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# Peculiarities of personnel market implementation in modern conditions: trends and innovations

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## Abstract

The article is devoted to the study of the organization of personnel marketing at Ukrainian and foreign enterprises, the level of development of countries in the field of personnel marketing, as well as the popularity of this type of management activity. The purpose of this research project is to analyze the differences between foreign and domestic experience in the field of personnel marketing. Also in the study, based on the analysis of theoretical developments and factors that have a practical impact on the implementation of personnel marketing in modern conditions, the most important elements of this concept are proposed. Particular attention paid to increasing the loyalty of personnel, which has a dominant influence on the results of the enterprise. Concluded that for modern Ukrainian enterprises, the concept of personnel marketing can be fully implemented only through rethinking the consequences for all areas of work with personnel, reflected in goal setting, staff motivation and ensuring the social responsibility of the enterprise.

**Keywords:** staff; personnel marketing; personnel training; strategic management; HR-budget.

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## Peculiaridades de la implementación del mercado de personal en condiciones modernas: tendencias e innovaciones

### Resumen

El artículo está dedicado al estudio de la organización del marketing de personal en empresas ucranianas y del mundo, el nivel de desarrollo de los países en el campo del marketing de personal, así como la popularidad de este tipo de actividad de gestión. El propósito de este proyecto de investigación es analizar las diferencias entre la experiencia nacional y extranjera en el campo del marketing de personal. También en el estudio, a partir del análisis de desarrollos teóricos y factores que inciden en la práctica en la implementación del marketing de personal en condiciones modernas, se proponen los elementos más importantes de este concepto. Se presta especial atención al aumento de la lealtad del personal, que tiene una influencia dominante en los resultados de la empresa. Se concluye que, para las empresas ucranianas modernas, el concepto de marketing de personal solo se puede implementar completamente si se revisan las consecuencias para todas las áreas de trabajo con el personal, lo que se refleja en el establecimiento de objetivos, la motivación del personal y la garantía de la responsabilidad social de la empresa.

**Palabras clave:** personal; marketing de personal; gestión estratégica; formación de personal; presupuesto de recursos humanos.

### Introduction

The labor market does not stand still and is accompanied by constant changes. At the moment, the labor market in Ukraine is affected by the crisis. The crisis is forcing employers to look in a new way at the policy of attracting and retaining personnel. In the context of the financial, economic and political crisis in Ukraine, more and more companies are looking for new, innovative forms of marketing that would ensure their stable operation and development in an unstable situation and increased competition in the market. The use of marketing approach in the management of activities at the enterprises of Ukraine is an important factor in increasing their competitiveness (Orlov, 2015).

According to surveys of companies operating in the internationalized Ukrainian market, the level of use of active tools of international marketing among domestic companies is very low and meets the needs of active business behavior and high competitiveness. This is confirmed by previous

studies by Ukrainian marketers, who show that about a third of domestic companies try to sell existing products without stimulating them through marketing activities, and only about 20% seek to work in markets and segments given the long-term goals of the company, its international activities (Kovalchuk and Bura, 2015).

At the stage of increased competition, it is important to positively form the HRbrand of companies, which is an essential condition for the development of any organization. Thanks to a positive brand, companies are significantly reducing their recruiting funds, employee loyalty is ensured, and staff turnover is minimized. In this regard, Ukrainian organizations began to pay more attention to such a new human resource management tool as personnel marketing.

By using this tool, companies can achieve an increase in the real return and productivity of staff without raising any additional funds. Personnel marketing is a whole philosophy of human resource management. Its directions in the organization are determined by a number of factors, both external – the development of technology, the situation on the labor market, social needs, current legislation, the personnel policy of competitors, and internal – the goals of the organization, financial resources, human resources.

Ukrainian employers today still poorly understand their need for personnel marketing, mistakenly believing that this is the essence of manipulation. Unfortunately, many enterprises have a consumer attitude towards personnel, which is expressed in non-observance of their social and economic rights. The evidence is such as chronic wage arrears that push workers to the brink of poverty; violation of ethical norms when checking employees at the checkpoint, when implementing total video surveillance, when using a polygraph; non-payment of overtime work with an actual 12-hour working day; differentiation of the level of remuneration and career prospects, depending on the degree of informal proximity to the head; discrimination of certain categories of job seekers when hiring.

This attitude towards personnel, in turn, led to a significant lag in our country in labor productivity, to a noticeable outflow of highly qualified specialists abroad, to an increase in demotivation, absenteeism and staff turnover, to an increase in ineffective personnel costs and, in general, to the devaluation of the role of HRmanagement –systemic management decisions related to basic organizational changes.

Despite this, we are seeing a growth in organizations looking to build long-term, mutually beneficial relationships with their staff. The main prerequisites for this process, in our opinion, were the increased competition in the market (each employee can potentially reduce the competitive advantages of this organization by his departure to a

competitor), the diffusion of organizational and managerial innovations on the part of Western companies that have opened their representative offices in Ukraine, as well as the adoption of a number of laws limiting the arbitrariness of employers.

Unfortunately, today there is almost no strategic vision of marketing activities, and its role in the effective functioning of the enterprise is underestimated. Not enough attention has been paid to the issue of marketing effectiveness. As a result of the presence of a large number of brands and the free treatment of them, a class of marketers was formed, whose methods of work do not meet the requirements of the modern market. Under such conditions, it is important to find ways to improve the implementation of their chosen marketing strategies based on the study of the nature and features of their implementation in modern conditions, a detailed analysis of problems faced by enterprises in applying the latest marketing strategies.

## **1. Methodology of the study**

The methodological basis of the article is a set of general scientific principles, methods and techniques of scientific research, the use of which is due to the purpose and objectives. The research is based on the use of such methods as: abstract-logical method (at generalization of theoretical positions and formulation of conclusions in the field of personnel marketing); dialectical method (in identifying the relationship between the elements of the conceptual structure of competition, proving the existence of links between competition and consumer satisfaction, etc.); method of historical analysis and theoretical generalization (in the study of methodological approaches to the development of management decisions, competitive strategies and their typification); method of comparison (in the study of scientific schools of strategic management and personnel management, in the analysis of competing companies for marketing factors of competitiveness); expert method and ranking (when assessing internal and external factors of competitiveness, determining the intensity of competition); methods of marketing research (in the analysis of the market of services, staffing; in the analysis of internal factors of competitiveness, determination of indicators of efficiency of marketing competitive strategies); system approach (when developing the algorithm for developing and implementing a marketing competitive strategy in general and staff marketing in particular); analysis and synthesis (in the development of hypotheses and their experimental testing).

## 2. Analysis of recent research

The issue of marketing management, marketing strategies has been studied by many scientists, such as N. Kudenko (Kudenko, 2010), P. Kulikov (Kulikov, 2012), P. Orlov (Orlov, 2015), Kiyani (Kiyani, 1995), P. Kotler, G. Armstrong, J. Saunders, V. Wong, (Kotler *et al.*, 2007), E. Gramatsky (Gramatsky *et al.*, 2020) and others. Insufficient attention of scientists is paid to the issues of effective realization of the potential of strategic marketing.

The purpose of the article is to deepen the theoretical and methodological approaches, substantiate and generalize the world experience of personnel management and develop practical recommendations for its practical use in practice by domestic enterprises in modern conditions.

## 3. Results and discussion

Personnel is the main intellectual resource of the enterprise, which generates new ideas and products. The company's employees are involved in establishing relationships with a wide range of contractors, because it is the staff that determines not only strategic decisions, but also the company's ability to compete in the market (Orlov, 2015).

The HRmarketing concept has strengthened its position. At the end of the last century abroad, both in theory and in practice. This was facilitated by the following primary factors: mental transformations (reevaluation of values) of the working-age population, a one-sided approach to the choice of profession and place of work, demographic changes, the lack of highly qualified specialists and managers, a new profile of the workplace.

Its main advantage lies in the possibility of organizing certain planning for the implementation of personnel strategy: personnel marketing opens up human resources for the enterprise in the long term, capable of forming a strategic potential through which it is possible to implement the planned activities. Numerous difficulties in the formation and development of civilized market relations in our country do not allow to fully implement the detailed models of personnel marketing in domestic realities.

Personnel marketing is a new approach of an organization aimed at enhancing its own attractiveness among employees and potential employees. It is seen as type of management activities aimed at long-term provision of the organization with human resources (Beliaev and Kalinichenko, 2013). Marketing implementation is the task not only of the personnel service, but also of all employees working with personnel or representing the organization in the external environment (Buehner, 1997).

The goal of personnel marketing is the optimal use of the organization's human resources by creating favorable working conditions and communications that contribute to increasing their efficiency; development in each employee of loyalty and striving to achieve the goals of the organization. In the labor market, the objects of marketing are staff and jobs, so staff marketing begins with identifying and meeting the need for qualified and professional staff based on labor market research. In this context, marketing tools are used in two ways: marketing, product-oriented, which are labor services; marketing focused on meeting the needs of employers.

The basic principles of personnel marketing: focus on meeting the needs of personnel; motivation of all personnel of the company to meet the needs of external consumers; using traditional marketing methods within the organization; cross-functional cooperation of all departments, active interaction of personnel with managers, clients; readiness for change (Ballantyne, 2000).

The following marketing areas can be distinguished concerning personnel in the organization: development of requirements and professional competencies for personnel; determination of the qualitative and quantitative needs for personnel; calculation of costs for the acquisition and further use of personnel; selection of sources and methods of covering the need for personnel (Nekrasov, 2017).

Another important point in personnel marketing: no matter how diversified the company is, it can create corporate value by providing advanced management of the education of its leaders and the formation of "human capital". In a global knowledge-based economy, intangible assets, such as human capital, make up about 80 % of an organization's value. The transformation of intangible assets into tangible results represents a new way of thinking for most organizations. Those who manage to master this process (which largely depends on the organization of work with staff) can secure a significant competitive advantage (Krivoruchko and Gladka, 2012).

Thus, the concept of staff marketing – a system of interconnected views that give rise to each other, ideas, provisions of marketing activities, taking into account the need to achieve the goals of the enterprise to carry out: labor market research, compliance with trends in the paradigm of organization, society and forecasting its situation; 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 the personnel potential of the organization and the quality of its use; forecasting and planning of personnel needs – development and implementation of personnel management strategies; organization of communication activities; personnel examination.

It should be noted that the main tasks of personnel marketing include not only conducting research, but also bringing their results to the subjects of market relations, who can make economic choices based on them, adjust their behavior.

Personnel marketing of a modern enterprise has a two-level structure: External personnel marketing is a system of activities that allows its subjects to assess the state of the labor market, trends in its change and make informed management decisions in the field of recruitment (employment), promotion of employment and effective use of human capital (Kiyan, 1995). Internal personnel marketing is an approach to firm personnel as customers and providing them with a product that meets their needs (Kotler *et al.*, 2007).

This approach transforms the traditional elements of 4P marketing (product, price, sales and product promotion) into the following elements of personnel marketing: the range of tasks and responsibilities of the employee, the degree of employee motivation or the effort that the employee is willing to put into performing his job duties, the organizational structure of the company, aspects of organizational culture.

Effective models of personnel marketing, offered by foreign researchers and practitioners, provide for the allocation of internal and external marketing of personnel within the functional blocks: research and planning; selection of personnel markets; the work of the media; formation of contractual relations; organization of workplaces; promoting development; staff care. Each of these blocks has its own complex structure (Personalmanagement, 1999).

Such detailed models of personnel marketing, successfully implemented and proving their effectiveness in European countries, as evidenced by published data on companies such as Audi, Mercedes, Messerschmidt, Henkel, etc. (Durakova, 2013), so far, unfortunately, they cannot be fully realized in domestic realities. The main reason for this is the continuing phase of the formation of civilized market relations amid continuing external shocks and internal structural problems.

Although in domestic practice there are few examples of the functioning of individual elements of the modern personnel marketing model, there is still no need to talk about serious successes in the implementation of the complete system. Nevertheless, it is necessary to move in this direction. Based on scientific developments and the experience of enterprises, we will try to determine what is necessary, first of all, for a modern Ukrainian enterprise to build an effective marketing of personnel.

Now, only a small part of domestic enterprises includes personnel marketing in the list of tasks solved by HRservices. However, marketing functions are often overridden by personnel planning functions. At the

same time, the definition and coverage of the need for personnel does not work for the long term. This situation is typical for both Ukrainian and some foreign organizations.

Currently, in the activities of any organization, regardless of its size and structure, a special role is assigned to personnel, as the main element of the functioning of labor processes. Consequently, modern enterprises are faced with the urgent task of creating such conditions that will ensure the optimal and efficient use of human resources, taking into account the interests, needs of both organizations and employees. Achieving these aspects is possible through the introduction of marketing in HRmanagement.

The growing role of personnel marketing is driven by the need for interaction between labor markets, labor buyers and labor resources. As for the implementation of personnel marketing in organizations, it goes through this process in the form of certain stages. Each separate stage is a specifically directed independent activity.

The main stages of personnel marketing can be distinguished: research of the company's personnel potential, identification of the qualitative and quantitative needs for personnel; HR audit; labor market monitoring; job profile compilation; identification of competitors in the labor market; research on ways to attract personnel; Implementation of professional development programs for personnel; analysis of the effectiveness of the implemented personnel marketing activities (Personnel marketing: instructions for use for the head, 2017). Is the marketing of personnel in foreign countries more developed than in Ukraine, is the Ukrainian management lagging behind in this matter?

Let's move on to considering the world experience in the field of personnel marketing. Vivchennya and public awareness of the effective management of personnel will give the opportunity to take into account the main aspects, such as the respect of the current economists-practitioners and sciences.

Currently, in the countries of Western Europe, due to demographic problems, the changing values of candidates for vacant positions and current personnel, personnel marketing is entering the international level. A characteristic feature of personnel marketing in foreign countries is the desire to integrate all aspects of working with human resources, all stages of their life cycle, from the moment of hiring to the payment of retirement benefits. All this requires an increase in the number of HRdepartments. In the US, there is one HRspecialist for every 115 employees; in Japan, for 38 people (Kibanov, 2010).

In highly developed countries, such as the USA, France, England, all enterprises use a certain personnel marketing policy, its essence lies in the fact that the selection of personnel is not particularly difficult, and the

employee can freely quit or transfer to another position. This technology is aimed at top management.

The role of HR marketing personnel is increasing. The American company AdAge has provided a report that predicts that Apple may double the number of its marketing staff. The team currently has 300 employees, but Apple plans to increase the number to 600. Doubling the headcount of the HRmarketing department enables Apple to pursue policies to reduce its reliance on recruiting and auditing agencies.

Adaptation as a process of adaptation of the employee to the conditions of the external and internal environment becomes an important element for achieving effective results by new employees of the organization. The main reasons for dismissal of employees for several months after employment are the discrepancy between reality and expectations, as well as the difficulty of integration into the new organization. Many companies spend a lot of money on recruiting new staff. But at the same time, companies do not have or have not developed measures for staff adaptation. According to statistics, most employees are laid off within the first three months of employment (Olifirov, 2011). Thus, the lack of institutions of adaptation leads to low performance. According to Kulikov P., the mechanism of adaptation is designed to ensure the stability of the parameters of the system, and therefore the system as a whole, to the action of negative environmental factors (Kulikov, 2012).

French companies place high demands on the level of employees due to the presence of fierce competition. Particular attention is paid to retraining: promotion is possible only with constant retraining and improving employee knowledge, training of all employees without exception in certain specialized programs at enterprises, employees are constantly informed about the state of the enterprise and new internal vacancies.

The system of employee participation in production management, which has developed in Germany, is peculiar. It includes: joint participation in the supervisory boards of firms representing capital and hired labor; the existence of a «worker-director»; production councils at enterprises consisting of workers.

The latter are created at enterprises that have at least 5 permanent employees with the right to vote (age over 18 years, work experience of at least 6 months). At the same time, employers are obliged to provide employees and the company's board with relevant information, accept requests and suggestions from them, study and take into account the opinion of the company's board on socio-economic development of the latter. (Bazaliyska, 2015).

In German companies, personnel policy is carried out by special services, the number of which depends on the number of employees: there is one

employee of the HRdepartment for 130–150 employees. Recently, there has been a tendency for the growth of HRservices (Shchekin, 2004).

Most enterprises in Germany use the approach of selecting candidates for vacant positions from other countries, and, in most cases, the proposed salary is much higher than that of domestic workers for the same position. Companies in Germany that pay attention to personnel marketing include Volkswagen, which uses digital projection in personnel training, and Philips. Volkswagen plans to introduce the innovative Augmented Reality technology. The company is focused on the use of digital projections when training employees of service centers. The challenge is to ensure that Volkswagen employees worldwide are trained at the highest level.

At Phillips, HRprofessionals annually figure out what training could improve employee performance and make a plan for the year. The company pays special attention to online courses. Philips has implemented a special «Testimonials of the Insider» project to improve the quality of the internship. This project is designed for the public to see how the company operates. Each Internet user can go to the official website of the company and watch videos of employees in which they share their impressions and feedback on working at Philips (How to work at Philips, 2015). As a result of this program, there was a significant increase in both the attendance of the career website and the level of user satisfaction and their assessment of the consumer loyalty index.

One of the most striking examples of the use of personnel marketing in foreign companies is the experience of the American low-cost airline Southwest Airlines. For new employees, the company runs a specialized program «Close Hearts». The program is aimed at more comfortable adaptation. The essence of the program is that each new employee is provided with a mentor for six months (Starikova and Timinova, 2014). Through in-house marketing of its personnel, Southwest Airlines has been able to create very high organizational loyalty among its employees. Outside HR marketing has allowed the company to become one of the Forbes most eligible employers in the United States (Begley Bloom, 2021).

Personnel marketing abroad is developing at a fairly rapid pace. Most companies form their own marketing programs with valuation techniques. These companies include: McDonald's, Starbucks, Toyota, Coca Cola. The Nestlé company is also developed in this matter. For example, Nestle uses gamification as one of the newest methods of personnel training (Starikova and Timinova, 2014). One of the largest corporations in the public catering sector, McDonald's, creates a labor market offer adapted to various characteristics of target groups. McDonald's presents a good career start for students with flexible hours, further development and career advancement.

We cannot overshadow the posture of respectful Japanese personnel management practice. The peculiarity of the whole system of polygons is in the nosy systems of group responses to the results of the robotics, stimulating the protagonists and the communication system to work on the horizontal level. A system has been given for the transmission of the peculiarities of the foreman, his strengths and weaknesses, and even in the interim of the results, he will get a seat, and the services will be provided and equipped with a more robust mission.

The Japanese experience is an important example of the active use of personnel marketing in foreign organizations. In Japan, recruiting starts from the lowest levels, which implies a special methodology for selecting, recruiting and hiring personnel. This is due to the Japanese "lifetime employment" system. An example of a Japanese company applying personnel marketing is Honda Motor Co., LTD, an international automotive and motorcycle manufacturing company. The main principle of the company is respect for the individual and for all his needs. Honda cares deeply about building a strong corporate spirit full of vitality and creativity.

Foreign advice has taken advantage of the lack of positive tendencies in the personnel management process, which is definitely a good thing for practical Ukrainian enterprises.

The current state of the personnel management system in the Ukraine of the specific minds of the transition period. Its main features are the practical availability of connections between enterprises and the lack of efficiency of their intellectual performance, the instability of the legal and regulatory framework, the practical availability of the government, the stability of the economy and the political. So far from the ideal is the market of vitchiznyh svitnih services, de practically all-day balance between the real needs of the market and specialists.

The level of high-quality training of the vicarious fakhivts is meaningfully sacrificed to the vimogs, who are seen by the international markets of prats. Personnel management systems at large enterprises are old and do not last for an hour.

As soon as we talk about strategic planning, then the French teachings of J.-J. Lamber as an element of a strategic plan for marketing viznacha monitoring of marketing analysis, analysis of competitiveness, adaptations to changes in the middle, optimization of the business portfolio (Lamber, 2011). In the studies of I. Ansoff strategic planning is viewed as an element of strategic management, which will prevent the systemic development of companies before problems (Ansoff, 2013). Modern strategic marketing starts as marketing is a matter of fact, in which the involvement of a philosophical principle is to start putting companies to themselves, customers, their own workers, contributors to the capital, middle managers, competitors, community leaders.

Strategic planning will give you the ability to establish pre-construction goals and replace the breakdown of plans for flow operations and transfer of ways and methods of implementation. From a glance N. Kudenko, marketing strategic planning is the whole management process of establishing equilibrium between marketing goals and marketing opportunities and resources of companies (Kudenko, 2010).

Competent personnel policy allows to achieve better satisfaction of customer needs. Therefore, the development of human resources is the basis of long-term and dynamic development of the enterprise. Personnel policy should include: creating conditions for effective work; personnel training; motivation system; improvement and strengthening of corporate culture; formation of a team of highly professional specialists (Savina, 2018).

The chosen direction of achieving the goal in terms of staff involves the need to build a relationship between the system of motivation and initiatives in the development of innovative ideas, quality of service. Indicators that allow to assess the implementation of this include innovation (proposal of new ideas, recommendations for improving the enterprise), excellence (attendance at trainings, courses, willingness to learn new methods and techniques of service and work, success in compulsory education), teamwork (willingness to help their colleagues, mentoring, etc.), customer focus (quality of service). Awareness of the need and support of staff in the Ukrainian realities will help to improve internal business processes.

The strategic goal in terms of business processes is product competitiveness. To achieve this goal in Ukraine it is necessary to: develop effective marketing programs; develop the customer network and increase product distribution channels; optimize costs; increase labor productivity; increase service efficiency; to introduce innovative developments, use of the newest technologies. In order to solve problems in selected areas, it is advisable to implement the development of new ways of interacting with customers.

In developed countries, customer relationship management (CRM – Customer Relationship Management) is introduced in the activities of banking institutions, which involves focusing on a specific customer, the desire to meet the maximum number of his needs (Savina, 2018). It is necessary to implement partnership marketing – a modern approach to working with clients, which includes the establishment and development of long-term partnerships with key customers, based on mutual interests in doing business.

Let's move on to considering the Ukrainian experience in the field of personnel marketing. The unstable situation on the labor market in Ukraine is forcing many companies to optimize personnel costs. Changes are taking place in the budget of HRservices for individual personnel marketing

processes. All this determines the need to strengthen the company's image as an employer, as well as to form a strong HRbrand.

In times of crisis, it is especially important to show companies how much they care about their employees. Since the formation of a positive HRbrand allows you to increase the loyalty of the staff, increase the motivation and efficiency of the entire organization. All actions aimed at building a strong HRbrand allow organizations to optimize their costs and develop their own personnel marketing services, thereby not resorting to using the services of recruiting agencies. In terms of the development and application of personnel marketing, Ukraine lags far behind foreign countries.

Personnel marketing is implemented at Ukrainian enterprises extremely rarely and inconsistently. Currently, HRdepartments use only a few HRmarketing tools, instead of using HRmarketing as a system. One of the most popular reasons for the reluctance of companies to introduce personnel marketing into the enterprise management system is the lack of financial resources and the low preparedness of the HRspecialists themselves.

Ukrainian companies, which understand that human resources costs are long-term investments that increase business efficiency, are gradually changing their foundations and resorting to applying foreign experience and creating their own programs in the field of personnel marketing.

Even though in Ukraine the spread of personnel marketing has not yet acquired a mass character, there is already a positive trend of growing interest of a large number of companies in the implementation of marketing methodology in the personnel management process in order to increase the efficiency and competitiveness of the business through the optimal involvement of human resources in the creation process, unique competitive advantages.

What is the situation with the HRbudget for marketing processes in Ukrainian companies? The unfavorable economic environment is forcing businesses to plan their costs more rigorously. Recruitment continues to dominate, as identifying and covering staffing needs is one of the most important HRmarketing functions. Personnel training also remains a priority function for companies. At the same time, many companies do not use the financial indicators of the work of the HRdepartment.

The most important resources for Ukrainian companies are financial and economic resources: payroll fund, social package costs, training costs, personnel recruitment costs, social programs costs (payments, compensations). The labor market has to actively adapt to changing economic conditions. Companies understand the importance of maintaining a payroll by retaining the best employees. Therefore, this item of the HRbudget of the company was most often increased. As for the automation of personnel

marketing processes, more than half of companies have automated one or more HR processes. Companies tend to prefer third-party software, but some organizations still have their own designs.

In addition, domestic companies are not fully aware of the impact of investment in personnel on the final result of the company. The practical benefit of this system is that it increases efficiency and profitability, because trained workers work better and more productively, reduces the number of absenteeism (which is a particularly pressing problem for Ukrainian companies).

Summarizing the above material, we can conclude that there are a number of urgent problems in Ukraine that need to be addressed today. Many of these problems are related to the formation of human resources. If the efficiency of human resources formation is increased, such methods can be found that will allow to create teams at enterprises with minimal costs and will bring the expected profit.

The use of personnel marketing is a necessary tool for the implementation of effective personnel policy and successful operation of the enterprise as a whole. Personnel is an important resource of the enterprise to achieve its goals and the successful solution of problems, in particular, is possible only with skillful management on the principles of marketing. It is marketing that allows companies to analyze the labor market and forecast its situation, analysis of human resources, hiring the best professionals in conditions of their shortage, promote career growth, forming a team that would act in concert, as well as monitoring its activities.

After researching foreign and national marketing experience, we can conclude that at the moment in the West as a whole and in a number of other foreign countries, it is more developed than in Ukraine. However, the ideas of foreign scientists and practitioners in the field of personnel marketing are of great interest to Ukraine, which can be adapted in modern conditions.

## **Conclusions**

The study of the essence of personnel marketing, the main problems of its use in personnel management of Ukrainian enterprises, contributed to the formation of the following conclusions:

- Competently organized marketing of personnel as a whole increases the competitiveness of the enterprise and its products, forms the strategic competitiveness of the enterprise.

- Organizations that form and implement personnel marketing have a number of advantages: increased labor productivity, reduced turnover, effective motivation of employees and their high loyalty.
- When focusing on personnel marketing, the self-awareness of managers and functional management specialists should be transformed: through the transition from the role of a formal leader, based only on the hierarchical vertical of power, to the role of an initiator, coordinator, assistant, functionally focusing on goal-setting, motivating personnel and ensuring social responsibility of the enterprise.
- In the Ukrainian realities, the advanced world practices in the field of personnel marketing are quite applicable; the foreign experience of introducing some methods of foreign HRpractices is of particular relevance.

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