

HUMAN RESOURCE MARKETING

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ABSTRACT

The aim of the paper is the analysis of HR marketing tools in the Czech business environment and its comparison with the expectations of university students. Companies are currently facing many challenges. One of the biggest challenges is to get talented and skilled employees with good knowledge, experience, and motivation for the job. The role of HR and line managers is to retain talented people maintaining or increasing their performance and motivation. The term HR marketing combines personnel management and marketing tools. These tools are used to obtain the company's good reputation in the labour market, not only to ensure enough talented candidates, but also the interest of existing employees to stay in the company. According to Mosley [12] the HR marketing is an adoption of new forms of thinking. As well as the company tries to attract customers by unique products and services; it must attract also potential or existing employees. Employee value propositions [11] are the main values that the company creates and why the employees stay with the company. De Chernatony [4] considered the company values as a substantial idea of the employer brand and stressed its communication internally and externally. It is necessary to search the main factors that symbolize and personifies the company. The aim of the quantitative research was to analyze the expectation of Czech university students towards potential employer. The research was conducted in 2017 among 180 students. Respondents stated the main criteria for the selection of the employer. The most important factors for the students as potential employees were fair behavior, career growth and good working environment. Work-life balance was also mentioned as one of the most important factors. The output was compared with the existing HR marketing tools among and was formulated recommendations for the employers to make the brand more attractive for this group of candidates.

Keywords: *HR marketing, employer brand, employee value proposition*

INTRODUCTION

The aim of this article on the theoretical basis of personnel marketing is to analyze the requirements of university students and recent graduates to employers in search of employment; and to bring recommendations for employers interested in this target group.

The companies face in the recent area many challenges. One of the biggest is the lack of talented employees. The unemployment rate in the Czech Republic is on the lowest level since 1989. The companies put stress on the methods and

sources for attracting employees with high motivation, skilled and experienced. The orientation towards graduates increases significantly. This paper examines the importance of a good employer brand as a marketing tool towards potential candidates. Not only the attraction plays a significant role but also employees' retention is crucial. Personnel marketing as a new tool for employee engagement uses many companies [6].

PERSONNEL MARKETING

The term personnel marketing involves two tools such as marketing and personnel management. According to Kotler [10] the personnel marketing tools serve for getting a good company reputation and creation of a good brand. A good brand then attracts more of the talented employees and increases the motivation and engagement of existing employees.

Many authors describe marketing from a different view. Kotler [10] describes marketing as an entrepreneurship function that identifies the unfilled needs and desires. It is valid for customers as for employees. Mosley [12] found out that companies are looking for gifted people with the aim to get their interest. He also says that it is important to know that the talented people decide themselves for which company they would like to work or to stay. They are aware of their value and know the conditions in concurrence. The excellent company culture, corporate culture, and values can create the unique quality of the employer. As the company tries to get interested from their customers, so it has to impose the existing, and potential employees. An excellent employer brand can help. The shared values, company ethics, and behavior support the competitive advantage. The well-set company culture supports motivation, loyalty, and performance.

The goal of personnel marketing is to wake up in existing employers' pride, loyalty and engagement that can help to speed up the development and increase the attractiveness of the company. Mosley [12] considers as a necessity to establish the advantages of the company consistently, truthfully and in alliance with the experience of the employees and other stakeholders. The harmony of the promises and real experience support the real brand of the company that will attract talented candidates. Personnel marketing represents the new way of thinking that the companies have to use and develop more intensely.

People decide according to their actual needs. It depends on the stage of career, age, interests, and beliefs. If the company wants to attract the right candidates, it needs to understand the customers, in this case, the candidates. The company has to be able to empathize with the market and to offer the best option. The targeted communication towards candidates is necessary. The basis for the targeted communication is to create a so-called persona. Persona [8], in addition to demographic information also displays the behavior of targeted people, show what they believe in, and especially know their motivation and intentions. Understanding, empathy, behavior in certain situations support direct communication. To describe the persona is needed to find out what they think, do and what they feel, so to be able to understand their emotions and motives. Based

on this knowledge the possible opportunities for the targeted communication. The purpose of the value proposition is to attract future employees whose values are closely aligned with the organization values [7].

The reputation of a company affects not only the total employer attraction and relationships to their employees but also the severe relationships with customers. Customer relationship should not be purely based on a transactional level when a customer orders goods/services and the company delivers them. Between these bodies should take place a vivid communication leading to a closer relationship. This communication should be interactive and long-term [3]. De Chernatony [4] argues that the interaction between an employee and a customer is highly essential. It leads to the necessity of employee satisfaction and engagement. Heger [9] describes employee engagement as the intellectual and emotional attachment that an employee has to his or her work and organization. The engaged employee believes in the brand of the company. The company brand according to Mosley [12] is based on the company mission, quality, and uniqueness. The employer brand covers the package of economic, psychological and functional benefits associated with working for that company. A useful way to think about these benefits is to separate them out into two groups: functional attributes such as salary, benefits, health care coverage and leave allowances; and symbolic attributes like work culture, career development opportunities and the prestige of working for a well-known company [5].

The company culture plays a substantial role in employee engagement. The aim and object of shared and robust company culture is also an exceptional level of management motivation, loyalty, and performance. Also, a clear focus on the essential personal characteristics, such as simplicity, creativity, and agility, can provide the business skills that will ensure a significant advantage over the competition. The combination of these capabilities and differentiated identity helps to keep current employees, to arouse in them a proper pride and determination and, not least, it helps to attract the necessary talented candidates. All of this ensures a supply of unique services and products that the company offers to its customers [12].

Employer branding is fast emerging as a long-term human resource (HR) strategy to attract and retain a talented workforce [14]. The attributes of the employer brand bear the fundamental nature of the brand and emphasize its physical and moral aspects. These attributes create the employer brand identity. Individual attributes of a strong brand of the employer according to the Management study guide (2017) are described below.

The first attribute is relevance. It must meet the expectations of people and fulfil the expectations of candidates and existing employees. It is desirable to persuade stakeholders of the employers' qualities, to encourage interest in the company, as opposed to the other competitors.

Another attribute is the consistency that ensures communications between potential and existing employees in a way that does not deviate from the core and

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fundamental beliefs of the brand. It also ensures consistency in building trust and loyalty.

The third attribute of strong employer brand is correct positioning or location. A strong brand should be positioned so that it has become the choice number one of the target group of people who will prefer over other brands. Some companies do not employ graduates and are therefore not the place to focus our marketing tactics on them. It is therefore desirable to have clearly defined employer brand positioning towards the desired target group.

Sustainability is the fourth significant attribute that makes the strong brand competitive in the future. A sustainable brand leads the company to innovate, which leads to subsequent success.

Another attribute of the brand is employers' credibility. A strong brand should be based on reality and fulfilment of their promises. The non-fulfilment of promises leads to severe disruption of the trust and the collapse of the entire built brand.

The sixth attribute that a strong employer brand needs are unique. The employer brand has to carry difference and uniqueness to distinguish it from the competitors.

A strong employer brand must also be inspiring. The company inspires their surroundings. If the brand is inspirational and innovative, has a high potential to become successful.

The attraction is the latest and one of the most important attributes of a strong employer brand. The brand should be exciting and engaging. Potential and existing employees attract the commitment, which the company undertakes and the value it delivers [2].

Companies need to manage the employer brand actively because it assists in the creation of a company's service brand. In doing this, it is essential to deliver value to employees that enhance the level of employee satisfaction. It results in their identification with the employer, which may in turn positively influence customers' experiences in the employee-customer interaction [13].

Leslie de Chernatony [4] considers as a substantial the brand identity and its communication on the outside. It is necessary to search everything, what symbolizes and personifies the company how it acts to their customers and employees.

In the foreground is a vision of the brand, which gives a specific direction to the company in the future. Along with the vision is in the foreground the corporate culture that has the task of carrying a shared mental model and facilitate the dissemination and sharing of corporate values. It is, therefore, necessary to develop and support the mental model to develop the strategic positions on the market.

The total value of the employer brand can be converted into employee value proposition (EVP). EVP represents a set of associations and deals provided by the company in exchange for specific abilities, skills, and experiences that bring the employee to the organization. This term defines the basic menus, on which stands the building of employers' brand. This approach targets people in the company and their engagement and retention. The correct formation of the EVP enhances and maintains the key talents. This contribution but applies only in the case that EVP corresponds to reality and individual aspects of the value of their employers' brand and are not fictitious or exaggerated. The employees, therefore, must recognize and believe in the critical quality defined by EVP. If the EVP of the realistic, the employer can count on the committed and motivated staff who will treat their work as meaningful and be fulfilling [11].

Employer brand consists primarily of emotional and functional values, but the functional value is elementary to be imitated by competitions. The emotional area of the brand cannot be copied, and so becomes the corporate culture an essential point for the differentiation of the employer brand [4].

The research examined the young generation, it means Generation Y. Their expectation from the future employer differs from the previous generations. The employers that decided to attract these young employees take into consideration their different approach to work and working environment. According to Barford [1] Generation Y views responsibilities as much less important than the previous generations, the same is valid for the importance of

Compensation. On the other hand the free time and career development is very important for them.

RESEARCH

The research uses the quantitative method using the structured questionnaire using the Likert scale. The year of research was in 2017, the number of respondents 256. The research sample represents students and fresh graduates from five of the most prominent Czech universities. The research aimed to analyze the most important criteria for choosing the potential employer and suggest the approach to personnel marketing.

Research sample

The age structure of the respondents was 20 – 28 years. 25 % of the respondents are in the age of 25. According to the gender, the women represented 69 % of respondents, men 31 %.

In the questionnaire, there was also included the question about the idea of their future employer. 52 % of respondents did not decide their future employer. It means that the companies can target their personnel marketing towards this group of candidates. For the companies that are interested in the employment of fresh graduates. Two third of them prefer working in the profit sector, 10 % in the public sector and only 5 % plan to establish their own company.

Main findings

The individual criteria used in the research:

- Distance from home
- Working environment
- Career growth
- The possibility of further education
- Diversity of work
- Fair treatment
- Interpersonal relations
- Work-life balance
- Attractive benefits
- Financial remuneration
- Business ethics
- Company image and reputation of the company.

The results describe the table 1. The table shows the average results for each criterion according to the importance for the respondents using five points of Likerts' scale. The final number represents the average of the respondents' answers.

Tab. 1

Criteria	
Fair treatment	4.7
Working environment	4.6
Career growth	4.6
Interpersonal relations	4.5
Work life balance	4.5
Possibility of further education	4.4
Diversity of work	4.2
Company image and reputation	4.2
Financial remuneration	4.0
Business ethics	3.9
Attractive benefits	3.7
Distance from home	3.5

Source: own research

The most important criterion for the students and fresh graduates is the fair treatment. They expect recognition for their work and the sense of work. It

correspondents with the new way of creating the employer brand and personnel marketing. The mission of the company and the added value for the stakeholders is crucial for their decision of their future employer.

Working environment influences the decision of accepting the job offer very significantly. Flexible working areas, well-equipped offices, possibility to break the work using fitness center or enjoying healthy lunch give positive points to the future employer.

Career growth is connected with more responsibility and more influence and freedom. These are the factors influencing fresh graduates and students. The employer, who can offer career growth is more popular than the competitors. It corresponds to the fact that the respondents in this sample prefer working in profit privately own companies. In corporations is more opportunities to career grow. Respondents prefer further learning. It connects education and development with possibility the career growth.

Interpersonal relations play an essential role in the motivation of students and fresh graduates. They would like to work in the friendly environment surrounded by friends not only coworkers.

The respondents are not willing to devote their lives to work. They expect to have more free time than previous generations. It can cause misunderstanding and tense between generations at work.

The expectation that financial rewards are not as substantial as the other factors were also confirmed. The same we found with the range of offered benefits.

Knowing the Czech market the unexpected results came from the importance of the distance from home. The Czech people are resistant to changing their region of live. The research showed shift in this area. Young people involved in the research confirmed that the distance from home is less important than the other factors.

DISCUSSION

Based on the research findings were created the main recommendations towards the potential employer by the creation of employer brand and personnel marketing.

The employer brand represents the primary values and mission of the company. The company brand should involve fair treatment, a friendly working environment, and relationships. The values could be a part of the company ethical codex. The respondents pay the most prominent attention to the recommendation of the current employees. It means that the company should not only present their values, but they have live by them.

More stress in promotion should be put on the possibility of development and career growth than on financial reward and benefits.

Presentation of the company should be understandable, truthful, in line with the strategy of personnel marketing, while something surprising and of very high interest. The important thing is to focus the attention on the potential of the Internet for the presentation of the employer brand. 89 % of respondents search for information through this channel.

Limitation of the research

The research was conducted only among university students and fresh graduates. The results can be applied only for the positions that are suitable for this type of candidates. The region was limited to the Czech Republic. There is a space to compare similar researches in different countries and recommend the approach to the graduates in multinational companies.

CONCLUSION

The goal of the research was the analysis of the expectation of university students and fresh graduates towards the future employer using the quantitative approach. The primary goal of the research was to analyze the expectation of university students and fresh graduates towards the future employer.

The expectation of different motivation factors of young generations was confirmed. The respondents prefer fair treatment, a good working environment, and a friendly atmosphere for financial rewards and benefits. Even that Career growth supported by further education is also an essential factor. Based on the researched expectations were recommended steps towards creating employer brand and plan of personnel marketing.

Competitive advantage on the job market will bring a new form of thinking shaped by the values, beliefs, and behavior of the company. The organizations must determine their quality, the essence of the working environment and atmosphere, and uniqueness by forming their employer brand. The important thing, however, is that the company is in its beliefs and subsequent behavior consistent.

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