Designing a Model of Personal Branding for Employees With an Emphasis on Organizational Training: The Case of the Administrative Staff of the Judiciary of the Islamic Republic of Iran[*]

Robab Mollaei[1], Seyed Ali Siadat[2][**], Reza Hoveida[3], Jalal Rizaneh[4]

1. PhD Student in Educational Administration, Faculty of Education and Psychology, University of Isfahan, Isfahan, Iran
2. Professor, Department of Education, Faculty of Education and Psychology, University of Isfahan, Isfahan, Iran
3. Associate Professor, Department of Education, Faculty of Education and Psychology, University of Isfahan, Isfahan, Iran
4. Assistant Professor, Department of Religion Futurology and Religiosity, Islamic Sciences and Culture Academy, Qom, Iran

Abstract

The staff is the most important contributor to the development of an organization. A new approach in modern organizations is personal branding. This study aimed to design a personal branding model for the staff of the Iranian Judiciary with an emphasis on organizational training. Building on a qualitative approach and grounded theory, the study incorporated faculty members and specialists in the field of personal branding and human resource management as its statistical population. Sixteen individuals were recruited via purposive sampling and were subsequently interviewed. Strauss and Corbin's systematic approach was employed to analyze the data. According to the conceptual model, personal branding was the axial phenomenon in the model, while effective communication, professionalism, individual dynamics, creative thinking, ethical behavior, and individual characteristics were the causal conditions, organizational culture and climate and environmental factors were contextual factors, constructive negotiations, service compensation system, perceptual skill, and human resource management system were intervening conditions, knowledge management, preservation of human resources, the strategic plan, personal brand management, performance management, organizational dynamics, staff training system, and resiliency were strategic factors, and the administrative system health, self-improvement, idealism, human resources productivity, and optimization of decision-making were the consequences of the research model.

Keywords: Personal branding, Organizational training, Judiciary.

Introduction

Many organizations are currently operating in a turbulent environment, where changes occur permanently and often unpredictably. The results of the constantly changing conditions for the functioning of organizations are reflected in the expectations faced by employees at different positions they have. To fulfill expectations, employees need not only to develop their knowledge, skills, and personality traits systematically but also to shape their attitudes and behavior. Therefore, the adage "He who moves not forward goes backward" takes on a new

meaning, especially with reference to knowledge workers (Figurska, 2016). The perception of human resources in organizations has changed from being a cost element to an asset of an organization that can be invested. This transition in view makes human resources one of the most decisive resources of an organization. The human capital is difficult to imitate because it is a scarce resource. Therefore, it must be maintained, developed, and taken care of (Alalawneh & Bourini, 2019).

It is the responsibility of organizations to keep employees motivated and assure performance enhancement. Alongside this, personal branding has proved a new and critical area of organizational support for employees. Accordingly, branding is not merely applicable to products and organizations, but individuals can also have a personal brand (Saemian, 2014). By definition, "personal brand" describes the outcome of the personal branding process in general as well as the ordinary and field-specific individuals who do not own celebrity status (Scheidt et al., 2020). Horton (2011) believes that developing a personal brand ensures that an individual is not left behind within the job selection process and that they develop the competitive advantage that positions them for career opportunities they deserve.

According to Esgandari et al. (2020), the novelty and breadth of the human resource branding subject, with a history of mainly longer than a decade of serious fieldwork, can be a good context for the development of theoretical resources and practical applications. In his research, Esgandari (2017) points to issues surrounding governmental organizations in Iran, including the lack of attention to employee job security, lack of fairness in payments, discrimination in the selection and recruitment of employees, not paying attention to elites in employment, lack of attention to employee empowerment, not paying attention to staff training, disregard for employee motivation and job satisfaction, and lack of attention to the organization's internal communications.

Notwithstanding these problems, the employees of organizations spend the most valuable hours of the day and the most valuable years of their lives in the organizations. It is necessary to help employees become a brand consciously by strengthening their skills and personality traits so that they would work in the organization with a sense of worth until retirement. What could be more valuable for an employee to enjoy his or her work in the organization at all times and realize that the organization values him or her? By cultivating their talents and helping them acquire skills, employees can be branded and be perceived as distinct from others. This way, they can be a role model for colleagues and other people who enter the organization and can better contribute to the attainment of organizational goals.

In this regard, the Iranian Judiciary, as a broad, governmental institution, has a serious responsibility towards its employees in terms of maintaining motivation, meeting material and spiritual needs, delivering in-service training, and creating job skills, among others, and toward the society in terms of being justice-oriented, creating public satisfaction, reducing social problems and harms, gaining client satisfaction, and so on. The employees of the judiciary are exposed, on a daily basis, to the problems of the clients, and they should be able to reduce their suffering with special skills. They need to develop skills and characteristics that can strengthen their personality while they perform their routine tasks.

In recent years, the Iranian Judiciary has initiated a process to transform and smarten the Judiciary branch of the government, and the staff has been considered one of the most critical factors in achieving this goal. In fact, the growth and development of staff in line with the transformational plan of the Judiciary underline the necessity and importance of personal branding. Personal branding, with a focus on personal development, ultimately leads to organizational development.

Clients, colleagues, and managers in the workplace are among the most significant audiences of the administrative staff personal brands in the judiciary structure. It is vital to

deal with clients, meet their needs, and solve their problems in the best possible way and in the shortest time. The outfit of an employee, his/her interaction with colleagues and managers in the presence of a client, the degree of etiquette and respect for others, knowledge of instructions and administrative and legal laws, etc., will be effective in forming a personal brand. A brand employee can create a positive image of him/herself in the minds of others so that others can emulate him/her and use positive words about her/him in his/her absence. This process puts the employee on the path to personal branding. By creating a personal brand, employees will be able to motivate themselves and increase the trust of others, as well as their own credibility, self-confidence, and originality in the organization. The performance of the staff is a mirror image of the performance of the judiciary system. Given the general tasks of the judiciary at the broader social level in terms of reducing harm, increasing public safety, and paying serious attention to the mental health of the people, especially the weak and the vulnerable, the personal branding of administrative staff can be an important step to reflect the positive performance of the judiciary at the community level and improving the public image of the judiciary.

Upon reviewing valid research reports on personal branding, especially in governmental organizations, we conducted some field studies in the judiciary environment and spoke with people from the Iranian Judiciary and some of the brand administrative staff. The brand staff was found different from other staff members in some respects. However, because of the governmental structure of the organization, they were ignorant of their personal brand. This and our personal concern to help the Judiciary develop its human capital and working processes through enhanced attitude and performance of employees motivated this research.

Research in other countries has provided varying models of personal branding over the years. However, these models are not fully applicable and conclusive because of the different culture and structure of the Iranian Judiciary system. The novelty of personal branding in governmental organizations in Iran, especially the Judiciary, and the changes and developments of the Judiciary in recent years in terms of technology, level of education and knowledge of employees, and the diversity of job skills of employees encouraged us to fill this research gap concerning personal brands in the Iranian Judiciary system. Hope is that the findings can help better manage human capital and make strategic decisions, especially in light of the serious determination of the Iranian Judiciary system to create change and support top talents. Therefore, the present study seeks to answer this important question: What is the personal branding model of the judiciary employees with emphasis on organizational training? The concepts, literature, and background associated with personal branding are described below.

Literature Review

The concept of personal branding was introduced by Tom Peters in 1997, stating a very new idea: "Brand YOU, everything you do – and everything you choose not to do – communicate the value and character of your brand." Lair et al. (2005) describe personal branding as a process whereby people and their careers are marketed as brands for entry into or transition within the labor market.

Personal branding is an increasingly common phenomenon used in various aspects, for entertainers, athletes, authors, general managers, business owners, and politicians, and has spread to many other people in different positions. The trend of personal branding is born from a combination of leadership theory and the theory of branding, combining the best of both (Milovanovic et al., 2016).

If applied properly, Khedher (2015) states, personal branding can turn anyone in any field into a brand. Williams (2014) believes that employees who understand the relationship between their personal brand and the brand, mission, and values of their respective organizations communicate well with their colleagues and are highly motivated to have volunteer attempts. Personal branding is a technique that applies not only to actors, politicians, and big communicators but also to more ordinary people (Mantulenko et al., 2019). Rampersad (2008) states that everyone has a personal brand, but not everyone is aware of it to manage it effectively and consistently.

The current literature on personal branding pertains mostly to personal branding in the professional context for those who have the intention of marketing themselves and their skills to corporations (Widell & Marco, 2020). To date, there have been very few studies in the field of personal branding underpinned by branding theories. Previous research has identified two main challenges with the application of branding theories to people. Firstly, while products and services are relatively fixed and stable, and can therefore lend themselves to branding processes, people as brands may be stable to a significantly lesser degree, making it potentially difficult to consistently deliver on a unique promise of value. Secondly, the process of personal branding encourages individuals to engage in self-promotion activities to achieve visibility in the marketplace, communicating a unique promise of value, based on personal strengths and assets. This is referred to as an "inside-out" process. The latter part of this process has led some critics to argue that a personal brand is built to satisfy the market and may present a challenge for individuals who wish to remain authentic (Thompson-Whiteside et al., 2018).

Vosloban (2013) aimed to highlight the aspects related to employee's personal branding as seen from a managerial perspective. The study presented directions on how managers view the construction of an employee's personal brand and its relevance to emerging markets. It provides a useful guideline for future studies. He concluded that the employees who are sociable, optimistic, dedicated, responsible, efficient, result-oriented, motivated to reach objectives, respectful, open-minded, and flexible are more likely to build a successful personal brand, be appreciated, and be widely recognized. On the other hand, the personal brand concept can affect negatively those employees who are identified as weak performers due to their careless attitude, solely financially driven, and only sticking to their tasks without being open to self-development. Vosloban (2013) also showed that an employee's personal brand can be considered a competitive advantage in emerging markets, specifically because this is where it can be successfully explored and applied under each company's human resources strategies and policies. The strengths of this study lie with its quality of research and the conduct of in-depth interviews. In that study, he examined the personal brand of employees from the perspective of managers. For further investigation, however, interviews with the employees themselves can be conducted to compare the views of the two groups (managers and employees). He considered the non-generalizability of the findings as one of the limitations of his research.

Nolan (2015) tried to determine the extent to which executives' personal branding communications aligned with the mission of their organization. The findings highlight the importance of personal branding in the non-profit sector; additionally, their work helped shape guidelines, which could be used by organizations to engage their executives in successful personal communications processes that raise the awareness. They highlighted that an executive aiming to promote his/her organization within the context of their personal branding would likely use mission- and value-based messaging in their personal branding communications, and effective, well-received personal branding communications of an organization's executives can serve bolster that organization's corporate image and

reputation. Nolan's study is one of the applications of personal branding in non-profit organizations. It helps organizations use social media to provide strategies that engage executive managers in successful personal branding communications, which can in turn raise their self-awareness.

Esgandari et al. (2020) aimed to design a model of human resource branding in Iran-based governmental organizations. They categorized human resources personal branding in their results into six dimensions: individual values, organizational values, professional values, cultural values, social values, and Iranian-Islamic values. Each of the dimensions also included subcategories. An important strength of their research was the use of the meta-synthesis method to examine the components of personal branding as well as the comprehensiveness and reliability of the data and results. However, the authors have failed to include the articles before 2000, while many articles and books by the prominent theorists and founders of personal branding (e.g., Peters, Montoya, Vandehy and Aacker, among others) have been published before 2000. Moreover, the statistical population was not clearly mentioned, and it would have been better if the relevant articles in foreign and domestic governmental organizations and the dimensions of human resource branding were discussed separately.

According to Alikhanova et al. (2020), achieving employee engagement is a guarantee of the efficient operation of the company and its long-term competitiveness. They believe that little attention is paid to such a stage in the life cycle of an employee in an organization as readiness for a career and personal branding. According to them, the transition from loyalty to engagement confirms productivity growth. Besides, career opportunities and/or access to personal branding tools reduce staff turnover. In their research, they surveyed a large number of employees through online surveys. Results showed that engagement was strongly associated with business results. Being online and the possibility of not providing real data by the participants as well as being satisfied with a (quantitative) survey method can be the weaknesses of their research. It would have been better if the researchers used a qualitative or mixed-methods design.

Potgieter and Doubell's (2020) survey was focused on eight industries that broadly constituted the most important business sectors from the top 500 best-managed companies in South Africa. The findings emphasized the importance of employing people whose values, morals, and personality aligned with that of the organization in the employee branding process. The findings further demonstrated that organizations should recognize personal branding as a valid branding construct and encompass it in strategic decision-making processes. The strength of this study lies with the fact that it examined the personal branding of employees of top organizations in South Africa, which can be a model for organizations and companies around the world. In this study, researchers used a questionnaire to collect their data. Given the advantages of qualitative and mixed-methods designs over quantitative methods, the researchers' use of the qualitative method along with the quantitative method could deepen the research results. The research covered large and superior industries, and the researchers themselves have mentioned, as a limitation, that the results may be different for, and may not be easily generalizable to, small and medium-sized enterprises.

According to Gorbatov et al. , (2018, p. 13),

> We do not know much about the challenges of creating and maintaining personal brands in settings that are not conducive or outright preclusive of self-promotion, at least, to the outside world. The limited number of industries and roles studied to date as well as the small samples in these studies render scarce opportunities to generalize the knowledge and make conclusive statements about the findings. Additionally, the majority of the empirical studies have taken place in European,

Australian, or North American settings, so the possible research directions could lead scholars to test the theoretical premises of personal branding in other cultures.

Research Framework

The literature on personal branding indicates that the statistical population covered yet consists predominantly of banks and business institutions, industry, social media users, and artists and athletes, among others. Few research studies have addressed the issue of personal branding in public sectors such as libraries and government-affiliated industries. Besides, the tools used in these research works have been mostly quantitative. The employees in Iranian-based governmental organizations constitute a large number of people (over two million employees according to the presidential website). Therefore, this study aims to build on grounded theory to present an exploratory model for the public sector employees and contribute to the development of a new theory for personal branding so that some ambiguities regarding the use of personal branding in governmental organizations are eliminated and a deeper vision is provided. It is a necessity of the present age to assume employees as social capital, not just the labor force, and to make use of their competencies and talents. We addressed the personal branding model of the judiciary staff to pave the ground for further consideration of policy-makers and senior managers of the judiciary for personal branding and provide assistance to the human resources management department of the judiciary during their transformation period. Presenting this model as an innovative action in the form of a qualitative study can create the ground for individual and organizational evolutions in the judiciary.

The primary and secondary questions of the research are as follows:

Primary question: What is the personal branding model of the judiciary employees with an emphasis on organizational training?

Secondary questions:

1. What are the causal factors in the personal branding model of the judiciary employees with an emphasis on organizational training?

2. What is the central phenomenon of the personal branding model of the judiciary employees with an emphasis on organizational training?

3. What are the personal branding strategies of the judiciary employees with an emphasis on organizational training?

4. What are the intervening conditions in the personal branding model of the judiciary employees with an emphasis on organizational training?

5. What are the contextual conditions in the personal branding model of the judiciary employees with an emphasis on organizational training?

6. What are the consequences of personal branding of the judiciary employees with an emphasis on organizational training?

Research Methodology

This research is applied in terms of purpose and qualitative in terms of the data. The study built on grounded theory to identify and understand the experiences and perceptions of individuals concerning the personal branding of the judiciary staff. The purpose of grounded theory is to experience a subject, a problem, and a meaning from the perspective of the study participants and the development of an integrated set of conceptual assumptions about the subject under study (here, personal branding) (Clancy & Vince, 2018). We used this method

to collect data in a specific situation (judiciary), extract a grounded theory from the data, and understand the phenomenon of the personal branding of the employees of a governmental organization.

The statistical population of the present study was comprised of the prominent experts of the Judiciary's Deputy for Human Resources, successful experts and researchers in the field of personal branding, human resource management specialists, and university faculty members and experts. Selected using purposive sampling, the participants were interviewed until the theoretical saturation was reached, i.e., the point at which the addition of new samples did not affect the development of the research model or theory. Theoretical saturation was obtained after 14 interviews. However, we continued until the 16th participant was interviewed to ensure the adequacy of the data and increase the credibility of the findings. Data collection instruments included in-depth, semi-structured interviews. To compile the questions, we both consulted experts in the field of personal branding and used related research literature, interview questions of authoritative articles, and their reviews and critiques. Examples of interview questions included: (1) What skills, personal abilities, and behaviors do you think will help employees become brand people in the Judiciary system? (2) In your opinion, what are the most important dimensions of a personal brand? And how can they be used for career improvement and development? (3) What are the duties of the Judiciary system regarding the personal branding of employees? And in the current situation, is the ground provided for branding people by this organization?

To assure reliability, the interviews were continued until theoretical saturation was achieved. Upon ensuring the theoretical saturation, we employed the procedures adopted by other researchers (i.e., comments of personal branding experts, grounded theory, and applying corrections) to further study the initial codes.

The ATLAS.ti software was used for initial data analysis. The data analysis process was performed in the three stages of open, axial, and selective coding. Subsequently, the researchers sent the coded tables to 10 experts in grounded theory and personal branding to receive their comments. The researchers examined the validity of the data further via comparison, analysis, and abstraction.

Findings

Sixteen individuals were interviewed, including two women and 14 men. In terms of educational level, 11 participants held a doctorate and five had a master's degree. The participants' fields of study included educational management (n = 7), business management (n = 2), strategic management (n = 1), business administration (n = 1), human resources management and organizational behavior (n = 1), futurology (n = 1), psychology (n = 1), public administration (n = 1), and Quranic sciences (1).

Step 1: Open coding

Open coding is an analytical process through which key points and concepts are identified and their characteristics and dimensions are discovered in the data (Bahadori, 2018). After each interview is completed, its verbatim transcription is prepared and reviewed line by line. In this study, a total of 686 interview statements were obtained. Based on initial analysis and theoretical sensitivity, similar statements were grouped under one category in a process of constant comparison. When similar codes were merged and reduced to fewer ones, the first-level categorization was performed and an appropriate title was considered for each category to convey the meaning of all the propositions in that category. Sample codes for this step are shown in Table 1.

Table 1. The Open Coding Sample of the Study

Proposition	Concept
People have to be very influential to be effective in the (job) field, and that cultural awareness increases.	Organizational socialization
Organizational alienation means the self-loss of the individual in the organization.	Organizational alienation
The organization usually develops individuals one-dimensionally. It only generates for them one social identity or one professional identity at the expense of ignoring other fields.	Empowering employees
If the organizational training is carried out appropriately and the employees are proficient in legal regulations, they can help clients properly.	Training effectiveness
One is assured that s/he is not eliminated in case of a crisis in the organization.	Job security
Internal and external justice is administered so that the employee does not feel that s/he is treated unfairly in comparison with other employees in other organizations.	Organizational Justice
Administrative decentralization and delegation of more authority to employees.	Independence of action
The first thing that forms a brand through training is to assist the individual in adopting appropriate goals and vision.	Individual perspective
Having a set of ideals, visions, and goals for the organization can contribute to personal branding.	Organizational perspective
Career development is one of the ways to help individuals in personal branding.	Career development
It does not matter where you work, whom you work with, or if you are a street sweeper, a doctor, or an employee. Yet, it does matter what personality and ethics the individuals in the organization have, which shapes organizational culture.	Organizational Culture
Communication with others in the form of knowledge and sharing public and social issues and receiving ideas and views.	Interpersonal interactions
Part of personal branding depends on the organization since the organization provides identity and credibility to the individual.	Legitimacy
Appropriate criteria should be developed and individuals should rise through the hierarchy accordingly so that the superior individuals in each field can be identified and appreciated in these in-house commemorations.	Performance evaluation
Doing well and being skilled in the tasks assigned to the individual at the organization or community contribute to personal branding.	Expertise
One has to know him/herself, explore his/her self, and introduce a vision, and if this occurs, one can define even his/her daily goals.	Self-awareness

Step 2: Axial coding

Axial coding is the act of associating categories with subcategories in terms of characteristics and dimensions (Strauss & Corbin, 2017: 146). We compared and grouped into several main axes the first-level concepts obtained in the open coding based on their similarity, cognates, common characteristics, appropriateness, intellectual and abstract creativity, and interrelationships. Accordingly, 25 second-level categories were developed. At this stage, based on the collected data, the axial coding components included personal branding as the central phenomenon, causal conditions, contextual conditions, intervening conditions, strategies, and consequences.

Causal conditions are categories (conditions) that affect the main category and lead to the occurrence or spread of the phenomenon. Contextual conditions are a set of characteristics that indicate a phenomenon, i.e., the place of events and happenings related to the phenomenon (Koushki Jahromi & Valian, 2018). Intervening or moderating conditions are the factors that affect the axial phenomenon such that their presence accelerates the realization of the axial phenomenon and their absence hinders its realization. Strategies are tools that affect the central phenomenon and are necessary for the realization of personal branding. Lastly, the consequences are positive results that occur when the central phenomenon occurs.

The sum of the extracted categories in the axial coding stage and the concepts of each subcategory are given in Table 2.

Table 2. Axial Coding Results

Subcategory	Category	Categorical blocks	Central phenomenon
The power of the word Interpersonal interactions Emotional intelligence Perceptual power	Effective communications	Casual conditions	Personal branding
Competence Expertise Qualification Individual capabilities Individual experience Scientific records	Professionalism		
Individual motivation Motivation Organizational passion	Individual dynamics		
Creativity Intellectual flexibility Entrepreneurship Accuracy and speed	Creative thinking		
Individual Ethics Professional ethics Individual credibility Political behavior	Ethical Behavior		
Characteristics Beliefs Individual behavior Positiveness Risk-taking Influence Responsiveness	Individual characteristics		
Optimization Organizational social responsibility Social values Environmental values	Environmental factors	Contextual conditions	
Organizational culture Organizational socialization Organizational alienation Cultural intelligence Organizational climate	culture and organizational climate		
Conflict management Stake-holding groups	Constructive negotiations	Intervening conditions	
Service compensation Fulfillment of living requirements	Service compensation system		
Analytical skills Organizational intelligence	Perceptual skill		
Management style Talent management	human resource management system		
Knowledge development Sharing knowledge	Knowledge management	Strategic action	
Job enrichment Position-employee proportionality Job position Independence of action Job security Career development	Human resources conservation		
Organizational vision Organizational integrity Organizational branding Organizational planning Organizational pathology Organizational support Valuation of human resources Organizational strategy	Strategic plan		

Table 2. Axial Coding Results

Subcategory	Category	Categorical blocks	Central phenomenon
Imagery in the minds of others Providing real image Individual differences Personal brand institutionalization	Personal brand management		
Performance evaluation Self-assessment Self-control	Performance management		
Organizational agility Criteria for organizational excellence Organizational structure design Legitimization learning organization	Organizational dynamics		
Training effectiveness Individual needs assessment Social learning Media literacy	Staff training system		
Tolerance Waiver	Resiliency		
Organizational justice Meritocracy Organizational transparency	Administrative system health		Personal branding
Self-awareness Individual identity Social identity	Self-improvement		
Individual perspective Progressiveness Individual strategy	Idealism		
Motion study Job identity Career path Teamwork Systemic attitude Empowerment Job satisfaction Organizational commitment Quality of working life	The productivity of human resources	Consequences	
Problem-solving ability Suggestion system Decision-making power	Optimization of decision-making		

Step 3: Selective coding

In its final integration, a grounded theory must relate categories to each other and subcategories to the main paradigm features (Strauss & Corbin, 1990). By performing three coding steps and grouping the subcategories into categories, the research model emerged. Figure 1 presents the paradigm model of the research regarding the various factors of the model based on Strauss and Corbin's systematic approach.
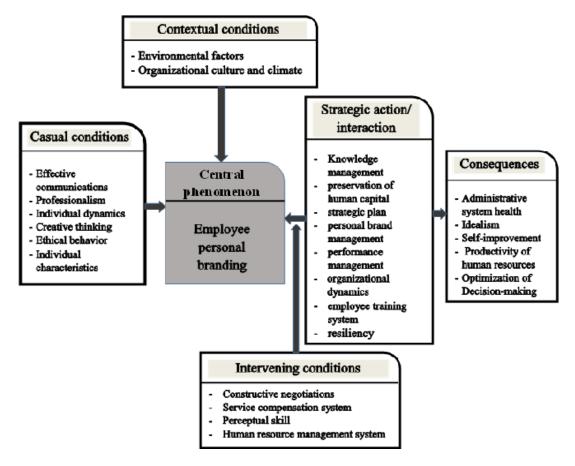
Fig. 1. Research Paradigm Model

Discussion

The present study both reviewed the results of the current research literature on personal branding and presented new knowledge and information in the field of personal branding, as localized and applied to Judiciary administrative staff. Below, we present the findings of the present study as compared with the results of similar studies, and analyze and describe the consistency of the findings.

Establishing effective interpersonal and organizational interactions was found as a requirement of personal branding. Through such interactions, one can introduce him/herself to others and gain experience and skills. Consistent with the present study, Pawar's study (2016) identified effective communication as a highly important contributor to personal branding. Evans (2017) points out that an individual must introduce and communicate his/her personal brand to others in any way and by any means possible. Vallas and Christin (2018) believe that becoming a brand involves acquiring skills in communication and interaction. The administrative staff of the judiciary is at the forefront of communication with others, especially with clients, and this doubles the importance of effective communication in the judiciary. Employees need to invest in their interpersonal interactions with others in order to be branded.

Professionalism in a job, another finding of this study, is a significant factor in personal branding. A professional person performs his/her tasks skillfully. Consistent with this finding, Williams (2014) has referred to professionalism, and Evans (2017) have pointed to individual skills and team leadership. Ahmad et al. (2016) have discussed accountability and presentation of one's professional image, stating that personal brand helps people promote

their professionalism. Nguyen Anh (2019) weighs professionalism as a measurement of how one performs duties and how one presents results.

The administrative staff of the judiciary has to perform a substantial deal of work in the organization, and the use of personal capabilities can help them manage job duties in the organization, look good in the eyes of others, and improve their quality of work. Individual dynamics such as personal desire and motivation have been mentioned in the studies of Balakrishnan and Michael (2011), Williams (2014), and Saemian (2014). Colyer (2006) states that the employees of government agencies rely more on internal work rewards than external ones. Administrative staff in the judiciary should enhance their professional and personal skills based on the development and evolution of the organization and their own needs. Being motivated and enthusiastic guides an employee toward updating the current skills and acquiring new ones.

Another finding in our study was creative thinking. Consistently, Gorbatov et al. (2018) have noted that personal branding training is a tool in developing knowledge skills, such as online communication, metacognitive skills, creativity, and intellectual skills. Horvat et al. (2015) state that a brand, as a creative person, should be aware of the importance of values such as learning, entrepreneurship, knowledge, innovation, and team spirit. Such a person analyzes the structural changes and challenges occurring in the organizational environment. Mantulenko et al. (2019) maintain that branding oneself is a way to differentiate from the "crowd" and a concept that fosters one's creativity. In many cases, the use of a not-so-complex creative action by the employee can facilitate the process and speed of work and satisfy the client. The workload and diversity of staff in the judiciary highlight the need for creative action.

Ethical behavior is an effective factor in the formation of a personal brand based on our findings. Ethics is one of the prerequisites of any kind of activity required for branding. Due to its competitive nature and for the purpose of progress, ethics is highly important and the findings of the present study testified to its significance. Wright (2016) states that individuals should have a clear definition of ethics before moving on to a personal brand. Ethics is a great way to discover what individuals are looking for, as it illuminates the gray area in beliefs. It helps individuals decide which direction they choose for personal branding and whether it is really what they feel like to pursue and achieve. Gorbatov et al. (2018) have identified four directions for the ethical and social considerations of personal branding: egalitarianism versus elitism, commoditization, the disappearance of the line between professional and personal life, and personal branding training. Azizi and Sujono (2017) have found that the personal life of the brand person complies with the ethics and attitudes developed in the form of the brand reputation. The results of the research of Annison et al. (2015) also indicate that branding provides a means for a person to determine moral boundaries and orientation. Along with observing the rights of colleagues and clients and the dignity and position of the organization, judiciary employees must act for personal branding and avoid using incorrect procedures. In fact, a disregard for the principles of personal and professional ethics, the personal brand would not be meaningful to an employee.

Personal characteristics are prominent factors in achieving a personal brand. One should attempt to increase strengths and lessen personality and behavioral weaknesses. In Nguyen Anh's study (2019), personal characteristics and personality were considered as effective factors in generating a personal brand. In the studies by Neale et al. (2008) and Saunders (2011), personality traits and personal characteristics were found as the dimensions of the personal brand. Determination, courage, and self-confidence are among the personality traits discussed in Balakrishnan and Michael's study (2011).

Each employee of the judiciary organization enters the organization with certain personality traits, and their characteristics change over time based on experience or different organizational factors. They encounter a variety of people during their working hours. The characteristics they have, such as a positive attitude towards the client and the profession, individual beliefs, attempt to influence, and responsibility towards others are effective in creating and maintaining a personal brand.

A further finding of the current study is environmental factors, which include social and environmental values. Among the social values mentioned in Da Rocha et al.'s study (2017) are educational values, well-being and happiness, life-sustenance, social inclusion (including social cohesion, civic engagement, communal self-reliance, and community spirit), security (sense and perception of personal safety), and intrinsic values. Employees do not operate in a closed environment without connection to the external environment. Environmental and social values affect employees' branding. In the judiciary, as a setting with hectic days and many clients, environmental and social factors have a great impact on the activities of employees. The judiciary has a fundamental social responsibility for the establishment of social justice in society, and an employee cannot be branded if these factors are not considered.

Organizational culture and climate constituted one of the categories in the present research model. Everyone in an organization works in a specific cultural context that may be different from other cultural contexts. In this regard, Miles and Mangold (2005) point out that organizational cultures can contribute to the personal branding process. Saleem and Iglesias Bedós (2013) have questioned the applicability of personal branding practices in various cultural contexts. They conclude that cultural differences can be to the benefit of the individual. Culture is an integral part of any organization since its foundation, and the organizational atmosphere is formed based on the interactions of individuals. In a culture that welcomes employee evolution and growth, personal branding is more easily created for employees. A closed organizational climate does not encourage the personal branding of employees, and they hardly find the required motivation.

Constructive negotiation is another exploratory category of the present study. Horvat et al. (2015) state that employees should continuously and consciously strive to improve their strengths and eliminate their weaknesses. This is a lifelong learning process that can be applied by managers and employers as well as employees. Today, it is necessary for people to show their identity systematically so that they can brand their personality and be positioned in equal status with the managers at the time of negotiation. There are different groups in the judiciary, as a governmental system, each of which is trying to achieve its goals. Thus, conflicts may occur between higher- and lower-level groups. Senior managers should conduct negotiations in which employees can be present and defend their interests. The existence of such negotiations in the judiciary and the support of managers facilitate the process of personal branding of employees.

Our findings suggest that the organization should take practical measures and consider material and spiritual rewards to compensate for the services provided by the employees. In this regard, Whitmer (2019) maintains that the popularity of self-branding, as a way of self-expression, is the product of a special set of economic, social, and cultural influences that lead to individual valuation, reflectivity, self-improvement, entrepreneurship, and self-management. Menon (2014) states that a reward system should be productive, fair, and justifiable. The rewards program must be implemented for branding purposes. Given the financial concerns and living problems of employees, they are not motivated and enthusiastic about personal branding, as there is not a proper compensation system in the judiciary. Therefore, the organization must meet the material and spiritual needs of employees and implement strategic service compensation programs in the organization.

Perceptual skill is a two-dimensional category that emerged in the present model. A brand person needs to be understood by others and must strengthen his/her skills in this regard. Aaker (1996) and Ghosh and Kulshrestha (2016) point to the perceptual skills and the need for being appropriately understood by others. Saemian (2014) states that the personal brand of an individual overshadows and dominates all connections and relationships s/he has and shapes people's perception towards him/her. Dignity, respect, popularity, and social status of individuals are closely related to their personal brand. According to Whitmer (2019), with the increase of marketing in public life, precarity in work, and the development of information and communication technologies, self-branding has frequently become a more dominant framework for self-perception. Perceptual skills give a person the power to recognize problems in a timely and accurate manner and help reinforce other positive mental and psychological characteristics. For branding, individuals can develop this skill in themselves and analyze and critique all issues related to their personal branding process.

The human resource management system is another finding of this research. Managers and senior leaders of the organization can be the main supporters of the personal branding of employees and a driving force of personal branding in the organization. Henkel et al. (2007) argue that the internal management mechanism and the integration between managers and employees will orient employees towards brand value. King and Grace (2010) maintain that an organization should – at least – convey brand information to its employees. Accordingly, in addition to imparting brand knowledge to its employees through systematic and effective approaches, the organization should have employees who have brand values.

The relatively large number of administrative staff in the judiciary system and the heavy burden of their professional duties make it difficult for human resource management to take its measures perfectly. However, the performance of human resource management for personal branding of employees can be effective when employees are supported by the organization, a thorough needs assessment is performed, and employees are allowed to develop their talents and skills.

Knowledge management is another dimension of the model obtained in this study. The judiciary organization must take strategic measures in this regard to achieve personal branding. Saemian (2014) states that individuals must learn different characteristics through the acquisition of knowledge, skills, experience, and application so that they can have a desirable personal brand. Milovanovic et al. (2016), Rampersad (2008), and Ahmad et al. (2016) have similarly pinpointed the dimension of knowledge, knowledge management, and knowledge sharing in their studies. Llopis (2013) states that personal branding is a way of serving as a role model for people who need counseling and involves sharing valuable information that helps them succeed.

In reality, new laws and instructions are being developed in the judiciary every day to improve matters. Personal branding deals with knowledge, and employees need to use the necessary knowledge in the organization to become a brand. Knowledge management facilitates the personal branding process of employees and they can themselves create and manage knowledge.

The strategic plan is another category discovered in the present study. In this regard, Nolan (2015) believes that personal branding helps organizations provide strategies that engage executives in successful personal branding communication and increase their self-awareness.

Human resource conservation is another finding of the present study. According to the research literature, preserving these resources is more difficult than recruiting new ones, and strategies must be used for this purpose. Investment in social capital is one of the steps in generating a personal brand based on Bourdieu's theory, cited in Gujarathi and Kulkarni's (2018) study. Moreover, Ghosh and Kulshrestha (2016) emphasize human capital: an

organization with poor employee branding should do a lot of work on employee branding to attract and retain key talents.

In a direct quote, one of the interviewees pinpointed the fit between the individual and the occupation,

> When you put a person in an organizational position that does not match his/her personal personality traits and abilities, it destructs one of the axes of becoming a brand. Using a person where it has nothing to do with his/her personal abilities practically disables the person because s/he can no longer display his/her skills.

Some of these maintenance measures include delegating responsibilities from top to bottom to increase trust between managers and employees, allocating employees to organizational positions based on their experience, interests, education, talents, and skills, increasing the responsibilities associated with a job, etc.

Any mismatch between an employee's personal brand and an organization's brand values, goals, policies, and culture can lead to employees behaving differently from the organization's expectations (Abratt et al., 2014). For personal branding, the potential harms of the judiciary organization should be identified, and the staff should be supported. The judiciary needs to take measures to fulfill the demands and relieve problems.

Personal brand management, another dimension of this research model, is titled differently in the literature. Nguyen Anh (2019) describes it as personal brand optimization and development. Rangarajan et al. (2017) and Evans (2017) have referred to a desirable personal brand. Kucharska and Thomas (2017) believe that having a personal brand is not sufficient. Appropriate and active management and desirable promotion make the brand prominent. Krake (2005) states that effective branding management is the fundamental basis for branding performance.

Given the vulnerable setting of the judiciary, the need to maintain the dignity and respect of clients, and the constant interaction of employees with clients who, in most cases, refer to the judiciary more than once, make it essential to provide a real and correct portrayal of employees in the minds of clients – an image that reflects the inner feelings and true personality of employees. Therefore, by creating a personal brand of themselves and improving their personality traits and skills, employees can manage their personal brand and institutionalize it in a process.

Performance management, using various methods such as feedback provision and self-assessment, is one of the findings of this study. Gorbatov et al. (2018) consider feedback as a process through which individuals can maintain their personal brands. Miles and Mangold (2005) have introduced feedback from the target community as one of the components of their model. See also Khedher (2015) and Wee and Brooks (2010) for a discussion of performance management and reflectivity in the personal branding process.

People's brand is reflected in their behavior and performance. Managing performance, defining behavioral principles and rules in the organization, and paralleling one's performance with the progress and development of the organization will help employees to be consciously on the path of personal branding and nurturing brands themselves. Thus, performance management can be a strong and appropriate strategy for developing the personal brand of the judiciary staff.

Organizational dynamics is another finding of the present study. Personal branding cannot be accomplished in stagnation; it requires mobility and movement. Uymaz (2016) states that organizational learning has a positive and direct effect on personal branding. Organizational structure is constantly reviewed based on external conditions, and employees are expected to promote knowledge, skills, and capabilities that enable them to respond to the requirements of the outer community in a preventive manner. Similar results have been reported in

Manurung's study (2015). Similar to many other organizations, the judiciary is today seeking to use new technologies. This necessitates the improvement of the job skills of the staff. A personal brand is formed in a dynamic and growing environment, and measures must be taken by the organization to maintain this dynamism.

Consistent with research findings on the employee training system, Ghosh and Kulshrestha (2016) and Evans (2017) have highlighted employee training and education for personal branding. Amoako and Okpattah (2018) argue that by adequate and desirable training, individuals will be able to perceive, discover, and develop the fundamental personal brands that distinguish them from others in the same fields. Therefore, training can result in the development of unique personal brands of individuals in the organization.

The organization should develop and maintain ongoing training programs for its employees. This helps increase skills and efficiency, enhance employees' commitment and loyalty, and ultimately build employee branding (Menon, 2014). Employees need effective training to become a brand and be on the path to personal branding. The staff training system of the judiciary should be in a way that it can turn employees into brands and guide them through the branding process.

Resilience, as another dimension of the research model for employees in the organizational environment of the judiciary system, is highly significant due to the nature of the judiciary environment and the high volume of daily clients. Saemian et al. (2014) underlie the need to tolerate ambiguity in the organization. In this regard, Esgandari et al. (2020) argue that the existence of values and beliefs and the tolerance of ambiguity contribute positively to human resource branding. Because of its complexity, the organizational structure of the judiciary requires more resilience on the part of the staff. In such an atmosphere, to become a brand, one needs to ignore some internal problems imposed by the outer environment. Employees can increase their resilience in the organization by strengthening their capabilities, gaining skills to cope with life and work pressures, and increasing a sense of meaning, which together can facilitate their personal branding process.

One of the dimensions emerging in the present model is the healthfulness of the administrative system. The healthfulness of the system is highly important when it comes to studying personal branding in the large-scale judiciary organization, as mentioned by the interviewees. Regarding the importance of organizational transparency, one of the interviewees stated, "Clear and transparent rules concerning organizational issues and the rights of the parties should be made available to the client and the staff." For personal branding, there must be meritocracy in the judiciary. Employees can be branded in an environment where there is justice and they deem themselves of value to the organization, an environment where they can achieve higher positions based on concrete factors. Corruption may root in any layer of the organization, and personal branding can guarantee an important part of the health of the administrative system by creating transparency in terms of staff promotion and evaluation.

Self-improvement, as one of the findings of the present study, is highly significant in personal branding and is one of its outcomes. Gorbatov et al. (2018) state that self-discovery is the most important and common task in personal branding. They add that as all scientists and researchers acknowledge, self-awareness is the first step in the personal branding process. They also consider in their research model the key processes of personal branding as increasing self-awareness, conducting needs analysis and positioning, creating brand structure, undertaking self-reflection, seeking feedback, and performing meaning-making. In his model, Rampersad (2008) considered self-knowledge as one of the dimensions of personal branding.

Employees can be more effective in the organization if they develop self-awareness and better understand their individual and social identity. The personal branding process of judiciary employees can assist them better comprehend their individual and social identities. This in turn can help them to improve their behavior and performance and be a role model for colleagues and others.

Idealism and having an individual perspective are the other dimensions of the personal branding model in the present study, introduced as individual vision and purpose by Ahmad et al. (2016) and long-term vision by Rampersad (2008) and Balakrishnan and Michael (2011). Similar to the general public, the employees of governmental organizations can have their own vision and gain their own goals and aspirations in addition to the vision defined and expected by the organization. Personal branding guides an employee to strive for his/her aspirations and visions. The employees will not feel futile in the organization but will strive to achieve their legitimate and legal demands in the organization. When they become branded, they realize their ideas and ideals. Related to the discussion of having a vision, one of the interviewees explained,

> The new generation of employees in governmental organizations is educated and has big dreams. They want to go beyond the framework and hierarchy of their organization. They can grow, and personal branding can go a long way in helping these people grow in the areas they want to grow.

The productivity of human resources is another noteworthy finding of the present study. In line with this concept, Amoako and Okpattah (2018) have mentioned that people who attempt to build their personal brand are more likely to achieve better results in personal or individual performance, productivity, and career. The subcategories of human resource productivity, such as organizational commitment, quality of working life, and job satisfaction, have also been mentioned in the studies of Ghosh and Kulshrestha (2016) and Miles and Mangold (2005). As regarding the human resource productivity, the results of the current study are consistent with those of Collins' (2012) and Vosloban's (2013) studies. Regarding the quality of working life and the balance between work and life, work-life balance means maintaining a limit between one's professional life and personal life by attempting to complete professional tasks within office hours and focusing on social life, family responsibility, hobbies, and sports for the rest of the day (Nguyen Anh, 2019).

Directly quoted, one of the interviewees stated,

> When we talk about job satisfaction or burnout, the organization needs to know itself well, know what workforce it wants. Upon entrance, any individual should know about the promotion cycle, and by the time of retirement, the promotion of the person should both be specified and be motivational.

Acquiring special skills and doing affairs innovatively and creatively turn employees into brands, improve their productivity, and lead to increasingly more career success for the individual and progress for the organization. In fact, personal branding is an intangible asset and can create value for employees through their effort and will of mind.

As a heuristic category found in this research, the optimization of decision-making is also reported in other research. Organizations are involved in the problem of decision making every day. To make the right and optimal decisions requires the application of principles and steps. Personal branding has positive effects in this regard. According to Montoya and Vandehey (2008), one of the reference concepts in creating a personal brand is decision-making by the brand person. Ghosh and Kulshrestha (2016) also point out that managers and employees should discuss tasks and plans transparently and objectively with each other and set boundaries for decisions.

Personal branding equips employees with the tools to make principled, ethical, and effective decisions. The large volume of activities, the complex horizontal and vertical structure, the substantial number of administrative and judicial staff, the fundamental role of the judiciary in solving problems of society, and the need to use effective solutions in critical situations reveal that the personal branding of staff can be one of the most effective measures that can improve and optimize decisions throughout the judiciary system. It is not an easy task, however. As Colyer (2006) writes, internal and external branding in governmental organizations is more challenging because of the complexity of structures, political issues, budget constraints to invest in branding, and decision-making powers.

Conclusion

Personal branding in business and trading environments has been used and emphasized for many years. However, the study of personal branding in the context of governmental and non-competitive organizations is a relatively new topic that has received relatively less attention, especially in Iran. Therefore, the present study was conducted to design a personal branding model for the staff of the Judiciary with an emphasis on organizational training.

A large number of employees in Iran work in governmental organizations. Judiciary staff is the primary arm for the development, transformation, and excellence of the Judiciary system. Appreciating the individuality of employees (both administrative and judicial) can be a motivating force for employees of the Judiciary to avoid (physical and mental) complications of working as an employee and maintain motivation and desire to work with increased years of service. Thus, they may eventually achieve remarkable skills, maintain their commitment to organizational goals, and contribute to the development and excellence of the organization. In recent years, the Judiciary has taken fundamental steps to transform its system and has developed mid- and long-term strategic plans for this purpose. The personal branding of the staff of the Judiciary can be a mid-term plan and a model for other governmental organizations, which can effect a change in human resources.

In general, personal branding is a step toward supporting elites and top talents. In the context of the Judiciary administrative staff, this can be achieved by improving the context for interpersonal communication, creativity, innovation, meritocracy, and ethics. Besides, it is necessary to increase knowledge and job skills, develop internal motivation for progress, strengthen the human resource management system, formulate mid- and long-term strategic plans for the development of human resources and organizational culture, enhance the health of the administrative system, and put greater emphasis on personal as well as social and professional identities of employees. This, however, requires the support of policy-makers and senior managers.

Applications and Suggestions

Based on the research findings, the following applications and managerial and theoretical suggestions are presented.

To identify and remove barriers to personal branding of the Judiciary staff, the Judiciary Research Institute should conduct comprehensive and nationwide research, and include and target the development of human capital through personal branding in the strategic plans of the Judiciary system.

The *Deputy of Human Resources* and *Training Management of Administrative Staff* are in charge of recruiting and training employees in the Judiciary organization. They need to consider in their pre-service and in-service training programs issues such as individual the

needs of employees, the cognitive styles of learning, the practicality of the educational materials, the empowerment of employees through workshops, the evaluation of the effectiveness of training courses, etc., in line with the personal branding of employees.

Personal branding is a new issue in governmental organizations in Iran, especially in the Judiciary branch of the government. Accordingly, some of the administrative employees are still skeptical about its meaning, and some others are unaware of their personal brand. Hence, seminars and workshops for personal branding should be held to deliver a correct understanding of the personal branding process and its importance in the organization.

In light of the new approach of the Iranian Judiciary and its transformation plan entitled "Smartening the Judiciary system," it is proposed that the Deputy of Strategy, the Deputy of Human Resources, and the Deputy of Technology of the Judiciary create a special committee to identify branded and talented administrative staff with special skills in areas related to the goals and missions of the organization. Subsequently, their creative and innovative skills and ideas can be used in the fields of technology application, social pathology, strategic and operational planning, administrative issues, and client needs, among others, to reduce face-to-face referrals, and facilitate and accelerate the process of smartening the Judiciary and realizing the judicial transformation plan.

Limitations and Future Research

Among the limitations of the present study is the limited research on personal branding in Iranian-based governmental organizations. This limits the comparability of the results with those of the other studies. Other limitations include the novelty of this issue, its ambiguity for employees and managers of the Judiciary system, the wide scope of the statistical population, the large number of administrative staff and their dispersion throughout Iran, and inaccessibility to some experts and specialists of the Judiciary to conduct interviews.

The exploratory character of the study, and hence the non-generalizability of the findings, is another limitation of the present study. The results of the study can be reviewed and confirmed by conducting extensive mixed-methods research among judicial staff across Iran or by conducting similar research in other governmental organizations.

It is suggested that future research examine the issue of personal branding for other statistical populations related to the judiciary, including judicial staff, lawyers, and judicial experts, among others. Also, considering the importance of each of the exploratory components of personal branding, it is suggested that future research enquire more deeply into the role and importance of each of the exploratory subcategories of the present study, thereby helping attract qualified personnel and retain efficient and effective personnel in organizations, especially government agencies

References

Aaker, D. A. (1996). *Building Strong Brands*. The Free Press.

Abratt, R., Bick, G., & Reyneke, J. (2014). What is your corporate brand worth? A guide to brand valuation approaches. *South African Journal of Business Management*, *45*(4), 1-10.

Ahmad, R., Hashim, L., & Harun, N. (2016). Criteria for effective authentic personal branding for academic librarians in Universiti Sains Malaysia libraries. *Procedia-Social and Behavioral Sciences 224*, 452-458.

Alalawneh, S., & Bourini, F. (2019). Human resources challenges and their impact on the preservation of human capital: Field study in private hospitals in Irbid Governorate-(Jordan). *International Journal of Academic Research in Business and Social Sciences, 9*(3), 815–827.

Alikhanova, L. H., Mineva, O. K., & Smirnova, D. S. (2020, May). Employee online surveys: Satisfaction, engagement, loyalty, and readiness for personal branding. In Stanislav Roshchupkin(Eds.), *International Conference on Economics, Management and Technologies 2020 (ICEMT),* (pp. 553-559). Yalta, Russia, tlantis Press.

Amoako, G. K., & Okpattah, B. K. (2018). Unleashing salesforce performance: The impacts of personal branding and technology in an emerging market. *Technology in Society*, *54*, 20-26.

Annison, H., Bradford, B., & Grant, E. (2015). Theorizing the role of 'the brand'in criminal justice: The case of Integrated Offender Management. *Criminology & Criminal Justice*, *15*(4), 387-406.

Azizi, Z., & Sujono, F. K. (2017, November). Law firm brand marketing communication in Jakarta (Case study in Ihza & Ihza Law Firm Jakarta). *Proceeding of International Conference on Communication, Culture and Media Studies (CCCMS) (pp. 159-166.)* Yogyakarta, Indonesia, Department of Communications.

Bahadori, A. (2018). Qualitative research foundation data, "encoded" and the importance, process and method of its execution interns educators*. Journal of New Strategies for Teacher Education. 4*(5), 69-88.

Balakrishnan, M. S., & Michael, I. (2011). Abraaj capital limited: Celebration of entrepreneurship (CoE). *Emerald Emerging Markets Case Studies*, *1*(4), 1-2.

Clancy, A., & Vince, R. (2018). Theory as fantasy: Emotional dimensions to grounded theory. *British Journal of Management, 30*(1), 203-216.

Collins, B. (2012). *The Importance of personal branding:Uses of personal branding for career development and success* [Unpublished bachelor's thesis]. California Polytechnic State University.

Colyer, E. (2006). Branding in public: Waste of money? *Online, Business Week. https://www.Bloomberg.com/businessweek.*

Da Rocha S. M., Almassy D., & Pinter L. (2017). *Social and cultural values and impacts of nature-based solutions and natural areas* [Naturvation project]. Universiteit Utrecht.

Esgandari, K. (2017). *Designing a human resource branding model for Iranian government organizations* [Unpublished doctoral dissertation]. Qazvin Branch, Islamic Azad University.

Esgandari K., Jazani N., Memarzade Tehran Gh., Mousakhani M., & Mohtashami A. (2020). Designing a Model of Human Resource Branding in Iran's governmental organizations by the meta-synthesis method. *Journal of Career & Organizational Counseling, 11*(41), 159-194.

Evans J.R. (2017), *Branding in Perspective: Self-Branding for ProfessionalSuccess*. Product and Brand Managemen Project, Hofstra University. Hempstead,1-27. https://www.researchgate.net/profile/Joel_Evans4/publication/312192830_Branding_in_Perspective_Self.Branding_for_Professional_Success/links/58758c1b08aebf17d3b3f9cd.pdf [access: 28.01.2017].

Figurska, I. R. E. N. A. (2016). Personal branding as an element of employees' professional development. *Human Resources Management & Ergonomics*, *10*(2), 33-47.

Gorbatov, S., Khapova, S. N., & Lysova, E. I. (2018). Personal branding: Interdisciplinary systematic review and research agenda. *Frontiers in Psychology, 9*(21), 2238-2255, http://dio.org/10.3389/fpsyg.2018.02238

Ghosh, D. K., & Kulshrestha, S. S. (2016). Employee branding–becoming a new mantra for employee engagement. *International Journal of Science and Research*, *5*(6), 2081 – 2086.

Gujarathi, R., & Kulkarni, H. (2018). Personal branding an answer to employability–A conceptual needbase analysis. *Review of Research, 7*(10), 1-10.

Henkel, S., Tomczak, T., Heitmann, M., & Herrmann, A. (2007). Managing brand consistent employee behaviour: Relevance and managerial control of behavioural branding. *Journal of product & brand managemen, 16*(5), 310-320.

Horton, T. (2011). Branded for success. *T+ D*, *65*(8), 72.

Horvat, Đ., Kovačić, M., & Trojak, N. (2015). Personal branding in the context of contemporary market. *International Proceedings of Social and Behavioral Sciences, 3*(1), 28-40.

Khedher, M. (2015). An inspiring resource for developing personal branding phenomena. *Marketing Review*, *15*(1), 117-131.

King, C., & Grace, D. (2010). Building and measuring employee-based brand equity. *European Journal of Marketing*, *44*(7/8), 938-971.

Koushki Jahromi, A., & Valian, H. (2018). Design and development of human resource capabilities model based on data-driven theorization (Case study: Knowledge-based organizations). *Journal of Resource Management in Law Enforcement, 6*(1), 23-65.

Krake, F. B. (2005). Successful brand management in SMEs: A new theory and practical hints. *Journal of Product & Brand Management*, *14*(4), 228-238.

Kucharska, W., & Thomas, J. (2017, July). Personal branding and brand loyalty, social network users brand identification: Polish-French model. In *ECSM 2017 4th European Conference on Social Media (pp. 170-177)*. Vilnius, Lithuania, Academic Conferences and publishing limited.

Lair, D. J., Sullivan, K., & Cheney, G. (2005). Marketization and the recasting of the professional self: The rhetoric and ethics of personal. *Management Communication Quarterly, 18*(3), 307-343.

Llopis, G. (2013). Personal branding is a leadership requirement, not a self-promotion campaign. *Forbes. 8th April.[Online],https://www. forbes. com/sites/glennllopis/2013/04/08/personal-branding-is-a-leadership-requirement-not-a-self-promotion-campaign.. (Accessed on 25 March 2016*).

Mantulenko, V. V., Yashina, E. Z., & Ashmarina, S. I. (2019, April). Personal brand of university teachers in the digital age. In Ashmarina S., Vochozka M., Mantulenko V.(Eds.), *International Scientific Conference "Digital Transformation of the Economy: Challenges, Trends, New Opportunities"* (pp. 62-70). Springer, Cham. https://doi.org/10.1007/978-3-030-27015-5_8.

Manurung, A. D. R. (2015). The influence of heroic leadership and learning organization to work achievement with authentic personal branding as mediator. *Mediterranean Journal of Social Sciences*, *6*(S5), 18-25.

Menon, B. N. (2014). Employer and employee branding on productivity. *Golden Research Thoughts, 4*(3), 1-6.

Miles, S. J., & Mangold, W. G. (2005). Positioning Southwest Airlines through employee branding. *Business horizons*, *48*(6), 535-545.

Milovanovic, S., Baltezarevic, B., & Milovanovic, N. (2016). *Personal branding through leadership. International Review*, (3-4), 75-81.

Montoya, P., & Vandehey, T. (2008). *The brand called you: Make your business stand out in a crowded marketplace (1ˢᵗ ed.)*. McGraw Hill Professional.

Neale, L., Hughes, A., & Dann, S. M. (2008). Exploring the application of personal brands and opinion leadership in political marketing. *Proceedings Of Australia And New Zealand Marketing Academy Conference (pp. 1-8)*. Promaco Conventions Pty Ltd, Australia, The Australian National University.

Nguyen Anh, L. N. (2019). *Personal branding concept for graduates*[Unpublished Doctoral dissertation], Vaasan Ammattikorkeakoulu University of Applied Sciences.

Nolan, L. (2015). The impact of executive personal branding on non-profit perception and communications. *Public Relations Review*, *41*(2), 288-292.

Pawar, A. (2016). The power of personal branding. *International Journal of Engineering and Management Research (IJEMR)*, *6*(2), 840-847.

Peters, T. (1997). The brand called you. *Fast Company*, *10*(10), 83-90.

Potgieter, A., & Doubell, M. (2020). The influence of employer branding and employees' personal branding on corporate branding and corporate reputation. *African Journal of Business and Economic Research*, *15*(2), 109-135.

Rampersad, H. K. (2008). A new blueprint for powerful and authentic personal branding. *Performance Improvement*, *47*(6), 34-37.

Rangarajan, D., Gelb, B. D., & Vandaveer, A. (2017). Strategic personal branding—And how it pays off. *Business Horizons*, *60*(5), 657-666.

Saemian, S. (2014). Identifying the factors affecting personal brand competencies in the field of human capital. *Quarterly Journal of Human Resources Education and Development, 1*(3), 153-131.

Saemian, S., Mohammadian, H., Mir Moeini, H., & Shahrokhi, F. (2014). Investigating the effect of cultural components on personal brand model based on individual competencies. *Journal of Cultural Management, 7*(22), 71-86.

Saleem, F., & Iglesias Bedós, O. (2013). *Online personal branding in the Middle East and North America: A comparison of social capital accumulation and community response* [Paper presentation]. The 2013 AMS Annual Conference, Monterey, Canada.

Saunders, K. M. (2011). *A case study of four entrepreneurs on their quest to achieve professional success in the age of the personal brand* [Unpublished doctoral dissertation]. University of North Carolina.

Scheidt, S., Gelhard, C., & Henseler, J. (2020). Old practice, but young research field: A systematic bibliographic review of personal branding. Frontiers in psychology. *Front. Psychol*ogy, *11*(11), 1809-1826. 11:1809. doi: 10.3389/fpsyg.2020.01809

Strauss, A., & Corbin, J. (1990). *Basics of qualitative research*. Sage publications

Strauss, A., & Corbin, J. (2017). *Basics of qualitative research(Techniques and stages of production of grounded theory)* (Persian Translation by Afshar E.). Nashr Ney.

Thompson-Whiteside, H., Turnbull, S., & Howe-Walsh, L. (2018). Developing an authentic personal brand using impression management behaviours. *International Journal* of *Qualitative Market Research, 21*(2)*,166-181.*

Uymaz, A. O. (2016). The influence of transformational leadership on personal branding through the learning organization and consideration of future consequences. *International Journal of Academic Research in Business and Social Sciences*, *6*(3), 2222-6990.

Vallas, S. P., & Christin, A. (2018). Work and identity in an era of precarious employment: How workers respond to "personal branding" discourse. *Work and Occupations*, *45*(1), 3-37.

Vosloban, R. I. (2013). Employee's personal branding as a competitive advantage: A managerial approach. *The International Journal of Management Science and Information Technology (IJMSIT), 2*(10), 147-159.

Widell, M., & Guzman, M. (2020). *Outcomes of personal branding in a virtual third place: A qualitative study on streamer-viewer relationships on Twitch. Tv*, Independent thesis Advanced level(professional degree), Department of Business Administration, International Business Program,UMEA university, 1-73. http://umu.diva-portal.org.

Williams, B. B. (2014). *Personal brand & the branding process: From hype to actual benefits for human resources and talent management leaders* [Unpublished doctoral dissertation]. Work-Based Learning University.

Whitmer, J. M. (2019). You are your brand: Self-branding and the marketization of self. *Sociology Compass*, *13*(3), 1-10.

Wright, C.(2016). *personal branding(ebook).* Exile Lifestyle.com.