

MARKETING OF HUMAN RESOURCES IS AS HR STRATEGY

Lyudmila Bannikova - Maria Kuchkildina

Abstract

In this article we examined the marketing approach to human resources as the direction that maintains HR security. Marketing of human resources or inner, inter-corporate marketing is a method of HR-management that provides consistency of goals, opportunities and employee's interest. The objective of HR-marketing does not restrict on capability to control the situation on labor market to cover organizational needs efficiently, but to expand different ways of using segmentation, as long as using the method of internal competitiveness among employees.

The elements of the HR marketing are personnel technologies such as continuous assessment of employment of staff to determine the competitiveness of the domestic and professional prospects of the "key" employees, the development of motivational systems. The difference of this technique from many others is that the employee assesses its compliance functionality in comparison with the achievements of other comparable groups of workers, causing some stress. This moment in the valuation technique used consciously reinforced with "mirror" technique evaluation (self-evaluation and assessment of the top / bottom). Focus on the tension led to the definition of methodology as the "assessment of internal competitiveness" of specialists and managers¹.

Key words: inter-corporate marketing, HR security, personnel segmentation, internal competitiveness.

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Introduction

Using new approaches to HR assessment can lead to creating special relationships between management and personnel, and provide fresh view point on the motivational system. We examined it on the practice.

1. Evaluation the internal competitiveness of employee

HR marketing or internal corporate marketing involves the application of the philosophy and methods of marketing in regard to domestic consumers (HR) of the organization. The essence of this approach can be defined as a way of managing human resources, ensuring coherence of objectives, organizational capabilities and interests of the employee. The company's management

¹ This article was prepared during the realization of the project "New models of engineer education".

as well as traditional external marketing strategy aimed at external users (customers), is developing a strategy for internal marketing to the personnel.

The current economic situation requires special attention to the personnel, its stability and uptime of its reliability. Human reliability as a significant component of an organization's security can be defined as a complex property that reflects the probability of failure-free operation of all employees to act as the selected quality setting and a minimum number of deviations from the regulations and targets for a certain period of time. Along with the functional characteristics of human reliability must be considered its social and psychological characteristics, that is, the commitment and loyalty, its willingness to share the goals and values of the organization (Марыпа, 2001; Харский, 2003).

Human adherence is formed upon conditions of existence of HR marketing approach in the organization. Significant components of this approach are human technology as a regular assessment of activity to determine the competitiveness of the domestic and professional prospects of the "key" employees, the development of motivational systems.

The traditional forms of personnel assessment do not always allow adequately evaluate human ability (Bobbitt.1972; Bobbitt. 1972, Hines. 1973; Locke, 1974; Wall 1973). To identify promising and problematic categories of personnel along with the use of the questionnaire, the method that can be used is the method of the "importance-performance." The analytical tool of the "importance-performance" was developed in the late 70's of the last century to measure customer satisfaction as a reaction to the practice of one-dimensional measurement of customer satisfaction, or by the "importance" or by "performance" (Herzberg, Mausner & Snyderman, 1993). The authors used this method to measure the satisfaction of experts using their labor potential. It allows to explore the real (already existing) situation, and to identify the preferred (desired) factors that contribute to the rational use of labor potential experts.

1.1. Method of motivating estimates.

Assessment of the current activities of workers in a given period is usually performed in order to obtain information of employee in the organization and as a qualification procedure to assign or confirm the qualification status of the employee. Evaluation of workers is formed mainly on the basis of his discipline (misconduct penalty, promotion, etc.) and on the basis of data on the performance of duties that are fixed through labor, and on the basis of informal relationships (with colleagues, superiors). In such circumstances, the employee evaluation is informal, the medium of it is the immediate supervisor of the employee. The basis for the development of a formalized assessment of the labor potential at the industrial enterprise became the system that called "a motivating evaluation system" proposed by the famous Russian consultant A. Prigozhin

(Пригожин, 2003; Пригожин, 2013). This method of estimating the internal competitiveness of employees not to distribute prizes among units, but to motivate performance evaluation of the objective functions. This assessment assumes that there actually are internal working standards, linking the functional responsibilities of the employee with the goals of departments and management as a whole.

The employee evaluates his individual achievements, his compliance functionality in comparison with the achievements of others that might cause some stress. This point is used in the evaluation technique has received special emphasis, it is a conscious effort by the research team using the "mirror" technique of estimation. Focus on the tension led to the definition of methodology as the "assessment of internal competitiveness" of specialists and managers. Creating a constructive tension, that is some competition, attainability of open possibilities of promotion, can promote to the expanding of motivating employees to a higher level.

The technique has been used by the research team to assess the efficiency of the labor potential of specialists manufacturing company (Банникова, 2008). Experts and heads of design offices and industrial services company was asked to answer a series of questions to assess the efficiency of their abilities. All were interviewed 120 professionals and managers design departments and services of the plant enterprise. The number of respondents was 75% of the authorized strength of these categories of staff, of whom 78% of specialists and 22% - heads of departments and services.

On a set of objective characteristics, such as age, length of service in the enterprise, the level and profile of education was conducted ranking professionals and managers at a rate of their professional prospects. To conduct an expert evaluation was based on the principle "mirror" of estimation (by analogy with the method of group personality assessment) (Чемков,, 2009). As experts for evaluation specialists used their immediate supervisors. The experts were used to assess managers evaluate their subordinates. These estimates were compared with the self-assessment and self-evaluation by the staff.

Assessing the intensity of their employees, executives noted that "the work of a cool" is not present in their divisions, only one out of ten managers found it possible not very safe to assume that there is room to increase the intensity of its employees. Employees themselves are more critical in their assessment of the reserves. One in five of them believe that is not in full force. If the manager gives higher estimates compared with estimates of their subordinates, then it may indicate or his lack of awareness of the real level of their abilities and capabilities or his desire to "embellish" the real situation.

On the basis of the data matrix was developed human resources organization. According to it, the popularity of all the employees of the organization with a certain degree of subjectivity can be

determined by placing each in one of four quadrants based on the current results and capable employees. Based on the data structure of the matrix valued human resources professionals and managers, the overall structure of their internal competitiveness.

The important condition of using such technique is responsibility to take into account the level of conflict in the units. That is why the authors having no diagnosis of the psychological climate in each of the departments studied manufacturing company, has refrained from personal staff estimates. Personal evaluations are only for executives. To relieve stress among managers are encouraged to review the head only with its data, estimates. The other estimates are offered to him anonymously and only in order to give the opportunity to compare own results with the results of others.

1.2. Application of the "importance-performance" to assess the employment potential.

The research task was to identify the factors that contribute to a more efficient use of labor potential employees. All factors were evaluated employees and managers on their relevance to the more efficient use of labor potential of employees and the level of their actual performance (presence) in the enterprise. Facility staff assessed as important to them this or that factor on a scale, and then determine how these factors are performed in reality. All evaluations were mapped for analysis. The map is a coordinate system in which one axis - the "importance factor", and the other - the "real version (presence) of this factor." There are four quadrants.

Quadrant of the "successful outcome" form positive values of the two axes. In the quadrant of "successful outcome" fall factors as important for employees as well as those whose performance they are satisfied. These factors contribute to work with full return forces, they are present in an organization. It's kind of competitive advantage of the organization. According to experts and leaders, such a factor is, above all, highly skilled employees. Evaluation of managers and professionals in this assessment are the same, the only difference is in the level of assessment. Estimates of the importance of this factor in the heads a little higher than that of specialists, and evaluation of its real presence - just below. In the same quadrant fall assessment officers and directors of such factors as "interesting work", "good relations with the management". Quadrant of the "negative result" negative values of the axis formed by "performance" and the positive axis "importance". Employees appreciate the necessity of these factors for the efficient operation and the low level presence of these factors in the organization. One accord, professionals and executives that important "high wages", but its level is insufficient (high gap in the estimates). Factors such as "efficient organization of labor" is a problem for the company in terms of managers and insignificant from the point of view of the employees.

Quadrant "possible reassessment" form positive values of axis "performance" and the negative axis "importance". These estimates imply that the respondents appreciated the performance (availability) of these factors, but they are of little importance to their point of view to be effective. Specialists and managers in this field includes such factors as "good working conditions" and "normal relations in the team." The leaders in this field falls factor "recognition, the approval of a team."

Quadrant of the "low priority" constitutes a negative value axes. This field is characterized by low scores of factors of respondents and their weak presence in the organization. From the point of view of experts is such factors as "recognition and approval in the team" and "proper regulation of labor." These factors do not stimulate the efficiency of labor, according to them.

After data analysis was finished, the matrix of human resources was developed. According to it, the popularity of all the employees of the organization with a certain degree of subjectivity can be determined by placing each in one of four quadrants based on the current results and capable employees. Based on the data matrix, conclusions were drawn about the prospects of professional experts and heads of departments.

The method of "importance-performance" gives clear information for strategic planning, allows to notice the coincidence of estimates of specialists and managers on the importance and the real presence of a number of factors that can assess these factors as the competitive advantages of the staff. In addition, the method can identify problem areas and to take corrective policy decisions.

2. Formation of a system of incentives based on segmentation of staff

One of these solutions was and still is the need to develop and improve the incentives and motivations to work. Traditionally, the problems of motivation involved psychologists, and stimulating challenges solved by executives and managers. In practice these problems are linked. Analysis of the existing incentive systems in organizations is usually performed based on the identification of opinions, different categories of employees. Workers evaluate them in terms of their motivation, depending on how the current system corresponds or does not match requirements. Typically, the critical evaluation of these surveys is dominated that allows you to create a set of recommendations for improvement in the existing organization of the motivational system.

In our study of payment system (by number of employees) at the industrial enterprise located in a small town, was chosen another approach. We used the principle of HR segmentation. Segmentation can be carried out from different perspectives. If you identify what kind of value to the company is a staff member, you can share all the employees in the following groups: the main "backbone" of the people that hold the company "replaced" staff, support staff, "one-time"

experts, members of specific projects. For each selected segment are determined by the value proposition that maintain and improve the productivity of different groups of employees.

In other words, in order to determine the level of effectiveness of incentives for staff of the main production, we tried to measure the effect of employee motivation to achieve the goal. For this diagnosis was carried out on individual motivation to succeed. For this purpose we used the test of T.Elersa "Motivation to Success" (Розанова, 1999). This test allows to assess the level of achievement motivation of employees and their total dedication to success in life. As a result of processing the information received was possible to determine how much and what kind of staff of the main production are most tuned to the success of their own career. All this is necessary in order to determine the personnel, the most responsive to the proposed incentives. This category of staff was asked to fill out a questionnaire to assess an organization's incentive system.

According to the results of testing to employees of one of the units with the highest achievement motivation were asked to complete a questionnaire to assess the effectiveness of existing incentives. The questionnaire included three sets of questions. In the first block of questions to assess on a scale, which of the options the organization of work, the workplace is the most important to them. Further, on the same scale, to determine the degree of satisfaction with the presence of these parameters in the workplace. In conclusion, was offered an open question about the proposals for optimizing the incentive system. Analysis of these data showed segmentation preferences of workers, depending on the age, occupation, length of service, and also revealed a wide gap in the evaluation of parameters such as pay and working conditions. This, in our opinion, can be considered as a possible symptom of social instability.

he most striking differences are observed in the following estimates:

1. A large gap in the assessment of the significance of the parameters of work and the level of their actual performance, especially such as:

- Compensation - the gap in average 2 - 3 times.
- Working conditions - the gap in average 3 times.

It should be noted that dissatisfaction with the existing system of remuneration is the traditional situation, but in this situation is alarming too high lift-off (at times, and not to share.)

2. Attractive for all categories is a parameter system of incentives, such as:

- Reliability, giving confidence in the future;
- The nature of the relationship between colleagues.

3. Also significant run-up in the evaluation of parameters such as:

- For the younger staff (up to 30 years), and that one in five of those surveyed, is not only a significant level of pay, but also the connection with the payment of labor results. Young (under

30 years) workers are particularly susceptible to organizational and technological failures in the production process;

- For older workers (aged 30 and especially 50 years) to first place in importance in the system of incentives out the working conditions and the availability of benefits;
- Working for the company at least one year, are important connection between the level of payment to the results of labor, the nature and content of the work. For those who have been adapted, more important, in addition to these parameters are the working conditions;
- For skilled workers with more seniority is important reliability, giving confidence in the future, the presence of a social package. For those who are starting their career is very important stability and guaranteed payment, its relationship with the end results.

In order for the system to induce labor personnel of the enterprise has been tweaked, it should be according to the following principles:

1. Consideration of external factors, ie, offered compensation conditions, competitive in the labor market in the region. Because no matter how reasonable criterion has not been applied to evaluate the performance of employees, they will not be motivated enough if their total income is below the average cost of a professional qualification.
2. The system should be aimed at a specific result should send staff to achieve certain goals. The direction of movement when it should coincide with the goals of the enterprise development division.

Conclusion.

The effectiveness of the motives and incentives of work depends on how much each of the events in short and motivational system as a whole contributes to the social values and the social prestige of a highly qualified, proactive, diligent worker.

HR marketing as a strategy for human resource management involves the assessment of the staff as internal customers of the organization. It adds value to the optimal use of human resources, helps in the development of each employee and partner loyalty to the company.

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Contact

Lyudmila Bannikova
Ural Federal University
Yekaterinburg
Russia
Mail: bannikov@planet-a.ru

Maria Kuchkildina
Ural Federal University
Yekaterinburg
Russia
Mail: mas288@yandex.ru