

CORPORATE CULTURE AS A TOOL FOR ATTRACTING AND RETAINING TALENTED EMPLOYEES

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In the 1990s, economists formulated a general definition of the concept of talent management. They argued that the conscious and predictable use of human resource management tools aimed at attracting, effectively using and retaining employees would undoubtedly have a positive impact on the overall development of the company [1].

The results of research in the field of human resource management were later organized into practical sets of tools. Ukrainian practitioners, who combined global practical experience with theoretical knowledge, became the developers of Ukrainian scientific thought.

Various areas of research in the field of talent management emerged from the studies of foreign scientists and were initially applied in international companies. The basics of talent management were studied in the works of well-known foreign scholars such as E. Michaels, A. Robertson, H. Handfield-Jones, E. Axelrod, T.J. Peters, J. Billsberry, B. Axelrod and others. International recruitment service providers play a significant role in shaping modern Ukrainian research on HR branding and talent management, actively studying the rapidly changing environment [4]. The issue of labor migration has been studied for many years, but more recently the escalation of the military-political conflict has presented companies, particularly in the IT industry, with challenges that require urgent attention. Talent management has evolved from a tool for quality human resource management to an influential factor in the country's future economic prospects. The aim of this publication is to examine the changes taking place in the field of talent management within the framework of human resources management and their impact on the formation of the employer's image in the labor market. In order to achieve this objective, the following challenges have been identified:

1. Analyze the reasons for labor migration and the factors that influence the decision of professionals to change their place of work and residence.
2. Identify the key aspects that require the use of talent management tools in organizational processes.

3. Compile a list of tools aimed at creating an effective corporate brand as an attractive employer and maintaining staff loyalty.

4. Develop strategies to improve the company's competitiveness in the labor market.

This research material aims to explore these aspects in detail and identify the best ways to optimize management practices to ensure the successful implementation of the company's business objectives in the current labor market. Despite the relative stability in the number of labor migrants, a large group of Ukrainian professionals remains determined to change their place of work and residence. According to statistics, one in six office workers expresses a desire to move abroad, while the figure for IT workers is only four per cent. One of the most pressing problems of the Ukrainian labor market is the outflow of employees, especially highly qualified specialists, who go abroad in search of more interesting work and better working conditions. Compared to 2014-2015, the number of people seriously considering leaving the country has halved. In 2015, the main motivations for migration were the unstable political situation and insecurity. Today, economic factors such as inflation, rising tariffs and prices, and low living standards are coming to the fore. Governmental issues are not the most important, but the level of wages, motivation and relations with employers have the greatest impact on migrants.

For a third of respondents to the international recruitment platform HeadHunter, quality of life, including healthcare and education, was a determining factor in migration. Statistics show that skilled workers are only willing to migrate under certain conditions, while others consider financial and career opportunities, as well as the position, the company and the ability to bring their families. One in five respondents considers moving only to improve the quality of life and secure a sustainable place to live. Interestingly, only four out of one hundred respondents are willing to consider migration within Ukraine. Analysis of the statistics shows that most professional migrants make their decisions based on external economic factors. This suggests that many Ukrainian companies are not paying enough attention to building a strong employer brand. Given that the most talented employees may move to competitors or seek opportunities abroad, companies risk losing even those who have not yet lost faith but are not interested in the employer.

The experience of leading companies shows that the impact on retaining professional staff goes beyond the company itself. Incentive tools such as high-quality talent management are proving to be effective in

retaining qualified employees. Current trends in the business environment point to the need for a new direction in the development of HR processes, including HR policies focused on key HR functions such as searching for, attracting and retaining talented staff.

The use of the latest technologies to shape corporate culture and create a strong employer brand is becoming an essential element of the talent management system. A key component of successful recruitment and retention of professionals is the effective building of a corporate culture and atmosphere in the company, active communication and development, taking into account market dynamics and the competitive environment.

An employer brand is made up of a number of different attributes, including reputation, work environment and communications [2]. To achieve a strong employer brand, it is important to remain competitive and improve strategies that cover all aspects of these factors. Focusing on the needs of the modern employer means maximising opportunities and responding to external changes and factors [3].

Some of the tools that Western researchers have identified as trends in building a strong employer brand and quality talent management include:

- Create a social community. Engagement tools, such as creating communities and forums and publishing content that reflects the company culture, allow employers to connect with potential candidates and retain existing employees.

- Expand the network of connections. Despite digitalisation, it is important not to forget live and virtual communication[6]. Companies should actively develop interaction with universities, the business community and other key groups.

In summary, the following conclusions can be drawn.

First, the growth of professional labour migration is caused not only by external economic factors, but also by insufficient employer activity, lack of an HR brand development strategy and effective internal marketing tools.

Second, the global experience of successful companies is not just theoretical material for Ukraine, as existing professionals have their own expectations of career development and, accordingly, the influencing and motivational factors are unique.

Third, government support is crucial for companies at all levels of interaction with the economically active population, including information support, training, organisation of community and development events, and support for corporate programmes.

Fourthly, it is impractical and ineffective to completely stop the outflow of IT personnel from Ukraine, as Ukrainian specialists, having improved their skills, often return to develop the local economy, initiate local business projects or take our talented personnel to the global level, strengthening the image of Ukraine as a highly professional country with great potential.

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