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## **INVESTIGATION OF THE RELATIONSHIP BETWEEN THE HR-MARKETING AND EFFECTIVENESS OF THE COMPANY**

**Statement of the problem.** The situation when almost all success factors can be copied by competitors is becoming obvious. This fact confirms the critical importance of human resources in ensuring the success of the company. In recent years, researchers have become increasingly interested in the possibility to use marketing in human resource management. Modern HR needs to move to a new level – hr-marketing.

**Analysis of recent researches and publications.** Research of the field of improvement human resource effectivity are reflected in the works of A. Andrews, J. MacDuffie, M. Huzelid, J. Pfeffer, T. Welbourne, [4, 6-8] and others. However the HR-management based on the marketing elements is only beginning to be explored. Therefore, theoretical and applied aspects of human resource marketing are important subjects of researches for scientists and management practitioners.

**The issue** The aim of the paper is to develop theoretical and methodological foundations and practical guidelines for assessing the impact of human resources on the effectiveness of the enterprises.

**The main material of the research.** During the analysis of scientific achievements in the field of staff evaluation we had discovered the presence of a high level subjectivity Understanding that the specialist's subjective position makes effect on the outcomes, the authors have tried to form an assessment method that would allow to minimize this risk. The authors' aim was to create a method that would ensure objectivity, simplicity and overall approach of assessment.

It is known, the marketing focuses on a customer. This means that the criterion for HR-marketing assessment should be a satisfaction of its customers - it is the company and its staff.

Recognizing the appropriateness and topicality of this methodological approach, we have identified the following factors of staff assessment:

- staff turnover;
- staff competence;
- human resources development;
- exceeding labor productivity growth over the salaries growth;
- age structure of the staff;

These parameters allow assessing the condition of the personnel policy of the company in terms of company's and its staff's satisfaction.

For more reliable results it is better to use the average of the past five years. For a comparison of the values of different factors it is necessary to bring them to the same units. To reach this goal we chose a scale from 0 to 10 standard units for each of the factors, where 10 corresponds to the best value of index, 0 – respectively to the worst (in terms of running business).

Algorithm for the quantitative assessment of hr-marketing in business is as follows:

1) calculation of individual indicators factor integrated hr-marketing:

$$IFHRM_i = q_i * R_i \quad , \quad (1)$$

where  $IFHRM_i$  - single factor index of the hr-marketing;

$q_i$ - parametric estimation;

$R_i$  - importance of the factor.

2) calculation of the integral index hr-marketing:

$$IHRM_j = \sum_{j=1}^n IFHRM_j \quad (2)$$

where  $IHRM_j$  - integrated indicator of the hr-marketing;

$IFHRM_i$  - single factor index;

n - number of causal factors.

The highest value  $IHRM_j$  meets the highest assessment of the hr-marketing.

According to the assessment, the highest level of the hr-marketing takes place at LLC "Confectionery" Mercury" (5.6950). DE PJSC "Kyivkhib" Bakery №10 has 5,3106 units; DE PJSC "Kyivkhib" Bakery №2 has 4,5558 units; JSC "Shpolyansky food factory" – 4,3796; LLC "Delicate" 4,0435; LLC "Slavytuch" 3,2035 . It should be noted that although these are the highest indicators, they are pretty mediocre, as was mentioned that the highest score is 10.

It is necessary to analyze the outcomes of the enterprise' activities to study the impact of hr-marketing on the efficiency of the enterprise.

The effectiveness of the enterprise is evaluated by a large number of diverse indicators. We propose to use for this purpose the following: return on sales; working time; productivity; cost of the 1 uah net proceeds from sales. We believe that the analysis of identified indicators will provide an objective overall assessment of the enterprise. Since these values are different so for their analysis in a single system, we propose to use the integral indicator, a cumulative index of the efficiency of the company. The calculation of the cumulative index we suggest doing by the following algorithm:

- 1) forming the base values of each of the individual indicators;
- 2) calculation of relative quantities of chain dynamics determined using the formula:

$$d_i = \frac{I_1}{I_0}, \quad (3)$$

where  $d_i$  - relative sizes of chain dynamics;

$I_1$  - indicator during the reporting period;

$I_0$  - indicator in the previous period;

- 3) determine the average index of the i-th parameter ( $\bar{d}_i$ ) as the average over the period;

- 4) calculation of the cumulative index of efficiency of the company as follows:

$$Ceb_j = \frac{\bar{d}_{pr} * \bar{d}_{wt} * \bar{d}_R}{\bar{d}_{c1uah}}, \quad (4)$$

where  $Ceb_j$  - cumulative index of efficiency business of the j-th company;

- average index of the labor productivity;
- average index of the working time;
- average index of the return on sales;
- average cost index for 1 uah. net proceeds from sales.

The result of the calculations is the following data: DE PJSC “Kyivkhib” Bakery №10 has 1,1622 units; DE PJSC “Kyivkhib” Bakery №2 has 1,1357 units; LLC "Confectionery" Mercury" – 1,3826; JSC “Shpolyansky food factory” – 1,1431 ; LLC “Delicate” – 1,0216; LLC “Slavytuch” – 0,996 .

Based on the analysis results, the efficiency of enterprises and assessment hr-marketing it was constructed the model matrix "Using human resources - The effectivity of the company" (Fig. 1).

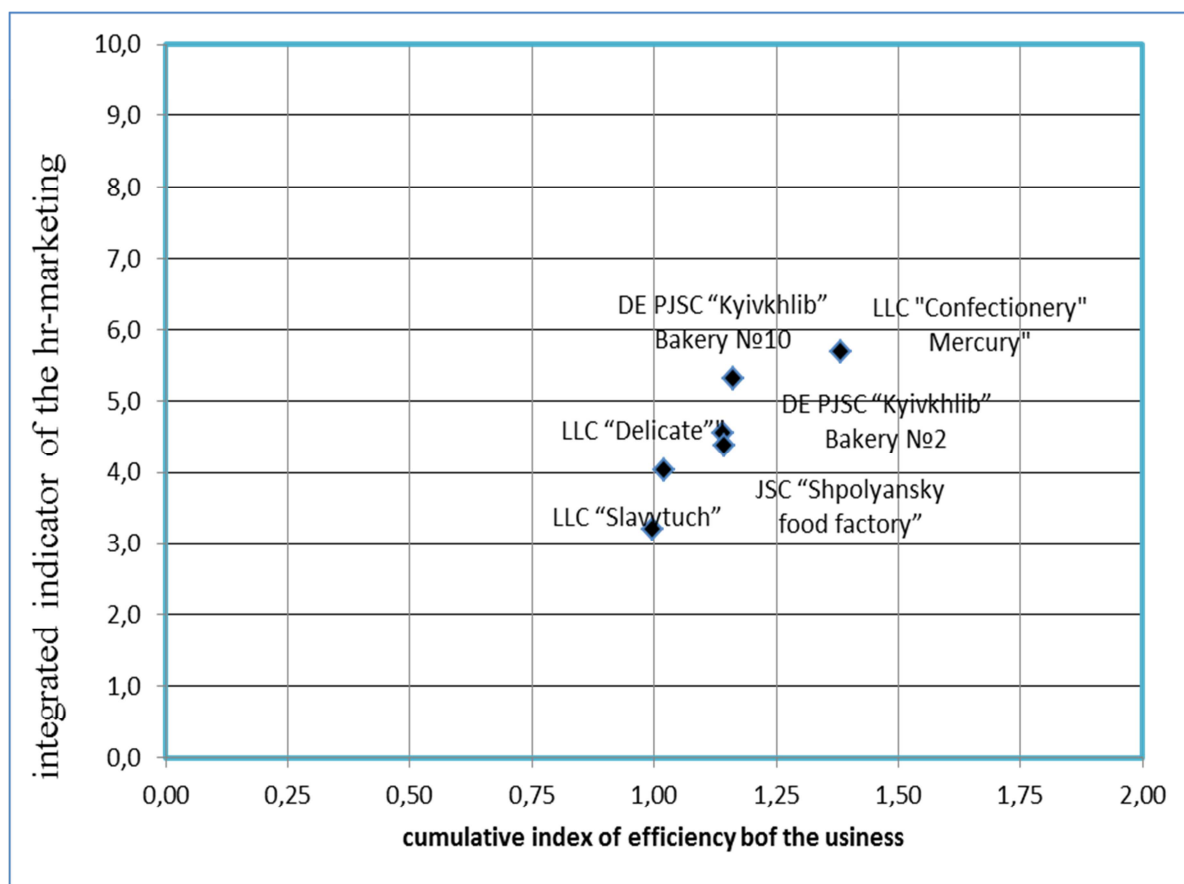


Figure1. Matrix "The using of the human resources – The effectiveness of the company"

Source: developed by the author

The matrix allows us to estimate the position of the enterprise on the market and determine the strategic vision of its development, by adjusting the policy of human resource management on it.

Based on the comparison of the results analysis of the human resources of the enterprise and the efficiency of its operations we conducted the correlation - regression analysis, which showed that performance on a 79.96% depends on the hr-marketing it, and to 20.04% from other factors. Increasing the integral index on the hr-marketing by 1 point leads to an increase the efficiency by 0.1373 point if other factors are constant. The model is accurate and reflects the close quantitative relationship between the input parameters.

**Conclusions and further researches** The experience of successful companies shows that the key role in achieving success belongs to the employees of the company. Company staff provides the highest standards of service that affect customer satisfaction and their loyalty to the company and "repeat purchases." It is clear that the high standards of service can only create the staff who is genuinely interested in the success of the company, who is satisfied with their work and proud of it. To reach this goal the enterprises should understand the necessity of transition from the traditional personal management to the HR-marketing, as a new management quality.

The author has proposed the methodology for the assessment of hr-marketing at the enterprise. The authors' method is universal for enterprises and organizations of various industries; it gives a possibility to assess the general condition of hr-marketing at the enterprise and to see problem areas in the field of human resource management at the enterprises. The innovation of this approach of staff assessment consists of the following key aspects: objectivity, simplicity and overall approach.

Based on the comparison of the results analysis of the human resources of the enterprise and the efficiency of its operations we conducted the correlation - regression analysis, which confirmed the existence of a close connection between these characteristics.

The authors' method was tested at the enterprises of different branches of food industry. The results of the approbation show that the actual size of the enterprise and sector of activity do not have a significant impact. The data also show that there are many problematic issues in the human resource management at the enterprises. Given the above, we can conclude about the necessity of building the hr-management on the new quality level – hr-marketing, detailed study of it is the subject of further research of the author.

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### Грищенко Д.Г. ДОСЛІДЖЕННЯ ВЗАЄМОЗВ'ЯЗКУ HR-МАРКЕТИНГУ ТА ЕФЕКТИВНОСТІ ДІЯЛЬНОСТІ ПІДПРИЄМСТВА

**Мета.** Метою статті є розробка теоретико методичних засад та науково-практичних рекомендацій щодо оцінювання впливу людських ресурсів підприємства на ефективність його діяльності.

**Методика дослідження.** Інформаційною базою досліджень слугували дані статистичної звітності підприємств харчової промисловості, матеріали періодичних видань. В основі роботи лежить діалектичний метод наукового пізнання та системний підхід. У процесі виконання дослідження було використано наступні методи: порівнянь та аналогій – при здійсненні аналізу ефективності використання людських ресурсів; абстрактно-логічний та індексний – при формуванні методики оцінки hr-маркетингу підприємства; економіко-математичний – при дослідженні зв'язку між hr-маркетингом та ефективністю діяльності підприємства; графічний – для наочного представлення результатів.

**Результати.** Кореляційно-регресійний аналіз показав, що ефективність діяльності підприємства на 79,96% залежить від рівня hr-маркетингу на ньому, і на 20,04% від інших чинників. Встановлено, що збільшення інтегрального показника hr-маркетингу на 1 пункт призводить до зростання ефективності діяльності підприємства на 0,1373 пункту за умови незмінної дії інших чинників. Отримана модель є достовірною та відображає тісний кількісний взаємозв'язок між вхідними показниками.

**Наукова новизна** полягає у визначенні теоретичних положень та виробленні науково-практичних рекомендацій щодо оцінки hr-маркетингу підприємства, які ґрунтуються на трьох ключових аспектах: об'єктивність, простота та комплексність підходу. Визначено алгоритм оцінювання, який являється універсальним для підприємств різних галузей промисловості.

**Практична значущість.** Отримані результати апробації авторської методики оцінки hr-маркетингу підприємств засвідчують, що власне розмір підприємства та галузь діяльності не мають

суттєвого впливу на стан hr-маркетингу. Аналіз hr-маркетингу підприємств показав, що становище кадрової сфери на українських підприємствах відповідає середньому та нижче середнього рівням, це має стимулювати розвиток якісно нового рівня в управлінні людськими ресурсами – hr- маркетингу.

**Ключові слова:** hr-маркетинг, ефективність діяльності, фактори оцінки.

### **Грищенко Д.Г. ИССЛЕДОВАНИЕ ВЗАИМОСВЯЗИ HR-МАРКЕТИНГА И ЭФФЕКТИВНОСТИ ДЕЯТЕЛЬНОСТИ ПРЕДПРИЯТИЯ**

**Цель.** Целью статьи является разработка теоретико методических основ и научно-практических рекомендаций по оценке влияния человеческих ресурсов предприятия на эффективность его деятельности.

**Методика исследования.** Информационной базой исследований послужили данные статистической отчетности предприятий пищевой промышленности, материалы периодических изданий. В основе работы лежит диалектический метод научного познания и системный подход. В процессе выполнения исследования были использованы следующие методы: сравнений и аналогий - при осуществлении анализа эффективности использования человеческих ресурсов; абстрактно-логический и индексный - при формировании методики оценки hr-маркетинга предприятия; экономико-математический - при исследовании связи между hr-маркетингом и эффективностью деятельности предприятия; графический - для наглядного представления результатов.

**Результаты.** Корреляционно-регрессионный анализ показал, что эффективность деятельности предприятия на 79,96% зависит от уровня hr-маркетинга на нем, и на 20,04% от других факторов. Установлено, что увеличение интегрального показателя hr-маркетинга на 1 пункт приводит к росту эффективности деятельности предприятия на 0,1373 пункта при условии неизменной действия других факторов. Полученная модель является достоверной и отражает тесную количественный взаимосвязь между входными показателями.

**Научная новизна** заключается в определении теоретических положений и выработке научно-практических рекомендаций по оценке hr-маркетинга предприятия, основанные на трех ключевых аспектах: объективность, простота и комплексность подхода. Определен алгоритм оценивания, который является универсальным для предприятий различных отраслей промышленности.

**Практическая значимость.** Полученные результаты апробации авторской методики оценки hr-маркетинга предприятий свидетельствуют, что собственно размер предприятия и отрасль деятельности не имеют существенного влияния на состояние hr-маркетинга. Анализ hr-маркетинга предприятий показал, что положение кадровой сферы на украинских предприятиях соответствует среднему и ниже среднего уровням, это должно стимулировать развитие качественно нового уровня в управлении человеческими ресурсами - hr-маркетинга.

**Ключевые слова:** hr-маркетинг, эффективность деятельности, факторы оценки.

### **Hryshchenko D.H. INVESTIGATION OF THE RELATIONSHIP BETWEEN THE HR-MARKETING AND EFFECTIVENESS OF THE ENTERPRISES**

**Purpose.** The aim of the paper is to develop theoretical and methodological foundations and practical guidelines for assessing the impact of human resources on its effectiveness.

**Methodology of research.** The information base for research data served as the statistical reporting of the food industry, materials periodicals. The operation is the dialectical method of scientific knowledge and systematic approach. In the course of the study used the following methods: comparisons and analogies - when reviewing the effective use of human resources; abstract and logical index - in shaping methodology for assessing hr-marketing company; Economics and Mathematics - the study of the link between marketing and hr-effectiveness of the company; graphics - for a visual representation of the results.

**Findings.** Correlation and regression analysis showed that performance on a 79.96% depends on the hr-marketing it, and to 20.04% from other factors. Increasing the integral index hr-1 marketing point leads to an increase in the efficiency of 0.1373 on the item provided constant action of other factors. The model is accurate and reflects the close quantitative relationship between the input parameters.

**Originality** lies in defining the theoretical propositions and developing scientific and practical recommendations for assessment hr-marketing companies, which are based on three key aspects: fairness, simplicity and integrated approach. The algorithm is universal for enterprises of different industries.

**Practical value.** The results obtained testing the author's methodology for assessing hr-marketing companies showed that the actual size and sector of activity have no significant impact on the hr-marketing. Analysis of hr-marketing companies showed that the situation in the sphere of personnel Ukrainian enterprises corresponds to the average and below average, this should stimulate the development of a new level of human resource management - hr-marketing.

**Key words:** hr-marketing effectiveness of factors evaluation.