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МАРКЕТИНГ ПЕРСОНАЛУ В КОМПЕНСАЦІЙНІЙ ПОЛІТИЦІ ПІДПРИЄМСТВА

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PERSONNEL MARKETING IN COMPANY'S COMPENSATION POLICY

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Анотація. Стаття присвячена дослідженню особливостей формування компенсаційної політики сучасного підприємства та ролі маркетингу персоналу в її формуванні. Дано визначення термінів «маркетинг персоналу» та «компенсаційна політика». Маркетинг персоналу визначено як вид управлінської діяльності, спрямованої на довгострокове забезпечення організації людськими ресурсами, що утворюють стратегічний потенціал, необхідний для досягнення її конкретних цільових пріоритетів. Компенсаційна політика визначена як система зовнішніх стимулів, що стимулюють працівника на отримання результату, що задовольняє як працівника, так і підприємство. Також пропонується розглядати працівників підприємства як «внутрішнього споживача», що дозволяє актуалізувати доречність застосування та розвитку внутрішнього маркетингу, зокрема маркетингу персоналу. Визначено основні мотиватори та демотиватори, що впливають на поведінку працівника при побудові ефективної системи маркетингу персоналу в компенсаційній політиці підприємства. Графічно представлено вплив мотиваторів та демотиваторів на потреби працівників та проаналізовано специфіку цього впливу на ефективність маркетингу персоналу в компенсаційній політиці підприємства. Визначено особливості, переваги та недоліки компенсаційної політики на сучасному підприємстві. Наведено конкретні приклади по оптимізації маркетингу персоналу в сучасних підприємствах. Виділено ключові елементи компенсаційної політики, що впливають на ефективність діяльності сучасного підприємства. Сформовано принципи побудови ефективної компенсаційної політики на сучасному підприємстві (відкритість, гнучкість, комплексність, стабільність, системність, ефективність тощо) та виявлено особливості їх застосування. Аргументовано актуальність подальших досліджень у сфері маркетингу персоналу в компенсаційній політиці підприємства.

Ключові слова: маркетинг; маркетинг персоналу; мотивування; компенсаційний пакет працівника; компенсаційна політика.

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Annotation. This article is devoted to the study of the peculiarities of the formation of the compensation policy of the modern enterprise and the role of personnel marketing in its formation. The terms "personnel marketing" and "compensation policy" are defined. Personnel marketing is defined as a type of management activities aimed at long-term provision of the organization with human resources that form the strategic potential that is necessary to achieve its specific target priorities. Compensation policy is defined as a system of external incentives that encourage the employee to get a result that satisfies both the employee and the company. It is also proposed to consider the employees of the enterprise as an "internal consumer", which allows to update the relevance of the application and development of internal marketing, and in particular personnel marketing. The main motivators and demotivators that influence the behavior of the employee in building an effective system of personnel marketing in the compensation policy of the enterprise are identified. The influence of motivators and demotivators on the needs of employees is graphically presented and the specifics of this influence on the effectiveness of staff marketing in the compensation policy of the company are analyzed. Features, advantages and disadvantages of creating a compensation policy at a modern

enterprise are analyzed. Specific examples of optimization of personnel marketing in modern enterprises are given. The key elements of the compensation policy that affect the efficiency of a modern enterprise are highlighted. The list of principles of construction of effective compensation policy at the modern enterprise (which includes: openness, flexibility, complexity, stability, system, efficiency, etc.) is formed and features of their application are analyzed. The relevance of further research in the field of personnel marketing in the compensation policy of the enterprise is argued.

Key words: marketing; personnel marketing; motivation; employee compensation package; compensation policy.

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Introduction. The experience of domestic enterprises in personnel management shows serious problems in the implementation of a value-based approach to the role and place of a person in production processes, understanding of person's needs, expectations, attitudes and values. This negatively affects the use of the human factor and loyalty to the organization. An effective communication system and compensation policy, which is the core of personnel marketing, can solve the problem.

Literature review. A considerable amount of literature has been published on theory of founding, organization and management of compensation policy in personnel marketing. These studies were suggested by Tsimbalyuk S. [7], Petrova I. [8], Reshetnikova I. [9], Golovchenko A. [10] and others. However, despite the presence of a significant scientific and practical base, scientists still continue exploring this field.

Aim. The aim of this study is to highlight new approach on theoretical justifications and applied elements that are necessary to ensure the implementation of effective personnel marketing in company's compensation policy.

Results. Personnel marketing, in general, are a type of management activity aimed at long-term provision of the organization with human resources that form the strategic capacity needed to achieve its specific target priorities. As in any marketing, the task is to meet the needs of the consumer in a particular product, which is the workforce.

The main purpose of personnel marketing is to meet the needs of the employer in the workforce of the required quality and reasonable cost. According to the marketing concept of personnel management, the most important condition for business success is the development of marketing strategy, study of supply and demand in the labor market, establishing a system of external and internal communications, advertising activities to

attract labor, planning staff costs. It is important to clearly define the requirements for staff, identify the needs of their lives and development and ensure that these requirements and needs are met in a more efficient way than competitors.

Personnel marketing cover both external and internal labor markets. Accordingly, there are external and internal marketing of staff, as well as external and internal communications, which can be considered innovative technologies.

The purpose of external marketing is to create a positive image of the organization as an employer, providing themselves with human resources in accordance with quantitative and qualitative needs. The result is the employer's HP brand, which allows attracting the best employees [7]. External websites of companies that contain information about the history of the organization, press releases, current news, vacancies, the benefits of a team of professionals contribute to the spread of brand awareness.

External marketing of personnel also includes the activities of the organization in the external labor market. This is, first of all, the study of the external labor market in terms of its market and development trends, identifying sources of replenishment of staff needs, a review of wages in the specialized labor market.

Unlike external, internal marketing is focused on working with its own staff as an internal customer of the organization.

Understanding staff as an internal customer is a breakthrough innovation that can change the vectors of development of social and labor relations in enterprises, promote trust, a positive climate and employee loyalty. Just as external communications are used in external marketing, internal communications are the most effective internal marketing tools (corporate portal, SM marketing, employee

groups in messenger, staff training using on-line platforms, event-marketing).

Internal staff marketing is a philosophy and strategy of human resource management. The purpose of such marketing is the best use of human resources by creating the most favorable working conditions and establishing effective communications, development of each employee, formation of loyalty to the company. In a narrower sense, internal marketing of personnel is a special function of HR-service, aimed at responding to the information of personnel management. In terms of internal marketing, staff is becoming increasingly important for customers - consumers of the organization.

The concept of "internal consumer" refers primarily to the "contact" staff of all levels of management, who must master all the techniques of marketing activities in the market of goods and services created by the company. However, all other employees should be considered as consumers of the services provided by the company. In the field of services to the domestic consumer can be attributed to the final, as the consumption of the product takes place within the enterprise [8].

Internal marketing communications create an atmosphere of trust and cohesion, the perception of corporate values by each employee. Thus, regular and meaningful All-hands meetings (which include those who work remotely) are effective, with information about news for all employees: vacancies and hires, projects and challenges, sales and financial results, decisions that were adopted and the context in which they were adopted. Another example is open meetings, where company employees can come and listen to anyone; open days for students or even schoolchildren (as they do in Privatbank, Planeta Kino, Arterium, Eleks and others).

Regular meetings in the company are effective. For example, Google holds creative meetings every Friday in an informal setting, which allows to explore the opinions and expectations of employees. "Throughout" devotes Friday to the so-called "investment time", which involves investing employee time in new interesting projects [9].

Attention to staff becomes the main condition for business success of the company. According to Gerb Kelleger, CEO of Southwest Airlines, companies should first think about employees. If treated properly, customers will return to a company that will satisfy all stakeholders. Company can start with the employees, and the rest of the success will come through them [9].

Personnel marketing is of paramount importance in the formation of compensation policy of the enterprise. After all, it is through effective personnel marketing that it becomes possible to identify the main elements that affect personnel motivation and in turn identify elements of compensation policy that will be effective in a particular enterprise.

Compensation policy is a system of external remuneration to the employee for the results of his/her work at the enterprise (salary, allowances, bonuses, social package).

The development of a compensation package in the organization is one of the most important strategic tasks in human resource management. Accordingly, the construction of a system of monetary compensation is a function of personnel marketing.

Examining the main factors of activity and success of the enterprise, it can be concluded that the key point in this issue is the human resources of the enterprise [1,2], and the impact on it can be achieved through the effective use of motivators and reducing the impact of demotivators (Fig. 1).

And since one of the main components of an effective compensation policy, in the author's opinion, should be motivators (stimulation of labor return in the enterprise where the person works; motivation of creativity; motivation to increase efficiency and its intensification; motivation to rationalize their work; guidelines; motivation of favorable microclimate at the enterprise, the creation of comfortable working conditions, career growth of employees of the enterprise, motivation to obtain specific results of work, regulation of labor relations in the company) at each company is proposed to consider a set of motivators that motivate individual employees [3].

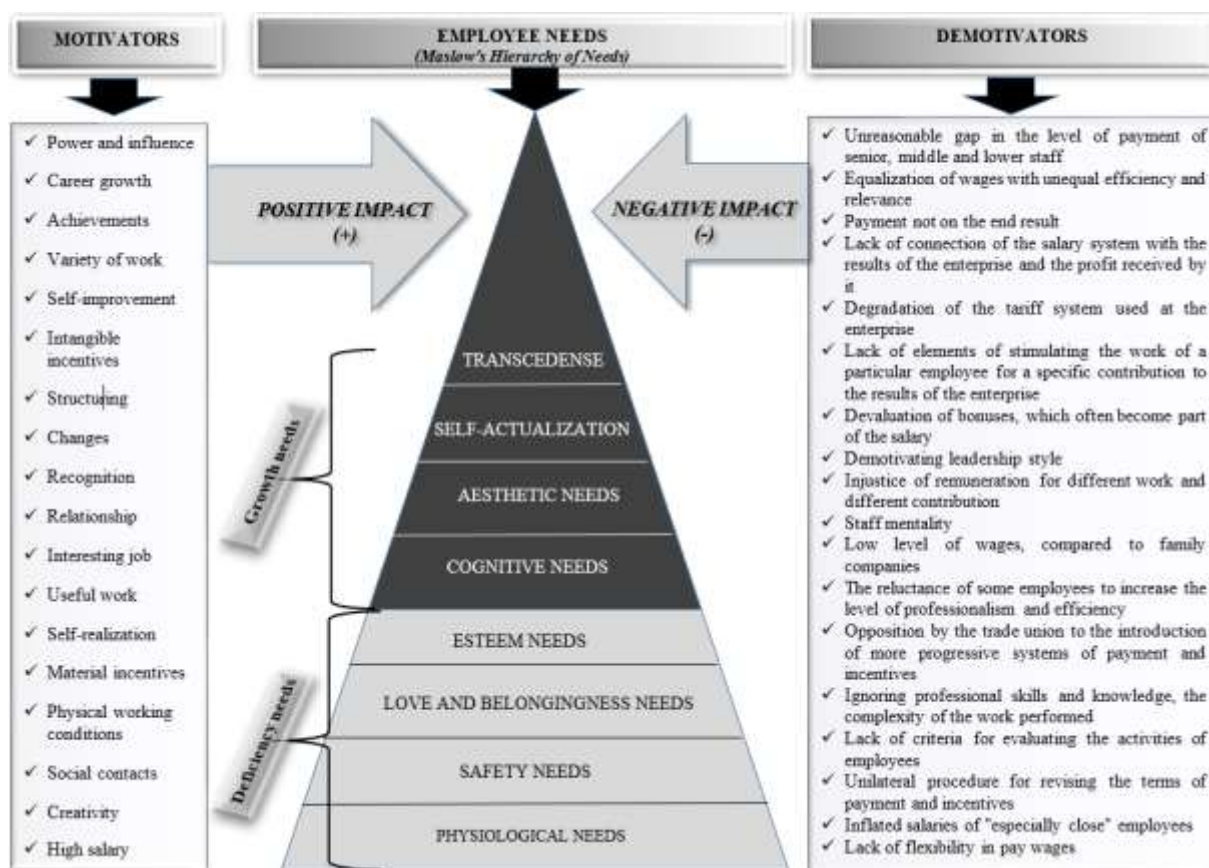


Fig. 1. Impact of motivators and demotivators on employee's needs

Source: made by author

All these factors, through which the company influences employees and increases the activity and productivity, aimed at meeting their needs. Based on the hierarchy of needs of Abraham Maslow, as one that is universal in determining the groups of needs of employees, we can distribute the factors of compensation policy of the enterprise according to the degree of satisfaction of these needs [5, 6].

Thus, in the process of enterprise management, the compensation policy involves the creation of comfortable conditions for employees to work. Work on building and improving the compensation policy of the enterprise cannot be complete if you do not take into account the moods and wishes of employees [4]. According to the established demotivators it is possible to allocate satisfaction of what quantity of the basic human needs they interfere with.

Obviously, the problems in each company have their own context and causes. In the author's view, the problem is also seen in the fact that the direct transfer of Western models

of personnel management to domestic enterprises cannot ensure the effectiveness of the company's compensation policy. Based on the above, the companies will be appropriate to use a compensatory policy of personnel marketing, which we define as a set of interrelated elements (goals, functions, tools of influence, motives, motivators, demotivators, performance indicators, results), aimed at implementation enterprise strategies by increasing the level of productivity and activity of employees and the overall efficiency and activity of the enterprise [5]. It is important to emphasize that the process of motivation is dynamic and changeable in the process of tactical management and in the process of strategic management.

In order to achieve the appropriate level of efficiency, as well as in the formation of effective compensation policy of the enterprise, a qualified and effective working group on personnel marketing should be formed, which with the help of selected technology and developed in accordance with

the needs of the enterprise and appropriate tools, develops a methodology for forming a compensation policy of the enterprise [12]. This working group is formed in accordance with the organizational structure of management and available human resources, which is defined as available human resources or employees of the enterprise with their experience, education, talent, creativity, innovation skills, strategic thinking, ability to work in stressful situations, analytical intelligence, ingenuity, professionalism, ability to accept change, work experience, etc. [6].

To date, there is a very specific trend in motivating employees. If you try your best to

increase productivity without paying attention to human needs and desires, the result will be unsatisfactory. But, at the same time, if you pay full attention to the person, the result will be the same [11].

This is the complexity of developing and shaping the compensation policy of the enterprise. Therefore, the compensatory policy of personnel marketing, according to the author, should be very well thought out. Thus, we can identify the basic principles that should be taken into account in the formation of an effective compensation policy, which are shown in Fig. 2.

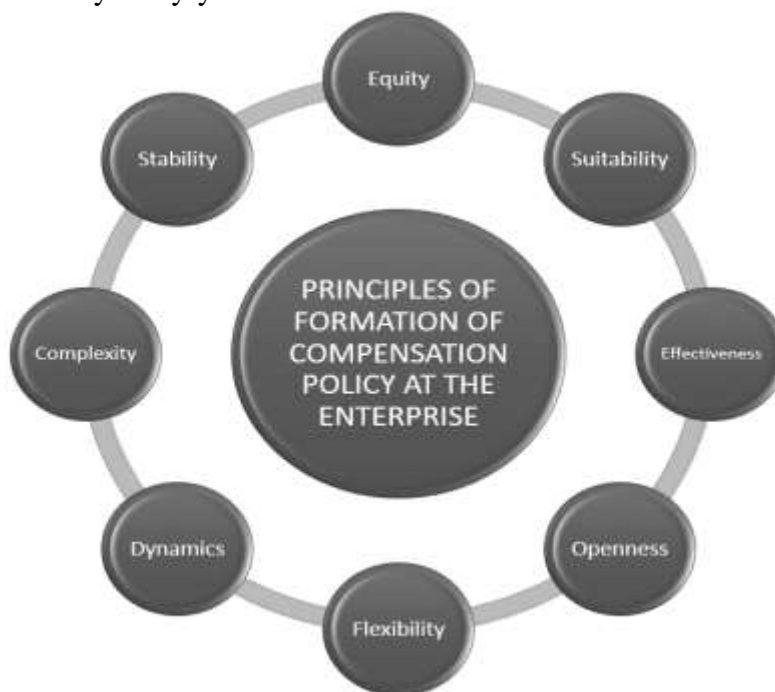


Fig. 2. Principles of formation of compensation policy at the enterprise

Source: made by author

Failure to comply with any of the above principles will significantly reduce the effectiveness of the company's compensation policy, and ignoring these principles, the compensation policy may even be harmful to the company [10]. Therefore, the orientation of the compensatory marketing policy of the company's staff should meet all the needs and issues of the overall strategy of the enterprise and support it during implementation.

Conclusions. Summarizing all the above, we can conclude that by meeting the needs of employees who interact with end consumers,

the company increases its ability to meet the needs of its customers, turn them into permanent and loyal, which guarantees it business success and economic stability. The core element of personnel marketing system is compensation policy of the enterprise.

Basing on the existing approaches to the formation of compensation policy of the enterprise, it should be noted that it is important to study the preferences and views of employees of effective motivators and harmful demotivators in a particular enterprise. Therefore, it is proposed to carry

out constant monitoring, which is relevant for most companies, because such studies are conducted quite rarely. This situation provokes the ineffectiveness of most tangible and intangible motivators, which causes a very low effectiveness of the compensatory policy of personnel marketing of the company's as a whole.

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