



4th World Conference on Business, Economics and Management, WCBEM

The Use of External Personnel Marketing in Slovakia

Martina Gogolova^{a*}, Oľga Ponisciaková^a, Katarina Ivanková^a

^aFaculty of Operation and Economics of Transport and Communications, University of Žilina, Univerzitná 1, 010 26 Žilina, Slovakia

Abstract

This paper studies the application of the external personnel marketing in selected Slovak mechanical engineering company. The primary objective of the paper is to analyze and describe how and to what extent theoretical principles of external personnel marketing are applied in a selected Slovak mechanical engineering company. Concerning research methods, the case study methodology is used. The data were collected by means of questionnaire survey with secondary school students in their final year of studies, doing internship in the selected company and thus being potential employees of this company and by means of structured interviews with company managers. Secondary data (company documentation) were used too. Concerning findings and results, the selected company uses external personnel marketing principles in external hiring and practices employer branding within the geographical region of its location. We recommend more intensive use of public relations tools towards the inhabitants of the region where the selected company operates and recommend following the use of external personnel marketing principles in external hiring.

© 2015 The Authors. Published by Elsevier B.V. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of Academic World Research and Education Center

Keywords: external personnel marketing; employer brand; Slovak mechanical engineering company; human resources management; HR manager

1. Introduction

Personnel marketing represents the use of marketing approach to the Human Resources Management. Klimentova (2008) states that the main tasks of personnel marketing are as follows:

- Hiring of new employees,
- Creation of employee's profile before he or she actually becomes an employee,
- Dynamic motivation and strategic progress of employees.

* Martina Gogolova. Tel.: +421-904-502-541; fax: +421 41 513 15 27.
E-mail address: martina.gogolova@fpedas.uniza.sk

Instead of product and services market, we talk about labour market where the demand for labour meets the offer of available positions by companies. In this case, job applicants are considered to be customers and offer is provided by employers.

Marketing mix applied to the Human Resources Management can be established using marketing mix elements of classic marketing. Antosova (2005) states the definition of different elements of marketing mix applied to Human Resources Management:

- Product – *position* – represents a fundamental element of the marketing mix applied to the Human Resources Management when a company considers hiring new employee for a newly-created position or considering filling an existing position or a vacant position as a part of internal mobility. A prerequisite for an elaborated job vacancy is a good description of the vacancy and also the specification of demands to be fulfilled by an applicant that a company decides to search for and to hire from the labour market by means of the analysis of available job applications.
- Price – *motivation and remuneration for work at the position which is offered* – work activity is a purposeful and mindful activity which has to be systematically motivated. Remuneration represents the price of the work opportunity in the same way as it is in the classic marketing mix. It is a product evaluation element. One of key questions of remuneration is an appropriate, equitable and motivation system.
- Place – *corporate culture* – in the sense of place where the work is performed. Corporate culture creates both the internal and the external framework for the functioning of the personnel marketing, corporate organisation, employees' behaviour, communication inside the company, relations within the company, training and development of employees, standards, and training priorities.
- Promotion – *presentation of job offer and company at the labour market* – definite, clear and understandable job vacancy offer, able to motivate and get sufficient attention of applicants.

2. External personnel marketing and its practical use

The aim of the personnel marketing is according to Sagaidak (2013) a constant improvement of work with employees. In addition to fundamental marketing mix elements (the 4P) other Human Resources management tools are used. **External personnel marketing** aims to contact and acquire new qualified employees where a good reputation of hiring company at the labour market is extremely important.

2.1. Hiring and selection of employees from outside the company

Armstrong (2005) discovered that the activity of attracting new applicants is in first place a question of discernment, evaluation and use of the most appropriate sources of potential applicants. Filling a vacancy by an employee with representative preconditions can be a decisive moment whether company's objectives will be fulfilled and whether the company will be successful and competitive. According to Urban (2006), if people are the most important asset of a company and decisions concerning selection of appropriate employees belong to the fundamental and the most important tasks, then inappropriate course and incorrect conclusions of the selection process are expensive not only in terms of costs and performance but in the long run mainly in terms of corporate culture and reputation. Determination of selection conditions and employees hiring is influenced by a large number of factors. When it concerns a specific position, we should focus on conditions in relation to the position itself (e.g. character of work, range of tasks to perform, place of work etc.). On the other hand, when it concerns the elements in relation to the company as a whole, then the most important factor would be the company's reputation, market position, relations within the company etc. When selection is based on applicants external to the company, then factors external to the company play a role, like demographic, economic, social and technological ones. That's the reason why we cannot approach the selection process in a mechanical way. Armstrong (2005) states that for the process of attraction, maintaining of the job applicants' interest, it is necessary to draw up a study comparing the factors of the company with its competitors - weaknesses, strengths of the company in relation to the facts that sell this company as an employer. Here comes the knowledge of marketing where the company as an employer focuses on preferences of potential customers. Customers - job applicants on the other hand try to sell themselves and at the

Download English Version:

<https://daneshyari.com/en/article/980917>

Download Persian Version:

<https://daneshyari.com/article/980917>

[Daneshyari.com](https://daneshyari.com)