RELATIONSHIP MANAGEMENT: HOW INDUSTRIAL RELATIONS AFFECTS EMPLOYER'S BRAND

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ABSTRACT

This review paper focuses on the effects of industrial relations on employer's brand. Three questions were posed as a guideline for the review: What are the relationship between industrial relations and employer's brand? How industrial relations affect the employer's brand? How to minimize the effect of industrial relations on employer's brand? In answering question No. 1: What are the relationship between industrial relations and employer's brand? It was concluded that industrial relations is the management of relationship of management and employees in the organization. Employer's branding is the perception of the organization as an excellent place to work by both current and potential employees. It is the package of functional, economic and psychological benefits provided by employment, and identified with the employing company. It is used to motivate and retain talent in the company and to attract talent to join the company. Both industrial relations and employer's brand supporting each other. In answering question No. 2: How industrial relations affect the employer's brand? It was found that industrial relations have both positive and negative impacts on employer's brand. The positive impacts should be promoted while the negative impacts should be avoided and managed. In answering question No. 3: How to minimize the effect of industrial relations on employer's brand? It was recommended that the negative impact should be avoided and managed trough preventive and proactive industrial relations strategies. It includes worker involvement and participation and industrial democracy. It was stress that cultural dimensions must be taken into account when applying Western industrial relations strategies in the workplace in Eastern cultural contexts.

Keywords**:** Relationship Management, Industrial Relations, Employer's Brand

INTRODUCTION

Relationship management is an essential part of organization management especially in business organization. It is not only the "deep, ongoing links with individual customers, suppliers and other businesses" but also employees in the organization (Boone & Kurtz, 2011, p 13). Organization is defined as "an aligned complex of structures, management processes, reward systems and human resource practices which must be aligned with each other" (Galbraith, 2000, cited in Dive, 2004, p. 2). The objective of any organization is to

produce products or services that justify its establishment and existence to accommodate the needs of society. One of the most important and indispensable components of an organization is people. A Union Carbide plant reflects this idea as it states that "Assets make things possible; people make things happen" (Werther & Davis, 1993, p.6). In general there are two major groups of people in any organization; workers and management. In order to achieve its objectives these two groups of people are working together to produce goods or services which are the products of the organization. One of the most important activities in an organization is management as it is a way to get thing done through people and with people in an efficient and effective manner (Kreitner, 1998, 2007). It could be said that in managing an organization management has to manage people through various human resource practices by using the most effective reward systems under the complex organizational structure. At the same time management has to manage the relationship of the people in organization.

The term "relationship management" is usually used in marketing field (Boone & Kurtz, 2011; Zikmund, McLeod, & Gilbert, 2003) with a specific term of "customer relationship management" or CRM (Kostojohn, Johnson, & Paulen, 2011). It is also referred as "relationship marketing" (Zikmund, et al., 2003, p. 2). However, the term "industrial relations" (IR) is normally used to refer to the practice of management of relationship of management and employees in an organization (Holley, Jennings, & Wolters, 2005; Rose, 2001; Salamon, 2000).

Managing employee and management relationships in organization or IR is now closely related to brand as the objectives of brands today are much broader than in the past. The present objectives of brands include attracting and retaining talent and increasing employee commitment (Fisher-Buttinger & Vallaster, 2008).

Relationship has both positive and negative effects on organization depending on the practice of management application. Similar to good management practice of customer relations help attract, retain and expand more customers, the good practice of employee-management relationship could do the same to organization to attract and retain capable and desirable employees with organization. In contrast, poor management of relationship could damage the organization reputation or brand in many ways especially in the management of relationship of management and employees. It might cause strike or lockout or any other stronger industrial actions (IA) such as sit-in or work-in including boycotts (Jackson, 1987; Johnston, 1975; Joungtrakul, 2010b; Rose, 2001; Salamon, 2000). In certain case it could lead to a loss and ultimately a closure of business. In order to elaborate and seek reply to the issues of the topic of this paper three questions are posed: (1) what are the relationship between industrial relations and employer's brand? (2) How industrial relations affect the employer's brand? (3) How to minimize the effect of industrial relations on employer's brand?

This review paper focuses on a review of relationship management, IR, employer's brand (EB) and how IR affects EB. A discussion is made and conclusions and recommendations are presented.

RELATIONSHIP MANAGEMENT

According to Boone & Kurtz (2011), "Relationship" is one of the six eras in the history of business in the USA as briefly describes in Table 1 below:

TABLE 1: SIX ERAS IN THE HISTORY OF THE BUSINESS

Era	Main Characteristics	Time Period
Colonial	Primary agricultural	Prior to 1776
Industrial revolution	Mass production by semiskilled workers, aided by machines	1760-1850
Industrial entrepreneurs	Advances in technology and increased demand for manufactured goods, leading to enormous entrepreneurial opportunities	Late 1800
Production	Emphasis on producing more goods faster, leading to production innovations such as assembly lines	Through the 1920
Marketing	Customer orientation, seeking to understand and satisfy needs and preferences of customer groups	Since 1950
Relationship	Benefits derived from deep, ongoing links with individual customers, employees, suppliers, and other businesses	Began in 1990s

Source: Boone and Kurtz, 2011, p. 13.

As specify in Table 1 above relationship in business is an extension and development of previous business eras especially the production and marketing eras. However, long-term approach is applied to the interactions with customer in the relationship era in contrast to the production and marketing eras and relationship management has become the focus of this era (Boone & Kurtz, 2011). Relationship management is "the collection of activities that build and maintain ongoing, mutually beneficial ties with customers and other parties" (Boone & Kurtz, 2011, p. 16). These activities are performed through CRM or relationship marketing which "develops and maintains long-term, cost-effective exchange relationships with partners. These partners include: individual customers, suppliers, and employees" (Boone & Kurtz, 2011, p. 375). CRM is "the strategic use of information, processes, technology and people to manage the customer's relationship with … company (marketing, sales, services, and support)" (Kincaid, 2003, p. 41). It is "a strategy of increased focus on developing, maintaining, and extracting maximum value from customer relationships … CRM program includes people, business process, and technology components" (Kostojohn, et al., 2011, p. 10). It comprises of four major components: information, process, technology and people (Kincaid, 2003).

According to Anton and Petouhoff (2002) employees are people and that the company must pay attention to the needs and preference of its employees as same as its customers especially those who provide customer service. On the other hand employees can be considered as internal customers. In order to avoid major pitfalls in CRM implementation they suggest that people should be the starting point of any CRM program (Anton & Petouhoff, 2002). Issues

to be considered include: understanding the culture and the users' expectation; understanding the difference between strategy and reality; understanding vendors-functionally versus hardware/software purchases; departments arguing over the best thing to do; and understanding the workload and amount of staff and expertise required (Anton & Petouhoff, 2002).

Managing relationship of employees as internal customers is related directly to IR. A brief review of the concept and process of IR will be made in the next part.

INDUSTRIAL RELATIONS

It was argued that IR is a consequence of industrial revolution which began in 1760 in England (Toynbee, 1966 orig. 1884) and spread all over the world with the aim of eliminating economic backwardness (Dunlop, 1958). The factory system was emerged and a new pattern of employment relations where individual employment ocntract was made between individual employee and the factory or company (Briggs, 1967). The system bring about the relationship issues between employees and management of factory especially the issues of safety, health and environment. Indusrrial conflicts occurred from time to time and several types of IA were used by both parties: employees and management i.e. strike and lockout. Trade unions were established to represent employees in dealing with management who represent the company. The practices of collective bargaining was implemented and dispute conciliation and arbitration by government and third party were applying continuously until today.

Industrial Relations:

According to Rose (2001), employment relations could be practiced in many ways and several terms are used to reflect these practices.

Firstly, the term of "industrial relations" (IR) is widely used in Europe and those countries following the British system of employment relations. It is the traditional type of arrangement is that the relationship between employer and employee is performed by representative of each party: management representing employer and trade union representing employees. This type of arrangement is normally called IR. According to Salamon (2000, p. 3), IR "encompasses a set of phenomena, both inside and outside the workplace, concerned with determining and regulating the employment relationship." This term is widely used in the UK, Europe and those countries following the British employment relations system.

Secondly, the term of "labor relations" (LR) is widely used in the USA and those countries following the American employment relationship system. It was argued that LR is the "field that emphasizes skills that managers can use to minimize costly forms of conflict (such as strikes) and seek win-win solutions to disagreement" (Noe, Hollenbeck, Gerhart, & Wright, 2011, p. 455). In addition, the term of "labor-management relations" is also used (Boone & Kurtz, 2011, p. 310; Holley, et al., 2005; Noe, et al., 2011) in the USA intercahngeably with LR.

Thirdly, the term of "em[loyee relations" (ER) is emphasized by Blyton and Turnbull (2004) and Christensen (2006). This term can be used interchageably with IR (Blyton & Turnbull, 2004). However, it was argued that IR "has too strong a tendency to view the world of work as if composed of unionised, male, manual workers, working full-time basis" (Blyton & Turnbull, 2004, p. 9). The world of work is changing as women employment nowaday has become a major part of the total employement. New technology especially information and communication technology (ICT) has created the needs for highly skills and knowledge and knowledge workers are needed to cope with the rapid technological changes. It required knowledge workers who have high bargaining power and need less protection form trade unions. Trade union membership is declining in major industrialized countries such as the UK and the USA (Blyton & Turnbull, 2004). In addition, there is a hugh number of employees who are not belong to trade union and human resource management (HRM) theory (Salamon, 2000) of IR is being applied widely. The overall HRM approach "has been centred squarely on the individual and the way individuals may be managed to enhance the achievement of broader organizational objectives" (Blyton & Turnbull, 2004, p. 11). In addition, to be more effective ER work has now become strategic ER (Christensen, 2006).

The terms "industrial relations," "labor relations" and "employee relations" are used interchangalby in this paper.

Industrial Relations Systems

IR work has become more complicate due to the rapid change of living and business environment. The rapid and continuous changes affect the practices and industrial relations system (IRS) in various ways i.e. employment relations and the way to handle and settle any disputes occur from poor or mismanaged relationships in organization. To have a better understanding of these complicated relationships among the three major stakeholder groups of IR, Dunlop (1958) proposed a theoretical framework for analyzing the working of the IRS which may vary in scope ranging from a company to a country as a whole. In the system model IR is considered a subsystem of society which is distinct from, but overlapping, the economic and political subsystems (Dunlop, 1958). The model contains four interrelated elements as specify in Figure 1 below:

FIGURE 1: DUNLOP'S INDUSTRIAL RELATIONS SYSTEM

Actors: Management, non-managerial employees and their representatives and specialized government agencies concerned with industrial relations.
Contexts: Influences and constraints on the decisions and actions of the actors which emanate from other parts of society, in particular, the technological characters of the organization; the market or budgetary constraints affecting the organization; and the locus and distribution of power within society.
Ideology: Beliefs within the system which not only defines the role of each actor or group of actors but also define the view that they have of the role of the other actors in the system. If the views of the roles, one with another, are compatible then the system is stable; if the views are incompatible then the system is unstable.
Rules: The regulatory framework developed by a range of processes and presented in a

Source: Adapted from Dunlop, 1958, cited in Salamon, 2000, p. 13.

It was argued that the central element of IRS is the rule making process (Wood et al., 1975, cited in Salamon, 2000) and that there are two types of rules: substantive rules which are the output from the IRS to govern behavior within the production system and procedural rules which are established for the internal regulation of the conduct of the IRS (Salamon, 2000). One of the most important tools in the rule making process is collective bargaining which will be elaborated briefly in the next section.
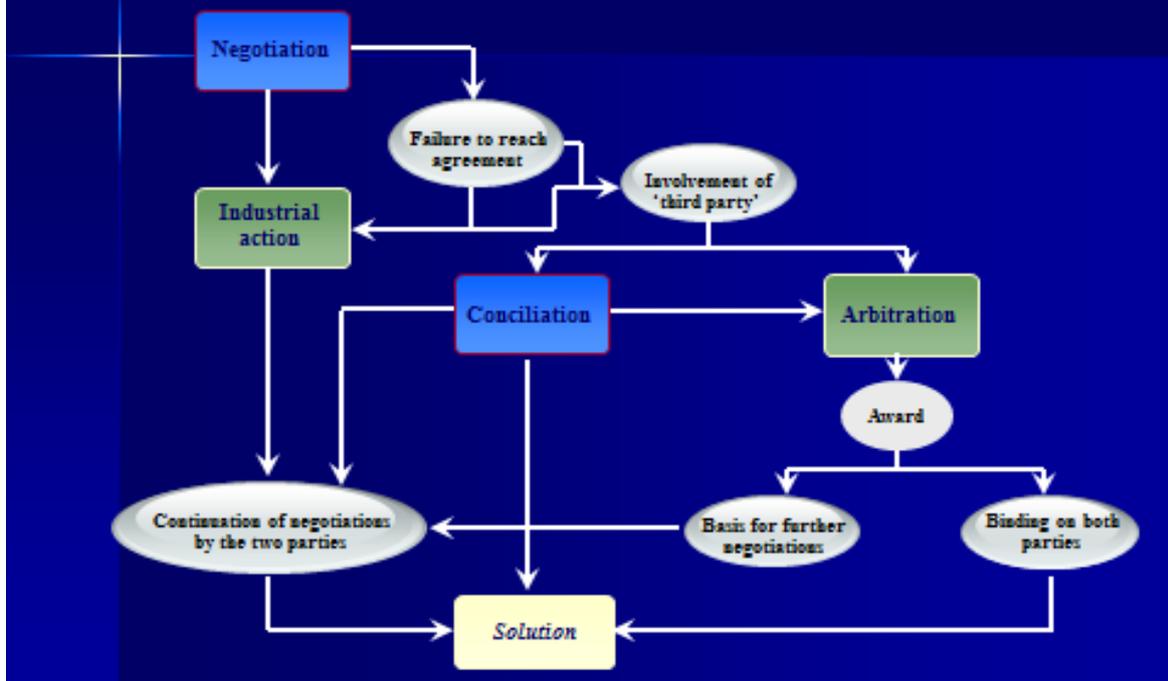
Collective Bargaining

Collective bargaining is one of the trade union functions as proposed by Webb and Webb (1902). It is at the hearth of trade union as stated by Flanders (1968) that trade unions "came into being, established themselves on firm foundations and extended their power and social influence mainly on account of their achievements in collective bargaining" (p. 75). It is:

a method of determining terms of employment and regulating the employment relationship, which utilizes the process of negotiation between representatives of management and employees and results in an agreement which may be applied uniformly across a group of employees" (Salamon, 2000, p. 323).

Collective bargaining is usually initiated by trade union as representative of employees. However, it could be initiated by either party: management or trade union representing employees. In certain country for example in Thailand, employees can group together and submit a demand to employer for establishing or amending of terms and conditions of employment agreement (DOLPW, 2004; Joungtrakul, 2010a, 2010b). The general process of collective bargaining can be summarized in Figure 2 below.

FIGURE 2: THE PROCESS OF COLLECTIVE BARGAINING

Collective Bargaining-The Heart of Industrial Relations
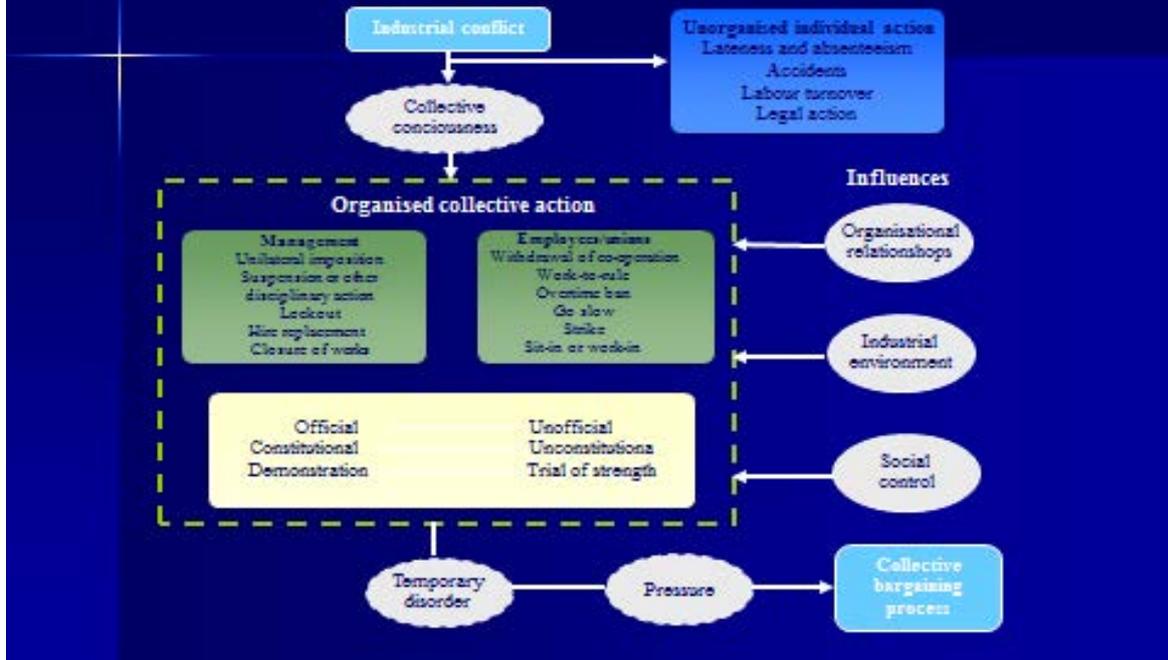
Source: Salamon 2000, p. 460.

As stated by Salamon (2000), negotiation is the major tool for collective bargaining. If the two parties can reach an agreement a contract may be signed and implement for the agreed period. However, there is a maximum period for application of the contract for example the maximum period of the contract is three years in Thailand (DOLPW, 2004; Joungtrakul, 2010a, 2010b). In practice, if an agreement cannot be reached usually there are two alternatives for the two parties: the application of IA or a third party can be involved as either for conciliation or arbitration as indicated in Figure 2 which will be briefly elaborated in the next sections.

Industrial Actions

As indicated in Figure 2, IA could be used by either party when negotiation in collective bargaining failed to reach an agreement. IA can be considered as a consequence of conflict (Joungtrakul, 2010b). IA can take place in various forms which includes "any temporary suspension of normal working arrangements initiated by employees (whether through their union or not), or management with the aim of exerting pressure within the collective bargaining process (Salamon, 2000, p. 411). The role and forms of IA can be summarized as indicated in Figure 3 below.

Figure 3: The Role and Forms of Industrial Action

Role and Forms of Industrial Action
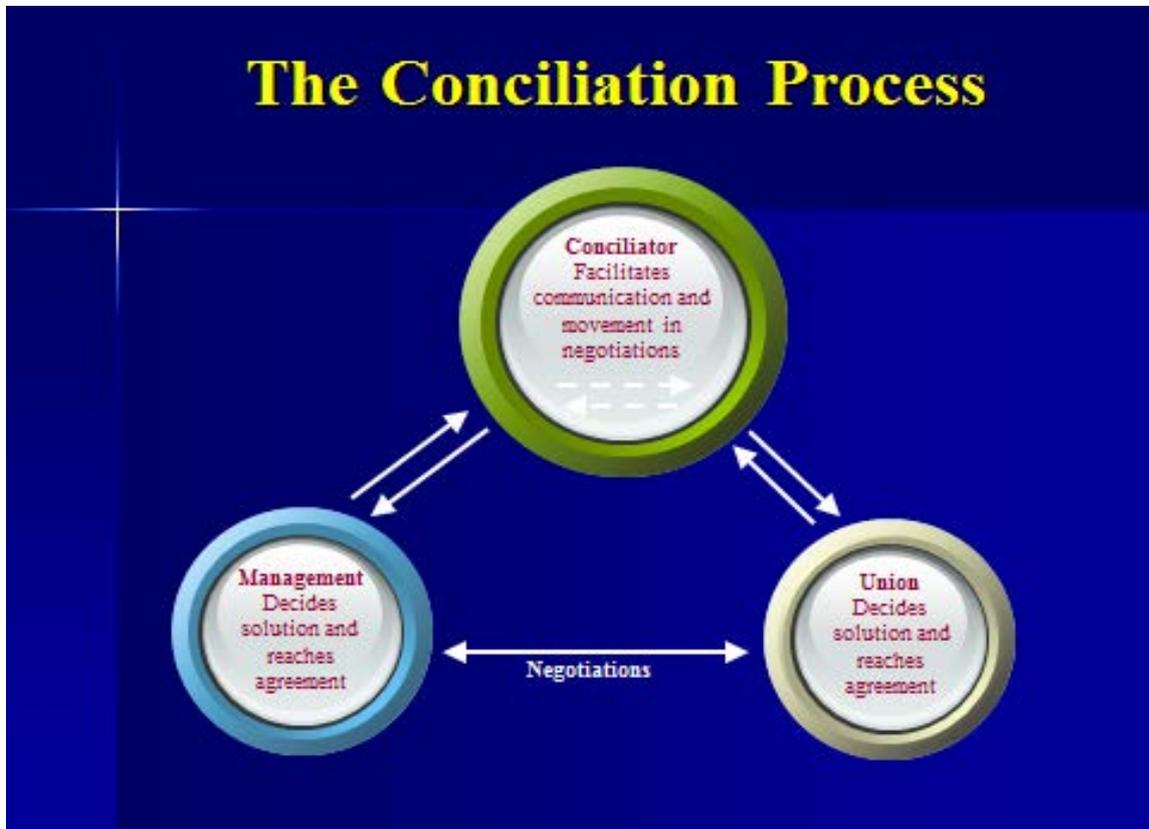
Source: Salamon 2000, p. 415.

As indicated in Figure 3, IA can be separated into two major types: unorganized individual actions and collective consciousness. The unorganized individual actions include lateness and absenteeism, accidents, labor turnover and legal actions. The organized collective actions may apply either by employees or trade unions or management. For employees, it includes withdrawal of cooperation, work-to-rule, overtime ban, go slow, strike, sit-in or work-in. For management it could include unilateral imposition, suspension or other disciplinary action, lockout, hire replacement and closure of work (Salamon, 2000). When IA is applied either by employees or management it becomes a dispute and that there is a need for resolving or settlement of such dispute. The next section will discuss briefly about dispute settlement.

Dispute Settlement

In normal practice of collective bargaining both parties usually attempt to reach an agreement and try to resolve impasses but in many cases the attempts are failed (Holley, et al., 2005). When negotiation failed in collective bargaining it became a deadlock and either party may apply its IA's as applicable and suitable for the situations. Dispute cannot be prolonged as it affects both parties and society. Therefore, it is necessary for them to settle such dispute as soon as possible. One of the mechanisms of resolving the impasses is to bring the third party to help resolving the disputes. The third party may be a government agency directly related to IR or expert in IR profession. The two major types of activities at this stage are conciliation and arbitration as specified in Figure 2 above. According to Joungtrakul (2010b), the conciliation process helps leads both parties to the solution of the dispute while the arbitrator

"gives an award which may be binding on both parties or be the basis for further negotiation, and may lead to agreement or continuation of negotiations of the two parties" (p.59) as shown in Figure 2. The summary of the conciliation process is shown in Figure 4 while the summary of the arbitration process is shown in Figure 5.

FIGURE 4: THE CONCILIATION PROCESS

Source: Adapted from Salamon 2000, p. 458.

The major different between the conciliation and arbitration is that the conciliator helps both parties to reach an agreement by using his/her own skills and techniques. He/she cannot make decision for either party and the final decision is remain with the two parties. If both parties agreed with him/her a contract may be signed and the disputed is ended. In the case of arbitrator both parties have abdicated their decision power and give it to the arbitrator to make final decision for them. Once the decision has been made by the arbitrator they have to follow it as it become binding to both parties (Joungtrakul, 2010b; Salamon, 2000). Thus, both parties have to agree upon in making selection of an arbitrator.

FIGURE 5: THE ARBITRATION PROCESS

The Arbitration Process

Arbitrator
Hears evidence, reaches decision and makes award

Management
Presents case. Accepts and implements decision

Union
Presents case. Accepts and implements decision

Award

Source: Adapted from Salamon 2000, p. 458.

In addition to the conciliation and arbitration, mediation can be the third mechanism for dispute settlement. Mediation is the process similar to conciliation but mediator plays more active and wider roles which may include making proposal for resolution of the dispute and assists in implementation of the agreement (Salamon, 2000). It is widely used in the USA (Bohlander & Snell, 2004).

Normally conciliation and arbitration are voluntary. However, there are certain provisions that it could become compulsory for example disputes occur in public service where public servants are excluded from the right to strike (Gernigon, Odero, & Guido, 2000). This provision is also applied to the essential services "where the interruption of which would endanger the life, personal safety or health of the whole or part of the population" (ILO, 1993b, cited in Gernigon, et al., 2000, p. 20). The workers in this sector are normally excluded from the right to strike so that it is necessary to have an alternative to resolve the conflict and dispute and that the workers are provided with equivalent protection as those who are covered by the right to strike.

In addition, in the case of national emergency where the right to strikes is prohibited conciliation and arbitration normally become compulsory (ILO, 1996d, cited in Gernigon, et al., 2000). Most countries have established procedures for national emergency dispute settlement for example in the USA the procedures are prescribed under the Labor Management Relations Act (Holley, et al., 2005) and that the procedure for national

emergency work stoppage in the railroad and airlines is provided in the Railway Labor Act (Holley, et al., 2005; Joungtrakul, 2010b).

Dispute settlement is a reactive approach that remedy actions are taken after the disputes have occurred. A proactive approach to IR: dispute prevention will be briefly discussed in the next section.

Dispute Prevention

Instead of using a reactive approach described in dispute settlement section, dispute prevention can be used as a proactive approach to IR. According to Holley, et al. (2005) management has five alternatives of IR strategies as specify in Figure 6 below.

FIGURE 6: THE FIVE MAJOR INDUSTRIAL RELATIONS STRATEGIES

| Strategy 1: Union Suppression	Strategy 2: Union Avoidance	Strategy 3: Union Substitution	Strategy 4: Codified Businesslike	Strategy 5: Accommodation or Labor-Management Cooperation
Union busting, Illegal acts, Refusal to bargain, Decertification, Filing for bankruptcy, Encouraging strike	Positive human resource management, Double-breasting	Company paternalism, Company sponsored employee organizations, Forms of employee participation and employee involvement	Neutral in union campaign, Straightforward approach	Gain-sharing, Union involvement, Employee empowerment, Employee stock option plans

Source: Adapted from Holley, Jennings and Wolters 2005, p. 131.

According to Joungtrakul (2009, 2010b) industrial democracy (ID) (Webb & Webb, 1902) is considered proactive approach to IR. It was argued that "…to prevent concerted industrial action is to avoid it happening. We can do this by applying the concepts of industrial democracy based on the philosophy of 'We think we do' and then advance to 'You think you do'" (Joungtrakul, 2010b, p. 80). ID allows employee participation and involvement in decision making in various ways in addition to collective bargaining (Lashley, 2001; Marchington, Goodman, Wilkinson, & Ackers, 1992) as specified in Figure 6. In addition participation may include information sharing (Lashley, 2001), communication (Lashley, 2001), consultation (Clegg & Chester, 1967; Flanders, 1968; Lashley, 2001), co-determination (Lashley, 2001), work councils (Farnham & Pimlott, 1983; Halbach, Paland, Schwedes, & Wlotzke, 1994; Mayer & Schweisshelm, 2000), employee director (Halbach, et al., 1994; Thorsrud & Emery, 1970), financial participation (Gomez-Mejia & Welbourne,

2000; Schuller, 1993) and lastly control which is the method that employee-owned organizations employ (Boncodin & Sto Tomas, 1987; Lashley, 2001).

To be proactive in IR, Joungtrakul (2009) proposed the model of best practice of Thai ID as shown in Figure 7.

FIGURE 7: THE MODEL OF BEST PRACTICE OF THAI INDUSTRIAL DEMOCRACY
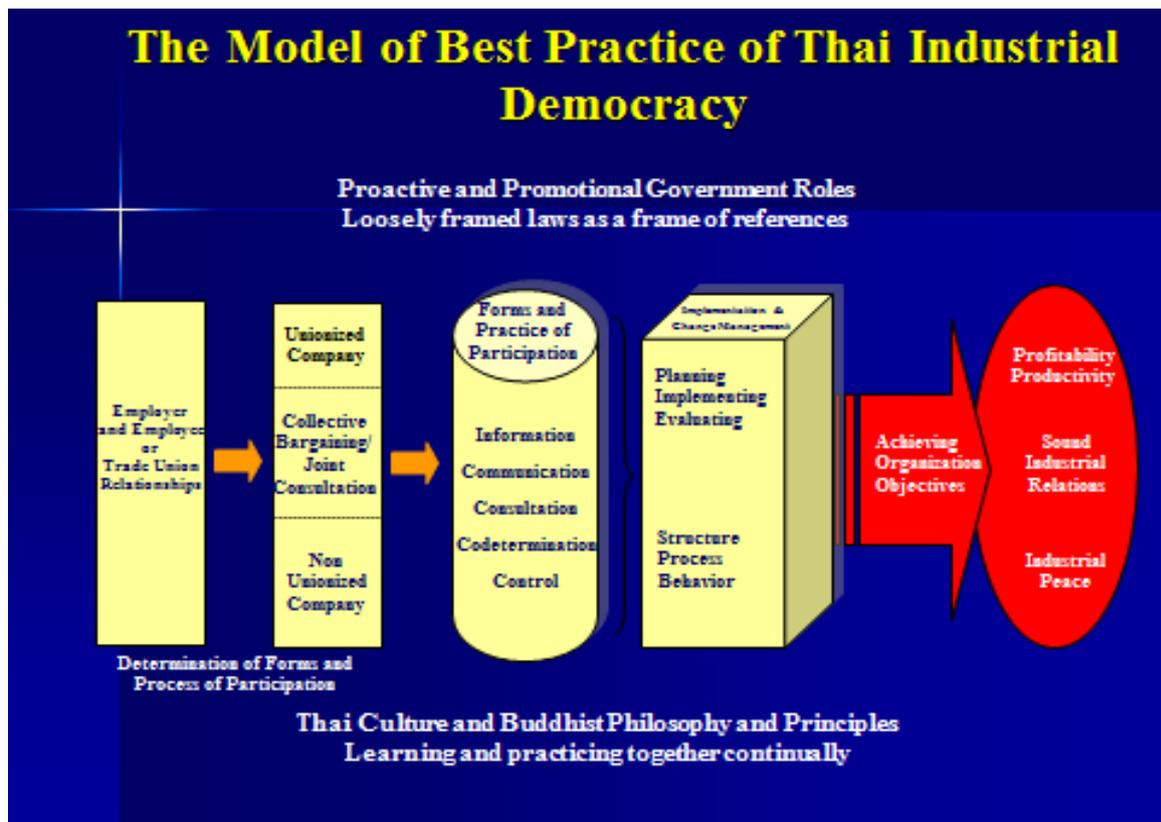
Source: Adapted from Joungtrakul, 2009, p. 450.

Figure 7 shows that employee and management jointly determine the methods and processes of participation trough collective bargaining in the company where trade union exists and joint consultation will be used in nonunionized company. The forms and practice of participation may include information sharing, communication, consultation, co-determination, control, etc. Implementation and change management can be done together by planning, implementing and evaluation. The change needed includes structure, processes and behavior. This will help the organization achieve its objectives and goals and then lead to profitability and productivity, sound IR and industrial peace. In this model the government needs to change its role to be IR promoter instead of regulator and labor laws are to be used as guideline for practice. At the same time Thai culture and Buddhist Philosophy will apply and three groups of actors must learn and practice together the activities present in the model.

In order to evaluate the effect of IR on EB a review will be made on the concept of branding and EB in the following part.

EMPLOYER'S BRAND

The Concept of Branding

The brands concept is not new. Riezebos (2003) argued that "the root of today's brands lie in the Greek and Roman times" (p.1). It has been in existence for centuries (Keller, 2013). In general, "a brand can be defined as a name, term, sign, symbol, design or a combination of them, meant to identify the goods or services of one seller or group of sellers and to differentiate them from competitors' goods or services (Kotler & Keller, 2009, cited in Heilmann, Saarenketo, & Liikkanen, 2013, p. 285). It is "every sign that is capable of distinguishing the goods or services of a company" (Riezebos, 2003, p. 32). It is "a means to distinguish the goods of one producer from those of another" (Keller, 2013, p. 30). It could be seen as "the sum of all associations customers have with a certain product or service" (Fisher-Buttinger & Vallaster, 2008, p. xiii) and "… the sum total of relationships among stakeholders, or the medium through which stakeholders interact and exchange with each other" (Myers, 2003, cited in Fisher-Buttinger & Vallaster, 2008, p. xvii). The American Marketing Association defines the brand as "a term, symbol or design … intended to identify the goods or services of one seller … and to differentiate them from those of competitors" (Ind & Bjerke, 2007, p.23). Keller (2013) argued that it is "something that resides in the minds of consumers … a perceptual entity rooted in reality, but it is more than that—it reflects the perceptions and perhaps even the idiosyncrasies of consumers" (p. 36).

From these definitions, two parameters of a brand strategy can be identified: "differentiation and added values" (Fisher-Buttinger & Vallaster, 2008, p. 17). In terms of differentiation, it was argued that the effect of the brand is "to create a distinctive positioning in the mind of the customer" (Ries & Trout, 1986, cited in Ind & Bjerke, 2007, p. 23). Keller (2013) stressed on this point that "branding is all about creating differences" (p. 57). In terms of values an explanation can be made by using basic principles of branding and brand equity:

• Differences in outcomes arise from the "added value" endowed to a product as a result of past marketing activity for the brand.
• This value can be created for a brand in many different ways.
• Brand equity provides a common denominator for interpreting marketing strategies and assessing the value of a brand.
• There are many different ways in which the value of a brand can be manifested or exploited to benefit the firm (in terms of greater proceeds or lower costs or both) (Keller, 2013, p. 57).

In addition, brand elements, or brand identities is another important part of the concepts of branding. These include those "trademarkable devices that serve to identify and differentiate the brand. The main ones are brand names, URLs, logos, symbols, characters, spokespeople, slogans, jingles, packages, and signage" (Keller, 2013, p. 142). The criteria for choosing brand elements include: (1) Memorable; it should be easily recognized and easily recalled;

(2) Meaningful; it is descriptive and persuasive; (3) Likable; it is fun and interesting, rich visual and verbal imagery and aesthetically pleasing; (4) Transferable within and across product categories, across geographic boundaries and cultures; (5) Adaptable; it should be flexible and updatable; (6.) Protectable: it is legally and competitively (Keller, 2013).

Based on an extensive review and analysis of the most influential brand research articles published between 1985 and 2006, Heding, Knudtzen, and Bjerre (2009) suggest the seven approaches to branding which include:

• The economic approach: the brand as part of the traditional marketing mix.
• The identity approach: the brand as linked to corporate identity.
• The consumer-based approach: the brand as linked to consumer associations.
• The personality approach: the brand as a human-like character.
• The relational approach: the brand as a viable relationship partner.
• The community approach: the brand as the pivotal point of social interaction.
• The cultural approach: the brand as part of the broader cultural fabric (p. 4).

Knapp (2008) suggested five steps of how to create a genuine brand. Firstly, Brand assessment: where an assessment of an organization's essence and experiential commitment is conducted. Secondly, Brand promise: where a unique promise and paradigm shift are created. Thirdly, Brand blueprint: to make differences in customers' and consumers' minds in addition to competition. Fourthly, Brand culturalization: to think like a brand and keep brand's promise. Finally, Brand advantage: to have a lifelong commitment to customers. In addition, Gregory (2004) suggested four steps for a better branding process. The first step is discovery: this step is performed to understand the audiences' experience and perceptions of the company's image and reputation. The second step is strategy: this step is to develop a strategy for communicating this vison of the brand which will be a long-term objective. The third step is communication: This step is to bring the brand to life by creating a platform for communication development. The final step is management: This step is to manage the brand's consistency.

The concepts of brand can apply to products, corporation, personal and community (Knapp, 2008) including employers. This paper is about how IR affect EB, thus the concept of EB will be briefly elaborated in the next section.

Employer's Branding

According to Hubble and Clark (2014) an EB is defined as "the perception of the organization as a great place to work by both current and potential employees" (p. 5). Whereas the two originators who coined this term, Ambler and Barrow (1996, cited in Backhaus & Tikoo, 2004, p. 502) define it in terms of benefits, as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company." Heding, et al. (2009) argued that EB is related to "strategies for communicating about a company as an attractive employer to both current and potential employees" (p. 16). It suggests "the differentiation of a firm's characteristics as an employer from those of its competitors... and highlights the unique aspects of the firm's employment

offerings or environment" (Backhaus & Tikoo, 2004, p. 502). It is the reputation of the company as an employer (Hubble & Clark, 2014). In addition, it was proposed that the EB "establishes the identity of the firm as an employer… encompasses the firm's value system, policies and behaviors toward the objectives of attracting, motivating, and retaining the firm's current and potential employees" (The Conference Board, 2001, cited in Backhaus & Tikoo, 2004, p. 502).

Backhaus and Tikoo (2004) commented that these definitions indicate that EB "involves promoting, both within and outside the firm, a clear view of what makes a firm different and desirable as an employer" (p. 502). It was noted by Hubble and Clark (2014) that about ten years ago not many human resource practitioners gave much attention to EB. As markets become more sophisticate and it is difficult to find quality talent HR leaders are now give high priority to EB (Hubble & Clark, 2014). It is being used to attract the potential employees and retain the current employees especially those talent employees who are essential to the company success.

Hubble and Clark (2014) argued that an EB "program include strategies for enhanced talent attraction, engagement and retention to strengthen an organization's employer brand" (p. 5). They suggested seven phases procedure for creating a powerful EB which comprises of: (1) Get leadership buy-in; (2) Determine stakeholders and their roles; (3) Define the strategy and investment; (4) Develop an employee value proposition; (5) Communicate the message-Leverage the right channels; (6) Create an employee brand ambassadors; and (7) Measuring return on investment (Hubble & Clark, 2014).

EB related to several terms of brand in an organization such as product brand, service brand and corporate brand. A product brand is "a brand linked to the product and not to the corporation and describes a situation where each individual product has its own brand" (Heding, et al., 2009, p. 17). According to Heding, et al. (2009) in choosing to brand the corporation or the product is a question of brand architecture. Regarding the service brands they are "brands that sell services instead of products. This means that, the brand is experienced in the process of consuming the service and that the employee delivering the service becomes a central communicator of the brand" (Heding, et al., 2009, p. 17). For corporate brand it is occurred "when the corporation is branded instead of the individual products, a corporate brand is the case … it is assumed that "the energy and inspiration of the brand stem from within the organization and that a branding strategy, in order to be successful, requires the engagement of the whole corporation" (Heding, et al., 2009, p. 16).

In sum EB is the reputation of the company in the eyes of stakeholder groups including the current and prospective employees. It is the perception of an organization as the most desirable place to work or it could be seen as an employer of choice so that the organization "can bring together the best and brightest people to work on the challenges and opportunities of a new era" (HBR, 2013, p. 1).

THE AFFECT OF INDUSTRIAL RELATIONS ON EMPLOYER'S BRAND

One of the major objectives of relationship management in organization is to create sound relations among stakeholders in the organization including management and employees (Joungtrakul, 2009, 2010b). The management of relationship between management and employees is the management of IR function. Based on the literature reviewed it was found that sound management-employee relationship could lead to the achievement of objectives and goals of organization and then lead to profitability and productivity including sound IR and industrial peace. Sound relationship in organization help creating good working environment and can become a motivation factor for employees to perform and continue staying with the company. It could promote employee engagement and reputation of the company. This could be a factor to help the company to be an employer of choice. It could help in attracting the potential applicants especially the talent to join, perform and continue working with the company.

IR has both positive and negative impacts on the organization especially when there is a poor management-employee relationship in the company. The negative side of IR normally occurs when IA's are used by either party or both especially when the strike or lockout including picketing is applied (Joungtrakul, 2010b).

Some potential employer strike or lockout costs include: (1) lost sales revenue; (2) loss of customers/market share (temporary or permanent); (3) continued fixed operating costs (e.g., utilities, taxes, rent, maintenance, debt service); (4) non-bargaining unit employee payroll costs; (5) recruitment, selection, and training costs for temporary or permanent replacement workers; (6) shutdown and start-up costs; (7) negative publicity; (8) legal fees; (9) damage to bargaining relationship or co-worker relations (temporary or permanent); (10) increase stress level on managers, employees, and their families (Holley, et al., 2005). Some potential employer actions to minimize or limit such costs as suggested by Holley, et al. (2005) include: (1) build inventory in advance of an anticipate strike; (2) notify customers and suppliers in advance of strike potential and help arrange alternative sources to meet customer needs; (3) engage in a publicity campaign to inform the public (customers, civic leaders, and employees) about company efforts to resolve the labor dispute; (4) shift the struck work to other primary employer owned plants or outsource such work to other secondary employers; (5) continue business operations using some combination of non B.U. employees; B.U. employees willing to cross the union's picket line; and temporary or permanent strike replacements; (6) existence of poor product market demand serves to decrease risk of market share loss and sales revenue; (7) purchase strike insurance or enter mutual aid act with other employers.

One of the major objectives of EB is to attract, motivate and retain talent for the company (Schumann & Sartain, 2009; Sivertzen, Nilsen, & Olafsen, 2013). According to Heilmann, et al. (2013) the benefits of EB include: employer attraction, reduced costs, efficient recruitment, employee productivity, job satisfaction and employee retention. In terms of external marketing it helps in recruiting talent while in terms of internal marketing it helps in retaining talents.

Hence, IR has both positive and negative effects on EB. In the positive side it helps support and promotes the EB while in the negative side it damages or reduces the impact of EB.

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Discussion of the findings in this review study will be made by responding to the three questions posed in the introduction part of this paper: What are the relationship between industrial relations and employer's brand? How industrial relations affect the employer's brand? How to minimize the effect of industrial relations on employer's brand?

Question No. 1: What are the relationship between industrial relations and employer's brand? The objectives of both IR and EB are complementing each other. IR aims at managing relationships between management and employees in organization in order to create sound relationship that could lead to sound relations and industrial peace in organization that could lead to the achievement of the objectives and goals of the company. It could lead to profitability and productivity of the company (Heilmann, et al., 2013; Joungtrakul, 2010b; Sivertzen, et al., 2013). EB aims at motivating and retaining talent in the company. It also helps attracting potential applicants especially talent to apply for employment with the company (Heding, et al., 2009; Riezebos, 2003; Schumann & Sartain, 2009; Sivertzen, et al., 2013). A strong EB helps creating the organizational ability to compete in "labor market and drive employee loyalty can be made with effective recruitment, engagement and retention practices" (Sharma, 2014, p. 11). However, negative impact of IR on EB should be avoided and managed.

Questions No. 2: How industrial relations affect the employer's brand? IR has both positive and negative effects on EB. The positive side is that IR supporting EB major objective of motivating and retaining current talent and attracting potential talent to join the company (Heilmann, et al., 2013; Joungtrakul, 2010b; Schumann & Sartain, 2009; Sivertzen, et al., 2013). Positive impact should be promoted through applying ID in IR (Joungtrakul, 2009; Thorsrud & Emery, 1970) while negative impact should be reduced or managed through the channel of collective bargaining (Chamberlain & Kuhn, 1986) and employee involvement and participation (Lashley, 2001; Marchington, et al., 1992; Salamon, 2000).

Question No. 3: How to minimize the effect of industrial relations on employer's brand? To minimize the negative effect of IR on EB it is necessary to use both normal and proactive methods. Some potential employer actions to minimize or limit costs of strike or other type of IA's should be applied (Holley, et al., 2005). Worker involvement and participation and ID should be applied by taking into account the cultural dimensions of the theories to be applied in different contexts (Joungtrakul, 2009). The Model of Best Practice of Thai ID proposed by Joungtrakul (2009) should be considered.

It could be concluded in this reviewed paper that IR has both positive and negative effects on EB. To promote the positive effect of IR on EB, worker involvement and participation should be utilized. Cultural dimensions should be taken into account in applying Western IR theories and strategies in promoting the positive effects and avoiding and managing the negative effects of IR on EB.

LIMITATIONS

This paper is a review paper using a limited number of texts and articles as a basis for review. Therefore, it may not cover various views present in other texts and researches or review articles. An empirical research on this topic should be conducted to test or verify the findings and recommendations presented in this paper.

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