

EMPLOYER IMAGE OF THE COMPANY FROM THE PERSPECTIVE OF ITS CUSTOMERS

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Abstract

Background. The present article investigates the complex and interdisciplinary field of the employer image of the company and provides a new perspective on its determinants – the one of potential and current customers instead of the human resources experts.

Research aims. The main research aim is to explore the employer image of the telecommunications companies – its specificity, perception and relations with other sub-images.

Methodology. Research objects were the opinions and judgements of the respondents concerning, the general and employer image of the mobile telecommunications companies. Research subject was a group of 896 users of mobile telecommunications services selected with the application of the simple random selection methods.

The scientific description and analysis of the primary research results was connected with the application of the one-way analysis of variance, t-Student test, two-step clustering, and some further statistical methods.

Key findings. Secondary and primary source analyses resulted in the statement that although the employer image is just one of the sub-images of the organisation it is also a very complex and influential field not only from the point of view of the human capital management, but also from the customers' perspective.

Keywords: corporate image, employer image, image determinants, customers' perspective.

INTRODUCTION

Explicit growth of the market competition intensity, especially against the background of the economic crisis, makes a challenge that practically every modern enterprise must face. As a result a need for focusing on

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the competitive advantage development to secure both the survival of the company and its future progress arises. In the literature it is often underlined that in the current conditions widely understood competitiveness of the enterprise substantially gains importance (Bartkowiak, 2011; Lachiewicz & Matejun, 2010; Limański & Milic-Czerniak, 2011; Skawińska, 2010). Therefore, every possible source of competitive advantage should be analysed. The author agrees that these sources are worth searching in marketing activities creating intangible assets (Dobre, 2013; Fryc & Jaworski, 2009; Rybaczewska, 2011; Szulce & Żymkowski, 2010; Szwajca, 2012).

The present article focuses on the complex and interdisciplinary field of such intangible assets like the employer image of the company. In spite of the impression that this field is already widely investigated one must face the fact that the most common perspective to analyse the employer image is connected with the human capital aspects (Baruk, 2010; Wayne & Casper, 2012). Although the author follows the opinion that human capital value in the enterprise is nowadays incontrovertible (Bylok & Słocińska, 2011; Jędrych & Lendzion, 2010; Lipka, 2010) she would simultaneously like to present and analyse the field of the employer image (Mangold & Miles, 2007; Taylor, 2010) in the context of the customers participating in the consumption market. It requires applying multidimensional analysis integrating issues from the field of marketing, consumer behaviour, and image management (Falkowski & Tyszka, 2009; Kiezel & Smyczek, 2011; Smyczek & Glowik, 2010).

The research concerns very modern and marketing active sector, namely the mobile telecommunications one (Alexa, 2015; Mirpuri & Narwani, 2012; Rybaczewska, 2013; Sung, 2014; Sungwook et al., 2016; Tajer, 2014) gathering many relatively close offers with respect to tangible factors. Therefore, the intangible factors differentiating the offers may play here the key role in the purchase decision-making process of the buyer. Such circumstances are treated by the author as an additional inspiration to conduct the research upon the chosen example.

THEORETICAL FRAMEWORK

Even though the analysed concept of employer image is ambiguous, in the literature it is commonly agreed that (Cewińska et al., 2009; Kantowicz-Gdańska, 2009; Knox & Freeman, 2006):

- it refers to the portrayal of the attitude of the organisation to the human capital and the activities undertaken by the organisation in the field of its actual and potential employees,
- it concerns the factors making the company special among other employers, namely the competitors,
- it influences not only the internal publics but also the external ones.

The author of the present article agrees with G. Martin who wrote that the employer image (EI) is: “what an organisation’s senior managers want to communicate about its package of functional, economic, and psychological benefits... It also aims to influence wider public perceptions of an organisation’s reputation since both potential and existing employees also see their organisations in the light of what they believe significant others feel about it” (Martin, 2007). Simultaneously the author follows also the opinion of S. Jenner and S. Taylor (2007) stating that employer image: “represents organisations’ efforts to communicate to internal and external audiences what makes it both desirable and different as an employer.” Another definition very close to the author’s judgement is the one created by A.I. Baruk (2006) who emphasises the significance of the information provided by the actual employees to the other publics.

Finally, though, as the employer image in the present dissertation the author treats the subjective internal and external portrayal of the company in the role of the employer, more precisely the perception by both internal and external publics of the company’s policy, strategy, and attitude to the people working or cooperating with the enterprise, irrespectively of the type of agreement between the employee and employer.

The author’s judgement referring to the employer image concept follows the opinion which can be increasingly often found in the literature that, independently of the sector, the employer image plays an important role in the functioning of enterprises (Cascio 2006; Heilmann, 2010) and is combined also with the corporate social responsibility idea in the field concerning human resources (Ayub et al., 2013). Furthermore, there appears to be a vast agreement on the positive impacts of

CSR activities on corporate image, organisational identification and employees' identification (Arendt & Brettel, 2010). Moreover, there are some evidences for the dissertation that organisations engaged in social causes and feeling the responsibility for solving (to the possible extent) the problems of the society in which they exist and act are well recognised and possess a good corporate image (Worcester, 2010).

Keeping these facts in mind, the author of the present article puts the accent on the utterance that the meaning and influence of the strategic and consequent activities of building and strengthening the employer image of the company not only are great at that moment, but they are also still rising adequately to the growth of the competition, as already observed, or respectively to the priorities of the company's addressees (Shukla, 2011).

Therefore, the following belong to the goals of the present article:

- determining the specificity of the employer image,
- identification and analysis of the respondents' perception of telecommunications companies as the employers,
- investigation of the interdependencies between the image of the company as the employer and being its user,
- exploration of the relations between the offerer and employer image in the context of the telecommunications companies.

The main research hypothesis that is to be verified is that employer image is noticed and taken into account not only by the current and potential employees, but also by the customers since different kinds of the company's image are closely related with each other. The main hypothesis was verified owing to the statistical verification of the following sub-hypotheses:

H₁: Users do perceive their mobile telecommunications services provider as the employer better than other respondents;

H₂: Positive image of the company as the telecommunications products' offerer favourably affects its employer image.

DESIGN/METHODOLOGY/APPROACH

First stage of the primary research was the pilot study conducted within two months: May and June, 2013 on the group of 100 respondents studying in Lodz. The main goal of this stage was to verify the correctness and transparency of the survey questionnaire created by the

author. The obtained results enabled not only reaching the mentioned objective (resulting in some improvements of the questionnaire), but brought also some confirmation of the increasing awareness of the consumers in the field of the chosen subject. Moreover, the majority of respondents followed the opinion that the researched issues are important and sometimes even vital for them.

The second stage of the primary research was the main survey conducted on the group of 896 respondents using the mobile telecommunications services (obtained response rate equalled 92% meaning that 824 survey questionnaires were fulfilled according to all the instructions) with the application of the results of the observations and conclusions made during the pilot research results analysis. The research tool used during the cross-sectional research, namely the main survey, was the questionnaire which structure was composed of two parts: respondent's particulars and the relevant questions. Owing to the first part one could get to know some personal data concerning the respondents including their: age, gender, place of living, education, professional situation, income level, network which services they use, and size of their household. The second part, namely the relevant questions, provides data referring to the object of the research which means the respondents' intentions, opinions, and judgements relating to the general image of the telecommunications companies, the image of their offer, their employer image, and their image as the offerers. Moreover, the purchase decision-making process from the perspective of the consumers and their attitude to the image field was researched.

The survey questionnaire, including 15 questions, consists of the compound ones with 18 determinants described according to the 5-point Likert scale, less complex ones connected with 1 answer alternative following the 5-point Likert scale and the questions with one or more answers chosen either from the several options proposed or simply from the "yes" or "no" possibilities. Some of the questions were divided into the several parts according to the various networks thanks to which the respondents could give different answers in the context of every element respectively.

The mobile telecommunications sector in Poland is composed of four main mobile network operators (Polkomtel, P4, Orange Poland, and T-Mobile Poland) and many mobile virtual network operators connected with the four main ones (i.e. Netia connected with P4 or

Sferia connected with Polkomtel). Therefore, the research investigated the users in the context of the four main mobile network operators, but presents the names of the four main networks (Plus instead of Polkomtel, Play instead of P4, Orange instead of Orange Poland and T-Mobile instead of T-Mobile Poland) since the names of the operators are most often unknown by the users as they are usually not presented in the marketing campaigns.

To describe and analyse the primary research results, the following statistical methods were applied: one-way analysis of variance, two-step cluster analysis and some other chosen statistical tests like Student's t-test correspondingly to the character of the analysed data and interdependency.

FINDINGS

The author of the present work would like to commence the analysis of the results of the conducted research with the average perception of four mobile telecommunications companies as the employers. The survey questionnaire enabled the respondents to describe employer image of the given networks following the 5-point Likert scale where 5 meant very positively, 4 – positively, 3 – averagely, 2 – negatively and 1 – very negatively. Moreover the respondents' answers were further divided into four leading networks and some others if the respondent would like to add them. Consequently, the comparative analysis of the employer image of the greatest networks existing on the Polish telecommunications market was conducted (Figure 1).

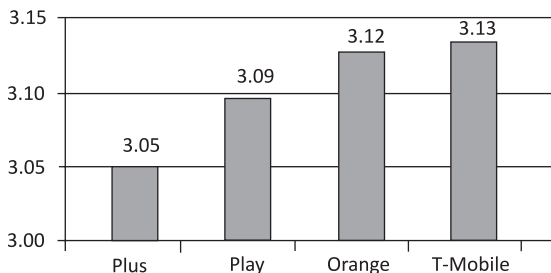


Figure 1. The average respondents' perception of the four leading networks in Poland as the employers

Source: author's own.

As one may easily notice the best average perception as the employer was reached by T-Mobile (3.13) and Orange (3.12) while the worst one belongs to Plus (3.05). Consequently, it can be said that the most desired results of the image activities belongs to T-Mobile and Orange but it has to be underlined in that context that all competitors are really close to each other.

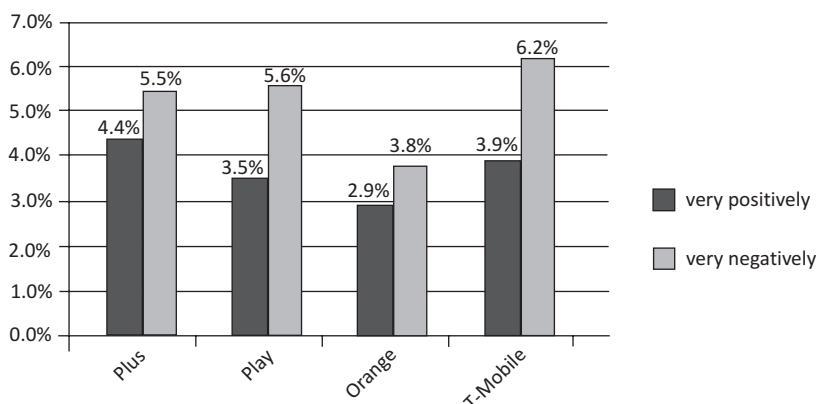


Figure 2. The proportion between the respondents perceiving four leading networks as the employers in the extreme ways (in %)

Source: author's own.

Some further conclusions could be made when the extreme opinions of respondents would be investigated (Figure 2). An analysis of the percentage of respondents declaring very positive perception and very negative one provides the observation that none of the studied networks managed to gather more very positive than very negative answers. Nevertheless, the best proportion appears here in the case of Orange but, simultaneously, the share of very positive and negative answers is much higher in the case of Plus achieving also relatively good proportion. The worst situation surprisingly is the one of T-Mobile in the analysed extreme answers context which may be treated as a bad prognostic for the future from the perspective of the word-of-mouth marketing (Kłopocka, 2006).

If the knowledge referring to the human capital policy of the given mobile telecommunications network is taken into consideration some further conclusions appear. The mentioned knowledge was described by the respondents according to 5-point Likert scale (where 5 meant very wide, 4 – wide, 3 – medium, 2 – narrow and 1 – very narrow) and the author divided all the respondents into 3 sub-groups following

their answers: very wide and wide (5 and 4), medium (3), narrow and very narrow (2 and 1). Owing to that a comparative analysis between the created sub-groups in the context of their employer perception of the four leading mobile telecommunications companies in Poland was possible (Figure 3).

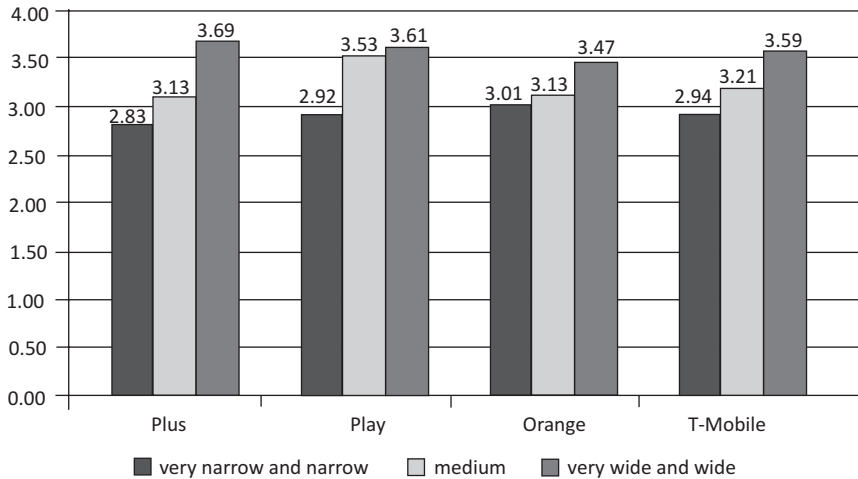


Figure 3. The average perception of the four leading networks in Poland as the employers in terms of the respondents' level of knowledge referring to the human capital policy of these networks

Source: author's own.

From the presented perspective it may be easily noticed that respondents describing their knowledge concerning the human capital policy of the network as wide and very wide in every case perceive this network as the employer much better than respondents characterising their knowledge as narrow or very narrow. Moreover, the divergence is really big in the context of every company. It could be treated as the success of the analysed companies as getting to know more about the poor policy would not increase the employer image but, on the contrary, it would decrease it. Obtained results can be interpreted by the companies as the positive opinion about their employer image and their human capital policy. Therefore, the author comes to the conclusion that every network should try to give as much information about their human capital policy as possible.

A further aspect that cannot be omitted here is the comparison between the perception of the particular network by its users and

other respondents mentioned in the H1 sub-hypothesis. To make that happen Student's t-test was applied and the results of the conducted analysis are presented in Table 1.

Table 1. Descriptive statistics of the employer image of the particular network in the case of its users and the rest of respondents

Name of the network	Respondents' group	Mean	Standard deviation	Result of Student's t-test	Significance level
Plus	users	3.22	0.90	4.26	< 0.001
	others	2.95	0.84		
Play	users	3.40	0.93	4.89	< 0.001
	others	3.02	0.79		
Orange	users	3.28	0.85	3.59	< 0.001
	others	3.06	0.77		
T-Mobile	users	3.52	0.94	6.72	< 0.001
	others	3.01	0.80		

Source: author's own.

One may easily notice that in the case of the employer image, irrespectively of the chosen network, the users perceive it much better than other respondents which means that the H1 hypothesis was verified positively. This fact is extremely interesting from the point of view of the unconscious relations between the users' opinions concerning their service providers. It must be underlined that using the particular network does not widen the user knowledge concerning the providers' human capital policy. Therefore the mentioned observation may be treated as the proof that a subjective point of view may depend on the perspective how people would like to perceive their providers (customers would like to think that they pay their bills to the companies treating their employees as fair as possible). Subsequently, the accent has to be put here on the fact that, according to the achieved research results, the employer image is treated by the customers in the same way as other kind of images which confirms the belief presented and described in the first chapter of the present dissertation connected to the literature knowledge that all sub-images are very closed connected with each other. Furthermore, many interdependencies appear.

Close associations between different kinds of sub-images connected with diverse roles that the organisation plays or may play were expected by the author of the present work to be confirmed also by the investigation of the impact of the offerer image on the employer one. To some extent, according to the mentioned literature in the theoretical

framework, it is highly probable that one of the sub-images may be treated even as a sort of determinant of the other kinds.

To enable a comparative analysis the whole group of respondents was divided according to their perception of the network as the offerer which they described following the 5-point Likert scale where 5 stood for very positively, 4 for positively, 3 for average, 2 for negatively and 1 for very negatively. The author of the present dissertation created the distinction line where 5 and 4 were connected with the positive perception, 3 was treated as the average perception and 2 with 1 were connected with the negative perception. Owing to a wide structure of the survey questionnaire the author of the present work managed to make the further division of the H2 hypothesis: positive image of the company as the telecommunications products offerer favourably affects its employer image into the ones referring to the four leading networks: Plus, Play, Orange, and T-Mobile. As a result the H2.1 sub-hypothesis sounds: positive image of Plus as the telecommunications products offerer favourably affects its employer image. To verify it, the one-way analysis of variance was applied. Descriptive statistics referring to the results of the conducted analysis are presented in Table 2.

Table 2. Perception of Plus as the employer by the sub-groups of respondents created in terms of Plus' offerer image

Offerer image of Plus	Mean	Standard deviation
Negative	2.78	1.26
Average	3.01	0.64
Positive	3.43	0.96

Source: author's own.

Analysis of variance provided the statistically significant main effect: $F(2.294) = 10.26$; $p < 0.001$. Multiple comparisons (with the application of the Games-Howell post-hoc test) showed that:

- persons perceiving Plus as the offerer positively may be described as the group perceiving Plus as the employer better than people averagely perceiving Plus as the offerer: $p < 0.001$;
- there have not been noted any statistically significant differences between the judgment of the sub-group perceiving the offerer as average and negative: $p = 0.731$ and between the opinion of the sub-group perceiving Plus as the offerer as positive and negative: $p = 0.114$.

A further issue is the verification of the same hypothesis in the context of Play (H2.2) meaning: positive image of Play as the telecommunications products' offerer favourably affects its employer image. In that case, as above, the one-way analysis of variance was applied and descriptive statistics referring to Play network are presented in Table 3.

Table 3. Perception of Play as the employer by the sub-groups of respondents created in terms of Play's offerer image

Offerer image of Play	Mean	Standard deviation
Negative	3.17	0.58
Average	2.86	0.52
Positive	3.61	1.00

Source: author's own.

Analysis of variance brought here the statistically significant main effect: $F(2.169) = 11.78$; $p < 0.001$. Multiple comparisons (with the application of the Games-Howell post-hoc test) showed that:

- people positively perceiving Play as the offerer describe its employer image better than the persons characterised by the average perception of Play as the offerer: $p < 0.001$;
- there were no statistically significant differences between the Play's employer image of people perceiving Play as the offerer as average and negative: $p = 0.245$ and the one perceiving it as positive and negative: $p = 0.076$.

Next stage of the analysed H2 hypothesis verification is taking the Orange network into consideration which results in the H2.3 sub-hypothesis: positive image of Orange as the telecommunications products' offerer favourably affects its employer image. Descriptive statistics concerning the conducted one-way analysis of variance in this case are presented in Table 4.

Table 4. Perception of Orange as the employer by the sub-groups of respondents created in terms of Orange's offerer image

Offerer image of Orange	Mean	Standard deviation
Negative	3.23	1.34
Average	3.27	0.70
Positive	3.29	0.81

Source: author's own.

With reference to Orange it is to be stated that the analysis of variance has not provided the statistically significant main effect: $F(2,243) = 0.06$; $p = 0.937$. Therefore one may say that the employer image of Orange does not vary in terms of its offerer image.

The last step of the analysed H_2 hypothesis verification is the T-Mobile network situation meaning $H_{2.4}$: positive image of T-Mobile as the telecommunications products' offerer favourably affects its employer image. In that case, as above, the one-way analysis of variance was applied. Descriptive statistics referring to T-Mobile network are presented in Table 5.

Table 5. Perception of T-Mobile as the employer by the sub-groups of respondents created in terms of T-Mobile's offerer image

Offerer image of T-Mobile	Mean	Standard deviation
Negative	3.00	1.13
Average	3.11	0.80
Positive	3.77	0.90

Source: author's own.

An analysis of variance brought here the statistically significant main effect: $F(2.191) = 13.23$; $p < 0.001$. Multiple comparisons (with the application of the Games-Howell post-hoc test) revealed that:

- people positively perceiving T-Mobile as the offerer describe its employer image better than the persons characterised by the average perception of T-Mobile as the offerer: $p < 0.001$ and the persons perceiving T-Mobile negatively as the offerer: $p = 0.014$;
- there have not been noted any statistically significant differences between T-Mobile's employer image among people perceiving T-Mobile as the offerer averagely and negatively: $p > 0.999$.

Concluding, the author of the present dissertation stands at the position that the H_2 hypothesis has been verified positively in the context of Plus ($H_{2.1}$), Play ($H_{2.2}$) and T-Mobile ($H_{2.4}$). Therefore the close association between the two of the analysed sub-images (the offerer image and the employer one) as suggested in the literature should be treated very seriously by every theorist and practitioner.

Interesting information is provided by the conducted two-step cluster analysis. Owing to the conducted one-way variance in terms of the employer perception by the sub-groups of respondents, namely 3 clusters are presented in Table 6.

Table 6. Results of the one-way analysis of variance referring to the perception of the four leading networks as the employers in terms of the created clusters

Name of the network	Cluster	Mean	Standard deviation	Results of the F-test	Significance level
Plus	I	2.83	0.70	67.37	< 0.001
	II	2.74	0.92		
	III	3.45	0.79		
Play	I	2.93	0.71	74.58	< 0.001
	II	2.75	0.77		
	III	3.49	0.80		
Orange	I	2.80	0.69	87.02	< 0.001
	II	2.89	0.77		
	III	3.53	0.71		
T-Mobile	I	2.86	0.64	44.66	< 0.001
	II	2.96	0.95		
	III	3.46	0.81		

Source: author's own.

According to the presented data one may easily notice that also in that case the analysed image is the best among the respondents belonging to cluster III (including mostly women being the employees and customers of Orange) regardless of the chosen network. Moreover, the perception of people gathered by cluster II (meaning the elderly people and lower educated than others being most often pensioners with lowest monthly net income per person in the households than in other cases) is the worst also here in the context of Plus and Play. The only exception appears in the context of Orange and T-Mobile – the worst employer image describes the opinion of the respondents belonging to cluster I (composed mainly of men being more often students than in other groups).

During the conducted research results analysis there also appeared many further similarities with the conclusions referring to the two-step cluster analysis in the context of different kinds of images that may be treated as the subsequent confirmation of very closed associations between the mentioned sub-images.

Concluding, it is to be emphasised that thanks to the conducted research all the stated aims were achieved. Moreover, the main formulated hypothesis was verified positively which results in the statement that the employer image is noticed and taken into account not only by the current and potential employees, but also by the customers since different kinds of the company's image are closely related with each other. Simultaneously H_1 : users do perceive the employer

image of their mobile telecommunications services' provider better than other respondents, just like in the case of the previously researched offerer image was verified positively in the case of every leading network. In the case of H₂: Positive image of the company as the telecommunications products' offerer favourably affects its employer image it was verified positively in the context of three of the four main networks in Poland.

DISCUSSION

The core interest of the present article is the image of the company as the employer since the role of human resources in the organisation seems increasingly significant, especially while employees are perceived in the literature as the meaningful source of the competitive advantage gained through the efficiency and performance of the organisation (Allen et al., 2013; Besma, 2014; Nicu, 2012; Soewignyo & Tonny, 2015) as mentioned in the theoretical framework.

There are many publications corresponding with the findings of the conducted research in terms of discourse highlighting the significance of the general image from the customers perspective (MartínezGarcía De Leaniz & Rodríguez del Bosque, 2016; Rahi, 2016; Richard & Zhang 2012; Sonnier & Ainslie, 2011). The author of the present article claims that the employer of choice is the vital issue from the point of view of the human resource management (Kissel & Büttgen, 2015; Oczkowska, 2015; Rampl, 2014; Rondeau, 2015). The literature created also the trend to emphasise the significance of employees by treating them as customers (Bowers & Martin, 2007).

The author of the present article explicitly follows not only all of the mentioned states, but also the concepts and strategies resulting from them. Nevertheless, the conducted research focuses on different aspects connected with company performance. They correspond with the issues described by Klimkiewicz (2014) and might be analysed from the perspective of the employer social responsibility connected with the labour market. The findings of the conducted research let, however, claim that the consumer behaviour perspective is unquestionably noteworthy in the analysed field of the employer image. Nevertheless, all various doubts concerning the investigated context mentioned by Paul Thompson (2011) and some other authors (e.g. Martin et al., 2011) should also be noticed here. They were treated as the additional

inspiration for further consideration on the described phenomena from different perspectives. Therefore, the conducted research focuses on the customer standpoint and suggests further reflection possibilities.

Furthermore, the author of the present publication, recognises the mentioned issues as very significant not only from the scientific point of view, but also for the reason of its managerial applications, especially when one takes into consideration the apparent importance of the dilemma between the theoretical and practical approach to the management field (e.g. Bartunek & Rynes, 2014; Daft & Lewin, 2008). The present paper and the conducted research may be a step to reduce the theory-practice gap following the logic of Kryscynski and Ulrich (2015). Keeping that in mind the author of the present publication claims that the additional perspective of the potential and current customers should be analysed in the described context of employer image and taken into consideration by the managers dealing with that field.

The conducted research proved to be true the literature statement that indisputably alter factors make positive the image of the employer, supplier, partner, sub-contractor, or recipient although each of them is strictly combined with the others and influences not only the final general image of the organisation, but also the others' sub-images (Baruk, 2009).

CONCLUSIONS

The findings of the presented research confirmed the meaningful role of the employer image not only from the human capital perspective, but also from the point of view of the final buyers who notice it and combine with other sub-images. (Therefore the H_2 hypothesis was positively verified.) Furthermore, such observations may be treated as the additional reason to continue the in-depth analysis of the employer image of organisations to influence both the future employees and customers simultaneously.

Moreover, the issue of employer image has never been explored in the context of the mobile telecommunications sector with all its specificity taken into consideration. The author's choice of the market was very intentional since the leading companies are very active in our country and conduct many media campaigns including sponsorship and charity

etc. Concurrently, they are perceived as modern enterprises and the services provided by them are very popular among the society which makes people more open to the information concerning their provider or its competitors. Consequently, it is worth underlining that the users perceive their mobile telecommunications services' provider as the employer better than other respondents (H_1 was positively verified).

Furthermore, when managers dealing with other markets face the information gathered in the present article, they may always treat it like an example of the user – provider relationship which is very common among all branches.

Simultaneously, based on the results of the conducted research one can claim that all the practitioners concentrating only on one kind of image and neglecting the others are making an enormous mistake which may decide whether their image activities are successful or not.

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WIZERUNEK PRZEDSIĘBIORSTWA JAKO PRACODAWCY Z PERSPEKTY JEGO KLIENTÓW

Abstrakt

Tło badań. Poniższy artykuł bada złożoną i interdyscyplinarną dziedzinę wizerunku przedsiębiorstwa jako pracodawcy i wprowadza nowe spojrzenie na jego determinanty – obecnych i potencjalnych klientów zamiast ekspertów od kapitału ludzkiego.

Cel badań. Głównym celem badania jest eksploracja wizerunku przedsiębiorstwa telekomunikacyjnego jako pracodawcy – jego specyfiki, postrzegania i relacji z innymi subwizerunkami.

Metodologia. Przedmiotem badania były opinie i sądy respondentów dotyczące ogólnego wizerunku oraz wizerunku pracodawcy przedsiębiorstw telekomunikacyjnych. Podmiotem badania była grupa 896 użytkowników usług telefonii komórkowej wyselekcjonowanych z zastosowaniem metody prostego doboru losowego. Naukowa analiza i opis wyników badania pierwotnego wiązały się z zastosowaniem jednoczynnikowej analizy wariancji, testu t-Studenta, analizy skupień metodą dwustopniowego grupowania i in.

Kluczowe wnioski. Analiza źródeł wtórnych i pierwotnych zaowocowała stwierdzeniem, że mimo iż wizerunek przedsiębiorstwa jako pracodawcy jest tylko jednym z subwizerunków organizacji jest także bardzo złożony i wpływowy nie tylko z punktu widzenia zarządzania kapitałem ludzkim, ale także z perspektywy klientów.

Słowa kluczowe: wizerunek przedsiębiorstwa, wizerunek pracodawcy, determinanty wizerunku, perspektywa klientów.