

IMAGE AS AN EDUCATIONAL COMPONENT OF PERSONNEL POLICY IN PUBLIC MANAGEMENT BODIES: HUMANITARIAN ASPECT

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Abstract: The article considers image within the concept of employer branding in public management bodies, in frames of New Public Management. It is shown that the attractiveness of the brand of a particular government body is a key factor for quality staffing and provides an additional advantage in the labor market, however, the lack of linkage between the training and development of public management bodies employees and employer value proposition leads to the absence of the effect of involvement and, accordingly, the leakage of employees to the private sector. Based on the analysis of theoretical provisions both in NPM and business HR-management, as well as some case studies, it is shown that importance of image as an educational component of HR policy in public management bodies is especially evident.

Keywords: image; personnel policy; public authorities; public administration; information interaction; professional education; educational technologies; professional competences; quality of education.

1 Introduction

The state personnel policy, being the most important component of the broader concepts of "state" and "personnel policy", which to some extent cover all parts of the public administration space, at the same time is itself a complex systemic organizational and political phenomenon. The state and its derivative, the state personnel policy, are organically connected and complementary components. The state is developing its own state personnel policy, designed to increase the effectiveness of political power, ensure the intensive functioning of society, strengthen its unity, integrity and sustainable development.

At the same time, as empirical studies show, even in developed countries (in particular, in the USA), civil servants themselves consider such negative qualities as excessive bureaucracy, corruption and bribery, as well as imitation of vigorous activity, to be the most common among those employed in the public civil service, and among the least common ones they note irresponsible attitude to official duties, dishonesty, indifferent, disrespectful attitude towards people, disregard for the laws [6]. A natural question arises: what are the main reasons for the shortage of qualified personnel in the state civil service? As the results of answers to this question by civil servants show, among the main reasons are, first of all, the attraction and promotion of personnel through acquaintance, personal loyalty, the low level of personnel culture of the head, the lack of demand for honest and principled civil servants, as well as the lack of clear and systematic work on the formation of a personnel reserve [5]. In turn, these personnel problems of public authorities are associated with insufficient attention to the image, employer branding as part of the educational component of personnel policy. While many of the elements of New Public Management (NPM) are being successfully implemented in public administration, employer branding is still in its infancy.

At the same time, attention should be drawn to the fact that moral qualities, which, as is commonly believed, are priority qualities for the category of people who have chosen to serve society as their profession, occupy the last place in almost all

representatives of the positions of civil servants, having received the lowest rating values in various surveys [16]. Although namely the moral qualities of civil servants, along with other qualities of officials, have a decisive influence on the formation of the image of the civil service, largely predetermining the negative or negative-neutral image of civil servants in the mass consciousness of the population [1, 2]. Thus, the humanitarian aspect of both the personnel policy itself and its professional and educational component is of priority importance. The need to develop HR-branding of the public service as a tool for managing human resources in modern conditions is determined by the fact that over the past decades there have been both reputational losses of the public service brand due to corruption scandals, and, in general, the formation of a negative character of the image of the studied professional activity.

2 Materials and Methods

The methodological basis of the study included the basic principles of dialectics, induction and deduction, which make it possible to identify the main characteristics of phenomena and processes in their relationship, to determine the key trends in their formation and development.

The theoretical basis of the study included publications devoted to the theoretical foundations of human resource management, the concept of the employer brand, corporate branding, and internal marketing.

The study uses the method of modeling the political and managerial process, the case study method, as well as elements of the historical genetic method. The study also used sociological, structural-functional, systemic, synergetic, and other methods of analysis.

3 Results and Discussion

The image of public authorities as a social organization can be determined by a set of characteristics that give an idea of its activities. There are basic characteristics inherent in any type of organization and interpreted depending on their specifics. At the same time, it is not the characteristic itself that is important for the image, but the idea that can be created about it by professional means and which will provide a positive image. Among them, there are the following:

1. The image of the head of the structure of the public authorities of the region, which in the most general form is built on the basis of the idea of his abilities, attitudes, value orientations, socio-psychological characteristics, as well as his external data.
2. The image of civil servants, reflecting the physical, psychophysical, social data, culture, professional competence, personal characteristics, visual-audience characteristics, etc.
3. The social image of the authorities, built on the basis of public perceptions in different social groups, about the role in the political, economic, social, and cultural life in the region.
4. The image of the services offered by public authorities for the population, which includes an idea of the quality of service, their functional value, distinctive properties and uniqueness.
5. External paraphernalia (visual image, corporate design).

The process of forming the image of public authorities is a multifactorial iterative recursive interaction of a mixed type, involving three subjects: directly the public authority, the population, and the media. They are interconnected and interact with each other in the form of information exchange, emotional and evaluative reactions, direct interaction. The image itself acts as an object, participation in the formation of which is carried out by all three subjects [14].

Subjects function in a socio-cultural space, the characteristics of which are the social, economic, and cultural characteristics of the country and region. The main system-forming factor in the process of shaping a positive image is the identification of common interests as a necessary prerequisite for the existence and functioning of each subject [4]. Reasonable managerial decisions should be based on knowledge about the claims, expectations, moods, attitudes of all the subjects of the system involved in the process of image formation, as well as the features of the socio-cultural space in which the system operates. The knowledge gained about the structure of subjects' interests is transformed into specific proposals for making certain managerial decisions. The "feedback" connection of the system is represented by constant clarification of interests and correction of knowledge, in accordance with the objective data appearing at the "output".

Achieving a sustainable positive image in practice is possible due to skillful use of communication strategies by public authorities. Among them, there are: 1) strategies for the presentation of projects, intentions; 2) strategies of self-presentation, emphasizing own merits. The best way to achieve the result is to use a strategy of self-presentation, accompanied by an emphasis in PR-texts on the positive aspects and facts of the professional activities of the organization [15].

The self-presentation strategy is designed to show the public that this public administration structure is a strong organization that is significant for society.

It is known that the need for administrative reforms became increasingly more urgent in the late 1970s - 1980s due to a number of economic, social, and political circumstances. It manifested itself most obviously in the Anglo-Saxon countries, from which many theoretical ideas and practical experience were subsequently borrowed. First of all, the need for administrative change was determined by economic and social reasons, which were understood by the conservative governments that came to power at that time in a number of Western countries [7-10]. Perhaps the main reason was the growing pressure on public spending by a combination of social order factors caused by an increase in the number of pensioners with a catastrophic decline in the economically active population, rising unemployment and a constant increase in consumer expectations of the population, not only regarding general living standards, but also regarding the standards of public services provided by the state [35]. Although these judgments relate primarily to the UK, but in other countries, economic and social issues concerning the needs of the population and the financial, organizational capabilities of the state to meet them were also brought to the fore. The growing state budget deficit under these conditions forced governments to take decisive measures to reform public administration in order to more rationally spend resources and increase the efficiency of their use [13]. The economic approach to public administration and public service has become the dominant policy of their reforming. The problem of efficiency in all its forms - economic, social, organizational - was placed at the center of the reforms.

If to characterize the directions of general changes in public administration, which have found expression in its managerial reform in various countries, all of them can be boiled down to attempts to introduce market mechanisms, institutions and attitudes into the organization and activities of the modern state. The concept of an administrative state began to be replaced by the concept of an efficient state [17-19]. General managerial attitudes towards public administration have led to a change in a number of traditional postulates that underlie this field of activity and organization, which has led to the widespread acceptance and consolidation of the concept of NPM.

In the future, NPM has evolved and improved. In particular, the administration of George W. Bush (Jr.) (2001-2009) continued the strategy of new public management, but introduced some adjustments to make it more responsive to the needs of the American people, more results-oriented and innovative, rather than only competing. The main goals of the reform, expressed in

the presidential program "Presidential Agenda for Management", were: (1) focus on the strategic management of human capital; (2) search for competitive sources; (3) expansion of e-government; (4) integration of budget and performance. President Barack Obama (2009-2014) saw administrative changes in increasing the responsibility of public administration and raising its effectiveness by enhancing leadership, transparency of goals and action plans, reforming the contract system, reducing wasteful costs and eliminating gaps in the use of e-government [21-25]. The main public administration ideas that President Obama started with were high-performance government and the use of new technology to run it. The modern system of public administration should not only meet new challenges, but also promote innovation, encourage it, generate innovation that has become a necessity for sustainable and competitive development.

In an environment characterized by shorter economic cycles driven by disruptive innovation, governments need the ability to respond faster than ever to new challenges and demands from citizens, businesses, and civil society. The quality of management flexibility can be defined "as the freedom and ability of accelerated decision-making, regardless of whether it leads to cognitive or behavioral changes" [46, p. 112]. Dimensions of strategic flexibility are strategic sensitivity, resource mobility, unity of leadership. Strategic mobility tools include budget, human resources, ICT, adaptation mechanisms.

Under these conditions, the image component of personnel policy (in particular, its educational component as the most important tool for adapting to rapid changes), the employer's brand are of paramount importance for public authorities.

Raising efficiency in the growth of civil service costs (growth dynamics in richer countries) comes from the regulation of labor in the civil service on the basis of general labor laws rather than civil service laws; strengthening the correlation of wages with the ratio of competencies and results, relationship between career growth and performance efficiency, stimulating innovation and experimentation, etc. Public integration as a system of ethical values, principles and norms for the protection and priority of public interests over private interests in the public sector is set as a task of civil service reform [27-29]. The reforms are focused on enhancing the coordinating role of senior civil servants, while maintaining a balance between responding to the political will of the government and maintaining the ideal of a professional civil service; the focus is not on industry specifics, but on general leadership and management. As the authors of the modern public administration reform study write, "The uncertainty arising from the forces of globalization, which is often the driving force behind today's difficult problems, requires a networked approach to public sector management, and this, in addition, requires public managers to manage less and lead more given that they are negotiating a power struggle with politicians" [11, p. 20].

Thus, the very image of public authorities is changing - and it is changing for all stakeholders, including labor market participants as potential civil servants. These changes are accordingly reflected in the employer brand.

In corporate management, employer brand management is seen as a combination of the company's efforts to interact with existing and potential employees, which make it an attractive place to work, as well as the active management of the company's image in the eyes of partners, potential employees, and other significant market actors [26]. Accordingly, the same understanding is appropriate for use in NPM.

The basis of the employer brand is formed by the values of the employee, acting as an incentive and interest in the company. Values motivate the employee to effective work, rejection of offers from competing companies. Theys and Barkhuizen note that the presence of a positive image of a company in the labor market is one of the key factors in making a decision on employment by a potential employee [57]. Considering the employer brand from the point of view of an employee (potential

or real), it can be defined as a set of positive value associations about the company as a unique employer in the labor market. In other words, this is a set of positive associations of the employee about the material and non-material values of the company as an employer that are unique for it and distinguish it in the labor market.

It is important to understand that the work on creating an HR brand is a long-term and painstaking process that requires organization, consistency, analysis of many factors of the external and internal environment, as well as collecting a large amount of information, receiving feedback from employees and candidates, continuity and making adjustments, taking into account changing conditions.

In a study conducted by LinkedIn back in 2012, which assessed the priorities and consumer habits of 3,028 hiring managers worldwide, 83% of executives cited HR brand as a critical indicator in the ability to hire new top talent, 51% of companies increased their investment in branding over last year and only 9% reduced it [34]. The results of this study show that even 10 years ago, employers in business sector understood the importance of forming a competent image of the employer in order to increase the effectiveness of the human resource management system used. However, the first fundamental developments in this area are just beginning in state authorities.

HR branding is understood as a purposeful process of creating and maintaining a stable positive image of the public service as an employer in the labor market in order to attract and retain the most valuable personnel.

When studying the issue of developing approaches to HR branding, the attractiveness of the brand of a particular government body represents a key factor and provides an additional advantage in the labor market [5]. At the same time, the existence of a system for attracting talented personnel in the state administration strengthens its image as an employer, thereby forming additional tools for attracting and retaining effective personnel.

The organizational culture, being focused on personnel and the general goals of the development of the public service, contributes to the attraction of talents, since any individual prefers to work in a reliable, creative, open environment in which the values of the personnel and the values of the employer are not in conflict with each other [26]. The degree of employee loyalty is also associated with the employer brand and affects the degree of absenteeism [34].

Among the main driving forces for the formation of the HR brand of the public service should be the following elements: the desire to minimize the resources spent on hiring employees, increasing the attractiveness of employment in public administration, stimulating the influx of the most effective personnel, increasing the loyalty of existing employees, strengthening team spirit.

Employer branding attracts new talent and boosts retention, reduces recruitment costs, and increases employee engagement [56]. According to research by LinkedIn, companies with a positive employer brand can attract 41% of full-time US workers without any pay increase. In addition, job seekers are easily attracted to organizations that put their beliefs into action, offer development opportunities, and a chance to work on a better team [56].

Employer branding general framework is depicted in Figure 1 below.



Figure 1. Employer branding framework [19]

Archer and de Bussy propose a scheme showing dimensions and theoretical foundations of the employer branding construct (see Figure 2 below).

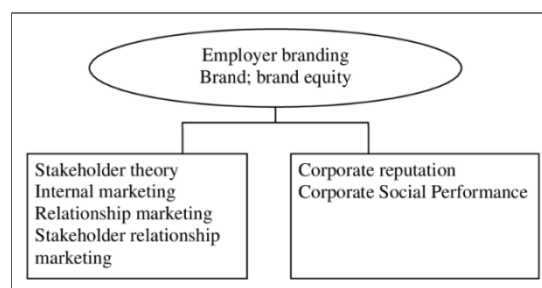


Figure 2. Dimensions and theoretical foundations of the employer branding construct [3]

Although this scheme was developed for corporations, it is quite indicative also for public management bodies.

One of the ways to strengthen the HR brand is employee training [63]. According to today's business consultants, "training employees (and achieving business goals) is easier when the process is built as a concern, a care. In fact, training is caring, because it can give the employee everything necessary for comfortable work. It is important not only to organize "caring training", but also to broadcast its benefits to employees through internal advertising. It is also important to make the training such that in the process the feeling of caring does not evaporate. Understandable material, a specific link with the workplace activities, support from mentors, feedback, as well as a convenient platform and dosage – all this matter. Training should not be felt as a regular duty, but as an unobtrusive developmental routine, something like reading your favorite media after work ... In addition to the list of requirements and material benefits, you can add "caring lists" to the vacancy: what we will teach while employing, how we can develop our employee" [47].

Training should have a convenient format, understandable courses, linked to the needs of employees. When advertising training to employees, one should focus on the benefits for them. "Advertise training to an external audience. Minimum program: tell on your website how you take care of your employees, add a paragraph about training and care to the vacancies. The maximum program: public in social networks, cases in the media, targeted advertising" [3]. Such information about the educational component of public administration bodies will help improve the image of these bodies not only among existing and potential employees, but also among the general public - consumers of public administration services and stakeholders. This is confirmed by scientists: in most studies of the employer brand, the communicative aspect prevails, i.e., in essence, the analysis of the signals that the organization sends to the external

and internal environment to enhance the attractive image of the employer is carried out [31-33]. While educational technologies and quality of education determine professional competencies, employer branding provides information interaction, which is crucially important for retention, talent management and high-quality staffing in public management bodies.

The importance of this is due to the fact that employer branding is a long-term system-oriented activity to develop, promote, and ensure the use of the employer brand as an essential information factor and motive for the behavior and decisions of the subjects of the labor market marketing system [36-40]. The key aspects of promoting the employer brand are the long-term strategic nature of such activity, based on the long life of the organization, the established organizational culture, the possibility of targeted communications with promising groups of recipients, reconfiguring the corporate digital platform for automating HR processes to assess feedback with the prospect of determining the contribution efforts to form and promote the employer brand into an integrated marketing and corporate result [3].

The existing scientific understanding in the field of comparing and distinguishing between consumer brand and employer brand, as a rule, proceeds from the fact that the employer brand is the basis for the implementation of the consumer brand, which is indeed true in types of economic activity with a significant number of personnel interacting directly with consumers, that absolutely is true for NPM as well [41, 45]. The joint use of the consumer brand and the employer brand based on the integration of the creative concepts of the unique selling proposition and the employer's value proposition is a system-forming element of the integrated marketing strategy as a component of the overall corporate strategy that details the organizational mission by setting and implementing functional goals and objectives in the format of a holistic marketing approach.

In modern scientific literature, two generally recognized basic ways of staffing the state apparatus are considered: the spoils system and the merit system [63]. The spoils system means the fact that the candidate who won the presidential elections in the country can appoint his associates to any public position. This is an effective and efficient system of 'seizing' power and keeping it in one's hands, but it is short-lived, as it is unable to create the conditions for the normal functioning of the economy in a given state.

The system of merit assumes that only those persons who win in state-organized open and independent elections come to all public positions. The essential difference between the merit system and the spoils system lies in the special requirements for the quality of a civil servant, his qualifications in the field of public administration [42-44]. With a spoils system, an important criterion is, first of all, the ability of the manager to exercise real control over such a person.

At present, in the United States, the formation of the state apparatus is based on signs of both a merit system and spoils system, since it is based on the division of employees into two groups: "competitive" and "patronage" [34].

The first group includes civil servants who enter the service and move up the career ladder in accordance with the principles of the "merit system".

The second group includes such civil servants who are appointed by the president either alone, or on the recommendation of his assistants and advisers, or with the consent of the Senate. In addition, only those persons who can ensure the organization of the work of the heads of federal executive bodies (advisers, secretaries of ministers) are "patronage" ones.

The so-called "excluded" civil servants have a special status – these are those employees who do not fall under the general legislative distribution of state bodies. These include organizations in the US such as the National Security Agency, the Federal Bureau of Investigation, the Central Intelligence Agency, etc.

Recruitment for civil service positions, which is based on a merit system, is carried out in two forms: "open" (for competitive service positions) and "closed" (for the State Department, forestry services, and a number of other departments) [48-52]. With open recruitment, a position can be filled by any person who successfully passed the exam. With a closed recruitment, the occupation of higher posts is carried out, as a rule, in the order of career service in this system.

Management of personnel policy, as well as control over the procedures for the selection and promotion of employees in the federal public service in the United States, is carried out by a specialized body - the General Directorate of Personnel. In addition to overseeing compliance with the "principle of merit", this body establishes general classification standards, determines the procedure for retirement, develops instructions and recommendations for working with personnel [53-55]. Most personnel processes in all departments must be coordinated with the General Directorate of Personnel. A similar body functions in almost all developed countries.

The main requirement for civil servants in Germany is the observance of the principle of fidelity. "Duty of allegiance" is the need to serve the whole people, to fulfill one's duties conscientiously and for the benefit of the entire population, regardless of party and personal interests [34]. The main form of control over the honesty and responsibility of an official are special administrative courts. The system of these bodies is competent in matters of the status of civil servants, the procedure for their appointment, the exercise of their rights and obligations, the dismissal of officials, as well as their social, material and pension provision.

Success of public services in the field of human resource management is evident from Figure 3 below, which shows attractiveness of public service as employer in EU countries:

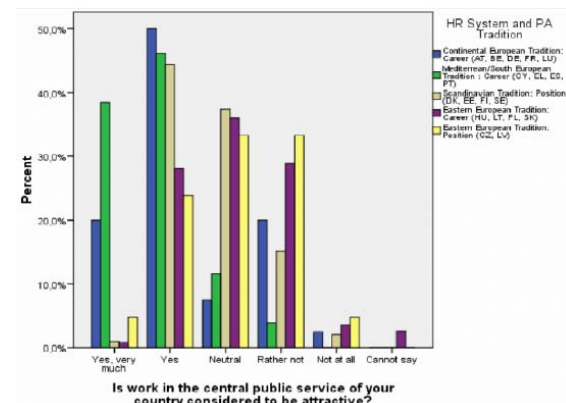


Figure 3. Attractiveness of public service work by public administration tradition and HR system [30]

The data presented by IZA World of Labor are also indicative (see Figure 4).

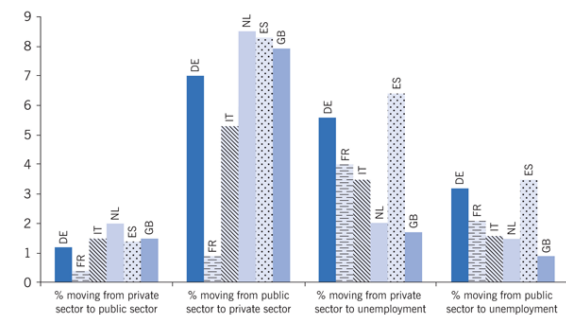


Figure 4. Annual rates of transition between the public and private sector [20]

As it can be seen from the charts, attractiveness of public service as employer is not high, and one of the core reasons of this fact is lack of integrative attractive employer branding and efficient employee value proposition (EVP). It is all the more so important and crucial as the age characteristics of today workforce evidently differ – Millennials constitute increasingly bigger part of the workforce, and in a couple of years, the share of Generation Z will also increase. This implies the necessity of modifying employer branding and EVP accordingly, to align them with the motives, needs, and values of this new wave of employees.

Cordes and Vogel write: “As the workforce is shrinking in most Western countries, the public sector increasingly competes with private and nonprofit employers for young and highly professionally educated staff [58-59]. While there is considerable research on the employer attractiveness of public organizations, evidence from comparative research remains scarce because many previous studies either have had an exclusive focus on the public sector or have not observed job seekers’ attitudinal, intentional, or behavioral responses to employment signals from different sectors” [12]. The same authors rightly claim that “public sector attraction is a scholarly and practical puzzle with many pieces. In addition to national differences between administrative systems, employer attractiveness of public organizations is likely to interfere with both professional and generational aspects” [12].

In this context, importance of image as an educational component of HR policy in public management bodies is especially evident. The image of the public authority must meet the expectations of the social environment [61, 62]. In an effort to attract potential employees and retain existing ones, the HR department must appeal to values and concepts that are close and clear for this environment.

It is important that, in general, in countries with both the Anglo-Saxon and the continental European model of civil service, the main emphasis is made on the development of leadership and managerial qualities of senior officials. The difference between these models in the humanitarian aspect lies mainly in the degree of borrowing the experience of the commercial sector, business structures for their possible application in the practice of public administration.

As an example, below there is a list of the main requirements for qualifications (competences) that persons filling the highest positions of the UK civil service should have [26]:

- The ability to set a goal and determine the direction of work;
- The ability to serve as a personal example;
- The ability to think strategically, developing ideas and opportunities to achieve goals;
- The ability to maximize the use of personnel potential, motivating and developing personnel in order to ensure the greatest effectiveness of their work;
- The ability to learn and improve work, implement changes based on experience and new ideas;
- The ability to ensure the efficiency of the workflow by achieving maximum results at minimum cost.

With regard to the advanced training of civil servants who are already filling positions at the highest level, the following main thematic areas of training can be distinguished:

- Training in leadership and modern management technologies;
- Operational training on topical issues of civil service development, domestic and foreign policy, ongoing reforms, anti-crisis measures;
- Expansion and deepening of knowledge and horizons on the subject of activity of a state body or its structural subdivision.

In the context of globalization, mutual influence and expansion of international contacts, as well as increasing competition

between countries, increasingly more attention is paid to the training of state authorities leadership personnel in terms of developing such qualities as the ability to negotiate, convince and influence the interlocutor, effectively plan one's time, prevent and resolve conflicts, defend against manipulation, exercise stress control, etc.

In Germany, for the training of persons replacing top management positions, special training programs are being developed at the request of the managers themselves or based on the results of an assessment of their needs. Thus, the Federal Academy of Public Administration offers this category of persons three main forms of education: 1) “Forum of senior executives” (two-three-day seminars for senior officials of various ministries/departments); 2) meetings of senior officials (one-day seminars for heads of ministries and departments, their deputies, heads of departments); 3) personal mentoring – “coaching” (the use of invited teachers or specialists as personal mentors) [60].

An interesting practice has developed in Italy and France. In order to acquaint managers with the experience of various administrative structures, including those of other countries, it is envisaged that individual civil servants can be seconded to work in the commercial sector or international organizations for up to five years. After completing such an internship, they return to managerial work in the civil service, retaining their official rank and at least the level of their previous position [65].

However, the problem is the need to link strategies and training programs with EVP - otherwise, training will not give the desired results: there will only be an improvement in purely professional, 'hard skills', along with some 'soft skills' as well, but without increasing commitment, involvement, that is outside the humanitarian aspect. As a result, an employee who has undergone training in the public service that meets the corporate standards of business structures easily becomes the object of head-hunting on the part of business companies and easily leaves there, seeing better EVP. Therefore, the image, the brand of the employer should become the basis of the HR policy of public management bodies.

Today's trends are the orientation of the modern civil service system towards flexibility and openness in relation to the external environment, increasing the role of shaping the career of civil servants in the system of personnel work and in determining the priorities of their own career development, the tendency to achieve uniform world standards of personnel work and the perception of the best foreign experience in this area [64]. Personnel work in public management bodies clearly gravitates towards greater mobility and flexibility of the personnel of state organizations, which is a consequence of the reflection of the public service system on the impact of the complex multifaceted problematic environment of modern society. In fact, this institution is undergoing a transformation, as a result of which it passes from its structurally closed “mechanistic” form to another hypostasis - a flexible, open “organic” one. Steady trends in the career process in the civil service are expressed in the liberalization of the principles of formation and development of civil service personnel, new non-traditional approaches based on market mechanisms, the latest achievements in managerial and economic science, replacing the former rigid system of selection and promotion of personnel with a more flexible one that allows hiring people who are suitable to complete the assigned tasks.

However, the essence of personnel policy in government bodies is to attract, retain, and rationally use highly qualified personnel in public service positions, create adequate conditions that allow specialists to regularly apply their skills, which will favorably affect the successful performance of their duties and ensure the effective functioning of public authorities [66-68]. The process of implementing the personnel policy should be aimed at using to the fullest extent the creative potential of employees, their extraordinary abilities, energy, skills to identify and eliminate problems. The application of this approach leads to an increase in the quality of work of civil servants and the effective

implementation of the most important state programs in various spheres of society [69]. At the same time, successful, effective development and training of civil servants is hardly possible today without the integration of the employer's image, or, in other words, the employer's brand, into the entire ecosystem of public administration HR policies. The image is becoming the main educational component in personnel policy, the foundation for training, retention, and talent management.

Employer brand and corporate culture are closely linked. The latter should play a key role in the formation of a successful employer brand, while the former should take into account and reinforce the cultural nuances that make this organization different from others [46]. The employer brand must clearly reflect the cultural facts of the individual organization. These facts can both attract applicants and seem not entirely attractive to them. "What attracts an applicant to a position at Goldman Sachs may be completely different from the cultural DNA that makes an applicant want to find a job at such successful companies as Virgin, Sodexo, Apple and Zappos. These reputable brands have gone to great lengths to identify the key cultural markers that have made them successful and use them to improve performance and create a distinct company image. They have the courage not to homogenize their culture. They understand that some job seekers will not be attracted to their employer branding initiatives. However, they pay enough attention to strategies aimed at attracting the target audience, telling them why it is worth working for this particular company" [56]. In the era of NPM, this is also true for public authorities.

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