

4. Organization's personnel marketing management

Effective management of the enterprise is practically impossible without active use of labor potential. In the activities of any organization the main role belongs to the employees who implement the production process - staff. The main feature of the staff is that in addition to performing production functions, employees are an active part of the production process, which can actively contribute to the growth of production, indifferent to the activities of the enterprise where they work, or resist innovation.

Work can be effective in combination with the organization of production and management. The company faces the task of creating conditions that ensure optimal use of human resources in the amount of balanced needs and interests of the company and each employee. Achieving this balance can be ensured through the introduction of marketing in personnel management.

Marketing is the most important function in the business sphere and is designed to ensure a stable, competitive state of the organization in the market, taking into account its internal and external environments. This activity involves the implementation of the market and the use of the results obtained for management decisions. The function of personnel marketing is to provide the head or the relevant hierarchical bodies responsible for decision-making, quality information.

Introduction of marketing in personnel management will allow to reconcile market conditions, opportunities of the enterprise with interests of each of its employees, to trace changes in professional qualification structure of personnel, to reveal tendencies in development of labor force in the labor market and in time to define qualitative and quantitative requirements. Therefore, the relevance of this research topic is extremely important, because the use of marketing in enterprise management, in particular, personnel, will increase the real return and efficiency of production without attracting additional resources.

To determine the role and place of staff marketing in management, it is necessary to take into account its relationship with marketing, to identify connections and relationships, to define the concepts. Marketers have more than two thousand

definitions of the concept of "marketing", which indicates its complexity and multifaceted nature , the presence of many schools that have their own approaches, considerations for marketing [85, p. 6] .

Based on the marketing approach, it is possible to increase the real return and efficiency of production without attracting additional resources. The development of this area in the emerging market environment should include the creation of conceptual foundations of labor marketing, development of procedures and methods of marketing in this area, development of the necessary tools for marketing activities [77, p. 351].

The term "marketing" was first introduced by the scientist S. McCormick (1809-1884) and formulated its defining function: the company's activities to meet customer needs. In the 30s of the twentieth century. marketing began to be understood as a branch of applied economics that studies the system of product distribution. At the same time, the American Marketing Association defines the following: "Marketing is a business activity related to the flow of goods and services from producer to consumer" [85, p. 6].

Most authors, who see marketing as a system of views, the function of business coordination, business philosophy, the process of balanced supply and demand, often conclude that this is a market concept of organizational management.

In the works of modern marketers (J. Dean, P. Drucker , T. Levitt, F. Kotler , etc.) are sometimes opposite conceptual approaches to modern marketing [85, p. 8].

The term "marketing" is used in theory and practice in different meanings (type of activity, exchange, main function, management system, process, idea of exchange, form of activity), ie it is used:

- without fixing strict values and defining clear differences in concepts;
- based on individual content, depending on the market situation, and analysis of phenomena.

Marketing is considered by theorists and practitioners as a complex multifaceted phenomenon that has emerged as a result of a market economy. Today, marketing is a scientific and applied discipline, a type of professional activity, a management system, a strategic and tactical way of thinking, a style of behavior, a set of specific functions.

Marketers believe that the evolution of marketing is related to the evolution of the management concept.

The modern concept of marketing began to take shape with the realization of the key importance in the consumer business by the end of the 50's.

The developed concept of marketing began to be brought to the personnel of the organization, it became the basis of the market philosophy of enterprises. Marketing began to penetrate into all structures, into the activities of all services, to affect all employees of the company, became an element of corporate culture.

This affected the management mechanisms of personnel, introduced specifics into their preparation for work. In the mid-1980s, companies with market-based management mechanisms not only realized but also felt the economic need for a consumer focus. The concept of "early marketing" in the face of aggravated sales has been improved. Marketing began to influence management decisions, organizational culture of enterprises, management styles of companies, staff behavior, ie all the activities of the organization.

In the 1990s, the role of marketing theory and practice grew due to intense competition and economic, technological development, internationalization of markets, which created unprecedented opportunities for consumers to choose. This was facilitated by the widespread recognition of the concept of quality. Marketing research has become particularly important in the field of theory and as an adjunct to economic practice. In this regard, the achievements of philosophy, psychology, sociology, political economy, cybernetics and other disciplines were used.

Views on the role of the social sciences in capitalist society have changed, as have the priorities of states over the "human factor " recognized as "human capital." Economic theories have shown and practice has confirmed that this capital is the most profitable area of property ownership, the most important branch of government for the state. Man with his interests (as a representative of "human capital") is perceived by the world community as a core value. The separation of personnel marketing into an independent activity was facilitated not only by the growth of the business sphere and the requirements of the law of specialization, but also by increasing the role of the

human factor in the production of goods and services, justifying the importance of human resources. Modern marketing focuses producers on the interests, demands, needs of end consumers of goods and services. The economic interests of producers, their desire to maximize profits and invested capital can be realized only through the satisfaction of economic interests of consumers of goods and services. Understanding this led to a revision of the concept of marketing - the main elements of the plan were the state regulation of marketing and the focus of entrepreneurial activity on socially responsible marketing. In the "Western society" social relations have become a priority in public policy, including economic [85, p. 12].

The results of research by US scientists have shown that between the 80's and 90's of the twentieth century. 46% of companies from the traditional list of the 500 best companies of the year (Fortune magazine) lost their independence due to the inability to reorient to marketing strategy. The unwillingness of the staff to change the system of thinking, to restructure was revealed. Orientation became a conceptual basis for both the business and the staff who carry it out, because to implement a holistic marketing system could only staff with the necessary training. It was necessary to shift the emphasis in marketing management towards the value of human resources, change the system of selection and employment, training and development, evaluation of staff, their activities and motivation. As a result, the role and place of staff marketing has grown.

Thus, the allocation of personnel marketing in a separate discipline did not happen immediately, but is the result of many years of evolution of ideas, changing views on the role and place of man, human resources in the development of material and spiritual production of society, a separate organization. The concept of personnel marketing is greatly influenced by scientific and technological progress, which ensures the production of a variety of goods, a high rate of their recovery, but requires a fundamentally new approach to management.

According to Golf Wunderer , personnel marketing should be understood as a philosophy and strategy of human resource management, which, focusing on life and

work demands of workers, both meet the interests of organizational policy, cover the goals of product and financial marketing [88, p. 40].

Kobyak O.V. under the concept of "staff marketing" suggests to understand the type of staff activities aimed at determining and covering the need for employment [83, p. 80].

Voronkova V.G. [77, p. 353] gives the following definition of marketing of labor (staff) - "it is the marketing of labor services. They have to buy, believing "on the word". To persuade the buyer to do so, sellers seek to formalize the most important parameters of the service for the buyer and present them as clearly as possible: diplomas, certificates, recommendations, etc. Thus, in the labor market, the objects of marketing are: labor (labor services) and jobs.

According to A. Kibanova , personnel marketing - a type of management activities aimed at identifying and meeting staffing needs [81, p. 253]. The role of personnel marketing is to bring the training system in line with the demand for labor in the labor market today, tomorrow and in the future.

Samigin S.I. provides the following definitions of personnel marketing:

- staff marketing - a type of management activities aimed at long-term provision of the organization with human resources;

- personnel marketing - expanding the function of production marketing in the field of personnel management and includes the following basic principles:

- 1) marketing as a basic principle of market-oriented management;

- 2) marketing as a method of systematic search for management decisions;

- 3) marketing as a means of achieving competitive advantages of your organization;

- 4) staff marketing treats the workplace as a product sold in the labor market [89, p. 218].

As noted by D.K. Zakharov, the concept of personnel marketing contains essentially two main provisions:

1. consideration of personnel marketing tasks in a broad sense, which means a certain philosophy and strategy of human resource management;

2. interpretation of personnel marketing in a narrower sense, ie as a special function of personnel management service [88, p. 40] .

According to the first provision, the organization's personnel is considered as one of the elements of personnel policy, which is implemented through a set of personnel management tasks: development of target system, employee needs planning, vocational training, placement and adaptation of employees in the workforce; era, etc. Personnel is the most valuable, creative and sensory factor of production, which requires focused development. In this case, personnel marketing is identified with personnel management.

Personnel marketing should ensure the optimal use of human resources to create the most favorable working conditions, which have an impact on improving their efficiency, professional development and professional development of the employee. The principle of staff marketing, in its broad interpretation, is based on market ideas. This distinguishes personnel marketing from the traditional administrative-command concepts of managing employees of the organization.

Approach of E. Sarukhanov and S. Sotnikova deserves attention, according to which personnel marketing in a broad sense is an active form of social exchange process between the organization and the labor market [88, p. 41].

The second provision defines the interpretation of personnel marketing in a narrower sense - as one of the functions of the personnel management service of the organization. This function is aimed at identifying and meeting the needs of the organization in employees and professionals in professional and qualification terms. The activities of the personnel management service are relatively separate from other areas of personnel policy of the organization and include an analysis of external and internal factors that determine the direction of marketing activities; development and implementation of measures in the areas of personnel marketing. Thus, staff marketing in the narrow sense is an important component of staff development.

According to Belyatsky N.P. staff marketing is a condition for the growth of human resources by finding and attracting the necessary external labor force from external sources [76, p. 42].

Staff marketing includes:

- labor market research;
- research of candidates' qualities, as well as their requirements and opportunities;
- effect on the candidate's subjective perception of the benefits of the workplace in the organization (advertising positions);
- segmentation of the labor market (engineers, economists, workers) and the choice of ways to attract them;
- formation of potential candidates for the internal reserve of the organization.

The main prerequisites for staff marketing should be considered the organizational structure of management, the state of human resources of the organization, the availability of vacancies in the staff list, corporate identity management.

Personnel marketing is a component of personnel management of the organization and involves tracking changes in the professional qualification structure of personnel (Fig. 1).

It is designed to identify trends in the development of the workforce, to timely determine the qualitative and quantitative requirements for it, to plan and implement the needs of the organization in personnel.

In the theory and practice of personnel work, there are different views on the tools of personnel marketing. The use of both mathematical models (high-cost method) and a set of simple methods that require low costs.

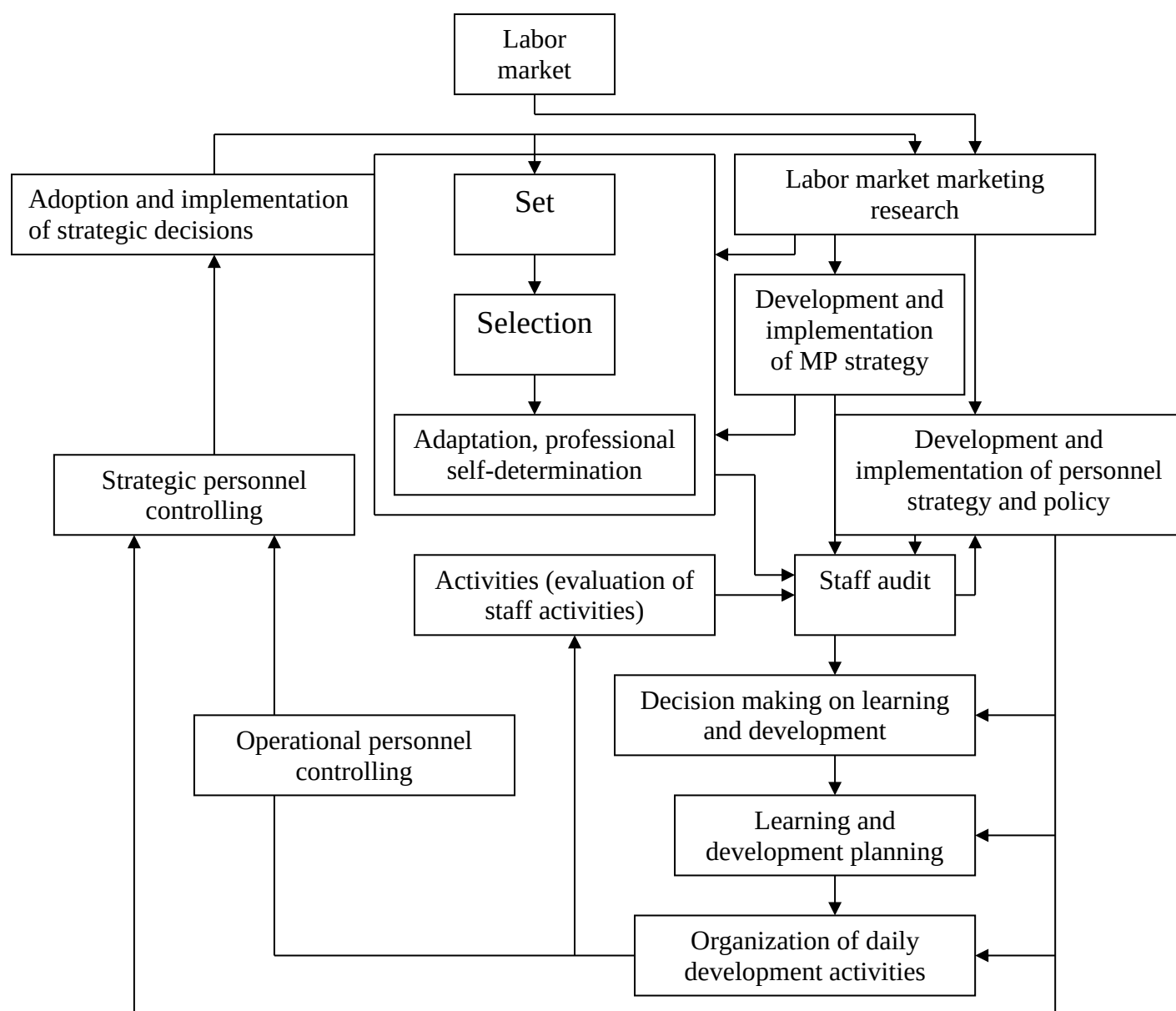


Fig. 1. The relationship of personnel marketing in the personnel management system

If we consider personnel marketing as a market concept in the field of human resources management, it must reconcile the goals of social systems (government, firms, enterprises) with the existing quantity and quality of human resources.

The concept of staff marketing - a system of interconnected views that give rise to each other, ideas, provisions of marketing activities, based on the need to achieve the goals of the organization to implement:

- labor market research, compliance with the trend of its change in the paradigm of development of the organization, society and forecasting its conditions;

- study of the demands, needs of the workforce and their fullest and most effective satisfaction through the relationship with external sources that provide the company with staff;

- analysis of human resources of the organization and the quality of its use;
- forecasting and planning staff needs;
- development and implementation of personnel management strategies;
- organization of communication activities;
- personnel marketing management;
- personnel examination.

The growing role of marketing staff is due to:

a) the need for interaction between the job market, labor buyers and the labor force itself;

b) the need for intra-firm personnel regulation and rational use of human resources.

As part of the personnel department of large organizations, it is important to divide the marketing of personnel to solve problems:

- personnel marketing within the organization;
- business career planning;
- regional and sectoral labor marketing;
- creation of a unified information system of personnel management.

Any organization that is part of the environment must be organically integrated not only into another (large) organizational system, but also into the Earth's biosphere. If we are talking about man, it is necessary to talk about his role in the management of processes occurring in the noosphere (management of biosphere processes by the mind). Solving this problem requires the training of personnel who can not only optimize but also harmonize the relationship between the organization and the environment.

After the Conference of Heads of State and Government (1998) in Rio de Janeiro, many people around the world realized the need for a new program of social

development. When marketing staff, it is impossible in management to identify and meet staffing needs without taking into account these realities.

Thus, the analysis of the concept of "personnel marketing" (personnel) shows that this is a complex problem that requires decision-making at many levels, interconnected. The real set of decisions on personnel marketing forms in the management system together with personnel -economic, production and business functions field of decisions and can be directed to narrower areas (eg, hiring, research, recruitment).

According to the methodology of science, the task of personnel marketing as a scientific discipline is methodologically correct presentation of its content. On the one hand, it is a systematization of knowledge of the market nature of marketing, expressed in concepts, concepts, laws, principles, methods, forms, models that provide understanding of its existence and development, on the other - the activity where this knowledge is used [10, p. thirteen].

Any firm operates in a dynamically changing environment. Identify the factors influencing personnel management, analyze changes and adapt to new conditions - the main task of labor marketing management [86, p. 249].

Given the capabilities of enterprises, it is not always necessary to create a comprehensive management system of labor marketing, it is enough to focus marketing functions in one unit of the personnel management system.

Voronkova VG identifies the following stages of the marketing management process (Fig. 2):

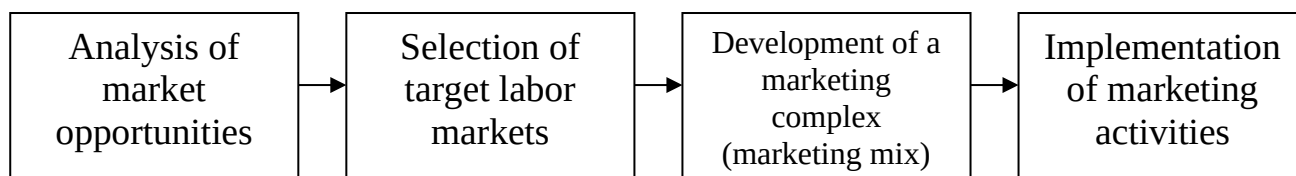


Fig. 2. Stages of the marketing management process

1. Analysis of market opportunities involves:
 - a) marketing research and collection of marketing information;

b) analysis of the marketing environment, the possibilities of the subject of the labor market;

c) analysis of labor consumers.

2. The selection of target labor markets involves the following sequence:

a) measuring and forecasting the demand for a particular workforce;

b) segmentation of the labor market;

c) selection of target market segments;

d) positioning of goods "labor" in the market.

3. Development of a marketing complex (marketing mix):

a) development of goods "labor";

b) determining the cost of a particular workforce;

c) development of a system of distribution of labor and communications (advertising, employment promotion, organization of favorable public opinion, personal contacts);

d) provision of personnel (selection of personnel for professional performance of marketing functions; training of professionals and other personnel of the labor market entity; organization of personnel work and management; incentives based on the results of marketing functions).

4. Implementation of marketing activities. Carried out through the system of marketing information, planning system (development of strategic plans, marketing plans), organizational structure, marketing control system (measurement of results, analysis of results, corrective actions) [77, p. 359].

The initial information for the development of regulatory documents for marketing activities in the field of personnel is obtained on the basis of analysis:

1. external factors - driving forces and causes that create conditions that must be taken into account in marketing activities (labor market situation; technology development; features of social needs; development of legislation; personnel policy of competing organizations; features of social needs) [85, p. 21] ;

2. internal factors - those that are largely subject to managerial influence by the organization (goals of the organization; financial resources; human resources of the organization; sources of staffing needs) [85, p. 22].

The essence of marketing management of the organization's personnel can be identified through the analysis of the relationship between the basic concepts of management theory (Fig. 3).

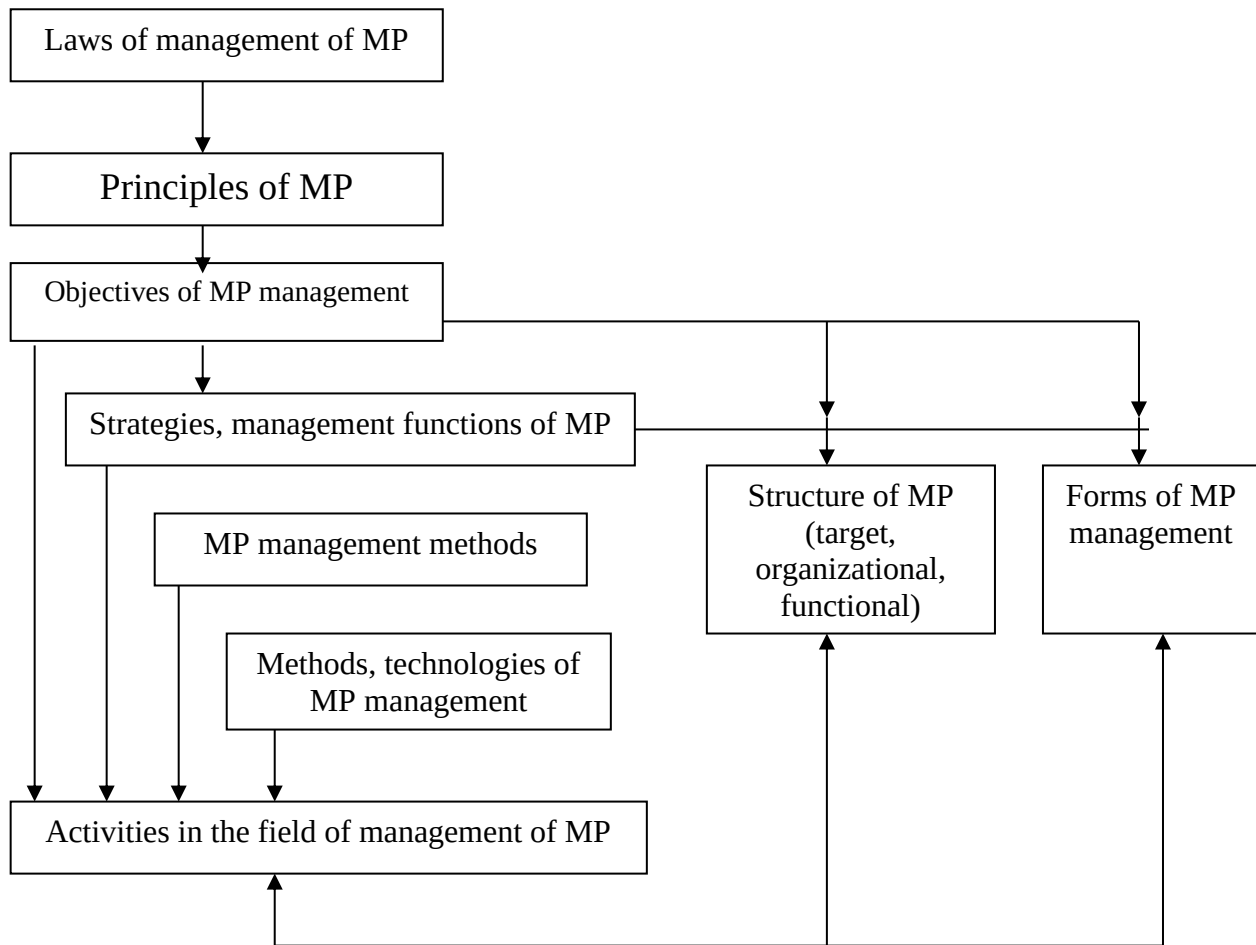


Fig. 3. Conceptual model of personnel marketing management

Laws are manifested in the reproduction of human resources, are objective and do not depend on the consciousness, will, desires of people. Examples of management laws are:

- goal-setting law: the choice of the purpose of personnel marketing management should be made on the basis of objective economic laws of the labor

market, labor force, jobs and specific laws of functioning as a structural component of the personnel management system.

- the law of priority of social goals - the purpose of governing society and the condition for maintaining its balance and development is to constantly improve the quality of life of its members, their well-being, improve social well-being, continuous improvement of lifestyle.

- the law of conformity: a person in his life reveals only those qualities, realizes those opportunities, develops abilities, the manifestation of which requires the environment from it [86, p. 237].

The basic principles of staff marketing are as follows:

1. orientation of the final results in the formation of human resources on the real requirements and wishes of organizations that use them;
2. taking into account the requirements of the market in the strategic perspective, the unity of strategy and tactics in marketing activities;
3. implementation of marketing research in the labor market and its forecasting;
4. coordination and synchronous connection of marketing activities for personnel management;
5. influence on the market and consumer demand in order to form it in the necessary directions for society;
6. meeting the needs of employees, ie taking into account the formation of their qualifications and professional staff, the ability to adapt to changing demand;
7. informing potential consumers and informational influence on them for management purposes [85, p. 14].

The main purpose of staff marketing - to ensure the implementation of the needs of the organization in staff.

Personnel marketing strategy together with methods, technologies of personnel service, based on the concept (see Fig. 3), confession of value as criteria for choosing a system of actions help to identify the needs of society organizations for the production of goods and services and its coverage, self-determination to purposeful activity.

Forms of personnel marketing management include centralized management, decentralized and self-management (self- marketing) [86, p. 240].

Kolpakov V. M. identifies the following functions of personnel marketing:

- analytical function - study of the labor market; analysis of external and internal factors; strategic analysis; personnel policy analysis;
- production function - organization, formation of labor force, human resources, development of personnel technologies; personnel marketing logistics; personnel quality and competitiveness management;
- personnel development function - assessment of personnel and their activities; personnel audit; development planning; organization, motivation, development control;
- management function - the organization of strategic and operational management; human resources management; employment, personnel management, etc.;
- strategic function - analysis of the market situation; formation of goals and development of market principles of personnel strategy, determination of principles of personnel policy in achieving the goals of the organization; development of a system of strategic management of personnel marketing [85, p. 15].

Voronkova V.G. also highlights the information and communication functions of personnel marketing [77, p. 364].

The information function of personnel marketing is to create an information base, which is the basis of planning in the field of market segmentation and communication by target groups. It can be differentiated into the following more specific functions:

- study of the requirements for positions and jobs;
- study of the external and internal environment of the organization;
- labor market research;
- studying the image of the organization as an employer.

The purpose of all communication activities in the framework of staff marketing

- to establish and implement ways to meet staffing needs, as well as to present the benefits of the organization as an employer.

The objects of the communication function are:

- employees of the organization who act as participants in the internal labor market, as well as bearers of the image of the organization;
- external labor market as a comprehensive source of potential applicants;
- openness of the management system as the main factor influencing the formation of opinions about the organization.

Thus, personnel marketing is important in the process of forming effective personnel management in the organization, and the development of this area must pay special attention in modern conditions of operation of economic entities [88, p. 50].

As a type of management, staff marketing is directly related to the market, because this activity is a process that involves analyzing the situation in the labor market and its evaluation, marketing decisions, planning and implementation.

In terms of manageability, labor market marketing acts as a control and managed system. Its main subjects (jobs, labor force) are employees, employers, public employment services, non-governmental employment agencies, migration services, vocational schools, trade unions . Objects of marketing in the labor market are labor (labor services) and jobs [85, p. 249].

Voronkova V.G. under the object of personnel marketing, sees any object that is offered on the market in exchange for a certain amount of any goods and under these conditions is in demand [77, p. 353].

The main areas of staff marketing are strategically interdependent with general marketing, the following areas are:

- development of personnel requirements;
- determining the need for staff;
- calculation of costs for the acquisition and subsequent use of personnel;
- selection of options to cover staffing needs and personnel decisions.

The development of personnel requirements is based on strategies for the development of organizations, staffing, current and future analysis of the requirements of positions and jobs.

Expected costs for the acquisition and use of staff consist of external and internal.

External costs: payment of contracts with educational institutions, commercial structures for the selection and training of personnel, training centers at employment regulators; costs of research and operational work in the field of personnel marketing.

Internal costs: capital investments in equipping new jobs and re-equipping existing ones, investing in additional construction and equipping of social infrastructure facilities, etc .; remuneration of new employees or workers with new qualifications, including various social benefits.

The choice of ways to cover the need for staff depends on the strategy of marketing activities, which consists of the following main stages:

1. implementation of marketing research in the field of personnel marketing;
2. analysis of the labor market and justification of sources of demand;
3. identification of options for ways to attract staff;
4. analysis of sources and ways of their compliance with the requirements of qualitative and quantitative parameters of potential employees, the costs associated with the use of a particular source and the way to attract staff;
5. personnel decision making.

Sources of staffing needs can be: educational institutions of different degrees and levels of training; international labor market; commercial training centers; recruitment agencies; employment centers; professional associations and unions; family organizations; free labor market; own internal sources.

When solving the problem of covering additional staffing needs, experts determine taking into account the degree of participation of the organization in the acquisition process active (recruitment directly in educational institutions; applying for vacancies in local or interregional employment centers; use of staff consultants and specialized intermediaries). hire staff) and passive ways (announcements of vacancies

through advertisements in the media and specialized publications; expectations of applicants after the placement of local ads) [85, p. 24].

As mentioned earlier, staff marketing is inextricably linked to the market environment. If for the whole organization as a whole the market environment is any commodity or regional markets, then for the personnel management system the market environment is the organization itself. In this market, the personnel management service provides certain services to its customers - employees of the organization. In this case, work, its conditions and jobs are considered as products of marketing.

The usefulness of the product from the consumer's point of view lies in its ability to solve certain problems. The consumer buys not just a product, but the benefit of owning it or using it. For example, the organization's internal customers, ie its staff, receive not a system of remuneration, but a specific material reward.

Thus, the function of personnel management service is to study and meet the needs of personnel (internal customers) of the organization. The attention of HR managers should be focused not on the programs developed by their service, but on the results of their use, on how they benefit different groups of consumers. Such a customer focus can be seen as a marketing approach to personnel management of the organization.

Personnel management centers are needed in every more or less large enterprise, and the role of the head of this service is growing. He becomes one of the main leaders of a modern enterprise or firm [77, p. 361].

Thus, personnel marketing is a managerial activity to determine the long-term needs for staff coverage (strategic level), hiring, selection, evaluation, employment, etc. (tactical level).

Personnel marketing as a tool for purposeful and effective work with staff is an integral part of the strategy and tactics of survival and development of the enterprise in market relations. As the employee's personality develops, it is increasingly necessary to reconcile market conditions and the interests of the company's employees. Therefore, the development of production increasingly requires planning its staffing.

Effective use of "human resources" is preceded by the selection and selection of personnel. This issue is, of course, given the greatest attention in the work of personnel management centers. An error in recruitment causes a chain of unforeseen complications in the work of the firm associated with the possible relocation and sometimes dismissal of the employee.

HR professionals must have a comprehensive knowledge of management, marketing, sociology, psychology and law. Only under these conditions can a manager become a manager in the true sense of the word.

Personnel marketing is characterized, on the one hand, by a thorough and comprehensive study of the labor market, labor demand, the needs of firms, enterprises, and on the other - active influence on the market, existing demand, needs in accordance with social development strategy. If marketing is a human activity aimed at meeting the needs and wants of the buyer, consumer in products or services, then staff marketing is aimed at providing organizations with staff capable of solving this problem. Personnel marketing defines the ideology of the labor market, consisting of people who offer their labor in exchange for wages.

Based on the experience of marketing activities, it is possible to formulate the basic provisions of staff marketing, which determine that he:

- is a component of marketing as a leading function of organizations in market conditions, is characterized by the definition of the purpose of activities and objectives to achieve it;
- all personnel work, built on the basis of strategic management of personnel activities, is subordinated to him;
- attaches special importance to identifying and meeting the needs of management staff. The management staff must have the necessary knowledge, thinking and ability to make and implement decisions that correspond to the level of the management hierarchy;
- provides the staff of the organization with personnel in accordance with personal and professional characteristics that meet the objectives of its activities.

Under the market, as a rule, understand:

1. The system of sales of products and services, the criterion of manageability and sustainability, which is the difference between supply and demand;
2. Methods: organization of social production based on freedom of enterprise and certain regulations by the state; behavior of subjects of market relations; thinking that shapes the market worldview [85, p. 16].

The labor market is:

- 1) a dynamic system in which employers (owners of means of production) interact, on the one hand, and those who receive work (employees), on the other, forming the volume, structure and ratio of supply and demand for labor;
- 2) based on the interests of the enterprise (domestic market): a single system of all currently existing and capable of emerging in the future relationships and relationships of the firm with its actual and potential employees. These market relations can be structured by the organization on the basis of qualitative, quantitative, spatial and temporal criteria. The subjects of the labor market are: employers and their representatives (unions); workers and their representatives (trade unions); the state and its bodies (ministries, employment services);
- 3) labor market of the organization - a geographical area, which includes settlements located at a distance at which their residents can get to work every day in a particular organization [84, p. 207] .

Highlighting the economic meaning in the interpretation of the concept of "market", experts suggest [87, p. 6] consider it as a mechanism that allows to determine the ratio of supply and demand for different types of goods and services.

With regard to staff marketing, we can talk about the types of labor resources formed by market methods, the mechanism of supply and demand. If we use the existing definitions of marketing, we can by analogy consider staff marketing as a holistic management system, "range" of staff and the amount of training for the needs of society, determining the price of human resources and their distribution among selected markets.

This is done through the development and implementation of personnel strategies and personnel policy in society, at the enterprise. Based on forecasting trends

in society, its strategic goals, the state finances programs for the formation of human resources, providing priority areas of development in the fields of science, culture and industry. The state participates in the regulation of the labor market, often acting as its direct customer and consumer. It has a direct and indirect impact on the supply and demand of labor in the labor market. Indirect in order to protect the national interests of their own market through the implementation of certain policies.

Voronkova V.G. proposes to use the following principles of personnel marketing in market conditions:

- first, market activity should focus on consumers of labor - employers. This involves identifying their groups, potential inclinations to acquire labor services and the possibility of real employment, assessing their requirements for the structure of the specialties and professions they need, based on which measures should be taken to train relevant categories of workers. Thus, consumer orientation means studying not the production capabilities of employers, but the needs of the market and, based on this, the development of a plan to meet them;
- secondly, the focus should be taken on the goals set by other subjects of market relations - employees: the formation of their qualifications and professional composition, the ability to adapt to the conditions of variable demand; requirements imposed by them on the level of wages, conditions of production, mode of work and rest; psychological preferences, motives of behavior, etc .;
- thirdly, a systemic approach should be implemented. All activities related to the sale of labor services in terms of marketing must be coordinated and operate synchronously. This applies to issues of financing, training and retraining, the formation and use of income, employment promotion and employment promotion, and others. In other words, the following should operate: a system for identifying and analyzing market opportunities, bringing the necessary information to the subjects of market relations; feedback system that ensures the balance of supply and demand in the labor market, maintaining a rational correspondence between them.

Thus, the implementation of marketing activities can ultimately improve the coordination of resources;

- fourth, the basic principle of marketing should be its long-term focus. Its methods and techniques should provide labor market participants with opportunities to be more informed about the labor market, the main trends of its change, to develop the most effective ways of market behavior, designed not only to succeed in the current situation but also in the future. In this sense, labor market marketing should be considered not only as an activity aimed at meeting the needs of consumers of labor, but also the entire working population entering the labor market and entering it into market relations.

Based on the principles, marketing in the labor market can be considered as a system of activities that allows its subjects to assess the state of the labor market, trends and change sound management decisions in the field of employment, employment and efficient use of human capital. Thus, the tasks of marketing include not only conducting relevant research, but also bringing their results to the subjects of market relations, who can make economic choices based on them, adjust their behavior. The use of marketing will reduce the degree of uncertainty in management decisions, identify the reasons why previous actions were wrong, assess the situation in the labor market and give a sufficiently reliable forecast of market conditions. The result of marketing activities in the labor market should be to ensure the stability of the position of actors in the market. Moreover, this situation acts as a continuation of the competitive interaction of the subjects. The starting position of marketing is that each subject of market relations, on the one hand, was able to adapt to the market, and on the other - to actively influence it, shaping it in a favorable direction.

All the various marketing tools are used in two types of marketing: product-oriented marketing, which is the workforce (labor services); marketing focused on customer satisfaction (employers), taking into account their differentiation.

These types of marketing in the labor market are expressed in the following: one side of marketing activities should be targeted at the product, in the form of which are labor services provided by the workforce, the other - to meet the needs of employers. When combining these two types of marketing, matching supply and demand should be optimal. The first type of marketing should ensure the competitiveness of the labor

supply. However, to determine the compliance of professional qualifications, age and other qualities of the labor force in the market demand for it is possible only after learning about the assessment of these qualities by consumers - employers. This is especially important for those professions and specialties that have not traditionally been present in the labor market. The question of analyzing what employers need to "buy" what they did not know before and what quality aspects of the workforce are not put forward is among the most relevant. This is also due to the fact that investing in "human capital" is risky, over a long period of time. The process of responding to changes in labor supply in response to changes in demand requires a long lag. Short-term retraining does not ensure sustainable competitiveness of the workforce. In addition, the processes of adaptation are complicated by psychological aspects. Less risky is product-oriented marketing (labor, labor services) and consumer (employer), ie the so-called integrated marketing.

In the labor market, staff marketing can be represented in the following aspects:

1. Business philosophy. The main actors in the labor market in a market economy have the right of ownership: employees on the ability to work, employers - on the means of production. The union of labor with the means of production in a market economy occurs only through exchange. Employees offer the ability to work, employers offer jobs. The exchange is possible by meeting the needs identified in the requirements for working conditions and wages by employees and the needs identified in the requirements for the quantitative and qualitative composition of staff - by employers;
2. Market research methodology. The optimal combination of labor with the means of production involves a system of knowledge about the state of the labor market. Labor marketing has a set of techniques, methods and tools that allow you to track the situation in the labor market;
3. The system of demand and supply in the labor market. To effectively combine labor with the means of production is not enough knowledge about the state of the labor market, it is necessary to implement a set of measures to promote the formation of labor and create conditions for its effective use;

4. Management system of market orientation of the enterprise, which allows to ensure a balance of supply and demand of labor and profitable activities of the firm. This system is aimed at activating the market position of the subjects of labor relations.

Thus, staff marketing - from activities aimed at achieving the optimal ratio between supply and demand of labor in order to meet the labor needs of the objects of labor relations through exchange, which ensures profitable work of the firm and effective development of society as a whole.

It is becoming one of the most important factors in the survival of enterprises in market relations. Sometimes minimal investment and maximum use of "human resources" allow a company to win the competition.

In a market economy, the problem of overcoming the crisis of labor activity of many enterprises in the country is becoming increasingly important. The development and improvement of incentives and motivations for work go beyond scientific and cognitive problems and are increasingly placed in the practical plane as a means of combating competitors and survival in market conditions.

Personnel marketing becomes an organic component of personnel management in the enterprise, one of the subsystems of personnel management. The role of marketing depends on the economic actors of the labor market.

At the enterprise level, the role of marketing is to strive for efficient use of labor. The use of personnel marketing allows more reasonable choice of sources of labor needs, more effective regulation of labor supply and demand within the enterprise, to attract employees who best meet the requirements of production, not only higher pay but also strengthen the company's image.

At the employee level, the role of staff marketing is self-realization, when a person in a competitive environment must determine its place in society through maximum mobilization of energy and initiative, natural abilities, acquired knowledge and skills, personal initiative and active life position.

The management structure of the personnel of the enterprise creates conditions for high efficiency of management. The fidelity of its construction depends on:

- division of labor and responsibilities between structural units and employees of the management staff;
- preparation, adoption and implementation of management decisions;
- distribution of functions between structural units;
- information flows in the management system;
- system of subordination and functional relations between management staff;
- efficiency of the management service; on which the disclosure of professional skills, abilities of employees and their application with maximum efficiency in work largely depends;
- the direction of personnel policy and the basics of working with staff, general and specific requirements for them.

It should be noted that most of the above factors are components of staff marketing and determine their condition in the enterprise.

Thus, personnel marketing is undoubtedly related to the personnel management structure of the enterprise and is closely related to it and depends entirely on the goals and principles of its activities.

The personnel management system operates in a certain market environment. If for the whole organization as a whole the market environment is any commodity or regional markets, then for the personnel management system the market environment is the organization itself. In this market, the personnel management service provides certain services to its customers - employees of the organization. Thus work, its conditions and workplaces are considered as products of marketing.

Thus, the function of the personnel management service is to study and meet the needs of personnel (internal customers) of the organization. And the personnel manager should ensure the integration of personnel management practices with the strategy and goals of the organization, making proposals for solving problems that arise in the field of personnel, methodological support to line managers and other employees (Fig. 4) [90, p. 127].

The responsibilities of the line manager are the successful management of the work of subordinates, cooperation with the personnel manager in the development and

adoption of personnel decisions. The employee as one of the participants in personnel management and at the same time the object of this process must be ready to take responsibility for their own behavior and career, understanding the need to work with the line manager and personnel manager. All personnel management personnel are called upon to support the HR consultant, for example in the event of unusual situations.

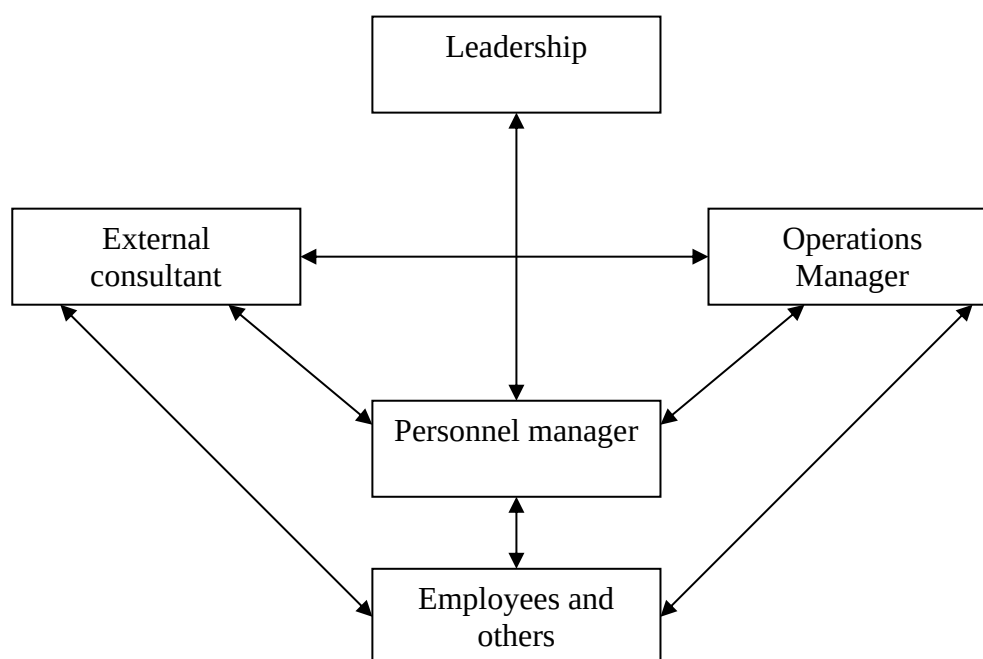


Fig. 4. Personnel manager in the personnel management system

Work with the personnel of the enterprise is carried out by a specialized functional unit of the enterprise - the personnel service.

It should be noted that in the modern literature, as well as in the practice of various enterprises, such names are used as: personnel department, personnel department, personnel department, etc. All these names have the same meaning for the activities of the enterprise and perform the functions of organizing work with the staff of a particular enterprise.

The role of human resources in the management apparatus is constantly growing. Thus, in a market economy in Ukraine there is a need for sound selection, organization of training, retraining, proper assessment and education of personnel of the enterprise.

The role of human resources services in the recruitment of graduates of technical schools, institutes and universities, who have modern knowledge in such disciplines as: marketing, management, market strategy, pricing, etc. In addition, it is also necessary to systematically improve the skills of both employees of the management staff and employees engaged in operational activities.

The need and status of the personnel service depends on the size of the enterprise, the peculiarities of the legislation, the level of qualification of the personnel, the development and complexity of social relations, the capabilities of senior management and its attitude to personnel problems.

To improve the structure of personnel management in the company and increase its efficiency, it is necessary to create and separate a personnel management service that would allow the company to use staff with maximum efficiency, while providing it with all necessary social benefits. In fig. 5 give the developed scheme of the structure of the personnel management service.

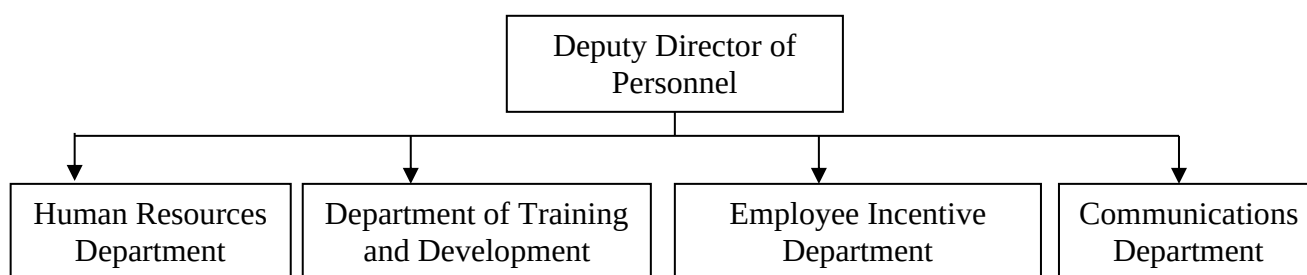


Fig. 5. Improved structure of the enterprise personnel management service

The head of the personnel management service is the deputy director, who personally solves the following issues: 1) philosophy and policy of the enterprise regarding work with personnel; 2) organizational and functional structure of the enterprise; 3) statistical reporting; 4) labor legislation; 5) relations with professional associations, clubs; 6) relations with governmental, city, local relevant organizations.

Each department should have 1-2 skilled workers, depending on the responsibilities assigned to them.

The functions of the personnel department include: 1) personnel planning; 2) selection and hiring, dismissal; 3) conducting personal files of employees; 4) creation of a database of employees and candidates; 5) accounting of working time; 6) formation of the personnel reserve; 7) keeping military records; 8) relations with the employment service and educational institutions.

The Department of Training and Development, first of all, is obliged to provide support to the employee in the psychological sphere, and perform the following tasks: 1) planning and organization of training; 2) professional adaptation; 3) internal training of employees; 4) conducting transparent and fair certification; 5) staff development in the process of work; 6) career planning of employees; 7) psychological and social support.

The Employee Incentives Department is obliged to: 1) draw up a staff list; 2) to form the structure of wages; 3) accrue and pay benefits and compensations; 4) provide medical and social insurance; 5) pension provision; 6) to form, coordinate the conditions of business trips; 7) reimburse personal expenses; 8) provide loans to employees for certain needs; 9) create working conditions and bonuses; 10) establish working rules; 11) carry out labor protection; 12) to carry out attestation of workplaces.

The communications department is designed to ensure the implementation of internal organizational relations. The main task of these connections is to bring to the fore the informal elements of relations in the enterprise, which are formed within the formal structure. Thus, employees of the company develop a positive image of their employer. This image can influence the consolidation of human resources in the company, and can also work to improve the image of the employer outside the company, as their own employees are seen as carriers of the image. There are two main areas of communication in personnel marketing:

1. Communication within the production process;
2. Social needs, independent of the production process.

Measures should be taken to support communications in the framework of production tasks:

- formation of a management style that would ensure the involvement of employees in the decision-making process;
- completeness and objectivity of personnel assessment;
- regular meetings and conversations with employees during which measures to manage the organization are discussed;
- effective internal organizational system of receiving and considering proposals of employees.

Satisfaction of social needs outside the production process can be ensured through the following measures:

1. Advising employees on personal needs;
2. Formation of leisure groups;
3. Organization of sports events;
4. Organization of internal organizational holidays.

Thus, the personnel management service is an organic and integral part of the overall management system of the organization. Its importance is due to the fact that the management of the social sphere, social relations in the team is organically linked to the impact on working conditions, life and culture of the people who make up the staff of the organization.

Specialists of this service must successfully address a wide range of issues of the enterprise and, together with other services, actively influence the efficiency of the enterprise. They must:

- support programs designed to stimulate efficiency in the use of labor;
- assist management and subordinates in developing potential opportunities for each employee to obtain the work for which he is best suited;
- to help employees better understand the goals, policies, program of the enterprise and provide them with effective means for effective participation in the activities of the enterprise;
- be honest with management about its responsibility to employees, and with employees - about their work in the organization;
- seek an objective solution to problems that arise in the relationship between

employees and management;

- treat confidentially information obtained in confidence.

Thus, in order to fully and effectively perform the functions assigned to it by the personnel service, employees of this service must have modern theoretical knowledge of the science of personnel management and practical skills of working with people.

Such a multifunctional personnel management service should ensure coordination of the work of all units of the personnel management service as a whole, it is necessary to coordinate the work of this service with the activities of other services of the enterprise involved in personnel management.

Marketing can significantly affect people's views and lifestyles. At present, in the process of labor relations, mutual requirements are formed that correspond to market relations on the part of both employers and employees.

That is, the task of personnel marketing is to ensure the optimal ratio between supply and demand of labor to meet the needs of labor market participants. However, it should be borne in mind that people are not just looking for a job, but one that suits them. The wrong choice of work can have negative consequences for the employee, manager and the company as a whole.

The scale and methods of recruitment in the organization are determined by two main factors: internal factors (the company's development strategy, the state of the internal labor market) and the position in the national labor market. Regarding the first circumstance, it should be noted that the company has a good state of the domestic labor market and a promising development strategy.

Competitiveness of the organization in the labor market - is its ability to be chosen as a place of work or, in other words, a set of conditions provided to employees that favorably distinguish the organization from others similar in profile [85, p. 132].

To determine the position of the organization in the labor market use the following indicators:

1. The level of employee satisfaction with the organization, quantified by the coefficient K_3 (1):

$$K_3 = 1 - Q_{\text{сб}} / JI \quad (1)$$

Q_{ϕ} - the number of employees who resigned from the organization of their own volition for a certain period; M - the average number of employees of the organization for the same period.

With the help of this indicator it is possible to determine in the first approximation how satisfied the requirements of employees to the enterprise are, ie how competitive the organization is in the labor market in terms of meeting their needs.

2. The level of staffing is an indicator that allows to determine not only the popularity of the organization in the labor market, but also the degree of activity of personnel policy, and, in particular, the effectiveness of recruitment procedures.

In conditions when the workplace is used as a planning and accounting unit to determine the need for labor and the balanced development of personal and material factors of production, this figure can be calculated by formula 2:

$$P_n = Q_{\phi} / M_{\phi} \quad (2)$$

Q_{ϕ} - the actual number of staff, persons; M_{ϕ} - the actual number of jobs in the organization, units.

3. Average salary. The level of this indicator is considered in the dynamics. Wages are allocated due to their stimulating role and inflation, the growth of which can not but affect the orientation of employees.

4. The quality of human resources of the organization. It is estimated based on the socio-demographic structure of the enterprise. The greatest productivity is provided by employees of a specific age group, work experience and work potential of the organization depends on the share of staff in this group in the total number of employees.

5. Availability of benefits provided by the organization of personnel, which is a factor in its competitiveness in the labor market.

6. Location of the organization and its location in relation to the transport network of the city [85, p.132-134].

To increase competitiveness in the labor market, the company's management should take care first of all about:

- reduction of voluntary redundancies by eliminating difficult working conditions;
- conducting small in size, but wide in coverage of employees and frequent bonuses;
- application of the remuneration system for knowledge and competence;
- satisfaction of career prospects;
- raising the educational level of employees and production skills;
- improving the socio - psychological climate in the team;
- reducing the number of dismissals for breach of labor discipline by investigating the specific causes and integrated use of management methods;
- improving working conditions in the workplace through: a) the introduction of modern safety measures to prevent occupational injuries; b) introduction into production of new equipment that ensures the preservation of human health ; c) improving the aesthetic conditions of production through the introduction of artistic elements that have a positive effect on the well-being of the employee and increase the productivity of his work.

By visiting professional clubs and associations (Personnel Clubs, Bar Associations, Audit Commission), you can establish very useful contacts.

However, the most effective way to recruit staff (in terms of the time of selection, the quality of the specialist and the cost of services) - with the help of recruitment agencies.

The main advantage of cooperation with recruiters is that the latter select not only qualified, but also psychologically compatible, intellectually developed, progressive-minded candidates, ie specialists who meet almost all the requirements of the customer.

Another undoubted advantage of agencies is the breadth of coverage of potential applicants. A reputable recruitment agency has an extensive database of specialists of the desired profile, the number of which is hundreds of times greater than the number of candidates found by employers themselves. It should be borne in mind that the database includes only relevant specialists who have passed a multi-stage selection

(interviews, professional psychological tests, etc.). The advantage is obvious: instead of 1-2 candidates you can get a choice of 3-5 almost equivalent high-class specialists.

In addition, the recruiting agency will save a lot of time for human resources and administration of the company, eliminating all unnecessary, random and weak candidates. Using your database and business contacts, a recruiter can find the right specialist in a day or two. Thus not only to find, but also to organize a meeting with the employer, to help in dismissal and employment, to settle other small formalities.

When working with recruitment agencies, the company must take into account the following factors:

- cost of services;
- features of work (payment system, terms of order fulfillment, guarantee);
- duration of the agency's work on the market;
- reputation of the agency.

In turn, elite recruitment agencies in Ukraine have employment contracts only with companies and banks that meet the high requirements of professional ethics agencies. The quality of communication revealed by the employees of the organization at the interview is of great importance. This is the future business ethics of the employer organization in relation to the candidate for the position.

The average cost of services of such agencies is 20% of the annual salary fund of the selected specialist, or two of his monthly salaries. There are agencies that work for one salary, but the quality of their work is usually low (you can cooperate with them in the selection of low-skilled staff, which is not looking for most reputable agencies). Other firms (usually large foreign companies or agencies looking for senior managers) value their services at 40-50% of the employee's annual salary.

The average term of execution of the order by the recruiting agency is 2-3 weeks. But it can vary greatly - from one day to several months, depending on the urgency and complexity that affects the cost of services. The guarantee in this case - the time during which the agency undertakes to replace the specialist free of charge in the event of his long-term dismissal with an equivalent - is from one month to a year (usually three months).

Meeting the needs of the company in temporary employment should also be carried out through special agencies, it will provide the following benefits:

- guarantee of certain qualification of the employee by the agency;
- registration of hiring the necessary labor force within a few hours.

That is, the company should use staff leasing - recruitment for temporary jobs, a kind of short- or medium-term lease of staff of another company [82, p. 12]. Leasing is due to the temporary need of the organization for certain personnel from external sources. It is part of modern innovative personnel management.

Thus, when leasing (renting) personnel, the customer uses the services of so-called rental companies, which rent out their labor to other companies - customers for a fee.

When using personnel leasing, the company must apply the infrastructure of the labor leasing management scheme, which has the following form (Fig. 6).

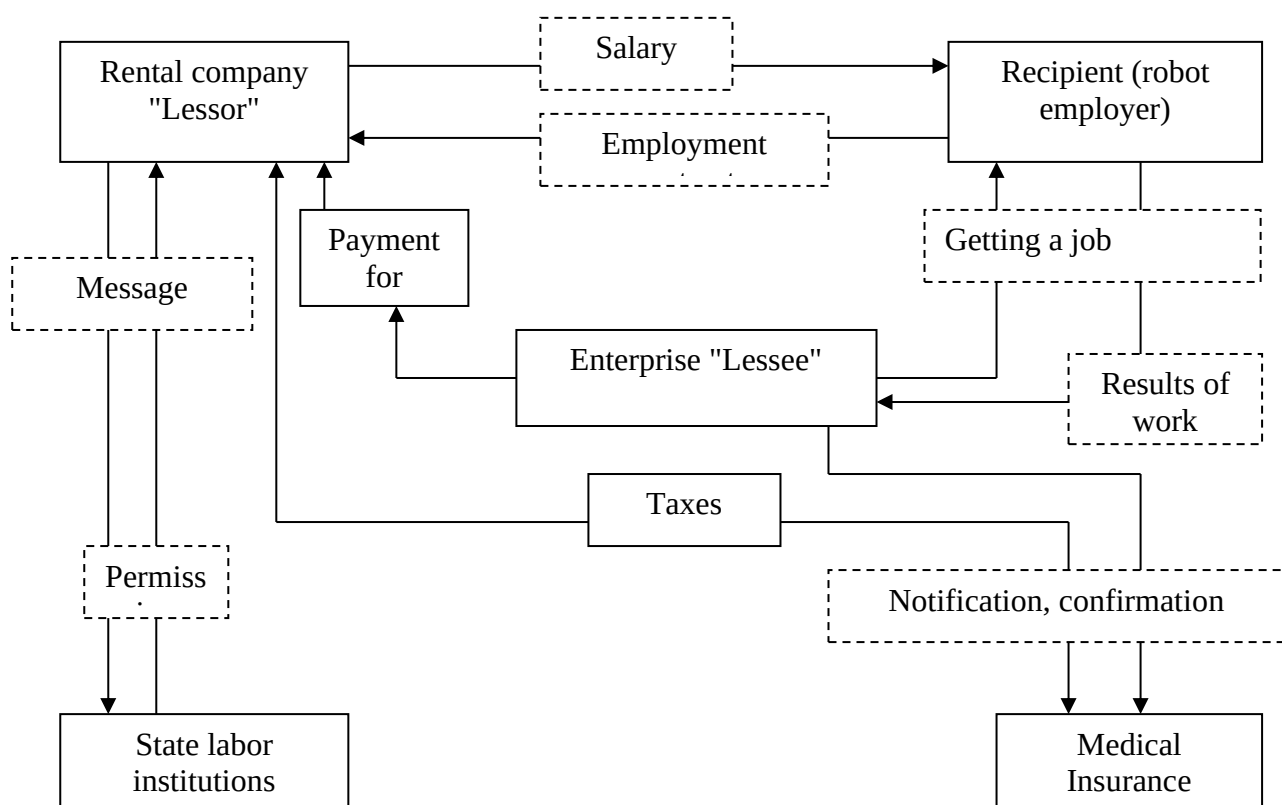


Fig. 6. Infrastructure scheme of labor leasing management in the enterprise

According to this scheme, the company will receive temporary staff, with whom it is legally almost unrelated, this is the convenience of leasing staff. The rental company

(lessor) is responsible for the work of the provided persons. Under the agreement, the customer transfers to him the cost of labor of the employee (his salary), certain taxes, as well as the agreed amount of commission for services, ie all settlements with staff and tax authorities are performed by the leasing company.

The customer has to make a competent agreement and instead of many individuals he will deal with one legal entity, which does not replace the work of the personnel department, but contributes to personnel regulation.

The main function of intermediary firms is to provide institutions and organizations with temporary staff on a contractual basis. An enterprise that uses the services of a firm pays a certain amount to it, which includes the salaries of the employees and the payment for the services of the firm. Temporary staff, subject to the regime of the organization or institution where he works, receive a salary from an intermediary firm, which is responsible for the level of qualification of the employee, his discipline and quality of work.

Using the scheme of labor leasing management, the company will receive a number of benefits:

- cooperation with only one legal entity on hiring employees;
- guarantee of qualification of employees;
- use of temporary staff with whom it is legally almost unrelated;
- saving time when recruiting staff;
- no time is spent on personnel and accounting, social security and insurance of the leased specialist.

This situation will save money on recruitment and training, increase productivity and, consequently, profitability.

Thus, establishing relationships with labor market intermediaries will lead to improved management of personnel marketing in the enterprise, namely: reducing the time to find the necessary staff; replenishment of the enterprise with the necessary qualified personnel at the right time. As a result, it will contribute to the smooth implementation of production, increase its efficiency, fulfillment of tasks and goals, ie the strategy of enterprise development.