyakonova AA | Working with the organization's reputation as an employer, its main goal is to attract and retain employees ¹⁵⁶ |
| Dabirian A, Berthon P, Kietzmann J | A strategic lever in business management that helps attract and retain the best employees through an organization's reputation as an "employer of excellence." ¹⁵⁷ |
| Bindhya, MS, Harikumar, PN | unique personality and help manage the organization's image as a potential employer ¹⁵⁸ |
| Kashyap, V., Chaudhary, R. | Current employees' perceptions of the attributes that give their organizations a unique image as employers and employees with high-quality work ¹⁵⁹ |

Research methodology

Factors affecting the development of HR branding, evaluation methods, analysis , synthesis, comparative analysis and other methods are used in the article . In the studies presented in the article , the factors of development of HR branding, methods of forming a positive image of the organization, system of measures for strategic management of the organization, methods of evaluating the effectiveness of HR branding in the enterprise and a number of other aspects were considered and analyzed.

Analysis and results .

The methodological approach to evaluating the effectiveness of the HR brand proposed by foreign experts in the framework of research mainly includes a three-level evaluation:

- Measuring data in accordance with the main goals of creating an HR brand;
- calculation of employer brand development index;
- the rate of return on investment in the employer brand.

¹⁵⁴Krinitysna, ZV Personnel management in an organization based on the HR branding system / ZV Krinitysna // Bulletin of Siberian Science. - 2013 year. No. 4 (10). - With. 182-187. - With. 183.

¹⁵⁵Mansurov RE Handbook for the HR director: a practical guide / RE Mansurov. – 2nd ed., revised. and supplement - Moscow: Yurayt publishing house, 2019. - 384 p. - page 41.

¹⁵⁶Ezhova LS, Dyakonova AA Forming the HR brand of a modern enterprise // Current issues of modern economy, 2019. 205-212. - With. 206.

¹⁵⁷Dabirian A, Berthon P, Kietzmann J. Attracting the IT crowd: Employer Branding in the Information Economy // Journal of Business and Industrial Marketing - 2019. - Vol.34(7) - p. 1403-1409. – Page 1406.

¹⁵⁸Bindhya, MS, Harikumar, PN Employer Branding - The Hottest Talent Retention Strategy // International Journal of Science and Technology Research, 2020. – 9(2). - p. 3842-3846. - p. 3842.

¹⁵⁹Kashyap, V., Chaudhary, R. Linking employer brand image and work engagement: Modeling organizational identification and organizational trust as mediators // South Asian Journal of Human Resource Management. - 2019. - p. 177-201. - page 181.

In this, the first level of performance evaluation is the measurement of indicators for key tasks.

Based on the analysis, it can be noted that, taking into account the resource triangle (cost, quality, time), the important aspect of the HR brand in recruiting new employees is that it reduces the time and costs of filling vacancies, while at the same time improving the quality of selection. can be determined by increasing the first important indicator in this regard is the speed of filling the space. By fill rate we mean the time from the moment a vacancy opens until the candidate starts working. It is important to understand that it is impossible to measure the average speed for the enterprise, because different time resources are spent on searching for different categories of employees. It is most correct to analyze it by categories: workers, specialists, branch management, middle management (this distribution should be adapted to the characteristics of each enterprise). It should be noted that this indicator cannot be used to search for managers above middle management.

The average rate of filling vacancies should be evaluated over time (compared to the previous month, quarter, year). In this case, the impact of the HR brand on this parameter can be objectively evaluated.

The second indicator is the cost of filling a vacancy. All material costs should be taken into account here: the cost of the search channel (job search sites, advertising on social networks, etc.), and if the search is in another city, the costs of organizing business trips, training and adaptation of new employees. In addition, labor costs of human resources involved in the selection process are taken into account: recruiters, managers, security services, etc. Evaluation is done for similar categories of employees and over time. With a strong employer brand, costs for this element are more likely to decrease.

In this case, it is important to understand that all parameters should be analyzed in terms of employee categories and dynamics. So, the main indicators of recruitment:

- the average number of vacancies, units;
- the average number of responses to the vacancy, units;
- conversion of views into answers, calculated by dividing the number of responses to the blank space by the number of views, %;
- conversion of answers to the interview as a ratio of the number of interviews to the number of answers, %;
- the total conversion of the selection process - the ratio of the number of accepted to the number of responses, %.

Also, useful to analyze the ratio of the number of job offers given to the number of accepted ones in terms of the HR brand, %. For a highly developed HR brand, this ratio should be much higher (exact indicators will depend on the company's industry and the employee's category). It is important to understand here that if an employee rejects an offer because of a similar offer

with a slightly higher total income than him, this clearly characterizes a poorly built employer brand.

The next indicator for evaluating the employer's brand, which also reflects the quality of candidate selection, can be the dynamics of labor productivity of new employees or the income per new employee (depending on the characteristics of the evaluated unit). If there is a positive growth trend in the indicator, it can be said that the development of the HR brand is going in the right direction.

another recruitment-related metric measures the number of employees hired through a referral program, directly measuring employer brand exposure. In this case, the dependence is direct, i.e. An increase in the number of employees coming to the company through referrals from existing employees is a sign of a strong HR brand.

The next important factor is employee retention. The next task for employer branding is to evaluate employee retention using the following metrics:

- lack of personnel: it is important to analyze it in terms of categories of employees, as well as seniority. In this case, it makes sense to divide the dismissed employees into the following groups according to the length of their employment in the company : dismissal during the trial period, 3-6 months, 6-9 months, 9-12 months and 1 to 1 month. 3 years.¹⁶⁰

The main reason why employee attrition is so important is that new hires are often less productive than their more experienced counterparts due to lack of experience. In general, you can calculate in money how much the company loses when replacing an employee due to low efficiency due to lack of experience. Accordingly, the longer the average length of service, the smaller the loss of labor productivity;

- percentage of newly arrived employees and average length of service: these two interrelated indicators serve as a second indicator for evaluating the HR brand in the context of employee retention. These indicators are closely related to the previous indicator. Of course, in strong companies, the HR brand, the percentage of new employees should decrease and the average length of service, on the contrary, should increase;

- analysis of the reasons for dismissal of the employee. At the same time, it is important to understand that the formulas "at his own request", "at the initiative of the employer", etc., are absolutely not informative for analysis. For evaluation, it is important to understand the real reasons why employees leave the organization. These can be: low salary, atmosphere in the team, relationship with the manager, lack of prospects for career growth, etc. The most effective means of gathering this information is an exit interview conducted on the employee's last day of work. In this case, the employee is not

¹⁶⁰<https://fundamental-research.ru/ru/article>

afraid to tell the real reason for dismissal, and the interview environment is as confidential and open as possible;

- analysis of the returning share of previously dismissed employees: if the corporate culture allows such employees to be rehired, this indicator can serve as an excellent indicator for evaluating the effectiveness of the HR brand.

Another important factor is employee engagement and loyalty (eNPS).

By building an employer brand, an organization makes sure that it is an attractive place not only for external candidates, but also for existing employees to feel satisfied working for the organization. The level of participation affects the profitability, competitiveness and profitability of the company. These indicators directly reflect the internal efficiency of the watch brand. Thus, it is possible to observe the dynamics of the level of joining or loyalty to the company (depending on the selected HR strategy), and objectively assess the state of the HR brand.

Revenue per employee. Of course, first of all, this is a commercial indicator, and the impact of the HR brand also affects the productivity of employees, and therefore can be evaluated in this way.

A general table is presented that can be used by experts as a model for creating a report on the analysis of the effectiveness of the HR brand.

Table 1

Evaluating the effectiveness of organizational HR brand development¹⁶¹

| Factors | Average level of organization | A city | B city | C city |
|--|-------------------------------|--------|--------|--------|
| Number of resumes for vacancies | 100% | 75% | 102% | 50% |
| Number of candidates offered for one vacancy | | 98% | 95% | 80% |
| Net Promoter Score (eNPS) | | 76% | 87% | 65% |

At the next level of evaluation, the HR brand development index can be evaluated by division against the average performance of the entire organization. The main parameters for evaluation can be: the number of resumes for vacant positions; the number of candidates offered for one vacancy; the percentage of those who came to the interview; vacancy closing rate; Net Promoter Score (eNPS) or Engagement index; percentage of employee referrals for y referral program.

For example, the brand development index (*BRI*) for the first parameter can be calculated using the following formula:

¹⁶¹<https://fundamental-research.ru/ru/article>

$$(1)BRI = \frac{\text{average amount of resumes for a vacancy in an enterprise branch}}{\text{average amount of resumes for a vacancy in a general enterprise}} \times 100\%$$

The same calculation system is used for other parameters.

For the convenience of analyzing the obtained results, it is recommended to make a summary table, where the average index for the enterprise is taken as 100%.

of IBIQ (Return on Investment in the Employer Brand) . The main view of calculating the return on investment of the employer brand (IBIQ) is as follows:

$$(2)IBIQ = \frac{\text{Benefits} - \text{costs}}{\text{Expenses}} * 100\%$$

The most important thing in the calculation methodology is the question of what is considered income and what should be included in expenses. It is proposed to accept saved resources (in this case money) as income for: channels of search and attraction of employees; downsizing and staff turnover; the cost of filling a vacancy; savings by reducing the time required to fill a vacancy; referral program savings; growth of commercial indicators, etc. First, it is necessary to analyze how much money was spent on the HR brand project at the beginning and compare it with how much is being spent now.

Costs are individual for each organization, the most common costs are: concept development, design, communications, EVP, career website development, social media advertising, printing, employee labor costs involved in employer branding, and others.¹⁶²

the methods proposed by foreign experts in large trade enterprises and companies with branch networks in many cities of our country.

Conclusion

Within the framework of the article, the main steps of forming the image of the organization in the labor market were considered, and the algorithm of creating an employer brand was presented during the analysis of experts. In this, the main points on which the HR branding process is based are defined: defining the strategy of their development, determining the target audience segment; creation of the employer's value proposition (EVP), strategy implementation efficiency monitoring and evaluation system was reviewed.

As noted, considering the benefits of developing an HR brand for employees and the organization, from creating a favorable image in the labor market to sharing the benefits of the organization, the benefits are economic (increasing efficiency in recruiting and training new personnel), as well as giving the employer its market share. comes from the opportunity to strengthen its position and stand out among competitors. These include, first of all: the ability to retain key employees, increase innovation potential by

¹⁶²<https://fundamental-research.ru/ru/article>

attracting the best employees, the ability of the HR brand to influence the image of the "core" product brand, etc.

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