

ISSN 2224-5294

ҚАЗАҚСТАН РЕСПУБЛИКАСЫ
ҰЛТТЫҚ ҒЫЛЫМ АКАДЕМИЯСЫНЫҢ

Абай атындағы Қазақ ұлттық педагогикалық университетінің

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ИЗВЕСТИЯ

НАЦИОНАЛЬНОЙ АКАДЕМИИ НАУК
РЕСПУБЛИКИ КАЗАХСТАН
Қазақстан Республикасының
Ұлттық ғылым академиясының
Абай атындағы Қазақ ұлттық педагогикалық университетінің

NEWS

OF THE NATIONAL ACADEMY OF SCIENCES
OF THE REPUBLIC OF KAZAKHSTAN
Abay kazakh national
pedagogical university

**SERIES
OF SOCIAL AND HUMAN SCIENCES**

6 (328)

NOVEMBER – DECEMBER 2019

PUBLISHED SINCE JANUARY 1962

PUBLISHED 6 TIMES A YEAR

ALMATY, NAS RK

Б а с р е д а к т о р

ҚР ҰҒА құрметті мүшесі
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Меншіктенуші: «Қазақстан Республикасының Ұлттық ғылым академиясы» РҚБ (Алматы қ.)

Қазақстан республикасының Мәдениет пен ақпарат министрлігінің Ақпарат және мұрағат комитетінде 30.04.2010 ж. берілген № **10894-Ж** мерзімдік басылым тіркеуіне қойылу туралы куәлік

Мерзімділігі: жылына 6 рет.

Тиражы: 500 дана.

Редакцияның мекенжайы: 050010, Алматы қ., Шевченко көш., 28, 219 бөл., 220, тел.: 272-13-19, 272-13-18,
<http://soc-human.kz/index.php/en/arhiv>

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Типографияның мекенжайы: «Аруна» ЖК, Алматы қ., Муратбаева көш., 75.

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Известия Национальной академии наук Республики Казахстан. Серия общественных и гуманитарных наук. ISSN 2224-5294

Собственник: ООО «Национальная академия наук Республики Казахстан» (г. Алматы)

Свидетельство о постановке на учет периодического печатного издания в Комитете информации и архивов Министерства культуры и информации Республики Казахстан № **10894-Ж**, выданное 30.04.2010 г.

Периодичность 6 раз в год

Тираж: 500 экземпляров

Адрес редакции: 050010, г. Алматы, ул. Шевченко, 28, ком. 219, 220, тел. 272-13-19, 272-13-18,
<http://soc-human.kz/index.php/en/arhiv>

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News of the National Academy of Sciences of the Republic of Kazakhstan. Series of Social and Humanities.
ISSN 2224-5294

Owner: RPA "National Academy of Sciences of the Republic of Kazakhstan" (Almaty)

The certificate of registration of a periodic printed publication in the Committee of information and archives of the Ministry of culture and information of the Republic of Kazakhstan N **10894-Ж**, issued 30.04.2010

Periodicity: 6 times a year

Circulation: 500 copies

Editorial address: 28, Shevchenko str., of. 219, 220, Almaty, 050010, tel. 272-13-19, 272-13-18,
<http://soc-human.kz/index.php/en/arhiv>

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Address of printing house: ST "Aruna", 75, Muratbayev str, Almaty

NEWS

OF THE NATIONAL ACADEMY OF SCIENCES OF THE REPUBLIC OF KAZAKHSTAN

SERIES OF SOCIAL AND HUMAN SCIENCES

ISSN 2224-5294

<https://doi.org/10.32014/2019.2224-5294.214>

Volume 6, Number 328 (2019), 81 – 86

UDC 330.4

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amerkhanova080@gmail.com<https://orcid.org/0000-0003-0465-272X>**ORGANIZATION PERSONNEL MARKETING AS
A NEW APPROACH TO HUMAN RESOURCES MANAGEMENT**

Abstract. The transition from administrative-planned methods of managing the economy to market relations has significantly changed the approach to working with the personnel of the enterprise. Changes occurred not only in practical work, but also in theory. The consequence of these changes was the emergence of new methods in working with personnel, which under the new conditions help solve personnel problems of enterprises. The appearance in the theory of such a concept as “personnel marketing” makes it possible to take a fresh look at the approach to managing personnel in the new environment.

This article reveals the content of the main marketing approaches to the organization’s personnel management, defines the goals, functions and tasks of the strategic internal and external marketing of the organization’s personnel.

This article describes the basic marketing approaches to human resource management, reveals the aims, tasks and functions of strategic internal and external marketing of personnel in organization.

Keywords: management, strategic management, human resources, strategic human resource management, competitiveness, marketing, personnel-marketing, strategic personnel-marketing.

Introduction

At the present stage of economic development significantly increases the importance of personnel as a key factor in ensuring the competitiveness of modern organizations. The global economic crisis had a negative impact on the situation at the labor market, which was manifested both in a significant reduction in the number of vacancies claimed by employers, and in stricter requirements for candidates for them. Organizations are beginning to realize the importance of social aspects and their inseparability from economic [1].

In the conditions of formation of the information society, labor relations require new ways of implementation, including flexible response to the needs of employees, which leads to a complication of the interaction systems of the main market participants. It is necessary to consider such direction of marketing activity as personnel marketing as the actual tool of increase of coordination of interests of subjects of interaction in the labor market[2].

Methods

Personnel marketing is a type of management activity aimed at long-term provision of the organization with human resources. These resources form a strategic capacity that can be used to address specific challenges. The main task of personnel marketing is to create a more attractive image of the enterprise as a subject of the labor market in order to provide itself with human resources with the best quality characteristics. Achieving this result is possible by creating an attractive image of the organization, as well as a clear, relevant presentation[2].

Areas of marketing activities in the field of personnel include:

1. development of professional requirements for personnel;
2. determination of qualitative and quantitative staff requirements;

3. calculation of costs for acquisition and further use of personnel;
4. selection of sources and ways to cover the need for staff.

The main reason for the emergence and development of a marketing approach to personnel management was the social development and formation of a "post-industrial" society, which led to significant changes in the labor market [3].

Firstly, the working-age population has revised its priorities in choosing professions, especially this trend is noticeable among young people.

Secondly, the general criteria framework of behavior, which depends on geographical social and traditional factors, has changed.

Thirdly, due to the development of technology and the labor market has changed the motivational behavior among the working staff.

Personnel marketing is defined as a philosophy and strategy of human resource management involving effective planning of use of human capital by creating favorable working conditions that promote productivity, development of staff in the partnerships to the company. Personnel marketing in its broad interpretation is based on the principles of market activity, which distinguishes it from the traditional concepts of personnel management, using the classical scheme of functioning of hierarchical organizational systems. In a narrower sense, personnel marketing is defined as a specific activity of personnel management in the aspect of identifying and covering the needs of the enterprise in human resources.

In general, in the scientific and educational literature can be found two main approaches to the definition of personnel marketing. In the first case, personnel marketing refers to specific activities with an emphasis on long-term management of the attractiveness of the enterprise in relation to the relevant target groups of potential employees, as well as existing employees of the enterprise. Personnel marketing is interpreted as the implementation of the workplace in the foreign market. "Sale" of the enterprise is carried out and to the employees. However, this approach preserves a certain amount of uncertainty: what is meant in the economic sense by the "sale" of the enterprise or the workplace? And if the concept of "sale" is not used metaphorically, what is the peculiarity of this view of the exchange processes in the labor market?

In addition, there is a hidden contradiction in the definition of the object of personnel marketing. On the one hand, it is stated that item is a working place (you can say, for example, the creation of models of competence), on the other hand, we are talking about the formation of attractive image of the enterprise, with a multifaceted differentiation of staff as a fundamentally heterogeneous set of actors is rarely taken into account.

In the second case, the researchers adhere to the point of view, according to which personnel marketing is the activity of the buyer, actively forming the market of potential sellers of labor. However, market formation cannot be considered a specific and exclusive function of personnel marketing, since in such a case we must speak of the labor market as a market of goods, while it is rather a market of needs. In this market, competing ways to meet the needs, and within this competition there is an increasingly subtle mutual "adjustment" of the individual characteristics of market participants [4].

At the same time, the essential point is that a potential or actual employee as a person has a low inertia of goals and a high degree of their complexity. At the enterprise on the contrary: the purposes are inert and structurally simple (cash flows, profit, cost of business). This is due, in particular, to the emergence of personnel marketing as a scientific and practical phenomenon: it is obvious that a relatively "simple" (at least in the teleological sense) process is not easy to coordinate with a mobile process in the target and structural respect, for this specific tools are needed.

Marketing staff may be interpreted as functions of space or functions of choice of ways of executing transactions between the carriers of labour power, and organizational systems, transforming labor activity in the set of results, and results regarding all participants of the transaction (workers and entities), and the definition of operator, distribution of this set on the plurality of participants in the process may be a highly nontrivial task (the defining to a large extent the essence of personnel management).

In the latter, in fact, is the fundamental difference between marketing staff from marketing of product: if in traditional marketing a synergistic effect is achieved in the transaction still indirectly, the consumer is separated from the seller by the act of consumption, wearing tailor-made (saving, of course, only social

context, but in a hidden form), then the marketing personnel of the cooperative effect is the basis of the meaning of the whole transaction and at the same time significantly determines the choice of form of transaction: the objectives of synergy affect the implementation of labour relations directly.

Another important feature of personnel marketing is the positioning within the boundaries of the process of equivalent exchange of the carrier of the ability to work as a "buyer", i.e. as an actor who has a dedicated, actualized need to realize his unique abilities in the framework of socio-economic, industrial activities and selects a specific organizational structure that best meets all his needs [5].

This approach to fixing the roles of transaction participants in the labor market is not, of course, accidental. Moreover, explication of the theoretical foundations of this phenomenon in the framework of different concepts and trends of economic thought is not only able to place markers that define the theoretical and methodological boundaries of the marketing staff, but also to give a meaningful analysis of this phenomenon.

For optimal implementation of the marketing personnel need to identify the types and objectives, identify alternatives of interaction between employers and staff (including important aspects: the variety of opportunities increases the cost of choice), to explicate the main ways to attract, retain and mutual implementation of personnel and organization (given the fact that the attraction is primarily determined by future projections and not past results), determine strategy (attracting attention), tactics (the conquest of the shares of), create value (triggers for the implementation of opportunities for labor interaction [6].

The most important element of personnel marketing is its research, analytical capabilities in relation to specific external and internal labor markets. Traditionally, labor markets are evaluated by enterprises in terms of the possibility of acquiring a factor of production. This approach, in essence, is based on the analysis of enterprise costs and almost does not take into account the multidimensional market heterogeneity and variability of transaction results. The approach peculiar to personnel marketing allows to specify parameters of labor interaction on the basis of the analysis of demand of employees-clients (including potential) for services of the enterprise in labor markets [7].

Of course, the definition of demand depends primarily on the adequacy of the relevant market research, which consists of the following stages: market segmentation, determination of demand characteristics by consumer groups, determination of demand variability by different characteristics. Data on the solvent specific demand of consumers in the labor market determine the optimal policy of the enterprise in the field of labor relations. Segmentation allows you to take into account possible changes in the parameters of demand and predict the results of activities in the labor market.

When implementing the strategy, it is important to make positioning, segmentation not only of potential employees, but also directly of the enterprise. Thus, the selection process becomes mutual: before researching and segmenting the market, building communications with target groups, the organization should consider itself as an object of marketing and determine its own belonging to a particular segment of employers or employment providers, determine its features both tactical and strategic. The success of cooperation between the organization and the staff will depend on the correct understanding of the marketing characteristics of each other, on the signals that the parties to the cooperation will give each other in the mutual selection. Features of personnel marketing consist first of all in orientation on formation within specific communications of "investment thinking" in the sphere of labor relations of thinking considering structural features of activity sphere of partners, - and in representation about "credit thinking", that is semiotically standard way of implementation of labor relations as relations in the labor market [8].

The definition of demand depends primarily on the adequacy of the relevant market research, which consists of the following stages: market segmentation, determination of demand characteristics by consumer groups, determination of demand variability by different characteristics. Data on the solvent specific demand of consumers in the labor market determine the optimal policy of the enterprise in the field of labor relations. Segmentation allows you to take into account possible changes in the parameters of demand and predict the results of activities in the labor market.

Mainpart

Features of modeling of market conditions at realization of internal marketing of the personnel, in turn, consist in the following: here first of all it is necessary to understand difference of these processes

from the corresponding actions at realization of intraorganizational marketing. This difference is connected with the task of internal marketing of personnel-the implementation of sales, that is, the transformation of the employee-client in the external labor market in the employee-client in the domestic labor market.

Recruitment agencies conduct more in-depth research reflecting [9]:

- the demand for jobs in different kinds of economic activities,
- salary level by groups of vacancies offered by employers and expected by job seekers;
- features of the labor market in the region, comparative analysis by groups of vacancies,
- requirements for applicants for vacant positions;
- features of corporate culture of client organizations;
- the cost of placing information about the set, the distribution of the budget between different publications; the content and format of ads in individual publications, the frequency of publications;
- the effectiveness of advertising in publications for groups of vacancies.

Based on the results of research recruitment agencies can conduct:

- informing employers about the conditions imposed by applicants for groups of vacancies to the place and conditions of work;
- advice on the likelihood of finding and hiring applicants who meet the requirements of the organization, under the conditions formulated by the organization;
- work on the preparation of questionnaires, selection of methods of evaluation and testing;
- personnelaudit.

Marketing personnel in the implementation of the main functions widely uses the advanced achievements of many Sciences.

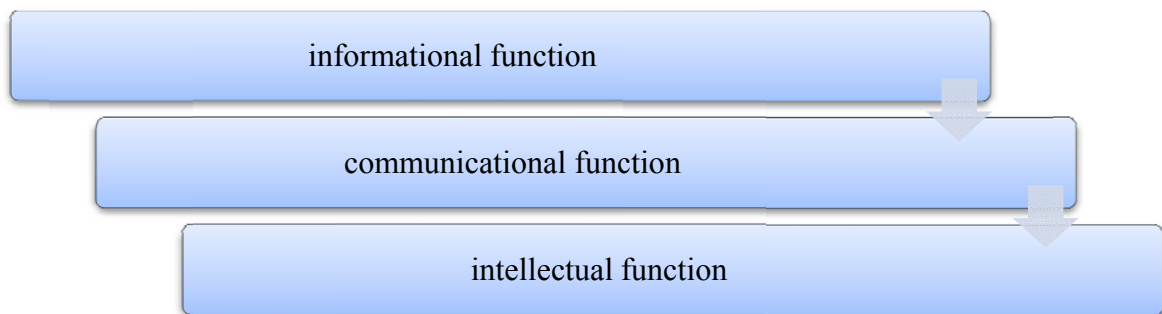


Figure 1-Relationship of the marketing personnel function

Personnel marketing is a kind of arsenal of modern techniques and methods of various scientific disciplines that are used in solving problems of human resources management (fig. 2).

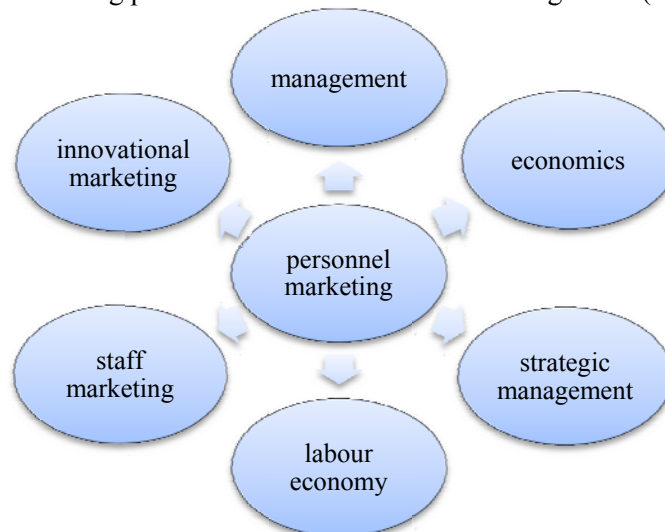


Figure 2 - Communication of personnel marketing with various scientific disciplines

These functions and areas of marketing research allow to obtain reliable information about the market, but mainly relate to the external market and reflect the situation of search and recruitment. The problem has received international recognition. For example, the Nobel prize in Economics 2010 was awarded to P. Diamond, D. Mortensen and K. Pissarides for the model DMP (Diamond, Mortensen, Pissarides), which is used in the world to study unemployment and social policy. The model reflects attention to the problem at the intersection of micro-and macroeconomics-equilibrium in markets where the "search cost" is significant. P. diamond, considered it necessary to take into account the fact that in all cases of market interaction for the economic agent is important not only the terms of the transaction, but also the resources that he spends on the search for alternatives. By analogy with ordinary goods, the cost of finding a new place of work is considered by the authors of DMP as the cost of finding a product. The DMP model explains how the "search cost"for employers and job seekers leads to the paradox of having both vacant jobs and unemployed people who they would suit (other models assumed absolute search efficiency and equal "search cost" for all applicants) [10].

Theobtainedresults (conclusions)

The marketing approach in HRM involves the application of market segmentation strategies in practice:

- employers (jobs) and employees (labor force),
- external and internal market in relation to the organization.

When using the marketing approach in HRM, the orientation of the development and implementation of personnel policy on the strategy of segmentation of the labor market can bring positive results for both the organization and employees. Segmentation should be carried out taking into account the importance of the parameters for the effectiveness of the organization.

Insufficient application of marketing approach in practice of human resources management of the organization, orientation on "mass marketing" reduces practical value of the microeconomic, social-economic and social-psychological researches providing interesting results for segmentation of the internal labor market and reflecting a situation of stable work, stimulation, development, involvement, loyalty.

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МАРКЕТИНГ ПЕРСОНАЛА ОРГАНИЗАЦИИ КАК НОВЫЙ ПОДХОД К УПРАВЛЕНИЮ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ

Аннотация. Переход от административно-плановых методов управления экономикой к рыночным отношениям существенным образом изменил подходы в работе с персоналом предприятия. Изменения произошли не только в практической работе, но и в теории. Следствием этих изменений стало появление новых методов в работе с персоналом, которые в новых условиях помогают решать кадровые проблемы предприятий. Появление в теории такого понятия, как «маркетинг персонала», дает возможность по-новому взглянуть на подход к управлению персоналом предприятия в новых условиях.

В данной статье раскрывается содержание основных маркетинговых подходов к управлению персоналом организации, определяются цели, функции и задачи стратегического внешнего и внутреннего маркетинга персонала организации.

Статья посвящена особенностям развития и применения маркетинга персонала в современных организациях. В статье отражены основные понятия и современные технологии обеспечения организации персонала, внешние и внутренние факторы, определяющие направления маркетинга персонала, и основные этапы маркетинга персонала в современных организациях.

Ключевые слова: менеджмент, стратегический менеджмент, человеческие ресурсы, стратегическое управление человеческими ресурсами, конкурентоспособность, маркетинг, маркетинг персонала, стратегический маркетинг персонала.

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Редакторы *М.С. Ахметова, Т.А. Апендиев, Д.С. Аленов*
Верстка на компьютере *А.М. Кульгинбаевой*

Подписано в печать 10.12.2019
Формат 60x881/8. Бумага офсетная. Печать – ризограф.
17,3 п.л. Тираж 500. Заказ 6.