

The use of marketing in human resource management

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Abstract

One of the decisive factors of the long-term functioning and effectiveness of any company business is human resources. The article discusses the approaches and insights on human resources management through the eyes of various authors and explains that human resources are not linked only to the field of management but also in areas such as planning, searching, selection, evaluation, motivation, training, remuneration and of course the release of human resources. The globalized market sharpens competition and human resources management can decide if the company stands on the side of winners. The aim of the article is to assess how companies in the Slovak economy cope with the challenges raised by human resources. Based on the realized survey aimed at identifying the current level of human resources management in organizations operating in Slovakia for the years 2010 - 2012 will analyze and evaluate the current status level of human resources. The gaps in research problems will be identified and will be provided recommendations for improvement of activities related to human resources and enhancing the competitive position of the company through personnel marketing tools. A personnel marketing is used primarily for search and retrieval quality people, their stabilization and strengthening their solidarity with the company. An application of personnel marketing leads to specific staff and corporate culture.

Keywords: human resource, recruitment of employees, personnel marketing.

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1. Introduction

Human resources with the corresponding knowledge, skills and other dispositions are needed for achieving company goals. For meeting this requirement company carried out, after planning necessary number and structure of employees, the recruitment of employees. Situating work position can be a decisive moment, and will ensure the realization of the objectives of the company and ensuring its competitiveness. It means that human resources are the most valuable asset for the company and their choices must be placed due weight and in this moment starts personnel marketing, whose primary responsibility is to find, through its tools, high quality human potential on labour market.

2. Theoretical background

This chapter discusses the theoretical background of recruitment of human resources and personnel marketing.

2.1. Recruiting of the employees

Recruitment is a process aimed at addressing the potential candidates in the labour market to ensure quality employees in an appropriate timescale and on the basis of minimum cost. Management selected from candidates the personality that the most meets the criteria of work position with regard to the external and internal conditions. (Stefanikova & Masarova, 2013) Selection of employees starts by a written request and ends with the decision of acceptance. The process of recruitment comprises the following steps:

- a) jobs analysis,
- b) the description and specification of jobs,
- c) determining the appropriate characteristics of the person,
- d) identifying the sources of candidates,
- e) the choice of appropriate methods of recruitment,
- f) the choice of documents and information from candidates,
- g) formulation and publication of job offer,
- h) gathering and assessment of the documents from candidates,
- i) drawing up the list of candidates invited to the selection procedure (Mateides, 2006).

In recruiting, company emphasizes the strategic interests and objectives. They are looking for enthusiastic and motivated employees whose individual interests and expectations are as close as possible to the interests of the company. The decisive criterion for selection is the work potential. (Rebetak & Farkasova, 2015) Depending on the type of job can recruit company suitable candidates to the labour market within the company and outside the labour market. The choice of:

- a) internal resources - current employees,
- b) external resources - available workforce on the labour market, graduates and employees of other companies (Gogolova, Ponisciakova & Ivankova, 2015).

Addressing of own employees has quite a lot of advantages for company. It is more cost-effective because there are eliminated the cost of recruiting from the outside, while keeping the information about the capabilities, performance, and potential candidate is higher. Internal employees know the organization better, increasing their morale and motivation, and also represents a better return on investment already submitted by the organization into them. The reason for recruitment from

external sources may be the fulfilment of the development plan of the company, the need for changes, new perspectives and ideas to bring more "new unchained thinking" or change in the age structure of the adoption of "young blood". (Gogolova, Ponisciakova & Ivankova, 2015)

Company can inform about the existence of vacancies to potential applicants by a variety of methods. The most commonly used methods include: advertising, web sites, labour office, job catalogue, personal agencies, job database, contacts with educational institutions, the references from the existing staff, direct addressing, personal leasing, posters, flyers, bulletin boards, verbal offer, the list of ex-employees and open day.

2.2. Personnel marketing

According to Klimentova (2009) personnel marketing is to purposefully acquire, develop and use human potential in line with the strategic company objectives and corporate culture with using marketing tools. Antosova (2008) looks at personnel management as a tool that helps to identify the needs and aspirations of current and potential employees. Finding and meeting their needs can reveal the company a competitive advantage over other rivals.

Personal marketing is carried out through the steps of HR activities where is needed to clarify what form will have a workforce, to determine the segments to which the personal marketing focus, to identify strategies and communications tools, and to support selected activities enabling to obtain long-term trust of employees.

Kotler and Armstrong (2004) define marketing mix as all activities that company makes in order to encourage interest in products and it is classified into four groups known as 4P. This division is also used in marketing mix of personnel marketing with only change of content of individual tools.

Product - job. Company places new or existing jobs. It is important to describe job and to specify requirements for potential employees.

Price - motivation and salary for job offer.

Place - corporate culture. This is an arrangement of company, behaviour of employees, communication in company, relationships in the workplace, education, development of talent and company priorities. (Chlebkova, Misankova & Kramarova, 2015)

Promotion - presenting job on the labour market. Job offer has to be specific, clear and understandable.

There are, besides basic tools, other personnel marketing:

- a) reengineering,
- b) rightsizing,
- c) redesign,
- d) internal and marketing communication,
- e) downsizing,
- f) employer branding,
- g) employee recruitment and building relationships with applicants,
- h) cafeteria system.

3. Paper objective and methodology

The aim of the paper is to assess how companies in the Slovak economy cope with the challenges raised by human resources, particularly the issue of recruitment of employees and to make recommendations to improve the current situation through personal marketing tools.. There were **six** key issues of finding out:

1. percentage of the use of internal human resources for recruitment of employees according to category of employees,
2. percentage of the use of external human resources for recruitment of employees according to category of employees,
3. used methods for recruiting of management,
4. used methods for recruiting of specialist and technical workers,
5. used methods for recruiting of administrative employees,
6. used methods for recruiting of workers.

The information used in the paper was taken from these secondary sources:

- a) questionnaire survey made in the years 2010 – 2013 by Kachanakova, Stachova and Stacho. The sample of Slovak companies was randomly addressed. There were interviewed 239 companies in the 1. stage and 340 companies 2. and 3. stage of polling. The asked questions had form of an open, close and scale questions. The main objective of annual survey was to detect the way of human resources management in Slovak companies.
- b) foreign and domestic literature search linked to the presented area. The key issues of interest were personnel management and its support tools – personnel marketing.

There were used some other methods in the paper too: the analysis of taken survey information, comparing of individual ways of recruiting of employees, deduction to support the conclusions and generalization to recommendations for Slovak companies to more often use of tools of personnel marketing.

4. Results and discussion

The results of questionnaire survey relate to the use of internal a external human resources for recruitment employees showed in figures 1 and 2 describe the fact that Slovak companies prefer internal resources by management and specialist a technical workers on the contrary by workers external resources are used greater. By administrative employees are used both of resources in like manner. These facts can be caused by motivation of employees to rise in company hierarchy by positions like management and specialist. The recruitment of employees is cheaper for company when internal resources are used that is why company should try to use of more internal resources not only by recruitment of workers but every category of employees as well. (Chlebková & Bieliková, 2015) It is possible to use personnel marketing tools such as price - motivation of salary, place – motivation of rise, employer branding – good work conditions and whole positive view of the company, cafeteria system – free choice of employees benefits in certain financial limit. All of mentioned tools can affect current employees to be strong base for company and the best advertise for outside world of the company.

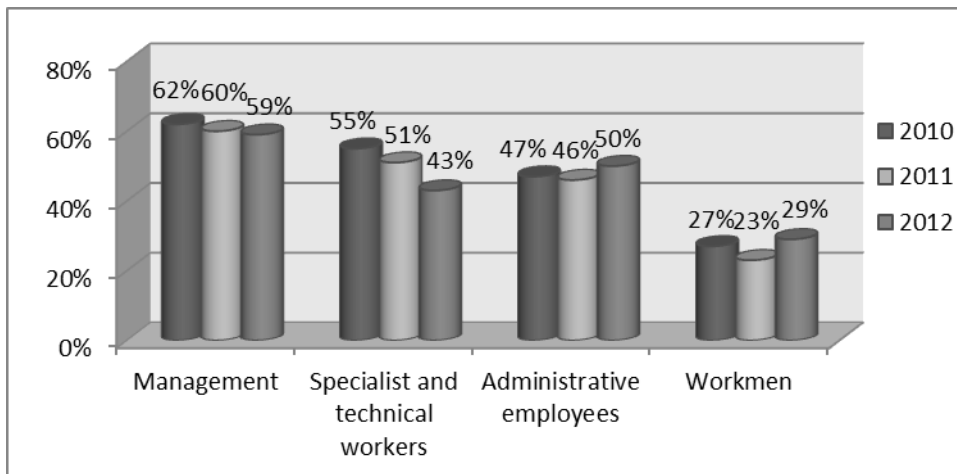


Figure 1. Percentage of the use of internal human resources for recruitment of employees according to category of employees

The results of questionnaire survey relate to used methods for recruitment of employees showed in figures 3, 4, 5 and 6 describe the fact that Slovak companies prefer the most by every category of employees these methods: advertising, references, random applicants and web side of the company. Random applicants, advertising, web site of the company a partly references as well belong to methods for recruitment of external human resources. There are place for company to use some personnel marketing tools for its own human resources. For example; they can be used for promotion in specific, clear and understandable job offer, internal communication in the form of bulletin board supported with intranet, recruiting employees who know about unoccupied positions, redesign – rotation of employees, spread of work, enrichment of work, team work to avoid monotony.

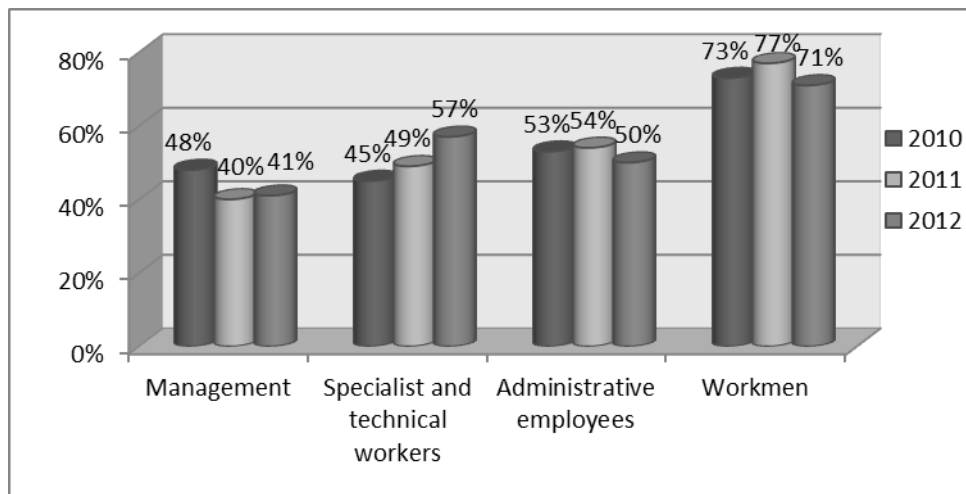


Figure 2. Percentage of the use of external human resources for recruitment of employees according to category of employees

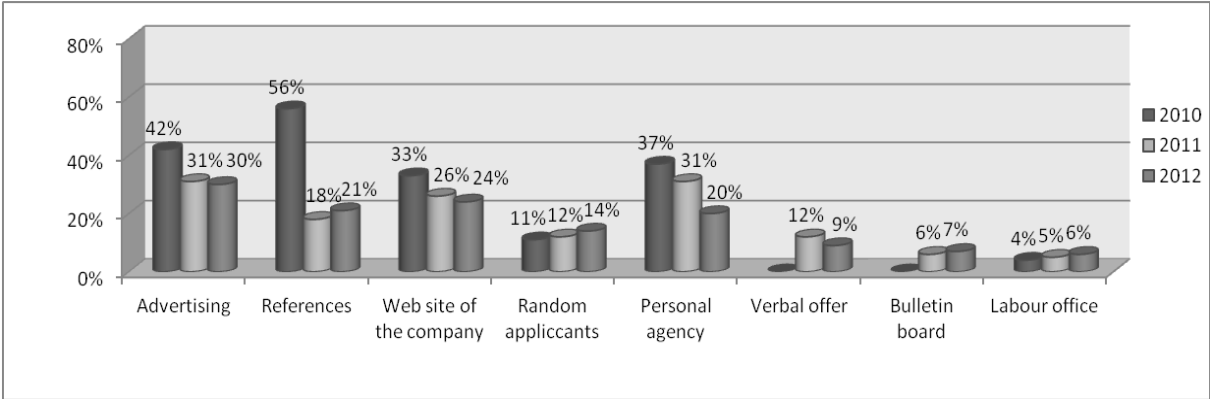


Figure 3. Used methods for recruiting of management

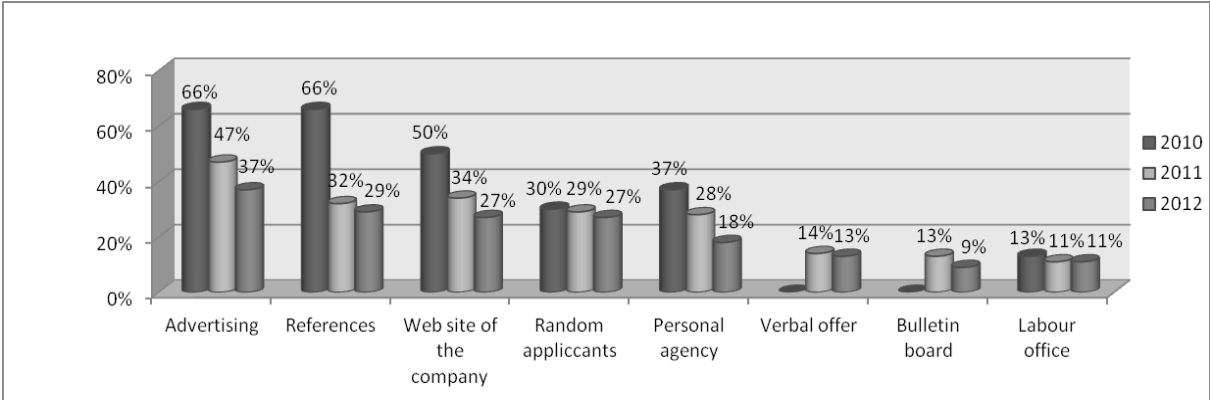


Figure 4. Used methods for recruiting of specialist and technical workers

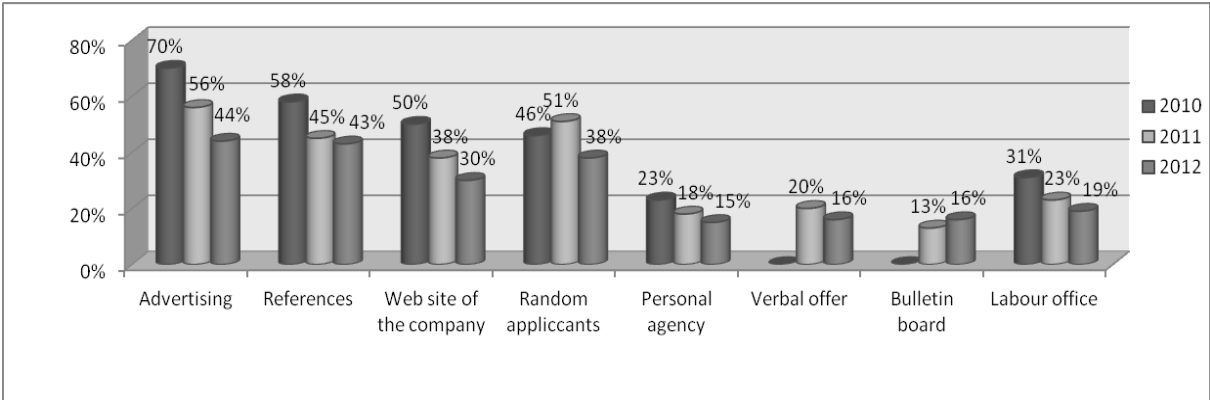


Figure 5. Used methods for recruiting of administrative employees

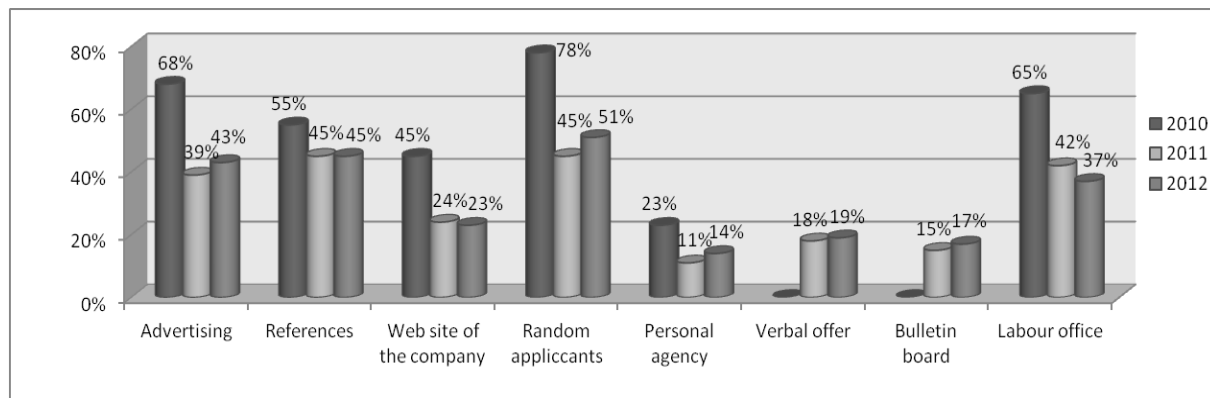


Figure 6. Used methods for recruiting of workers

5. Conclusion

The concept of recruitment of employees includes activities that are part of purposeful creating, development and utilization of human potential on the basis of strategic objectives in line with the culture of the organization. These activities are referred to as personal marketing, which is based on research of the labour market, position of the company on the labour market and creating good employer reputation. A personnel marketing in this form is used to recruiting and selecting quality people, their stabilization in the company and strengthening their loyalty. The made analysis of recruitment of employees in Slovakia shows that Slovak companies should make more use of personnel marketing tools to obtain quality people through which they achieve their short and long term goals.

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