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## **WORK-LIFE ACTIVITIES AS A WAY OF BUILDING THE IMAGE OF THE EMPLOYER**

The success of any organization depends largely on employees, particularly the level of their involvement in the tasks performed, which, in turn, are increasingly dependent on their level of satisfaction not only from work, but also of life.

In the era of this demographic and economic crisis, attracting and retaining talented employees becomes a way of survival for an organisation. For this purpose, a company makes great efforts to shape its specific image on the labour market. A variety of tools are used - including those originally dedicated to other purposes. The aim of this study is to determine the relationship between work-life activities (WLB) and creating an employer's brand. Another goal is to present practical solutions for WLB which can serve employer branding. The objectives have been achieved based on the analysis of secondary sources (compact publications, reports of research into these issues), as well as analysis of award schemes documentation concerning WLB and analysis of the web material provided by the selected organisations. The paper presents the objectives, tools and the expected benefits for an organisation from its image-building activities aimed at building the desired employer brand (in both their internal and external aspect). The next point was devoted to Work-Life Balance (WLB). This is followed by WLB initiatives and programs in the context of employer branding, and by the presentation of selected solutions from economic practice.

**Keywords:** human resources management, work-life balance, employer branding

### **1. INTRODUCTION**

Modern organisations to survive and thrive require, among other things, competent managers and talented and committed employees. To achieve this, they must secure the interest and loyalty of accomplished and skilled workers - which, despite high unemployment in the labour market, is not easy. This may be helped by creating a brand desirable from the point of view of the employee. The concept of employer branding is relatively young, but in the last decade it has recorded a dynamic growth and is of interest not only to business practitioners but also theoreticians of management. In Poland, this subject is also noticeable - enterprises, mainly following the example of multinational corporations (including Mars, IKEA, JTI<sup>2</sup>), devote greater and greater attention to it. The question therefore arises of how to effectively create a positive brand of an employer combining typical image-building activities with programs supporting those already employed. Since

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<sup>2</sup> M. Kozłowski, *Employer branding: Budowanie wizerunku pracodawcy krok po kroku*, Wolters Kluwer SA, Warszawa 2012.

studies<sup>3</sup> have demonstrated that a positive employer brand depends on low levels of stress and a sense of stability, the attention of managers and employers should be directed towards creating programs that provide stability and balance. One of the ways may be initiatives in the field of providing workers with work-life balance (WLB).

## 2. EMPLOYER BRANDING – OBJECTIVES, EXPECTED BENEFITS AND TOOLS ADOPTED

The concept of creating an image of an organisation as a valued employer (a good workplace) has been, in recent years, of interest to specialists of human resources management (initially, mainly in the United States and Great Britain). The idea of shaping the image of an employer is related to the practice of talent management, which grew out of the need to ensure and maintain talented staff at the top of the US economic boom of the late nineties<sup>4</sup>. In times of demographic and economic crisis, characterised by, among others, the war for talent, this concept is now, and in the future it will increasingly be, gaining in importance. Building the brand of an employer who is the so-called employer of choice, is also important in Poland, where, due to a decrease in labour supply (demographic factors and economic changes), many organisations are struggling with staffing problems<sup>5</sup>. The following factors<sup>6</sup> have a particular impact on the functioning of an organisation in the context of the provision of adequate human resources in Poland:

- an aging population;
- a deepening demographic crisis;
- significant unemployment among young people;
- a large emigration of young people;
- the increasing percentage of people with a higher education who are not in employment up to a year after graduation;
- changes in labour law in the direction of greater flexibility in employment;
- the increasing percentage of contracts of employment on a part-time basis;
- the war for talent.

It should be noted that many Polish employers have difficulty recruiting and retaining suitable candidates, despite relatively high unemployment among graduates (13% of college graduates and 27% among high school graduates within a year<sup>7</sup>). Participants in the study<sup>8</sup> conducted by the HRM Institute listed the following among the reasons for this: the

<sup>3</sup> A. Baruk, *Rola wizerunku pracodawcy w funkcjonowaniu współczesnych przedsiębiorstw*, „Zarządzanie Zasobami Ludzkimi”, no. 6, 2009, pp. 16.

<sup>4</sup> G. Martin, P. Beaumont, R. Doig, J. Pate, *Branding: A new performance discourse for HR?*, “European Management Journal”, vol. 23, no. 1., 2005, pp. 76-78.

<sup>5</sup> K. Wojtaszczyk, Employer branding po polsku na przykładzie uczelni wyższych, czyli jak wykreować wizerunek pracodawcy, który nie dba o swoich pracowników, „E-mentor”, vol 25, no. 3, 2008, <http://www.e-mentor.edu.pl/artukul/index/numer/25/id/547> (accessed: 18 March 2016).

<sup>6</sup> J. Kopeć, *Procedury personalne kształtujące wizerunek pracodawcy*, „Edukacja ekonomistów i menedżerów”, no. 4, 2013, pp. 42; K. Wojtaszczyk, *Employer Branding czyli zarządzanie marką pracodawcy*, Wyd. Uniwersytetu Łódzkiego, Łódź 2012.

<sup>7</sup> Raport IBE 2016, <http://www.student.lex.pl/czytaj/-/artykul/raport-ibe-stopa-bezrobocia-wsrod-absolwentow-w-polsce-jest-nizsza-niz-srednia-dla-ue>, (accessed: 18 March 2016).

<sup>8</sup> Employer Branding w Polsce 2015, <http://www.HRMInstitute/raport-employer-branding-w-polsce-2015-56827542> (accessed: 16 March 2016).

insufficiently attractive image and reputation of the employer (18% of respondents), the lack of knowledge of candidates about the offer (13%) and insufficiently attractive page / tab on the website of the employer such as: *career* (11%). This makes the activities of employer branding more important than ever - taking on a new dimension. Besides the traditional "marketing" image of a company (mainly based on the image and brand of the product offered), there is a need to produce strong, positive associations in the minds of current and potential employees. These are designed to strengthen employee loyalty and their commitment to the fulfilment of the tasks assigned. Moreover, they facilitate identification with the goals of the company and, globally, they foster a feeling of job satisfaction<sup>9</sup>. Research shows that a positive corporate image in the labour market is conducive to attracting and retaining valuable employees<sup>10</sup> for the company.

The employer brand itself is a category ambiguously defined in literature. Many authors use interchangeably the terms "image", "identity", "reputation", "personality" or "brand" in relation to the employer.<sup>11</sup> Without going into definitional variety, for the purposes of this study it was assumed that since the concept of the brand can mean "a set of beliefs, thoughts and impressions of the given entity (a person or a group) about some object - which includes both the company, the product (...) the place or the person"<sup>12</sup>, then the company brand is an image formed in the minds of current and potential employees based on their personal experiences (for employees) or on the information reaching prospective members of an organisation<sup>13</sup>. The image produced of the organisation can be accurate or inaccurate, made up of both personal experiences of the recipients of image, or hearsay (read) opinions about the company. The image of an organisation, therefore, is not a true reflection of reality, but the result of the subjective perception of labour market participants<sup>14</sup>.

Building the image of an employer (employer branding) can therefore be defined as an employer's efforts towards the formation of the image of that organisation as a desirable and distinctive employer<sup>15</sup>. This process is similarly understood by U. Bukowska, who identifies employer branding with the creation in the labour market of a clear view of what distinguishes the employer and makes him "an employer of choice"<sup>16</sup>. According to G. Martin, the essence of employer branding is to attract talented people to an organisation and to ensure that both present and potential employees will identify with the company and provide the desired results<sup>17</sup>. The perception of an employer (positive) by em-

<sup>9</sup> A. Dewalska-Opitek, *Sześć zasad kreowania zintegrowanego wizerunku przedsiębiorstwa jako pracodawcy*, „Zarządzanie Zasobami Ludzkimi”, no 6, 2009, pp. 26.

<sup>10</sup> A. Lipka, 2002, after: M. Kantonowicz-Gdańska, *Employer branding – kwestie definicji i modelu*, „Zarządzanie Zasobami Ludzkimi”, no. 6, 2009, pp. 56.

<sup>11</sup> T. Ambler, S. Barrow 1996; F. Lievens, G. Van Hove and F. Anseel 2007; after: A. Baruk, op. cit, pp. 14.

<sup>12</sup> T. Woodward, *Using brand awareness and brand image in tourism chains of distribution*, „Journal of Vacation Marketing”, April, vol. 6, no 2, pp. 123.

<sup>13</sup> A. Baruk, op. cit, pp. 14.

<sup>14</sup> M. Biedermann, M. Urbaniak, 1998, after: A. Dewalska-Opitek, op. cit., pp. 27.

<sup>15</sup> S. Jenner, S. Taylor, 2008, after: M. Kantonowicz-Gdańska, op. cit., pp. 57-58.

<sup>16</sup> U. Bukowska, U.: *Kształtowanie wewnętrznego wizerunku pracodawcy – implikacje dla jakości życia w pracy*, [in:] T. Sikora, M. Gienza (Eds.), *Praktyka zarządzania jakością w XXI wieku*, Wydawnictwa Naukowe PTTŻ, Kraków, 2012, pp. 29.

<sup>17</sup> G. Martin, 2008, after: M. Kantonowicz-Gdańska, op. cit, pp. 57.

ployees is influenced by several factors: a sense of stability, a fair allocation of rewards and promotions to the staff, the lack of feeling threatened with job loss, low levels of occupational stress and a pro-development nature in work<sup>18</sup>.

It is assumed that employer branding is a dynamic category, evolving through the actions of the employer or its employees or market conditions. Employer branding is directed to the internal market of an organisation (employed workers) and / or includes activities directed externally (potential candidates). Both directions, from the point of view of the company, are equally important and should be included in its image building activities. In addition, branding is done in two ways, either through formal (e.g. personnel tools, programs offered to employees, offers for job candidates, etc.) or informal channels (the opinions and actions of employees or former employees). As noted by A. Baruk, any informal opinions are generally considered to be more reliable than formalised and official messages<sup>19</sup>. The internal image and the external image together form the image of a company as an employer. The image of a company as an employer, in turn, affects its image in other roles and the image of its offer; hence it has an impact on the overall brand of an organisation<sup>20</sup>.

Traditionally, the tools to build the external image of an employer include the conduct of recruitment - job advertisements, promotional campaigns (leaflets, banners, commercials, etc.), corporate website (alternatively, tab) dedicated to career development, the presence of a company at job fairs, commemorative events, organising open days, etc. The same applies to the activities of an organisation in social media. Information about recruitments and first contact with a company is posted and shared by candidates on online forums or social media, which affects a company's distinctive image<sup>21</sup>.

On the other hand, building the internal image of an organisation (focused on current and departing employees) is based on the construction of a fair system of remuneration, an attractive employee benefits program, the offer of a staff development program (program for talent), work-life program, or outplacement program<sup>22</sup>.

It should be noted that the division between the internal and external image of an employer in the era of modern technology (allowing workers to communicate with the outside world on such a scale in real time) does not reflect actual operations in their entirety. Incentives publicised by an organisation, development and work-life programs not only serve to strengthen a company's image within, but also to build a particular reputation among potential candidates.

### 3. THE IDEA OF ACTIVITIES IN THE FIELD OF WORK-LIFE BALANCE

Family and professional life are two very important planes of human functioning, which absorb time and energy. Often, the reconciling of different roles arising from func-

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<sup>18</sup> A. Baruk, op. cit, pp. 16.

<sup>19</sup> A. Baruk, op. cit, pp. 13-15.

<sup>20</sup> Ibidem.

<sup>21</sup> A. Macnar, J. Bojanowska: Narzędzia budowania polityki employer brandingowej, <http://blog.goldenline.pl/2015/03/30/narzedzia-budowania-polityki-employer-brandingowej>, (accessed: 21 March 2016).

<sup>22</sup> J. Kopeć, op. cit, pp. 44.

tioning at home and at work generates conflicts<sup>23</sup>. This is why the question of balance between work and life outside work (including such areas as family, self-development, recreation, hobbies, etc.) is so important. Due to the ambiguous nomenclature used in the literature, in this article, for simplification purposes, the terms "work-home" and "work-life" are used interchangeably to denote professional and non-professional activities. Work-home balance can be called a state in which a person copes with potential conflicts between the different requirements concerning his time and energy in such a way that his desire for prosperity and fulfilment is satisfied<sup>24</sup>. A similar definition is given by E. Heckerson and C. Laser, who add that it is a state that allows for both fulfilment in work and in your personal life<sup>25</sup>.

Contemporary models of life mean that the maintenance of this balance becomes a challenge. The results of studies on the quality of life of Europeans provide important information which shows that it is usually professional functioning that consumes excessive time and energy at the expense of non-professional life.<sup>26</sup> According to these studies, 27% of Europeans felt that they spend excessive time at work and at the same time 28% of respondents admitted that they spend insufficient time with their families. Approximately 36% of respondents did not have enough time for social contacts and up to 51% for their hobbies and interests. In total, 22% of respondents indicated the existence of a conflict between the two spheres of their life<sup>27</sup>.

The lack of work-life balance may result in a number of consequences, ranging from an individual's stress and related psychosomatic disorders, to reduced effectiveness in the workplace or family breakdown<sup>28</sup>. Some of these effects are associated with impaired professional functioning as a result of the conflict of roles, and mean that it is in the interest of the employer itself to take action of a preventive character, mitigating potential conflicts between work and the personal lives of its employees. The employer can therefore develop and implement a range of integrated activities aimed at introducing a balance between work and the family life of workers, for which it is not legally obliged<sup>29</sup>. In other words, work-life programs are a comprehensive, coherent system of benefits on behalf of employees, consistent with the company's strategy and its expectations of employees<sup>30</sup>.

<sup>23</sup> K. Karasiewicz, A. Lewandowska-Walter, D. Godlewska-Werner, D., A. Piotrowski, *Równowaga praca-dom według Polaków – prezentacja konstruktów i właściwości psychometrycznych kwestionariusza WLB*, [in:] *Zawodowe i zdrowotne problemy człowieka w różnych okresach dorosłości. Perspektywa psychologiczna*, T. Rostowska, W. Budziński (Eds.), Wydawnictwo Adam Marszałek, Toruń, 2012, pp. 42.

<sup>24</sup> D. Clutterbuck, *Równowaga między pracą a życiem osobistym*, Oficyna Ekonomiczna, Kraków 2005, pp. 26.

<sup>25</sup> E., Heckerson, C. Laser, *Just breathe! The critical importance of maintaining a work-life balance*, "Nurse Leader", no 4(6), 2006, pp. 27.

<sup>26</sup> Family life and work, 2010, after: M. Rękas, *Równowaga praca-życie wyzwaniem wobec problemów demograficznych krajów UE*, „Studia Ekonomiczne”, no. 145, 2013, pp. 80.

<sup>27</sup> Ibidem, pp. 79-80.

<sup>28</sup> S. Borkowska, *O równowagę między pracą i życiem*, Wyd. IPiSS, Warszawa 2003, pp. 16; M. Kopertyńska, *Motywowanie pracowników. Teoria i praktyka*, Placet, Warszawa 2008, pp. 238-239.

<sup>29</sup> W. Cascio, *Kalkulacja kosztów zasobów ludzkich*, Dom Wydawniczy ABC, Kraków 2001, pp. 180.

<sup>30</sup> S. Borkowska, op. cit, pp. 23.

These fall into the area of human resources management and are part of diversity management<sup>31</sup>.

Measures to promote work-life balance enable organisations to attract and retain talented employees, better protect their investment in professional development, effectively use time and skills, increase motivation to work, reduce absenteeism due to caring responsibilities, and mitigate the potential difficulties arising in connection with the break caused by maternity or family responsibilities<sup>32</sup>. As a result of allowing employees to realise themselves in non-professional roles (family, social, civic, etc.), it improves their quality of life and overall involvement in a company's activities, which is reflected in the workplace<sup>33</sup>. Implementing WLB programs brings an organisation benefits, not only in social, but also in economic aspects - reducing the cost of recruitment, selection and adaptation of new employees<sup>34</sup>.

#### 4. WORK LIFE BALANCE AS A WAY TO BUILD EMPLOYER BRANDING - EXAMPLES OF THE PRACTICES OF FIRMS

Work-life actions on the part of employers are a way of creating the image of an organisation which takes care of its subordinates in a diverse and modern way, thereby building loyalty among employees, which is particularly important for candidates from the, so-called, Generation Y or younger<sup>35</sup>. Whether work allows for the maintenance of balance is indicated as a relevant criterion by a large group of students and potential employees in the rankings and studies that relate to the expectations of young Poles in relation to future employers<sup>36</sup>. The importance of work-life balance in choosing a future employer is reflected also in the results of the research (Motivation for the Young 2015), which collected the opinions of students from over 50 universities in Poland. For 85% of respondents these questions were relevant and were considered a key motivating factor<sup>37</sup>. An organisation which presents an offer in the field of work-life activities (especially communicating it through the Internet or social media), has an opportunity to present itself

<sup>31</sup> S. Borkowska, *Ile pracy ile życia poza nią?* [in:] *Programy praca-życie z teorii i praktyki*, S. Borkowska (Eds.), Wyd. IPiSS, Warszawa 2011, pp. 31.

<sup>32</sup> B. Balcerzak-Paradowska, *Ocena kierunków zmian w polityce rodzinnej w Polsce w aspekcie godzenia życia zawodowego z rodzinnym*, [in:] *Równowaga praca-życie-dom*, C. Sadowska-Snarska (Eds.), Białystok 2008, pp. 23-24.

<sup>33</sup> H. Greenhuas, K. Collins, J. Shaw, 2003, after: A. Gilley, K. Waddell, A. Hall, A., et al.: *Manager Behavior, Generation, and Influence on Work-Life Balance: An Empirical Investigation*, "The Journal of Applied Management and Entrepreneurship", vol. 20, no. 1, 2015, pp. 5.

<sup>34</sup> K. Dąbrowska, *Programy na rzecz równowagi życia zawodowego i rodzinnego* „Annales. Etyka w życiu gospodarczym”, no.2, 2014, pp. 51.

<sup>35</sup> A. Gilley, K. Waddell, A. Hall, A., et al., op. cit; B. Tulgan, *Not everyone gets a trophy: How to manage generation Y California*, Jossey-Bass, 2009.

<sup>36</sup> Pierwsze kroki na rynku pracy. Ogólnopolskie badanie studentów i absolwentów, [www2.deloitte.com/content/dam/Deloitte/pl/Documents/Reports/pl\\_Deloitte\\_PierwszeKrokiNaRynkuPracy\\_2013\\_1.pdf](http://www2.deloitte.com/content/dam/Deloitte/pl/Documents/Reports/pl_Deloitte_PierwszeKrokiNaRynkuPracy_2013_1.pdf), pp. 9 (accessed 20 December 2015).

<sup>37</sup> Motywacje Młodych 2015. <http://markapracodawcy.pl/wp.content/uploads/2015/04/mm2015.pdf>, pp. 13 (accessed: 24 January 2016).

as an attractive employer. Companies are increasingly convinced that the implementation of WLB is a necessity<sup>38</sup>.

Contrary to the alarming demographic trends in Poland (an aging labour market, in 2014, for the first time in years, there was an increase in the number of births - approximately 6,500 more children were born than the year before. In total, in 2014, 376,000 children<sup>39</sup> were born in Poland. Starting in the 1990s, the demographic changes are primarily the result of choices made by young people wanting to first achieve a certain level of education and professional and economic position before starting a family. The observed changes caused the shift of the highest fertility of women from the age group 20-24 years to 25-29, as well as a significant increase in fertility in the age group 30-34 years<sup>40</sup>. The increase in births may, therefore, be the result of women from the so-called Generation of Secondary Boom approaching their forties (that is born in the late 1970s and early 1980s), who, having attained professional stabilisation, came to the conclusion that this was the last moment for implementing previously postponed plans for procreation<sup>41</sup>. It can be said, therefore, that, as a result of these trends, the demand is growing on the part of experienced employees for work which allows them to combine professional, parental, personal and social roles. In this context, building a work-life balance is becoming one of the ways of attracting and retaining the desired human resources in a company.

An organisation having an appealing image has a chance to attract the best employees. In addition to this, there are other benefits to companies resulting from the use of work-life programs. Maintaining a high level of employee engagement and motivation can limit staff turnover - thereby indirectly reducing the cost of recruitment, selection and training of new employees. Moreover, activities that help employees to reconcile their different roles allow them adequate rest, regeneration and interest in a healthy lifestyle - which reduces the cost of sick leave, the organization of replacements and overtime pay. In a broader context, these activities allow employees to constantly expand their qualifications and reduce the risk of having outdated knowledge and skills<sup>42</sup>.

Treating work-life initiatives as a way of building the image of an employer sensitive to the different needs of their subordinates is particularly evident in the activities of companies entering the many award schemes in this field. Analysis of publications and studies in this field, available on the Internet, selected, inter alia, nationwide initiatives such as: "Equal Opportunities Company" (as part of a larger project Gender Index - held twice until 2007), "Mother Friendly Company" (held seven times until 2012), "Parents Friendly Company" (as part of the project rodzina-i-kariera.infor.pl, held twice until 2015), "Good Climate for the Family" (held three times until 2014), as well as indirectly "Fair Play Company" (held eighteen times since 1998) and "Human Resources Management Leader"

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<sup>38</sup> Pracodawca z wyboru - budowanie wizerunku firmy z programem Work Life-Balance, „Kadry w Polsce”, March 2008, pp. 76-85. [http://z.nf.pl/serwisy/kompendium/kompendium\\_kadry\\_2008/files/kadry\\_2008.pdf](http://z.nf.pl/serwisy/kompendium/kompendium_kadry_2008/files/kadry_2008.pdf), (accessed: 25 January 2016).

<sup>39</sup> Rocznik Demograficzny 2015, Główny Urząd Statystyczny, Warszawa 2015, pp. 262.

<sup>40</sup> Ibidem.

<sup>41</sup> K. Wódz, 2013, za: M. Stangret, *Mamy więcej dzieci ale to jeszcze nie baby-boom*, [http://metrocafe.pl/metrocafe/1,145523,17321462,Mamy\\_wiecej\\_dzieci\\_\\_ale\\_to\\_jeszcze\\_nie\\_baby\\_boom.html](http://metrocafe.pl/metrocafe/1,145523,17321462,Mamy_wiecej_dzieci__ale_to_jeszcze_nie_baby_boom.html) (accessed: 5 January 2016).

<sup>42</sup> Z. Wiśniewski, K. Zawadzki, *Jakość pracy a sfera pozazawodowa*, [in:] A. Poczrowski (Eds.), *W kierunku jakości kapitału ludzkiego*, IPiSS, Warszawa, 2007, pp. 123.

(held sixteen times since 2000). In addition to these award schemes, there function, of course, many other initiatives on a local scale.

The presented initiatives in the field of work-life do not always appear to be integrated into well-considered programs or linked with other HRM modules; sometimes they are one-off or short-term measures accompanying e.g. incentive systems. However, these activities are usually well received by employees. Analysis of material from the above mentioned award schemes leads to the conclusion that popular activities in this field include:

- flexible working hours for young mothers (working from home, etc.);
- assistance for families in difficult situations (e.g. financial aid and Christmas gifts for the poorest, or disabled children);
- layette / a subsidy associated with the birth of an employee's child;
- medical care for employees and their family members;
- subsidy for travel / family holidays;
- voucher for sport and recreation for employees and their family members;
- additional life insurance for family members subsidised by the employer;
- specialised training for employees with a specific need – e.g. mothers returning from parental leave or staff under strong pressure (stress training).

Table 1. Selected actions in the field of work-life

WLB actions	Subject	Competition
"Abbott's baby bonus" - a sum paid to an employee to whom a child was born, and the subsidising of nurseries and kindergartens for children of employees	Abbott Laboratories Poland	"Parents Friendly Company" 2014 - GRAND PRIX
Paid monthly leave after the birth of the child (to be used by either the mother or father), priority for mothers when planning vacations and setting schedules, a subsidy for textbooks and holidays for employees' children of school age	IKEA Poland	"Working Mother" 2010
The possibility to perform duties at a company which provides a place to play or to do homework for a small child, or - if necessary, to stay with a child at home, if the employee can do their jobs remotely. Funding the school starter kit for the child, and birthday celebration. Family picnics for employees	Vermiculite Poland	"Good Climate for the Family" 2015 – main prize
The "Working Home" system, thanks to which it is possible to work from home for 1-3 days. The creation of the "European Women's Leadership Council", an organisation supporting the professional development of women, and helping women achieve professional success and reconcile their work and personal life	IBM Poland	"Equal Opportunities Company" 2006 – 3rd place
The establishment at the company of a nursery offering the Montessori, Gordon, and Good Start methods	Nivea Poland	"Mother Friendly Company" 2012
Supporting families caring for disabled people - program "Perfect World"	Municipal Office in Sosnowiec	"Good Climate for the Family" Local government version 2015

Source: Own research.



As may be noted, a large group of activities is dedicated to parents, and this is typical not only for the winning companies and is probably connected with the structure of needs reported by employees. Table 1 presents selected initiatives coming from the aforementioned award schemes proceedings, which - according to the author - in a particular way can serve as image-building.

Table 2. The effects of WLB actions in the statements of representatives of selected organisations

Organisation	Consequences of WLB actions	Representative
Hewlett-Packard Polska	<ul style="list-style-type: none"> <li>- Increased loyalty to the employer,</li> <li>- Increased sense of security,</li> <li>- Increased openness to new ideas on the part of employees,</li> <li>- Establishment of mutual trust,</li> <li>- Building long-term relationships with employees</li> </ul>	D. Świerczyńska, Dyrektor Rozwiązań Finansowych, after: <a href="http://hrstandard.pl/2014/04/03/jak-moze-dzialac-work-life-balance-wywiad/29828">http://hrstandard.pl/2014/04/03/jak-moze-dzialac-work-life-balance-wywiad/29828</a>
Hewlett-Packard Polska	<ul style="list-style-type: none"> <li>- Higher efficiency of work</li> </ul>	A. Orłowska, Prezes Globalnego Centrum Biznesowego, after: <a href="http://hrstandard.pl/2013/11/18/work-life-balance-moda-czy-element-nowoczesnego-zarzadzania/27900">http://hrstandard.pl/2013/11/18/work-life-balance-moda-czy-element-nowoczesnego-zarzadzania/27900</a>
Femmeritum	<ul style="list-style-type: none"> <li>- Improvement of the company's image as a good employer,</li> <li>- No problems with recruitment,</li> <li>- Higher quality of customer service,</li> <li>- Improved financial results of the company</li> </ul>	K. Adrian, współwłaścicielka, after: Pracodawca z wyboru, 2008
Polska Konfederacja Pracodawców Prywatnych Lewiatan	<ul style="list-style-type: none"> <li>- Generating positive perceptions,</li> <li>- Encouraging creativity and stimulating the desire to work</li> </ul>	M. Zakrzewska, Ekspert Dialogu Społecznego i Stosunków Pracy, after: AS Biznesu, 2015

Source: Own research.

One of the ways to build the company's image for potential candidates is the activity of the company on the Internet and its own, attractive, website<sup>43</sup>. It is on the basis of the website where candidates seek information about the company and possible recruitment that they form their opinion about any future employer. The best candidates will choose those companies that offer the highest salary, a good atmosphere, development opportunities and flexible reconciliation of work and personal life<sup>44</sup>. A way to present themselves as a company that cares about the balance in the lives of their employees is to post relevant materials on the company's website (as IKEA<sup>45</sup> or IBM<sup>46</sup> does), keep a corporate blog

<sup>43</sup> HRM Institute, za: M. Sepiolo: Być najlepszym pracodawcą 2015, <http://gazetapraca.pl/gazeta-praca/1,90443,18914352,byc-najlepszym-pracodawca.html>, (accessed: 9 March 2016).

<sup>44</sup> Ibidem.

<sup>45</sup> [http://www.ikea.com/ms/pl\\_PL/jobs/przyjaznamamie.html](http://www.ikea.com/ms/pl_PL/jobs/przyjaznamamie.html) (accessed: 20 December 2015).

<sup>46</sup> <http://www-05.ibm.com/pl/responsibility/ibm.html> (accessed: 20 December 2015).

(e.g. Eden<sup>47</sup>), be active in social media or on channels such as You Tube (Deloitte<sup>48</sup>), Twitter, Instagram, and create thematic portals under the auspices of the company (as Jurajska did)<sup>49</sup>.

The effectiveness of this type of action, especially with regard to employer branding, interesting area of research. Analysing the statements of representatives of various organisations where such measures have been implemented, it can be concluded that they notice the impact of WLB policy on both the daily functioning of employees and the image of an organisation. Table 2 presents the opinions of representatives of selected organisations and employers.

## 5. SUMMARY

The activities and programs of companies presented in the study that are helping employees maintain a balance between the different spheres of life, according to representatives of the companies, also - among other results – bring the benefits of branding. An organisation that takes care of the various needs of their employees, and that communicates this in a coherent way, has a chance to attract promising candidates. In this way, WLB programs become a tool to build not only the internal but also the external image of an employer - especially in the case of companies which, through WLB, build their strategy on the basis of being a ‘parent-friendly’ organisation. Analysis of the award schemes documentation (award schemes for employers in the field of WLB), materials posted by the winning companies, and the reflections of these events in the media allow us to conclude that such activities are sound and provide a platform for employer branding.

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<sup>48</sup> [http://www.deloitte.com/view/pl\\_PL/pl](http://www.deloitte.com/view/pl_PL/pl) (accessed: 20 December 2015).

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#### **DZIAŁANIA WORK-LIFE BALANCE JAKO SPOSÓB BUDOWANIA WIZERUNKU PRACODAWCY**

Sukces każdej organizacji zależy w dużej mierze od zatrudnionych osób, w tym szczególnie od poziomu ich zaangażowania w wykonywane zadania, który z kolei coraz częściej zależy od poziomu ich satysfakcji nie tylko z pracy, ale i również życia.

W dobie kryzysu demograficznego oraz ekonomicznego przyciągnięcie i zatrzymanie utalentowanych pracowników staje się sposobem na przetrwanie organizacji. W tym celu przedsiębiorstwo podejmuje wysiłki, aby ukształtować na rynku pracy swój określony wize-

runek. Stosowane są różnorodne narzędzia - także te pierwotnie dedykowane innym celom. Celem niniejszego opracowania jest określenie związku pomiędzy działaniami praca-życie (WLB) a kreowaniem wizerunku pracodawcy. Kolejnym celem jest prezentacja praktycznych rozwiązań z zakresu WLB, które mogą służyć do budowy wizerunku pracodawcy. Cele zostały zrealizowane na podstawie analizy źródeł wtórnych (publikacji zwartych, raportów z badań prowadzonych w omawianej problematyce), a także analizy dokumentacji konkursowych w zakresie WLB oraz analizy materiału internetowego udostępnianego przez wybrane organizacje. W opracowaniu przedstawiono cele, narzędzia i spodziewane korzyści płynące dla organizacji z działań wizerunkowych zmierzających w kierunku zbudowania pożądanego wizerunku pracodawcy (w aspekcie zarówno wewnętrznym, jak i zewnętrznym). Kolejny punkt poświęcono tematyce WLB. Następnie przedstawiono inicjatywy i programy WLB w kontekście budowania wizerunku pracodawcy i zaprezentowano wybrane rozwiązania z praktyki gospodarczej.

**Słowa kluczowe:** zarządzanie zasobami ludzkimi, równowaga praca-życie, wizerunek pracodawcy.

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