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МАРКЕТИНГОВИЙ ПІДХІД ДО УПРАВЛІННЯ ПЕРСОНАЛОМ У СУЧАСНИХ РЕАЛІЯХ

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Висвітлено основні аспекти управління персоналом через призму маркетингу, окреслено сучасні реалії, які впливатимуть на формування новітніх концепцій та вибір ефективного інструментарію маркетингу в управлінні персоналом. Акцентовано на особливостях функцій, принципів і завдань маркетингу персоналу відповідно до ключових пріоритетів розвитку суспільства, економіки. Людська праця й інтелектуальний потенціал розглядаються через призму культурологічного фактора, який визначає поведінку на ринку усіх зацікавлених суб'єктів. Обґрунтовано доцільність формування субкультури маркетингу в системі організаційної культури.

Ключові слова: маркетинг персоналу, субкультура маркетингу, концепції маркетингу персоналу, види маркетингу, функції маркетингу персоналу.

APPLYING MARKETING PRINCIPLES IN HUMAN RESOURCES MANAGEMENT IN THE CURRENT CONTEXT

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The basic aspects of personnel management through the prism of marketing, outlines the current realities that affect the formation of new concepts and choice of effective marketing tools in human resources management. The attention is drawn to peculiarities of functions, principles and objectives of personnel marketing in accordance with the key priorities of society's, economy's development. Human labor and intellectual potential are considered through the prism of cultural factors, which determines the behavior of all market stakeholders. The necessity of marketing subculture formation in the system of organizational culture is grounded.

Key words: personnel marketing, marketing subculture, marketing concept, personnel marketing, types of marketing, functions of marketing staff.

Formation of the problem. Current marketing is subject to changes that enhance the action of social function, promote integration processes, tools and techniques of marketing, stimulate the growth of new

marketing technologies, adapted to virtualized life, and accelerate the transformation of marketing. These changes are the response to the challenges of the modern world and features of modern era, including:

- The rule of instability and chaos in all spheres of society (politics, economy, ideology, ecology);
- Increased attention to the category of time, its value and acceleration of all processes, even on a planetary scale, requiring a rapid response to external factors, as well as formation of proactive strategies;
- Spreading network structures in the context of the information society;
- Change of the value of space and cost limits, “formation of relationships, caused by growing diffusion of knowledge and information on a global scale, while it is becoming impossible to identify resource identification of resource constraints in order to achieve the expected strategic development within traditional models of cost management.” [8, p.275–276];
- Increase risks in society;
- Increasing asymmetric economic system and society in general, which polarize integration and disintegration processes.

These challenges are not only changing the value of marketing for personnel management, but also enhance its role in the formation of a new business philosophy and new concepts for effective use of human potential. These challenges clearly affect both the scientists contributing to the evolution of their research and the practitioners, encouraging them to actually use modern marketing tools in personnel management.

Analysis of recent research and publications confirms the presence of significant interest to the issues outlined by scientists investigating it directly or in relevant areas that affect the market processes. In particular, the books [7, 10] reflect current trends that influence marketing activities of enterprises, stimulating the growth of their value.

Essential and semantic content of personnel marketing is mentioned in are publications [5, 6]. Innovative aspects of personnel marketing are reflected in publications [3-4; 8], and the use of human resources in the enterprise marketing is explored in the research works [5, 9-10]. Among current trends affecting marketing staff, cultural factor takes an important place in determining value behavioral orientations in the labor market. Such aspects are revealed in author’s studies [1-2].

Despite the considerable achievements in the field of personnel marketing, current realities require increased research, finding new forms and mechanisms of personnel marketing, clarifying the essential understanding of marketing staff in view of the new vision of the role of human factors in the labor market and in the enterprise. This became the basis for article.

The entire article is highlighting the main aspects of the use of marketing approach to HR in terms of threats, challenges and transformations of entire socio-economic structure.

Main statement. Marketing staff is considered as a synthesis of conceptual and instrumental approaches to HR in terms of dynamic changes in the labor market. Conceptual component requires a corresponding ideology that can harmonize the relationship of market agents, working through coordination of their goals and interests. Instrumental component is aimed at developing real mechanism capable of balancing the labor market, utilizing the marketing technology of meeting staff requirements.

The conceptual component greatly expands the essential understanding of personnel marketing, obtaining it mental characteristics, philosophy thinking. If we view marketing as a way of thinking, it is nowadays aimed at creating an effective and successful corporate philosophy, which is based on the study of patterns of the labor market development. If marketing is considered as a specific activity, a certain course of action, these actions must be conditioned by seeking new niches of efficient use of human labor.

Content of personnel marketing changes due to the evolution of views on humanity, seeing and individual as a “homo mechanical” in scope of labor functions of humans; seeing a person as a resource, which gave impetus to the development of human resource management; and social rights, which make

person a Subject in Management, not just a resource. Depending on the interpretation of the human factor, approaches to its assessment vary. In any case, there is one peculiarity of assessment, which stems from the fact that each person is individual, and results in the fact that copying experience, competence, and knowledge is impossible. This set of professional and purely personal qualities are inseparable from the carrier - a person, and move with the person. In this context, it should be added that rapid development of new technologies leads to changes in the educational sphere, which affect the formation of new supply of professional competence in the labor market. Will there be demand for it? What would be advance - supply or demand, and whether the balance between them determines market trends - these are the important issues that will affect the price of labor. Given that the positive dynamics of demand for new knowledge is seen as a commodity, notably, of personal character, marketing staff perform an important function - pricing in the labor market.

The basic "commodity" sold or purchased in the labor market is labor. According to pricing function role, increased cost of labor is able to provide improved performance (efficiency) and quality of work. Typically, the price of labor is taken in the form of wages, performing motivational and reproductive function. The overall level of social development and solvency of the population are the socio-economic market regulators that directly affect the balance of supply / demand and pricing of workforce. With the constant growth of the population, which depends on informatization and intellectualization of social life, the value of the reproduction component of labor always grows. Consequently, employers will increase the cost of labor, thus changing the structure of labor costs. If we consider the current economic situation in terms of industrial sector, it is dominated by raw-mining and processing technology, where a high proportion of costs are related to material and energy, the price of products is often low, dependent on competitiveness. Therefore, employers are limited in the amounts of wages as priority aim - profit as a result of industrial and commercial activities of their organization. For them, the main methods of personnel marketing remain legal and regulatory standard procedures for accounting personnel. Situation is a little different in the service sector, where the relative share of wages in total service cost is slightly higher, so the labor supply in this area is greater. However, the most dynamic are is rapidly developing IT technologies that shape the demand for highly skilled labor, characterized by a wide range of competencies. This price of labor remains high, demand prevails supply, so marketing concept of personnel management involves the use of innovative HR technology, such as recruiting, headhunting, outstaffing, talent management, personnel leasing, HR-branding, business mediation, etc. It enables employers to reduce personnel costs, delegate non-core functions to experienced providers of HR services. The choice of appropriate technology depends on a range of subjects presenting all the management of their professional and managerial competence.

Motivational function of wages, as the price of labor, is implemented no less actively. That is, the high cost of labor is a direct motivator for employees who will appreciate their workplace, conscientiously treating their duties, maintain labor discipline, acquire additional knowledge, skills and professional experience. HR marketing concept, in this case, will be implemented through motivational mechanisms of remuneration and rejection of cheap labor. On the other hand, the employer should be aware that the high cost of labor has proportional direct impact on its effectiveness. In addition to the economic impact of motivational tools, it is necessary to take into account the social and psychological ones. In this case, the important role is played by another motivational factor - job satisfaction. Modern approaches in personnel management take into consideration the impact of various factors on work satisfaction, namely:

- The substance (successfully executed challenging work brings rejoice);
- Physical effort (too exhausting, constantly tedious, hard work is no pleasure);
- Working conditions (compliance with conditions of physical and material needs of staff contributes to job satisfaction);
- Structure of remuneration (personal motivation and reward to promote job satisfaction);
- Corporate values (high self-esteem are common attitudes, support and development of creative interests of employees increases job satisfaction);

– Motivational policy (implementation of conflict, or “double” roles, causing tensions between workers, do not help others to reward desired results in dissatisfaction with the work).

Another social-psychological way to implement HR marketing concept is commitment to the organization in terms of participation of employees in all various activities to achieve organization’s goals and identify themselves with them. The high degree of commitment is characterized by desire to make considerable efforts for creating a positive image of the organization. This commitment gives more than just loyalty; it stimulates the desire of staff to make significant contributions to the achievements of the organization. It also describes not only job satisfaction, but also responsible attitude to their work and organization as a whole. This approach is of particular relevance in crisis conditions, when the lack of financial resources prevents their use for economic incentives for staff.

The objectives of personnel marketing acquired characteristics, depending on the historical stage and the key priorities of society and the economy. Today, one of the main tasks of marketing staff as a special separate group is to balance supply and demand on the labor market in terms of aggravation of the crisis and consolidate the negative trend in this market imbalance. Thus, the special function of marketing staff is communicative function, that is, the relationship of external and internal environment of the organization, which puts another important task on the agenda - the harmonization of relations of market environment: employees, public employment services, structures promoting employment, migration services, trade unions and others.

Given today’s realities related to the socialization of labor and building civil society, it is important not to forget the social function of personnel marketing, aimed at motivation, measures of social nature, socially-oriented personnel policy. Marketing staff also explores human behavior, offers toolkits to regulate behavior of all actors on the market work. In particular, in recruitment of prospective employees it is appropriate to consider personality structure that takes into account factors such as individual adaptability, sociability, responsibility, compliance and intellectual openness. Given this, there are important psychological aspects of employee behavior, and choice of tactics and strategy of adequate marketing id aimed at expanding market opportunities and ensure the success of the staff and the organization as a whole.

In addition, the success of marketing, associated with the culture and the value of human labor and intellectual potential, should be considered through the prism of cultural factor which largely determines the behavior of all market stakeholders. With regard to this, and given the ability to synthesize marketing of external and internal environment, it is appropriate to talk about the formation of subculture of marketing in organizational culture. The development of marketing subculture should proceed in the following areas: culture pricing, culture, advertising, product promotion on the market, the competitive culture of behavior, culture of needs formation and others [2].

During the formation of subculture, marketing should focus on functions that are appropriate to develop within this system and which meet the general functions of the organizational culture of the company. These functions, in our opinion, include primarily customer orientation, which is reflected in the systems of enterprise culture and values, goals, needs and interests of the consumer; adjusting, focused on effective partnerships; communicative function that provides interconnection with other cultures through similar basic values; informational function, which ensures mutual exchange of information among the stakeholders of the labor market. The key features of marketing subculture that will facilitate its development are: legality (the obligations and responsibilities arising from acts of contractual relations and the implementation of legal agreements), honesty in relation to employees, competitors, customers, society in general. Subculture of marketing depends on the socio-economic environment, as it has access to the market environment, in particular organized institution with its own rules of the game, followed by economic agents. So, subculture of marketing has an important role in shaping common system of values due to market benchmarks. Thus, formation of marketing subcultures takes place not only within individual enterprises, but within the common market culture. In this context it is important to make sure that there is no conflict of subcultures as value-regulatory policy of the company, when market participants

cannot act in the same way, but the rules may be dictated by the market leaders. It is reasonable to develop a unified concept of market behavior based on cultural and humanistic norms to create a code of honor or code of ethics on the market, or code of corporate culture.

Nature and content of the personnel marketing is manifested through principles:

- Commitment that defines the orientation vector;
- Compliance;
- Transparency;
- Dynamic;
- Consistency;
- Mutual benefit of both employers and employees;
- Strategic orientation.

The combination of these principles should be the basis for the development of conceptual approaches to personnel marketing. In terms of increased competition the concept of self-marketing and ego marketing, aimed at enhancing personalization and individualization staff, are popularized. Ego marketing is a program created by specific person in order to promote his/herself and his/her professional realization. This program presumes specific actions to be taken by an individual in order to build successful career. The concept of self-marketing is similar to the previous one and provides a systematic approach to self-esteem of a person, what is actualized due to the shortage of supply in the labor market.

The price concept does not lose its relevance, the basic idea of which is the relationship value and impact, as the price increase will stimulate the increase of productivity of labor work. In this context, an important issue is to determine the price of labor, labor costs of the person who offers his/her professional potential to relevant employer through labor market.

This must necessarily take into account all potential labor rights, as measured by social indicators: levels of health, his/her social activity, which is important in terms of building civil society, moral and ethical characteristics, organizational talent, leadership qualities and more.

In view of the theory of marketing, supply officer in the labor market should take into account and rely on all kinds of marketing: conversion, stimulating, promising, remarketing, diversification, counteracting, demarketing. The presence of negative demand for specific labor force, which has specific characteristics, can be fulfilled through conversion marketing, the absence of any specific demand for labor and opportunities to meet new offers and abilities in the labor market will require stimulating marketing. If necessary, when there is an already established trend in the labor market, supportive marketing should be applied, while demarketing should be used for irrational demand for labor. The choice is always made in favor of the individual, who takes into account current trends in the labor market, the possibility of reorienting consumer demands due to the intensification of information technology, and the prospects of new activities, new professions and occupations.

Conclusions and recommendations for further research. In conditions of crucial reformation, the ability to adapt to the challenges of the present time and preserve competitive status in the labor market is actualized, while labor and jobs are objects of the market, which are not always in balance with each other. A personnel marketing, in fact, ensures appropriate proportion between supply and demand, stimulating new demand due to the new realities, and providing adequate valuation of the new proposal. Thus, personnel marketing is thinking philosophy, ideology of choice and at the same time, type of management, aimed at identifying and covering the needs of employment in modern conditions. The actual mechanisms of marketing staff should be based on existing theories of marketing fit into the diversity of Marketing (conversion, stimulating, promising, remarketing, diversification, counteracting, demarketing) and should take into account the practical needs and the specific subjects of the labor market. An important task of marketing today is to determine the value of labor rights, including motivational factors and understanding that special value today is an individual with new ideas and a person who knows how to complete tasks fully. These professional qualities are the biggest benefit for the employer in conditions of information

overload, and it is convertible to a decent price. Marketing success is connected to the culture, while the value of human labor and intellectual potential should be considered through the prism of cultural factors that, subsequently, should be reflected in the marketing concepts.

Further investigation is recommended to continue enrichment in the context of practical aspects of the problem, including building models that allow evaluating the effectiveness of modern factors that determine the need for personnel marketing.

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