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PERSONNEL MARKETING MODELING AT AN ENTERPRISE IN THE PRESENT CONTEXT

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Abstract: *The article deals with the development of approaches to personnel marketing modeling at the enterprise in the present context. It is established that the individuals' expectations to get the maximum benefit from the sale of work-force in the labor market and maximize their potential capabilities are not always justified. It is proved that the compliance of individuals' knowledge with their capabilities and requirements of real production can be determined only after a significant expenditure of financial and time resources of the individuals or the state. It is revealed that after some time of working at the enterprise, a discrepancy not only between the job requirements and the capabilities of the employee but also the interests of all actors of the marketing system is usually uncovered. However, the funds already spent push the process participants to continue interacting, despite the overall performance inefficiency. Therefore, the implementation of the personnel marketing model at the enterprise and the employment of qualitatively new methods for cost-effectiveness analysis are significant tasks in the context of present economic realities.*

Keywords: *personnel marketing, modeling, efficiency, process, workplace, loyalty, human resources, enterprise.*

INTRODUCTION

Currently, activities, such as personnel marketing are associated primarily with efforts aimed at providing the enterprise with the necessary personnel or creating an

employer's attractiveness in the labor market, as well as forming loyalty of the staff to the employer. Such a broad range of goals in this type of activity results in a question, as to which objective is the main and which is secondary, or whether the goals are equivalent. For this purpose, it is considered necessary to substantiate the personnel marketing model as the fundamental task of recruitment. Despite a fairly large number of works devoted to personnel marketing, there are currently no unambiguous approaches among the researchers regarding the justification of the provisions of the personnel marketing model. The study of issues related to personnel marketing is reflected in the works of D.P. Gribkov (2019), M.L. Kaluzhsky (2019), T.L. Mishchenko (2020), E.Yu. Pavlova, Sergeeva (2020), E. I. Pozolotina (2019), A.T. Temirtayeva (2020), et al. At that, there are currently no clear determinants of personnel marketing, whose definition would allow determining the features of personnel marketing modeling at enterprises in current conditions. At the same time, modeling the marketing approach allows increasing employees' satisfaction, their loyalty to the enterprise, and reducing staff turnover. Therefore, the marketing approach to personnel management is the basis of the human resources management strategy, its ideology, principles, and objectives. According to this, personnel marketing is an important means for attracting staff by the enterprise in the necessary quantity and with the necessary quality characteristics.

METHODS

The theoretical and methodological basis of the research includes an abstract-logical method, methods of induction, deduction, analysis, synthesis, and systematization, used to justify approaches to modeling personnel marketing in the current context, as well as graphic methods employed to study the level and trends in personnel marketing parameters. The information base of the article includes the documents regulating various aspects of personnel marketing. The main range of issues concerns possible problems caused by differences in personnel marketing systems, as well as distinctive features of personnel marketing and their impact on the modeling process in the current conditions (Kozhevnikova et al., 2020; Nikolskaya et al., 2018; Zavalko et al., 2017). In the course of the research, it is planned to consider personnel marketing modeling options, justify the proposed model of personnel marketing based on the professional development criteria reflecting the professional attributes and competencies of employees, as well as conduct the analysis of the personnel marketing to confirm the proposed model based on the selected factors.

RESULTS

The practice has shown that, on the one hand, personnel marketing is aimed at making the enterprise attractive to the staff, and on the other hand, allows reducing the number of employees and increasing loyalty of the staff and satisfaction with the work. It should be noted that the main task of personnel marketing is to achieve satisfaction and loyalty of the organization's personnel, who act as internal consumers, and clients. Personnel marketing involves determining certain requirements for personnel, and their needs in the course of professional activity, ensuring that these requirements and needs are met more effectively as compared to competitors. Since this provision does not unlock the interests and requirements of potential staff, personnel marketing involves analyzing the external environment and ways to implement recruitment marketing in competitive enterprises. At the same time, the essence of personnel marketing is based on unidirectionality, that is, ensuring by forming loyalty that the company's employees are

satisfied with the work. However, its essence does not reflect the main provisions, which also imply the identification of employees' needs and their satisfaction, that is, the personnel marketing provisions should have two objectives: on the one hand, providing the enterprise with personnel, and on the other hand, ensuring the staff's needs (Table 1).

Table 1. Comparative characteristics of the existing provisions of personnel marketing and the provisions of the classical marketing concept

Existing provisions of personnel marketing	Provisions of the classical marketing concept
<ol style="list-style-type: none"> 1. Increasing satisfaction of employees with their job; 2. Forming employees' loyalty towards enterprise; 3. Reducing staff turnover; 4. Ensuring that the enterprise's requirements are met by personnel. 	<ol style="list-style-type: none"> 1. The target customers and their needs are the spotlights of the enterprise; 2. The enterprise integrates and coordinates its activities to ensure customer satisfaction, making a profit only by creating and maintaining customer satisfaction; 3. The enterprise produces what is necessary for the consumer, and makes a profit by meeting the needs of the consumer as much as possible.

Research shows that actually there is no clearly formulated personnel marketing model, which would take into account the provisions corresponding to the management activities of the enterprise. Besides, an effective personnel marketing model provides an opportunity to perform reciprocating obligations towards meeting the interests of market participants (those who are looking for a job, employers, and intermediaries), as well as allows taking into account the types of competition in the labor market, as well as certain factors (Fig. 1).

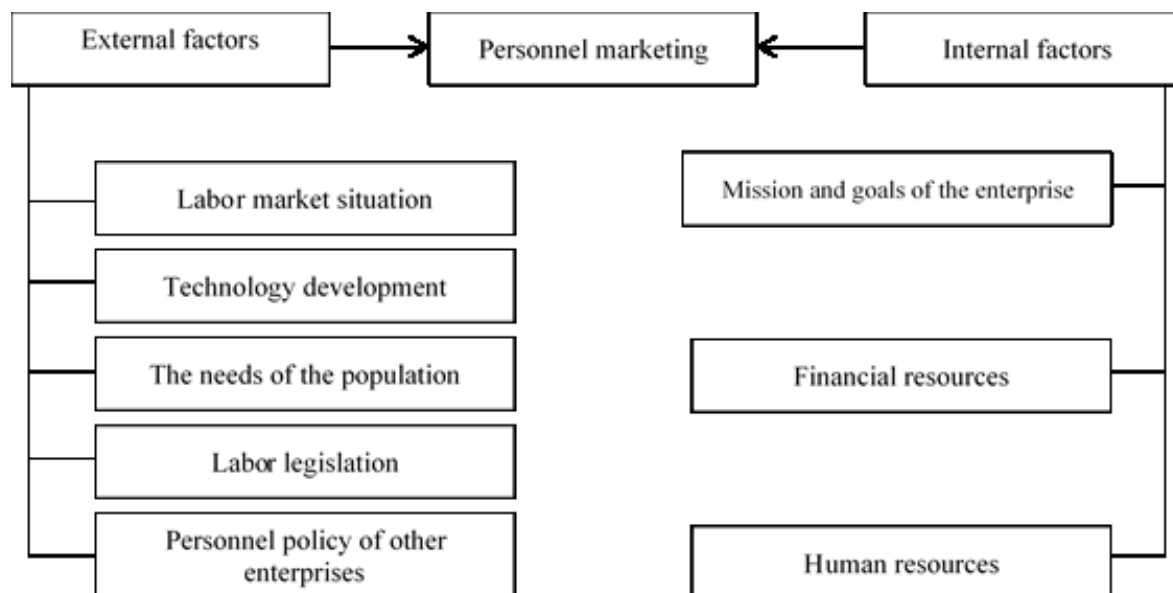


Figure 1. Factors affecting personnel marketing modeling at the enterprise

However, the regulation of the labor market from the perspective of marketing is based on the principle of freedom of choice of subjects, carried out in a competitive environment. This understanding to a certain extent restricts the activity of marketing

personnel only within the framework of the analysis and forecasting of trends in the labor market, does not explain the purpose of the marketing approach, and does not define benefits that market participants have. Therefore, personnel marketing should focus on mutually satisfying the needs of both parties. Personnel marketing should be aimed at transforming human resources to mutually meet the needs of the enterprise in personnel and its competencies, as well as the needs of real and prospective employees (in labor, working conditions, and development opportunities) and strengthen the enterprise's position on the labor market, as well as on the market of its main activity.

The main purpose of personnel marketing is to ensure the simultaneous satisfaction of the interests of the staff and the enterprise represented by its owners. In this case, the purpose of personnel marketing is to meet the needs and interests of the employer, existing and potential personnel by analyzing the external and internal environment of the enterprise. This should be accompanied by focusing the activities to simultaneously meet the needs of the employer and staff, as well as target groups of staff. Therefore, the constructed personnel marketing model has the following advantages.

1. The object under the spotlight of the enterprise-employer is the personnel target audiences (existing and potential), as well as their needs in the labor market, and the requirements that they impose on potential and existing employers.

2. The enterprise-employer integrates and coordinates activities based on ensuring staff satisfaction and meeting the need for staff exactly by creating and maintaining staff satisfaction. Thus, the most important task of personnel marketing as a type of management activity is to determine, on the one hand, the needs of the enterprise-employer in personnel (determining the quantitative and qualitative characteristics of the required personnel), and, on the other hand, to identify the requirements to the employer that the staff puts forward in the labor market. It is this dual focus that distinguishes personnel marketing from other personnel-related activities (such as search, recruitment, development, and training). The solution to this two-way task is based on marketing research of the external and internal (in relation to the employer) labor market through planning and implementing the necessary measures and monitoring their effectiveness.

3. The enterprise-employer offers what is necessary for the consumer and ensures its need for personnel by maximum satisfaction of its needs. In the search for the necessary labor force, the enterprise offers a type of product that could meet the needs of the employees. As part of the implementation of personnel marketing, such a product is a workplace (or position), its qualitative and quantitative characteristics, which the enterprise offers to staff (existing and potential).

Sharing interests of the enterprise and employers, the enterprise receives the necessary labor, which is the product of staff, ensuring employee satisfaction in the workplace, which is the product of the enterprise. Thus, considering the existence of two types of goods in the labor market, the personnel marketing model can be formed from two perspectives: from the perspective of the employer and the perspective of the personnel. According to the first perspective, the enterprise tries to identify the needs of personnel (potential and existing) and agrees to meet such needs of personnel by providing their jobs with the appropriate quantity and quality characteristics, thereby satisfying their own need for the necessary labor force. According to the second perspective, the staff tries to identify the needs of the employer and, accordingly, meet such a need of the enterprise by providing their workforce with appropriate qualitative and quantitative characteristics, thereby satisfying their own need for jobs.

In the authors' opinion, it is appropriate to consider the personnel marketing model from the perspective of the enterprise, since it fully satisfies the provisions of the personnel management system. In this case, it is logical to state that the enterprise's need for personnel is a priority since it is at the expense of the enterprise that initiates the construction, implementation, and actualization of this type of management activity within the enterprise. At the same time, the personnel marketing system is a complex model in terms of its organization that includes various types of activities as elements. When building it, it is necessary to synthesize a multirole system-based profile. However, the implementation of personnel marketing involves the creation of its infrastructure that is adequate to the tasks under consideration. At that, the marketing infrastructure of personnel management is a set of various local and global institutions that in one way or another affect personnel and human resource management.

In this case, one can identify the following main subjects of the marketing infrastructure of personnel management: potential or hired employees; enterprises that provide jobs; partner companies: recruitment agencies, educational institutions; clients of employers; personnel marketing specialists; society, state, and local authorities. Besides, traditionally, the main components of the personnel marketing model also include selection, adaptation, regulation, evaluation and certification, training, rotation, motivation, staff release, budgeting, personal work plans, and reporting. Therefore, one of the main differences of this model is the order of making organizational decisions and formulating tasks: the staff should not only be committed to strategic goals but also be focused on participation in the enterprise development. Besides building formal decision-making mechanisms, their implementation, and control, it is necessary to consider the planning of informal aspects of organizational relations.

However, within the framework of the specifics of investing in human capital, the following stages of implementing the personnel marketing model can be distinguished:

1. Preparatory stage: determining the optimal number and composition of personnel; self-identification of the actor as a recipient of investment and a source of investment; identification of a potential employee; comparison of given parameters with the parameters of the main competitors.
2. Investment object modeling: describing the workplace; specifying the workflow; creating the workplace project (job profile diagram).
3. Investment option modeling: specifying tools to identify potential employees corresponding to the investment object; creating a project of a potential employee corresponding to the investment object; preparing a mechanism for mutual informing (signal system) concerning intentions to eliminate inconsistency or opportunism, as well as to ensure the separability of candidates according to the specified requirements; and selecting employees;
4. Investment support process modeling: determining the main quantitative parameters of the transaction (wages, hiring costs, working hours); determining the main institutional parameters of the transaction (external environment: socio-cultural characteristics, business practices; internal environment: organizational culture and specifics of organizational behavior, a set of informal relationships, the image of the enterprise); defining the communication environment and communication tools that ensure natural transformation within the framework of mutual investment.
5. The final stage: hiring employees; adapting both newly hired employees and previously hired staff; assessing investment performance, reconstructing the teleological base and structure of the employee's investment space (it is possible to use rating

methods, and benchmarking between departments); decision-making on the continuation, transformation of the investment transaction, and de-investment; and planning staff rotation.

DISCUSSION

The reliability of the presented approaches is confirmed by the fact that the proposed model should be implemented both by line managers and human resources managers, as well as senior management. At that, the division of functions by stages and content should differ depending on the type of enterprise receiving investment because the sources of personnel recruitment will also differ (Agamirova et al., 2017; Lukiyanchuk et al., 2020; Ogloblina et al., 2020). At the same time, job assessment, training, and personnel development can and should be included in personnel marketing systems, actively used as tools, and, in turn, supplemented by relevant principles. At that, job assessment is an activity to determine whether the quantity and quality of labor meet the requirements of production technology. Therefore, job assessment allows solving the following tasks: evaluate the potential and professional level of employees; reduce training costs; maintain a sense of fairness and increase employee motivation; inform employees about the quality of their work; and set up staff development programs. But this approach leads to mixing targets. It is also about an objective assessment of the employee's job, and evaluation as a psychological motivational skill. At that, the information and communication function of assessment should be distinguished, as well as a managerial component. To develop an effective job assessment model, it is necessary to establish standards for labor effectiveness for each workplace, develop policies and regulations for conducting assessments, elaborate monitoring tools of processes under evolution, formulate procedures and regulations for conducting evaluations and using the results of evaluations in management activities.

CONCLUSION

Summing up, it can be noted that the individuals' expectations to get the maximum benefit from the sale of labor in the labor market and maximally unlock their potential capabilities are not always justified since there is a certain discrepancy between internal motivations and reality. It is noteworthy that this process begins even when receiving professional education, when, in the existing educational system the students must immediately determine their professional orientation and begin acquiring knowledge over a long time. Therefore, the compliance of an individuals' knowledge with their capabilities and real production requirements is determined only after a significant expenditure of financial and time resources of the individuals or the state. After some time of working, the discrepancy may appear not only between job requirements and the capabilities of the employee but also between the interests of all subjects of the production and educational space of the marketing system. However, the funds already spent push the process participants to continue interacting, despite the overall performance inefficiency. Therefore, the implementation of the personnel marketing model at the enterprise, and the employment of qualitatively new methods for cost-effectiveness analysis are significant tasks in the context of present economic realities.

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