

THE ANALYSIS OF THE FACTORS HAVING INFLUENCE ON ORGANIZATION'S IMAGE

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Purpose: The aim is to determine which factor has the biggest influence on organizational image.

Design/methodology/approach: The main research method used in this paper was management literature study.

Findings: Different theories about creating organizational image and business communication.

Social implications: The purpose of presenting the research on a group of about 100 people is to present the current needs and test the society.

Originality/value: New view on the importance of internal communication in companies and its influence on organization's image.

Keywords: Image organization, communication, social media, digital image organization, management, organizational challenges.

Category of the paper: Research paper.

1. Introduction

A lot of factors including communication, corporate social responsibility, personnel policy, organizational culture, etc. have a big impact on the way the environment perceives the company. Every aspect is more important nowadays due to common internet access and a big competition offering a lot of substitutes on the market. People during making decisions whether to buy something or use the services of a company can take into consideration every aspect they want because the concerned market (OECD, 2010) is not a common situation. The below paper indicates different ways in which a company is communicating with the environment and shows which of them have an influence on the organization's image. The article presents internal and external factors influencing the company's image, as well as the results of the conducted

research. The research was aimed at gathering opinions on factors influencing opinions about a given company, about making decisions about using an organization, recruitment for a given company, and other.

2. Organizations image

The organizational image (Bajdak, 2013) can be defined as the way people perceive the company with or without using their services or buying their products. It is a subjective impression of the organization because for everyone something else counts. The organizational image consists of a lot of different elements, which allow to identify the organization. There are different kinds of business image:

- actual - this is the way people see the organization,
- mirror image - the company seen through employee's eyes,
- desirable - the way the company wants to be seen by the environment,
- optimal image - all of the above combined.

One of the most important things in creating an organizational image is a company's graphic identification and logo. Graphic identification consists of e-mail footer and signature, company paper, colours associated with the company, social media page and a web page. For a modern company its website (Filipczyk, Gołuchowski, 2020) is like its business card, therefore it must be well designed, up to date with all information and free from every kind of errors and malfunctions. The next thing a new customer or a contractor will check is the social media page (Dąbrowski, 2013). Every kind of content placed on facebook or twitter must be deliberative and moderated in order to avoid posting something inappropriate. Something just as important as a web page or social media page is the mobile app. More and more companies regardless of their line of business decide to design and develop a mobile app to establish an easier access to their services and products. It is important to recruit a well educated IT specialist, who will create the app in accordance with the company's vision and then ensure the functionality of it. It is very important to create a good design because that is the first thing people will notice, the functionality is just as important but to take a chance in presenting functionality, the app has to gain people's attention. The most important factor determining the organization's image among the society is the quality of the services and products provided by the company. While price is still important for modern clients, the quality is the thing that determines if they will buy something. The way potential clients get information about the quality of services and products are opinions given by people who already bought something from the company or used its services. That is why avoiding misunderstandings and if they occur, explaining them immediately in line with good customer service is crucial when building an opinion about the organization. Due to globalisation and common internet access, everyone can use the products

and services of a company and then freely express his opinion on the internet. Branding is a marketing technique (Goi, 2019; Wiktor, Nistrój, 2010; Wiktor, 2013) which relies on create and consolidating consumer awareness about the positive organization's image. The aim of branding is to evoke positive associations with a product and creating the ability to differentiate one product from the others. Thanks to branding companies can raise prices however they want because people are associating the brand with quality and will choose one product over the other regardless of the price.

3. External and internal communication

An organization cannot exist and function without communicating with other market environment entities. Without the external communication, no one would ever hear about the company or about products and services it provides. However the external communication on its own will not really do anything, it also has to be designed the right way, constantly developed and managed properly. External communication is the way the organization communicates with clients, investors, competition and everyone who is not directly related to the company in order to accomplish the management functions which are planning, organising, motivating and control (Fayol, 1916; Griffin, 2017). There is no universal way to communicate with the environment and no ready to go advertisement strategy. Therefore a crucial element of constructing the external communication is the definition of target. The target is understood as the group of people, we want to address our business message. It is an information with a persuasive message addressed to everyone but designed to reach the target group. The message is sent through various means of communications including advertisements in television, radio, newspapers, billboards, acquisition and flyers. Defining the target group allows you to choose the correct form of advertisements for example if the target are young people you should not put your ads only in newspapers. The main reason internet advertising differentiates from other kinds of advertising are cookies. Web cookies are small blocks of data created by a web server while a user is browsing a website and placed on the user's computer or other devices by the user's web browser. They enable web servers to store stateful information such as items added in the shopping cart in an online store and track user's browsing activity. Companies which use cookies can design offers to match user's preferences. A specific version of this kind of advertising is social media advertising. It is also using cookies but these include for example recently liked fan pages on Facebook and are analysed to extract information about users preferences. One of the most successful ways to reach the target is the cooperation with famous influencers (Kotas, 2014), athletes and stars. It is important to select a suitable endorser to represent the brand. It's quite obvious that someone obese won't convince bodybuilders to buy supplements he's advertising. When the company has a partnership with a big event like the X-

games or the olympics it can develop a line of event- themed products, in that way people who normally would not buy their products will do it because of the event they are fans of.

Internal communication (Bielawski, 2001; Więch, Rola, 2013; Wójcik, 2013) is a part of public relations (Budzyński, 2001). The main difference is that it is about organizing communication inside of the company and is addressed to employees. Inside PR is more important the more the company has employees. This kind of communication (Rogala, 2013; Quirke, 2011) is working in both directions. To ensure complete information flow and the communication itself effective, employees from every field and level of the organization's structure have to take active part in it (Rogala, 2013). In this kind of communication the informal channels and methods are way more effective. While planned and organised meetings are less effective in terms of achieving established results, regular, informal, ad hoc organised meetings with coffee during informal conversation allow one to see the problem and look for its solution (Quirke, 2011). If the internal communication works well, employees find it easier to identify with the company mission and values and by that feel way more motivated. Internal communication is associated with another term which is organizational culture. According to E. Schein organizational culture is a pattern of basic guidelines, which a group has discovered, invented or developed in confrontation with internal problems of the group (Schein, 2018). An important part of the organizational culture are norms and values which include management style and interpersonal relations. Every company has its own unique culture defined by written and unwritten rules, common history, mission and vision. Well designed and consulted with everyone whom it may concern organizational culture can be the key to effective motivation among the employees. Employer branding is a term which describes actions taken by the company to create their image as a employee friendly place which creates the conditions to self development and promotion. It is important because the employees are expressing the opinion about the company from their point of view and their words can be assigned by listeners to the whole company (Mosley, Schmidt, 2017). People are quite empathic creatures and if they hear about the company treating other people in a way they would not be treated they won't support it by buying its product and using their services. Companies in which the employer branding is well managed are the ones in which employees identify with the company's values and mission. However in this case employees are mostly motivated by external factors like a financial bonus or additional vacation. The managers must know that this will work only as long as the employees will get what they want.

An important thing not every company seems to understand is leadership (Schein, 2018). A lot of companies mistake leadership and employer branding. The importance here lies on the leadership site. If the employees have a leader who they want to follow and who inspires them they will not only work more efficiently due to intrinsic motivation increase in a leader- led team. Whereas employer branding is persuading the employees to their boss. When the company decides to rely on leadership there is no need to bother with such things as employer branding. Winning employees' hearts and minds with the use of efficient leadership is the key

for them to perceive the company's mission and vision as theirs. In this case employees are motivated by the internal belief that everything good for the team is good for themselves as well.

4. Organizational image determinants

What is important in terms of organizational image, is the organization's overall CSR. The society is more aware nowadays and people select products provided by companies which are taking actions for example in ecology, social help and humanitarian aid. Studies show that a modern consumer, who has a choice between various products will choose products from a company that is making less harm to the environment, a company that is helping people in any way, and that is not testing its products on animals. CSR can be a key to stay ahead of the competition. Most organizational image incidents apply to a situation in which the company was not telling the truth about their product, action or about itself. The examples of situations in which a company was lying about something and lost a lot of money when the truth came out: for example Volkswagen lying about new generation diesel engines emission, and the Dieselgate (2015) McDonald's lying about their fries being vegan (Budzyński, 2001). The lying is not the only thing that can cause an image crisis but it surely is one of the most difficult to overcome. Other causes of image crisis can be employees telling inconvenient facts about the company, wrong or inappropriate advertising including ads which offend anyone. The advertisement is a message sent to everyone but meant to reach only a group of people but still everyone sees the ad and if it is offensive in any way it can cause serious troubles and even lawsuits. The best way to deal with the image crisis is admitting that the company's actions were wrong, apologizing to everyone who was harmed and promising to make everything right and not to make the same mistake again. It will not always work, because sometimes the crisis is too big or was revealed too late to deal with it, in such cases it often is the end of a company.

5. Conducted research on the needs and expectations regarding building and maintaining a good image

Two surveys were conducted, one regarding the image of McDonald's company, both among employees and people using and not using the company's services. The expensive questionnaire was about the general views and expectations of today's organizations. Research proves that in the context of image, people will when the organization publicly admits guilt (over 70% of interviewers). Participants take into account that the advertisements do not reflect reality and their plan is not well thought out (over 70% of interviewers). The 90% of

respondents answered that the best way to communicate and disseminate information is through social media and websites. Over 80% of the survey participants believe that the employee's opinion influences the use of a given product and the entire service. Additionally, the employee's opinion influences the recruitment decisions of a given company. One of the motivators are group leaders and all kinds of additional benefits that the company offers (about 50% of the survey participants).

6. Conclusion

Customers' opinions are very important. No matter how hard a company tries to attract new customers, if they didn't take appropriate care of their former clients, they can't expect them to express favourable opinions. Negative opinions which unsatisfied clients will surely give to their friends, family and on the internet will stick to the company for a long time, if not forever. Of course a few negative opinions will not completely destroy the company's image but everyone should take into consideration that one customer will share his opinion to approximately 5 people who will give this information to five other people. If there will be more negative opinions than the positive ones no one will buy the company's product. But it is not only about customers, it also has to do with employees. If an employee is not well treated, he will share his negative opinion with family and friends, and they will forward it to other people. In society's mind will be created a negative image of company and people will ask the question: „If the company doesn't care about its employees why would it care about their customers?”. This brings to the conclusion that not only external communication is important in the process of creating an organizational image but also organizational culture and employee policy. Based on the research, where 90% of people are aged 19 to 26, it turns out that the challenge for the organization today is to maintain a good image of the organization. One of the challenges is using the social media of the organization, because 90% of respondents answered that the best way to communicate and disseminate information is through social media and websites. Another challenge is to maintain good relations with both employees and potential clients, because nowadays many people are suggested by the opinion of others, e.g. employees, friends, influences. Maintaining a good image is time-consuming and labor-intensive because it requires the organization to adapt to the current needs and require the society and monitor trends that give the organization an advantage over competitors. The next stage of work on researching the company's image and the factors that affect it will be regular research on the development and progress of digitization of the company, and taking care of good contact between the boss and the employee.

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