

THE RELATIONSHIP BETWEEN THE EMPLOYER'S BRAND AND THE LABORERS' PROACTIVE MOTIVATION: IN CASE OF THE TOURISM COMPANIES IN HO CHI MINH CITY.

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Abstract: Today, with a strong organizational brand identity, it's easy to attract, retain and encourage employees to work effectively. This research will clarify the impact of the brand organization with the role of the employer's brand to the labours' proactive motivation of work that will help to explain the priority in choosing and career orientation of both current and potential employees. This research summed up some points of view of the organization's brand and the laborers' automatically motivated working. At the same times to propose some solutions for improving the laborers' automatically motivated working through to develop the employers' brand of organizations.

Key words: Employer's Brand, Proactive Motivation, Work Motivation, Tour Guides, Tourism Companies, Ho Chi Minh City.

INTRODUCTION

On the side of labours, nowadays, with the material and spiritual supported conditions for employees, that's only stopped at ensuring the minimum conditions is regulated by laws, as well as according to the tourism companies' regulations. Along with that, in generally, the human resource management and the way to motivate in working are the most important activities of the tourism companies, which could be seen as a difficult and thorny job (Nguyen Van Manh & Pham Hong Chuong, 2009), because of requiring high quality labours than other business fields.

However, abnormally, there was not really close working relationship between tourism companies and tour guides. Most of enterprises, especially the small and medium-sized enterprises (SMEs), tour guides are the direct and seasonal, so the tourism companies hire them (tour guides) as collaborators or seasonal workers. Remuneration's paid to employees is mainly wages, tips or some year occasions' bonus; in addition, the tour guides very rarely do receive any other benefits. The creating motivation for employees supports better in the phisycall way and also improving the quality of life are urgent activities.

THEORETICAL BASIS

The business's brand:

Branding is a popular concept in marketing. According to American Marketing Association (AMA), a brand can be understood as a name, a word, a sign, a symbol, a pattern or overall the above factors, to identify a product or service of a (or a group) product, or the service of (a group) a seller, and to differentiate those products (services) from competitors. World Intellectual Property Organization (WIPO) also said that a brand is a special (tangible and intangible) sign that identifies a product, commodity or service that has been produced or is provided by an individual or organization.

For businesses, brand is the consumers' concept about a product, service with mark of the business mount up the surface of the product (service) to get the quality and origin. Brands are now an important intangible asset for large businesses, the corporate's brand value accounts for a significant part of the business's total value.

In business, the brand's concept has a clear meaning: A brand is a perception or an emotion, are maintained by either a potential buyer or buyer, for describing experience related to doing business with an organization or to consume their own product or service, (Mcnally & Speak, 2002). Differently from company brand, concept "the employer brand" has been around since the mid-1990s. The employer brand is understood as *identity, the company's brand reputation* under the sole capacity of the employers; instead of a famous business name in the market. The

image of employer brand is an image associated with a only institution in the role of the employer not to the kind of company image is approached to a broader audience like customers and suppliers, (Balmer, 1995, 2001 & 2003).

Dukerich & Carter (2000), the employer brand includes internal branding which is often approached from the perception of employees within the enterprise and brand rating from the outside (external) includes 2 aspects: (1). Employee perceptions of the other people's perceptions (people outside the company) about the company brand, (2). Another aspect is the potential candidate's perception (people outside the company) about the company's brand image with the role of employers (Simon Knox & Cheryl Freeman, 2006). In this research, the brand employer's concept only mentioned with the internal branding aspect and was defined by the author as follows: The brand employers is the level of awareness of the employee present about attractive level of identity, reputation of the business as an employer. Besides that, measuring the impact of corporate's branding to the personnel attraction through the iconic brand influence is clarified by Maxwell (2010). The corporate's brand is seen as the symbol that has an impact on attracting potential candidates and is closely linked with the attractiveness of firms in the labor market.

Proactive Motivation to work:

Motivation's a word in English, come from the Latin word "movere" meaning motion (quote from Richard & Philip, 2014), was translated with many different terms such as: motive, motivated, motivation,... As stated, the term "motivate" can also be considered to be similar to the concept of "motivation" and can be used interchangeably. However, according to the author's point of view, there are still certain differences between "motivate" and "motivation". Currently, there are many different definitions of motivation:

Motivation's the process of showing the intensity, direction, and level of individual effort to achieve a goal (Stephen P. Robbins & Timothy a. Judge, 2012, p.244). According to this concept, there are 3 factors that make up the motivation: intensity of effort (the level of effort per person), effort oriented (oriented to benefit the organization/customers) and persistence of the effort (actions toward the organization's overall goal), that is often associated with persistence to keep the effort going until the goal is reached.

In short, motivation is not a personality trait, but it is the result of the interactions' process between an individual and the environment (circumstances or situation). Everyone is motivated if the conditions are right time (suitable). Motivation could also be generated, sustained and persisted for a long time if properly facilitated from the working's environment. But motivation could also be eliminated when it's affected inappropriately (Kenneth Stott & Allan Walker (1992, p.96).

THE AFFECT FROM OF THE EMPLOYER'S BRAND ON THE WORKING PROACTIVE MOTIVATION

According to Singh & Jain (2013), in the research on the organization's brand: motivational tools and employee retention, in Indian, has shown that a business's brand plays an important role in attracting, retaining and especially the motivation for employees who have been or will contribute to the business. The research also showed that there was a direct relationship between the same direction of the business's brand and the employee's working motivation. In other words, the stronger of the business's brand name will create the more motivational work for employees.

Maxwell & Knox (2009), the research on employee's promotion "live brand" - a comparative case study of attraction of the employer's brand in the business. The authors used Social Identity theory (SIT) for evaluating the attractiveness's levels of the employer's brand and to a compare with four different organizations. Research results showed that the specific attributes are considered the most attractive by the staff, which were the difference in every organization. However, the attributes types are almost identical, that are: job, organization's success, external images and product characteristics (or service).

The employer's brand building has been advocated as an effective strategy for motivating employees to "live brand", however, some previous researches tended to focus on recruitment. When an organization's employer branding becomes appealing to existing employees, it has a strong work motivation effect that will help maintaining the organization's current human resources and developing organization's brand. The research showed a new overview of work motivation through Social Identity theory (SIT).

CONCLUSION AND RECOMMENDATIONS

This research provided suggestions for the process of motivating employees to work through the corporate's internal brand awareness. From the research's results on factors affecting work motivation (direct and indirect), this research has shown a direct impact on the organizational brand's governance that was represented by building and reinforcing "the corporate's brand" as an employer in an internal marketing approach. Its direct impact on work motivation which orienting solutions for businesses that will take care of internal branding, will help existing employees to increase working motivation and have long-term commitment with the organizations.

Besides that, the factors also extremely powerful impact on "personal brand's orientation" of the organization's staffs inside (and outside) thereby indirectly promoting their work motivation. In sum of, measures (methods) to satisfy psychological needs approached from organizational marketing's management and individual are very effective solutions to improve working motivation for employees.

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