

# **Ministry of Education Republic of Azerbaijan**

**The problems of relationship between marketing and  
human resource management in modern business**

**UNEC SABA**

**Azerbaijan State University of Economics**



**May 2018**

## **Acknowledgements**

We would like to thank ....

## **ABSTRACT**

Personnel management of the organization or marketing staff purposeful activity of the managerial staff of the organization, professionals of HR departments, connecting the study of the concept and strategies of personnel politicians, the fundamentals and methods of personnel management.

In view of its relevance, the topic of selection of personnel is increasingly appearing in the headlines of various publications, despite the fact that this topic has been researched deeply enough, new developments and additions to the methodology of personnel selection are emerging.

Key words: Human resources, marketing, management

## **CONTENTS**

1. INTRODUCTION.....	5
1.1. LITERATURE REVIEW .....	8
2. THEORETICAL ANALYSIS: THEORETICAL ASPECTS OF THE MARKETING APPROACH IN HUMAN RESOURCES MANAGEMENT AT THE PRESENT TIME .....	9
2.1. The essence and main components of the modern concept of the marketing approach in human resources management.....	9
2.2. Interrelation of marketing approach in human resources management and personnel policy of the organization .....	15
2.3. The role and place of the marketing approach in the formation and implementation of the objectives of human resources management...	23
2.4. Analysis of qualitative characteristics of personnel and labor market conditions in order to ensure the organization of competitive personnel .....	31
3. METHODOLOGY AND RESULTS .....	36
3.1. Methodology: Methodical bases of development of management by the personnel with use of the marketing approach .....	36
3.2. Results.....	41
3.2.1. Identification and classification of requirements for personnel and the employer using a marketing approach .....	43
3.2.2. Formation of the mechanism of human resources management development using the marketing approach .....	45
3.2.3. Methodical and scientific-practical recommendations on the development of human resources management on the basis of the marketing approach.....	50
CONCLUSION .....	56
REFERENCES.....	59

# 1. INTRODUCTION

In today's world where change is so fast, businesses need to realize that the main factor that will make a difference to their customers, bring them success with new and creative ideas and make the greatest contribution to their superiority in global competition is to keep talented employees and make the best use of them for their business purposes. began. Globalization, changing conditions of competition, continuous development of information and communication technologies have changed the way of human resources management to employees. The employees, who are seen as costs at the point of view of the past, have become the most valuable assets of the corporations, and nowadays each employee has started to be regarded as a talent that creates added value in the business. The understanding of using employees as resources has left the place to manage talents. For today's businesses, the "individual" is at the heart of reaching success, and the developments in management practices also point to the necessity of directing individuals. For this reason, businesses have started to offer them various opportunities to attract talented individuals and to make effective use of the employees they have.

It is considered important for talented employees, who have become one of the priority issues of the enterprises, to be kept in operation, to be kept in the business and to maintain their loyalty, to have training and career development opportunities and to coach the leaders' employees. Employees now prefer business environments that they can develop, renew, and learn continuously, and expect their leaders to value them, respect their ideas and encourage them. Considering the competition in the human resources among the enterprises, it can be said that the businesses that can not provide this environment to their employees will not be able to achieve success. The success of increasing human

resources depends on the individual development of employees. It is extremely important that the human factor is aware of its development and self-awareness, and its core is talent management.

Personnel management of the organization or marketing staff purposeful activity of the managerial staff of the organization, professionals of HR departments, connecting the study of the concept and strategies of personnel politicians, the fundamentals and methods of personnel management.

Human resources are the main for the economy. Therefore, management of them is considered to be a mixed share in the preparation of clerks of any profile. Consequently, the course in accordance with the system of personnel management - an indispensable compiler of the training course in accordance with entrepreneurship.

The system of personnel management is now experiencing some kind of configurations both in our country, and in states with an educated market economy. Personnel management systems are different. It is probably connected with the fact that in our country the system of personnel management as an important direction of the economy began to be organized comparatively not so long ago. And if for the states with an educated market economy in the personnel management system a stable orientation to humanistic values has developed, already having a developed practice of involving workers in the affairs of the company, activating their creative potential, then for companies it is important to master all the different forms and technologies in the management system personnel produced in developed countries and adapted to market conditions.

The purpose of this work is to study the marketing of personnel in personnel policy.

Objectives of work:

1. Disclose the essence and principles of marketing staff.
2. Describe the functions of marketing staff.
3. Consider the selection process and the procedure for recruiting staff to work.

In view of its relevance, the topic of selection of personnel is increasingly appearing in the headlines of various publications, despite the fact that this topic has been researched deeply enough, new developments and additions to the methodology of personnel selection are emerging.

## **1.1. LITERATURE REVIEW**

Theoretical and methodological basis of the research are scientific works and developments of domestic and foreign experts on marketing activities at the enterprise, methodological materials of scientific and practical seminars and dissertations on the research topic.

Basic research methods. The method of comparative analysis, SWOT analysis and ABC analysis were used.

The information base of the research was the data on the management of marketing activities by a number of companies, as well as the results of research work by various authors.

To work effectively is to achieve great results with less labor, time, money. And in order to judge how effective the personnel management system is, it is necessary to work out an evaluation methodology that allows to determine the actual situation at the enterprise in the field of personnel management, identify weaknesses and provide recommendations for its improvement.

One can not but agree with Ivantsevich and Lobanov who determined that "the evaluation of the effectiveness of personnel management is a systematic, clearly formalized process aimed at measuring the costs and benefits associated with HR management programs in order to correlate their results with the outcomes base period, with the indicators of competitors and with the objectives of the enterprise."



## **2. THEORETICAL ANALYSIS: THEORETICAL ASPECTS OF THE MARKETING APPROACH IN HUMAN RESOURCES MANAGEMENT AT THE PRESENT TIME**

### **2.1. The essence and main components of the modern concept of the marketing approach in human resources management**

Until the 1980s, the human element in the human resources / organization seen as a cost element by the "Fordist-Taylorist" paradigm gained strategic importance along with globalization, international competition, emerging technologies, changing production and management models. We can say that the human resources management behind this strategic theme is the competitive advantage that the organization contributes to the performance and the organization.

The strategic nature of the human resources management approach emphasizes that human resource practices are crucial to organizational performance in matters such as financial performance, labor turnover and productivity. This implies that the overall performance of the organization is influenced by the application of "human resources" rather than all other organizational variables. The strategic structure of human resources management has been subject to many researches since the 1980s and has been tried to be explained by many researchers. (Wright et al., 2003: 21)

According to Miller, the strategic nature of human resources management is related to the decisions and behavior of implementing "organizational strategies" designed by the organization's senior

management to ensure organizational processes and competitive advantage. Huselid, Jackson and Schuler,

Are defined as the design and realization of an internally consistent set of policies and practices that ensure human capital, which helps achieve the company's goals, "human resources management", which they define as "strategic" (Ulrich and Brockbank, 2005)

Seeing the strategic function of human resource management as broad integration and adaptation, Schuler explains this view as follows: The strategic structure of human resources management aims to integrate the human resources practices in organizations with the strategic and strategic needs of the company. In addition, it ensures that human resources practices are accepted and used by managers and employees in the hierarchical structure as part of their daily work. According to Mello, the strategic nature of human resources management means developing practices, programs and policies that are compatible with each other in order to realize their strategic objectives. (Verweire, 2004: 190).

Considering the explanations we have made above, we can define the human resources management which has a strategic nature in organizational terms as follows; Human resources management is a misinterpretation of compatible and complementary practices and policies, such as selection and placement, training and development, motivation and employee commitment, which relate human resource management to strategic objectives in order to improve organizational performance and ensure competitive advantage.

Despite the feasibility of strategic human resource management and high-performing human resource operations in Asia and the testing of how it separates or unifies from the West, no definitive conclusions have been reached. In recent years, several studies in China have found a positive relationship between strategic human resources management

and organizational performance in enterprises. In the existing literature, measurements made on a single enterprise (although these metrics include significant measurement errors) were used to test human resource practices and their impact on organizational performance. Moreover, in a research conducted in China, it has been shown that both strategic human resources management and human resources applications have a direct and positive influence on the financial performance, operational performance and personnel related climate.

Law et al. Found that the strategic role of human resources in a research conducted using a comprehensive survey of human resources managers in China is important for organizational performance in joint ventures (JVs). Bjorkman and Fan focused on JVs and wholly foreign-owned organizations in China and found support for the positive impact of high-performance human resource practices and the scope of strategic human resource management-strategy interaction on organizational performance. They also pointed out that integrating the human resources strategy with the general strategies of the process is a stronger performance than the human resources practices. Nevertheless, Mitsuhashi, Park, Wright, and Chua have reported that the performance of human resource departments of multinational corporations (MNCs) is inadequate. According to the researchers, the reason for this is that the human resources departments in the businesses in question are not competent enough to ensure that department managers play a strategic role. Tsui and Wu also argued that certain human resource activities, such as training and development, lead to the development of employment relationships that would contribute to the performance of the employer (Ulrich and Brockbank, 2005).

The resource-based perspective has become a tool in the development of the concept of strategic human resources management or in exploring the role of human resources in supporting business strategy.

From a resource-based point of view, internal resources that are uncommon, valuable, unpalatable and unchangeable by another source of business can provide a source of sustainable competitive advantage.

As a result, human resource practices that meet these criteria are such sources and therefore improve organizational performance.

The growing role of marketing is due to the need for interaction between job markets, buyers of labor and the labor force itself, as well as the need for intrafirm personnel regulation and the rational use of staff capacity.

Marketing of personnel is a kind of management activity aimed at the long-term provision of the organization with human resources. These resources form a strategic human resource potential, through which it is possible to solve specific targets.

Marketing personnel includes such conceptual elements: marketing as the main principle of management, market-oriented; marketing as a method of systematic search for solutions; marketing as a means of achieving competitive advantages. An oriented and purposeful communicative policy solves the strategic task of providing its own enterprise on the market, both competitive and attractive for potential and its own personnel. (Pfeffer, 2001)

Marketing personnel is a direction of strategic and operational staff planning; creates an information base for working with personnel through methods of researching the external and internal labor market; is aimed at achieving the attractiveness of the employer enterprise through communication with target groups (market segments).

In the existing approaches to determining the composition and content of personnel marketing tasks, two main principles should be distinguished (Huselid, 2005:635):

- one of them considers the tasks of marketing staff as a philosophy and strategy for human resource management, where staff are seen as customers of a hotel company;
- the second principle involves the marketing of personnel as a function of the personnel management service.

The main difference in the principles of personnel marketing tasks is that one interpretation implies one of the elements of the personnel policy implemented through a complex of personnel management tasks (development of the target system, demand planning, business evaluation, career management, motivation, etc.) .

In the narrow sense, the marketing of personnel involves the allocation of the direction of the HR department: the analysis of the labor market, supply and demand in the labor market, the cost of labor, the identification of sources of promotion of vacancies from hotels-competitors, the formation of a positive image of the enterprise as an employer; development and implementation of activities to implement staff marketing.

External factors include: the situation in the labor market, the development of technology, the characteristics of social needs, the development of legislation, the personnel policy of enterprises-competitors (Boxall and Purcell, 2008).

Internal factors are goals and objectives of the enterprise, its financial resources and human resources, sources of coverage of staffing needs.

Taking into account the marketing methodology as a market management concept, the following main functions can be distinguished: analytical function - labor market research, analysis of external and internal factors, strategic analysis, personnel policy analysis; production function-organization of the formation of labor, human resources, development of human resources technologies, logistics of personnel marketing, quality management and competitiveness of personnel; function of personnel development - assessment of personnel, its activities, personnel audit, development planning, development organization, motivation and development control; management function - organization of strategic and operational management; management of labor resources (demographic processes, education and vocational guidance, social development); management of employment (jobs, distribution, redistribution); management of personnel (work, personnel, socio-demographic processes); information support for personnel marketing management; organization of strategic and operational marketing controlling; Organization of a communication system at the enterprise, in the city, region, country (Bamberger and Meshoulam, 2000).

The main areas of marketing activities in the field of personnel are: development of professional requirements for personnel; determination of qualitative and quantitative staffing requirements; calculation of costs for the acquisition and further use of personnel; choice of sources and ways of covering the demand for personnel.

The development of personnel requirements should be based on the development strategy of the hospitality industry enterprise, the staffing table, current and future analyzes of requirements for posts and workplaces. The definition of requirements for personnel provides for the formation of its qualitative characteristics (the model of the

professional profile of the employee), taking into account professional standards and technology of work.

The expected costs for the acquisition and use of personnel are( Armstrong and Baron, 2000):

- external: payment of contractual relations with educational institutions, recruitment agencies for the selection and training of personnel; costs for research and operational work in the field of marketing staff (information collection and analysis, advertising costs, hospitality, travel of marketing services employees);

- internal: investments in equipment for new jobs and re-equipment of existing ones, investments in equipping educational units and social infrastructure facilities;

- the cost of paying labor to new employees or employees with new qualifications, social payments.

The choice of ways to cover the needs for staff depends on the strategy of marketing activities, which organizes the development of professional requirements for personnel and determines the amount of costs for the acquisition and further use of personnel.

## **2.2. Interrelation of marketing approach in human resources management and personnel policy of the organization**

The place of the human resources management organization in the organization should be organized as directly connected to the top management. Such an organization, however, allows human resources management to be comfortable and to actively participate in decisions. This section also requires the professional knowledge and experience of

the employees to be at an advanced level. The increase in human resources management within the organization makes the activities for this purpose indispensable in the institution.

Globalization and international competition are spreading along with information age, leading to management and human factor, working norms, new corporate goals and strategies. Until the most senior executives in the organization work at the lowest level, the individual influences work, work life and environment and statutes, and new working professions are required from the human resources working in the organizations (Sheppeck and Militello, 2005: 5-6).

As mentioned in previous chapters, the human resources departments have been perceived as parts of companies that have been following staff records, fulfilling legal obligations and conducting business with unions until recently.

Over time, the determination of the fees to be paid to the companies has become part of the human resources activities, such as the management of the performance of these people and therefore the company, in the direction that people can achieve their goals.

Human resources have become increasingly important in information societies, especially in the global economy, by becoming a key resource for companies to deliver products and services in a faster and higher quality than their competitors.

In the information age, unlike the industrial age, the individual is not at the disposal of the machine, but at the disposal of the individual. In organizations, human capital, growth literature, human resources technology development, productivity improvement, development is regarded as a producer mechanism. It can therefore be argued that there is an interaction between technology and human resources. Human



resources provide technological developments; the technology used increases the productivity of human resources (Schuler, 2002: 86).

In the process of transition to the information age, managers perceived that they would not achieve corporate development without the participation and contribution of human resources. To date, organizations are generally applying methods, restructuring or change engineering to ensure their adaptability to the age of knowledge and increase their level of effectiveness.

Human resource management can be defined as a discipline that deals with the "human" dimension in organization and management. We can summarize the main objectives of human resources management as follows (Saa-Perez and Garcia-Falcon, 2002: 123):

- To use human resources in the most effective and efficient way,
  - employing the right people in the right jobs; in other words, to select persons with the knowledge, skills and abilities necessary for the job and to place them in the most appropriate departments,
  - Ensuring that people are promoted at work in accordance with their performance,
  - To appreciate and motivate employees; to remove the demotivation factors on the workers in the organization,
  - To carry out the performance evaluation of the employees within the scientific principles and standards,
  - try to be fair with the appreciation of wages and financial incentives; to appreciate the wages based on the business performance of the persons and to make it as far as possible within the objective criteria.

Human resources management includes academic and theoretical aspects of content as well as practical applications of human relations. The necessity of transformation and the role of the human element as a key to the elimination of this need make it necessary to address human

resources in a specific discipline, beyond the haphazard approaches of the rapid increase in information, at the level of individuals, organizations and societies. The characteristics of human resources management in the information age can be listed as follows (Storey, 2007):

- Human resources management in the age of information, fast technological development and knowledge increase caused by information increase in the individuals is aimed at preventing the downtime and providing individual development of the employees. The development of the commitment among the employees in the organizational environment provides for institutional culture placement,

- It includes human-centered functions and is intended to manage employee relations;

- In the institutional system, it examines human relations in a holistic way;

- Provides organizational development through a human-focused management approach;

- Achieving effective institutional continuity facilitates the sharing of institutional cultures with the aim;

- Human resources are assessed on the basis of internal customer ratios;

- The team aims to reach the most appropriate level of performance;

- It covers activities to realize the social transformation defined in the information age, technocratic age, communication society, globalization and similar forms at the level of individuals and organizations;

- The environment is creating suitable environments for the cultivation of human resources that will create informational organizations.

The concept of human resources in this light is becoming clearer. Without understanding the importance of human resources, it will be difficult for us to be able to discuss the concept of planning in today's economic system and in the context of organizational goals.

Although it is not intended to be repeated, it would be useful to rank the summary of the subject in the name of sumak as the content of the concept of human resources.

Marketing activities to cover the needs for staff consists in: conducting marketing research in the labor market; analysis of the labor market and justification of the need for hiring; identify options for ways to attract staff; analysis of sources and their compliance with the requirements of the qualitative and quantitative parameters of potential employees, the costs associated with the use of a particular source and the way to attract staff; decision-making on the choice of a variant of covering the requirements for human resources on the external or internal labor market (Thatcher, 2002: 28).

Sources for covering the need for human resources (staff) can be: educational institutions, the international labor market, commercial training centers, recruitment consulting firms, professional associations and associations, a free labor market, own internal sources.

In practice, two types of ways to cover the need for personnel: active and passive. Active ways to cover the need for staff: recruitment in educational institutions, submission of applications for vacancies in local and regional employment centers, use of services of human resources and consulting agencies, recruitment, search for new personnel through their employees (Dyer and Reeves, 2003: 650).

Passive ways to cover the need for staff: the announcement of vacancies in the organization through advertisements in the media and special publications, waiting for applicants after posting advertisements

of local character. The listed options for ways to attract staff are related to external sources of covering the demand for personnel.

To internal sources of coverage, staff requirements include: moving employees from one unit to another, moving employees to a higher level - raising the post (with additional education or qualifications), creating a new functional role for the employee in the old workplace with additional vocational training .

Work on the movement of personnel should be preceded by an analysis of the practice of implementing the strategy of enterprise development, organization of work, placement of personnel, use of staff time.

Now in the literature there are different points of view on the concept of "personnel management strategy". One of the first definitions was proposed by the French specialist Hort in 1988. According to Hort, the HR strategy is a set of actions and a sequence of decisions that allow to evaluate, analyze and develop the necessary system of impact on personnel for the implementation of the chosen development strategy of the organization. Consequently, the HR strategy assumes methods and procedures for analyzing the feasibility of the organization's overall long-term objectives in terms of the staff's ability or staff selection for the implementation of long-term goals (Lau and Ngo, 2004: 685).

Another specialist in the field of personnel management S.V. Shekshnya proposes under the strategy of personnel management (human resources) to understand the definition of ways to develop the competence of the entire staff of the organization and each of its employees separately. In other words, "HR strategy is a plan that uses the opportunities provided by the external environment to strengthen and preserve the competitiveness of the company with the help of its employees".

Thus, the HR strategy of an organization is the composition and consistency of the decisions made on the use of human resources, taking into account the ongoing and forthcoming changes in its external and internal environment that allow this organization in a certain time period to achieve its goals by developing an appropriate system of impacts on staff.

The essence of strategic management of personnel is to answer three important questions (Finegold and Frenkel, 2006, 6):

1. Where is the organization and its staff now?
2. In what direction should personnel develop in accordance with the development strategy of the organization?
3. What needs to be done to make the staff able to fulfill the new tasks of the company?

The goal of strategic personnel management is to ensure a coordinated and adequate state of the external and internal environment, the formation of the labor potential of the organization in the calculation for the forthcoming long period (Richard, Orlando and Johnson, 2001: 299).

Strategic management of personnel allows to solve the following tasks (Edwards and Rees, 2006):

- providing the organization with the necessary labor potential in accordance with its strategy;
- formation of the internal environment of the organization in such a way that intra-company culture, value orientations, priorities in needs create conditions and stimulate the reproduction and realization of labor potential and strategic management itself;
- resolution of contradictions in matters of centralization and decentralization of personnel management.

One of the foundations of strategic management is the delineation of powers and tasks in terms of both their strategic nature and the hierarchical level of performance.

Globalization and its increasingly competitive conditions have made the attempts to increase organizational performance permanent. The increase in organizational performance is dependent on the effective use of human capital rather than on financial and technological capital. An organizational culture composed of human resources that are freely thought-out, motivated and met needs and expectations is the only distinguishing power that increases firm performance. For this reason, strategic importance should be given to the human resource that provides superior performance compared to the competitors, not on the basis of thought but within the scope of application. In this context, the strategic HRM approach that should be approached immediately from the traditional staff management patterns in practice in all organizational groups should be implemented in a complete and unrestricted manner.

Strategic HRM integrated with organizational strategies examines the psychological, sociological and behavioral aspects of employees in a way that is far from superficial. Strategic HRM becomes the most effective unit in the activation of the strategic applications required to direct the behaviors that increase the company performance. Leaders and managers must integrate with the strategic HRM work required for the active use of the human element, which is the only unlimited power source that will provide a leap to organizations, and must support these efforts without any acceleration. Because, competitors can come to equal level of technical, physical and financial aspects with competitors and competitiveness can be reduced. Stable importance that must be shown to human resources for sustained competitive organizational performance should always be maintained.

As the only organizational unit to provide this, care should be taken to establish strategic HRM units and actively work with the senior management.

### **2.3. The role and place of the marketing approach in the formation and implementation of the objectives of human resources management**

The rapid change of the world, the development of globalization and technology have also forced firms to change. In order to survive the intense competition conditions within the enterprises, the enterprises have to operate in an efficient and efficient manner. It depends on businesses being able to drive their assets to a great extent, being creative, capturing the technology of the times, and minimizing input costs. As people have to fulfill all these vital preventive functions, it has become inevitable for businesses to invest in people. This situation has caused the enterprises that want to grow up and have an important place in international markets to give importance to HRM. If employees lose their motivation, if their motivation is lost, the number of defective products increases and their costs increase, if the productivity drops, the number of employees who have lost their jobs is decreased. there are serious problems. In this case the necessity of HRM is at the forefront. HRM investigates the reasons leading to these negativities and tries to ensure the effectiveness of those who take measures (Bamberger and Meshoulam, 2000).

Given the general purpose of the company, it seems that the most basic purpose of the companies is to secure long-term productivity and profitability. In order to secure profitability in the long run, it is

necessary to be advantageous in terms of the elements of competition that are difficult to imitate by their competitors.

It is recognized that having the competitive elements, which are traditionally described (product and production technologies, protected markets, power of financial resources or scale economies), is an important advantage for companies today. However, with the impact of globalization, it is now apparent that these elements have become less important in terms of competition, and more important elements have emerged. Leadership, organization and HRM issues are now the most important factors in order to be able to produce by decreasing the significance of the traditional success elements mentioned. In order for success to be achieved by people in new competitive conditions, the way of thinking about employee relations needs to be changed. On the basis of change is the beginning of being seen as a source of strategic advantage that manages other resources [23]. Businesses that are starting today to make significant changes in human resources have long-term needs for work. It would therefore not be wrong to say that these companies will have the advantage over many years of being imitated by their competitors in the near future.

HRM is a discipline that involves policy-making, planning, organizing, directing and supervising activities related to the provision, recruitment and development of human resources necessary to provide competitive advantages in the organization. These activities should be organized in such a way that the objectives of the enterprise can be achieved from one side, the needs of the employees from the other side can be met and at the same time the responsibilities of the enterprise to the society can be fulfilled.

In order to be able to do the jobs within the scope of HRM in the most appropriate way, some basic functions need to be implemented.



Basic functions of HRM; Human Resources planning, staffing, measurement and evaluation, rewarding, training, development, protection and industry relations. In addition, information systems that have gained importance in recent years can be evaluated as the main functions of HRM. In fulfilling the functions of HRM in the field of business; Consultation is provided to the other departments on issues that fall within the scope of HRM and it is ensured that HRM functions are arranged in harmony with each other in different departments (Pfeffer, 2001).

The aim of all HRM related functions is to ensure competitive advantage and sustain life in a better position in the business area in which the business operates. As a consequence, it is one of the most important issues of our day to gain and use new products and technologies that can create and operate, compete harmoniously in new markets, manage growth and development, and operate all these functions in harmony with each other. For this reason, beyond the traditional role, HRM has a strategic role. Human Resources in Businesses is the key to productivity and quality. Therefore, the most effective use of this resource and its enhancement should take place in the primary purpose of the business. In particular, the functions of HRM are implemented as an objective in enterprises.

The concept of human resources (HR) refers to the human resource, one of the main sources that organizations have to use in achieving organizational goals. More precisely, the top, middle and lower level managers in the organization, technical staff, personnel employed as consultants, full-time or shift personnel, workers and civil servants and all personnel employed in other forms constitute human resources. This concept includes all employees within the organization

as well as the workforce that is outside the organization and potentially exploitable.

Despite the consensus that people are the most important being in an organization, the number of organizations that can live it is very small. Whereas perfect organizations keep their promises alive with people. Rapidly growing organizations focus on understanding the importance of HRM in terms of employment policies and economic development. Growing young organizations are interested in the details of HRM development. Human resource management can be defined as a system design that will enable the efficient and effective use of human resources to achieve organizational goals (Wan- Jing andTung, 2005: 26).

Organizations have explored the use of human resources, the most important differentiator to achieve strategies such as improving quality, reducing costs, and improving performance. What is important is that the use of human resources does not just remain an organizational information system. Because increasing the performance can be possible through efficient use of the human element which is an important differentiating power. Given the impact of HRM on organizational performance, it seems that human resource is too important to be transferred to personnel management.

Globalization and resulting international competition management are driving human factors and working norms towards new organizational goals and strategies. Working conditions and environment are changing for all level employees, HR needs to develop new working profiles. Lacking the concept of strategic management, organizations can not effectively use their financial capital and human resources, they base their decisions on daily politics instead of vision requirements and are adversely affected by cyclical fluctuations. Over the past two decades, it

has been seen that in the process of globalization, which has increased its influence from day to day, organizations that gain competitive advantage on the international scale interpret the human factor differently and have made a major contribution to human resources. In this process, HRM becomes even more important due to the complicated environmental conditions and many managers are starting to perceive that HRM has very important strategic implications for the organization. The focal point of these strategic initiatives is to create strategic HRM as an understanding of strategic innovation and creativity in organizations, internalized by all employees and involving all employees in the strategy creation process, to explore, rediscover and create the future. The power is the strategic HRM that will ensure that the real services and transactions that managers want are realized as competitive forces (Lau and Ngo, 2004: 685).

Factors such as the intensification of competition, the speed of technological change, the change of demographic structure, the frequency of economic fluctuations and the concentration of restructuring are the most important factors affecting the integration of HRM with strategic management of the organization. The HRM function (external) is seen as a key element in achieving and improving the increasingly repressive strategic responses. In order for HRM to be a perfect partner in achieving strategic goals, it is necessary to ask for creating a knack for surplus value. However, if a shift towards strategic pantheism is desired, HRM will have to confront some new challenges both internally and externally.

Personnel management is an important element of the broader notion of human resource management, although in practice both of these terms are often used interchangeably, as synonyms. This underlines the fact that people used as workers are resources that are no less

important than financial or material resources, and which should also be given attention and care (Sheppeck and Militello, 2005: 5).

Employees will not passively obey and tolerate manipulation or dictatorship on the part of management, they are increasingly expecting and require a more qualified approach to hiring and managing them. Studies in the behavioral field show that a competent management response to this requirement will benefit the company. The technology of personnel management, for example in the field of attestation of an employee, his professional training and assessment of the complexity of his work, can be successfully applied only with the assistance and support of the personnel themselves.

The following relationships and differences between personnel management and human resource management can be distinguished (Boxall and Purcell, 2008).

(a) Personnel management is a practical, utilitarian and instrumental area, it focuses mainly on the administration and application of policies.

Human resources management, by contrast, has strategic parameters and considers the overall deployment of human resources within the company. Thus, HRM will consider such problems as (Guest et al, 200):

- The aggregate volume of the workforce of the organization in the context of the overall corporate plan (how many units and branches should a company have, design of an organization, etc.);

- the amount of funds that should be spent on training the workforce, taking into account strategic decisions on the level of quality, the price of the product, the volume of production, etc;

- Establishing relationships with trade unions in order to effectively manage the organization as a whole;

- accounting for human capital, i. systematic evaluation and analysis of the costs and financial benefits of alternative personnel policies (for example, the financial implications of employee development classes, the impact of various options on the structure of wages, etc.) and assessing the human value of the company's employees.

The strategic approach to HRM includes the integration of all areas of human resources management, including company personnel, into the overall corporate planning process and the company's strategy development procedures. HRM is characterized by activity, a constant desire to open new directions for more productive use of labor, thus ensuring the company's competitiveness. In practice, the declaration of a strategic approach to HRM could include the following steps (Finegold, and Frenkel, 2008: 10):

- a brief summary of the main lines of the company's HRM policy in the mission statement;
- presenting considerations on the implications for the company's employees of each of its strategy directions and leading new projects;
- Designing an organizational structure in such a way that it meets the needs of employees, rather than compelling them to adapt to the existing unshakable form of organization;
- Inclusion of the head of HRM in the board of directors of the company.

Now more than ever, human resources managers need to contribute to productivity and quality, stimulate creative thinking, guide and develop corporate skills.

(b) HRM deals with broader aspects of change management, not just the consequences of changes for the company's practices. HRM is committed to actively stimulating flexible approaches and adopting new methods.

(c) Aspects of HRM provide the main source material for organizational development exercises.

(d) Personnel management is reactive and diagnostic. It responds to changes in labor legislation, labor market conditions, actions of trade unions, state-recommended codes of practice and other elements of business environment influence. HRM, for its part, is prescriptive and deals with strategies, the initiation of new activities and the development of fresh ideas.

(e) HRM determines the general policy directions of the company in the field of relationships in wage labor within the framework of the enterprise (company). Thus, there is a need to create a special culture within the organization that would favor cooperation and employee relations. Personnel management, on the contrary, was criticized for preoccupation with employees' compliance with the rules and procedures adopted by the company, rather than striving to develop their loyalty and loyalty to the company (Grant, 2006).

(e) HR management is characterized by short-term prospects, and HRM has a long-term perspective, strives to integrate all aspects of the organization's human resources into a single whole and establish high goals for employees.

(g) The HRM approach emphasizes the need for (Dyer, 2003:680):

- direct communication with employees, and not only with their collective representatives;
- developing an organizational culture that is supportive of the introduction of flexible working methods;
- group work and participation of employees in the development of group decisions;
- Improve long-term opportunities for employees, and not only achieve competitiveness in fulfilling their current responsibilities.

A controversial issue in comparing HRM and HR is the assumption that if the latter is a pluralistic approach, then HRM is more of a unitary approach.

## **2.4. Analysis of qualitative characteristics of personnel and labor market conditions in order to ensure the organization of competitive personnel**

The main objective of the financial activity of the enterprise is reduced to two strategic tasks - building own capital and ensuring a stable position in the market. To do this, it is necessary to constantly maintain solvency and profitability. The analysis of the profit and profitability of the enterprise allows us to identify a large number of development trends, is called upon to point out to the company's management the ways for further successful development, points out mistakes in economic activity, and also to reveal reserves of profit growth, which ultimately allows the enterprise to more successfully carry out its activities.

In time, the analysis of the financial and economic activities of an enterprise helps to identify and eliminate shortcomings, which includes (Saa-Perez and Garcia-Falcon, 2002: 125):

- timely and objective diagnosis of the financial condition of the enterprise, the definition of its "pain points" and the study of the reasons for their formation;

- search for reserves to improve the financial condition of the enterprise, its solvency and financial stability;

- development of specific measures aimed at more efficient use of financial resources and strengthening the financial condition of the organization;

- forecasting of possible financial results and development of models of a financial condition at various variants of use of available material resources and intellectual potential.

This part of the work presents an analysis of the financial and economic activities of the limited liability company "Telecom Premier". It is based on the calculation of the main indicators of financial stability of the enterprise, its liquidity, profitability, business activity and their evaluation.

"Telecom Premier" is a company that provides telecommunication services. It is a local communication operator, provides its subscribers with access to international and long-distance telephone services through licensed Zonal Communications operators.

"Telecom Premier" is a young and dynamically developing company in the market of telecommunication services. This enterprise is a universal communication operator and provides a full range of services for individuals and corporate clients.

"Telecom Premier" was established in 1999 as a project for the development of telecommunications services for customers for office facilities with an emphasis on the ratio of price and quality of services. The results exceeded all expectations: complex, inexpensive, high-quality, the company solved a number of problematic telephony issues (shortage of numbered capacity in the right time, quality of communication, internal communications, expected tariffs for the installation, high rates for long-distance and international communication), plus high-speed Internet access on dedicated communication channels. Since then, the company's customers have become a large number of successful companies in their business. The costs of running their business have significantly decreased, opening new prospects for their development.



As a result of the ongoing reception and dismissal of employees, the staff of the organization is constantly changing, with (Kelliher, Perret, 2001: 423):

- the company is based mainly on the women's team;
- the company employs rather young staff;
- the educational level of the staff is acceptable for this company, but there is always something to strive for.

**Table 1. Indicators characterizing the structure of the personnel of LLC "Company Telecom Premier" [15]**

Index	The value of the indicator	
	2016 people	2017 people
Senior management	1	1
Middle management	6	6
Specialists	13	13
Employees	40	45
Workers	12	10
Total	72	75
Man	33	30
Woman	39	45
working pensioners	3	2
from 45 years to retirement age from	5	6
from 35 to 45 years old	12	15
from 25 to 35 years old	37	35
To 25 ears old	15	17

two higher	1	1
Higher education	43	53
specialized secondary	23	19
overall average	5	2
lower secondary	0	0

Source: Marchington, M., & Wilkinson, A.(2008). Human Resource Management At Work: People Management And Development. (4th Ed.). Harlow: Pearson Education.

Gender composition of employees "Company Telecom Premier" describes the company as a female.

Relative indicator of turnover The coefficient of turnover of staff is defined as the ratio of the number of employees who quit for reasons directly attributable to turnover (at their own will, for violations of labor discipline), to the average number of employees:

where  $kt$  is the yield coefficient;

$Ru$  - the number of employees dismissed for reasons of fluidity (at their own will, for absenteeism, for violation of safety procedures, unauthorized departure, etc. for reasons not caused by production or national needs) (Edwards and Rees, 2006);

$p$  - average number of employees.

Over the past year, 3 people left their company voluntarily.

The average number is 75 people.

Let's define the yield coefficient:

$$kt = (3/75) * 100\% = 4\%$$

Such a coefficient corresponds to the level of natural fluidity, contributes to the timely updating of the team and does not require special measures from the management and personnel.

Thanks to the measures taken to improve the working and living conditions of employees, to meet social needs and timely payment of

wages, the company managed to stabilize the process of employee turnover. This indicator for the last 2 years decreased compared to 2016 from 11.1% to 4% in 2017.

### **3. METHODOLOGY AND RESULTS**

#### **3.1. Methodology: Methodical bases of development of management by the personnel with use of the marketing approach**

Personnel management system is a system in which the functions of personnel management of the organization are realized.

Personnel management service in the person of the HR manager of LLC "Company Telecom Premier" solves a number of tasks that can be divided into main and additional ones.

The main ones are (Bamberger and Meshoulam, 2000):

- development of the personnel concept, personnel policy;
- Ensuring the needs of the enterprise in the workforce in the required quantities and required qualifications;
- registration of labor relations;
- recruitment, conditions for hiring, selection, identification of requirements and tasks for vacant posts, interviewing, career planning;
- training, retraining and upgrading of qualifications, etc.

Additional tasks: health and safety, payroll, various services (for example, informing, solving social problems, etc.) (Cooke et al, 2005: 414).

The following methods of personnel management are applied in the company:

- Administrative - the issuing of orders, orders; selection and placement of personnel; development of job descriptions; the establishment of administrative sanctions and rewards.

- Economic - technical and economic analysis; planning; pricing; taxation.

· Socio-psychological - social analysis in the team; creating a creative atmosphere in the team; participation of employees in management; creating a normal psychological climate; development of workers initiative.

Administrative methods are used by the CEO in his work. Economic methods are mainly used by accounting workers. Socially-psychological methods are used by all managers, and also employees of the company.

The main functions of personnel management in LLC "Company Telecom Premier" are (Boxall, P., & Purcell, 2008):

- Personnel search;
- selection of personnel;
- hiring;
- staff adaptation;
- staff development;
- Stimulation of personnel;
- Professional training of personnel.

The development of LLC "Telecom Premier" constantly requires the implementation of a variety of HR functions: employee needs planning, recruitment, adaptation of new employees to the organization, promotion of promising employees, dismissal due to professional incompetence or age, and so on.

The basis of the personnel policy of Telecom Prime is the orientation towards a particular employee, his perception of his role in the current and future of the company.

Personnel policy of LLC "Company TP" is based on the following provisions (Dyer and Reeves, 2003, 660)

- team of like-minded persons is the basis of the company's success;

- effective management of the team, human resources management - the primary task of the company's management;
- maintaining stability and a positive labor mood in the company's divisions;
- professional level of specialists in the workplace;
- clear definition of duties and responsibilities of employees;
- Individual personality qualities, ability to learn, openness, honesty, initiative;
- Assistance in improving the professional qualities of employees: maintaining a system of continuous training and development of employees.

Personnel policy includes the following aspects (Lau and Ngo, 2004: 700):

- organizational and staff policy (planning needs, recruitment, relocation, dismissal,); organizational and labor policy (working conditions, safety technology);
- information policy (principles of the information movement system);
- financial policy (principles of distribution of funds, the basis of the compensation system);
- Personnel development policy (principles of preparing training programs for personnel);
- evaluation of performance.

The principles are realized through (Edwards and Rees, 2006):

- adherence to democratic management style, constant expansion of delegation of authority at all levels of personnel management;
- formation of a clear structure of the company, its constant adaptation to changing conditions;

- encouragement, support of initiative and activity of employees, their ideas and new projects;
- openness to dialogue with any member of the team, willingness to discuss and resolve issues and problems;
- adoption of a common value system for all employees of the company;
- formation, implementation and continuous improvement of motivational programs;
- the formation and implementation of developmental and educational programs, both individual and collective;
- the formation and constant expansion of the package of social events for the company's employees.

The methods of the company's personnel policy are (Cooke, and McBride, 2005: 425):

- socio-psychological research (questioning, interviewing, individual psychological diagnosis of employees);
- collection of information on existing traditions of personnel policy at the enterprise;
- conducting problem-business meetings;
- Preparation of methodological materials.

The organization has developed, adopted and operates adequate methods of recruiting staff with a clear system of criteria; the relationship between training and efficiency of the organization is traced; the importance of various positions in the organizational structure is realized.

Elements of the personnel policy of LLC "Company Telecom Premier" are:

- 1) the policy of selecting, selecting and hiring personnel;
- 2) the policy of staff adaptation;

- 3) the policy of training and development of cadres;
- 4) the policy of payment of labor.

Let's consider each element of the personnel policy of LLC "Company Telecom Premier" in more detail.

The policy of selection, selection and recruitment includes

- Personnel search;
- selection of personnel;
- hiring.

Analyzing the personnel policy of LLC "Company Telecom Premier", one can come to the understanding that some aspects are given insufficient attention at this stage of the organization's development (Ulrich and Brockbank, 2005):

1) The system of material incentives is not described in regulatory corporate documents, and is known practically only to higher management and the personnel manager.

In order for employees to feel the care of management, and also have a personal interest in achieving the ultimate goals and results of the organization's activities, they should give a clear idea of the form of remuneration and bonuses through prescribed provisions, and, based on the studies conducted, develop a special incentive system to increase the activity of employees.

2) The main efforts in the personnel policy of Telecom Premier focus on the selection, hiring, adaptation and training of personnel.

The process of forming the personnel reserve is absent in the organization, and this is one of the most important tasks of the personnel policy at this stage of the organization's development. The main efforts should be focused on a well-prepared reserve of candidates for posts of a new formation capable of mastering a new work area in a short space of time and ensuring an effective solution of the tasks facing them. The



presence of a reserve allows candidates to be prepared in advance for newly created and vacant posts to be filled, effectively organize training and internships for specialists included in the reserve, and rationally use them in different directions and levels in the management system. The company understands that the lack of opportunities for growth and movement within the company leads to a decrease in the work activity of employees and the deterioration of the company's activities.

### **3.2. Results**

Personnel policy of any modern enterprise is a deliberate purposeful activity to create a work collective that would best promote the combination of the goals and priorities of the enterprise and its employees.

The content of personnel policy is not limited to hiring, that is, by choosing the source of personnel replenishment and developing requirements for executors, but concerns the company's principled positions with regard to training, development of personnel, and ensuring interaction between the employee and the organization.

As a result of the conducted research, it became clear that some aspects of the personnel policy of LLC "Telecom Premier" were not paid enough attention, and measures were taken to improve it.

For a more successful stimulation of personnel and a reduction in employee turnover, a "Concept for Stimulating Labor Efficiency" was developed. The incentive system created on its basis made it possible to reduce the staff turnover rate in two years from 11% to 4%, and also to increase the motivation of employees to work in the company.

Proceeding from the fact that the expenses, temporary and material, to search for specialists for vacant positions are quite large, proposals were developed to form the company's reserve reserve. The personnel

reserve is necessary for better provision of the company with trained employees, ready in case of need to conduct not only their own work site, but also others - in related areas.

The implementation of this project made it possible for Telecom Premier to reduce losses caused by the turnover of personnel already in the first year of its implementation by more than 32%. As a result of the project, there was a decrease in losses from a decline in labor productivity by 91%.

The availability of trained specialists in the personnel reserve makes it possible not only to significantly reduce the cost of recruiting and adapting new employees, but also to build a system of investments in the development of personnel, which in turn significantly improves the intangible motivation of employees and facilitates their consolidation in the company. In addition, the availability of a trained human resources reserve significantly reduced the company's risks in case of illness of key employees

The personnel reserve became the most important element of personnel motivation in LLC "Telecom Premier". The use of such an approach ensured the planning of the development of employees and their training on the basis of personal training plans. The company believes that it is the training and development of personnel that are the most important investments, and the improvement of this resource in order to realize long-term potential is a very reasonable and profitable sphere of capital application. Formation of the personnel reserve allows to have in the staff of qualified, loyal, initiative managers and managers who are able to develop business.

Thus, the personnel policy of LLC "Telecom Premier" under the new conditions is aimed at the formation of such a personnel management system that would focus on not only economic but also

social benefits, provided that the current legislation, regulations and government decisions are complied with.

### **3.2.1. Identification and classification of requirements for personnel and the employer using a marketing approach**

The requirements for the personnel on the part of the employer are formed in the process of determining the organization's need for human resources. In turn, the definition of the need for staff should begin with the consistent development of a number of documents. They express the need primarily in the qualitative characteristics of human resources, as well as the content of labor at each workplace. Description of the content of labor is the basis for the final formation of the staffing requirements. Taking an employee to work, the employer wants to be sure that his work will have a certain result. The direct measurement of the result of the employee's activity is expressed, as a rule, in the quality and timeliness of the performance of his official duties.

Modern conditions in which any production or management process takes place, raise high demands on the professional role performed by each employee. The employee of the organization is in a fairly tough socialization, under which the effectiveness of his work is influenced by the external and internal ties of the company and its units. Due to this, the employer places high demands on the professional behavior of employees. Final conclusions on the level of compliance with such requirements can be made during periodic business evaluation of staff, as a result of personnel audit or its certification. Part of the help in solving this problem may be a probationary period in recruitment, but its

regulatory time frame may not be sufficient for a reliable assessment (Edwards and Rees, 2006).

Marketing staff works to meet the requirements of both parties to the employment relationship, which means the need to study the requirements that potential employees are making to the employer. Accounting for these requirements allows the employer company to formulate or adjust its personnel policy in such a way as to create a favorable image in the external and internal labor markets. The consequence of this should be an increase in the efficiency of the recruitment and recruitment process, as well as a decrease in turnover and an increase in the level of job satisfaction among the organization's own cadres. Hence, there is a need to develop a sufficiently complete list of potential requests to employers' organizations, from which the range of potential applicants can form the composition and content of their expectations and preferences.

The employing organization should work out the question of how it will be able to identify the needs of potential and full-time employees. And it is necessary to consider these requests from two positions: as essential concerning the concrete organization and as prevailing as a whole in the labor market. Identification of such requests is possible with the help of qualitative and quantitative marketing research tools (statistical analysis, in-depth interviews, surveys, questionnaires, etc.).

The result of the analysis of the needs of existing and potential employees should be the formation of groups of characteristics on the basis of which segmentation of the labor market can be carried out [3].

The requirements of applicants for a potential employer are the basis for a complex of personnel-marketing. Job seeker acts in this case as a client. The expectations he has for a potential employer, and the ability of various firms to meet these requirements, on the one hand, are

decisive for making a decision about his work and, on the other hand, are a prerequisite for the success of activities to attract staff.

In the labor market, there are groups of applicants that differ on the one hand, their education and qualifications, and, on the other hand, their needs, values and inquiries to the employer. From this perspective, the labor market becomes particularly heterogeneous and fragmented. Therefore, in this case, it is advisable to apply the marketing concept of segmentation, determining the target segments and positioning. By analogy with marketing marketing in this case, we are talking about segmenting the labor market, selecting target groups and positioning the image of the staff.

### **3.2.2. Formation of the mechanism of human resources management development using the marketing approach**

Human resource management has emerged as a developing approach, mainly in the 1980s. It can be said that this approach is quite new. It deals with the information and principles of human resources management, human relations, management and personnel management in a whole and with a different point of view. It is therefore possible to trace the history of human resources management to the earliest times when information on human beings was acquired.

As is known, the most important feature of primitive societies is their orientation towards the basic physiological needs of individuals. Efforts to meet the needs of food, shelter and protection have led to the gradual domination of people around them. Over time, as the soil began to be processed, the living conditions of primitive life were shifted to the conditions of much more developed agriculture society than that of that

period. In this period, various products were started to be processed in soil. Soil crops have increased the importance of land, the nomadic life has ended and the exchange of commodities has led to the economic failure of the coins.

Beginning to use simple tools and tools, small workshops became active as production tools of this period. In terms of management, social institutions such as religion, race or class have begun to dominate.

Industrialization, which started at a rapid pace in the 1860s, has brought people's attention from the ground to the machine. With the industrialization that started with the acquisition of steam power, the products could be delivered to places far away by sea and railway. Rapid urbanization, industrial production tools, management based on economic data, birth of the working class, large workshops, factories, symbolic money dominance, fast schooling, compulsory education, the main concepts and changes brought by the industrial society.

Both were generally influenced by the management function in general, and in particular human management, the values that people put into work and the time-varying content of work. Much of the work carried out by hands and mainly based on the physical force of man has not changed significantly in the years of the 1770s. Adam Smith (1776), especially focusing on the production process, divided the work in the production process into basic tasks, reduced and basic tasks. Smith, who distinguishes the production process from simple sub-tasks in his book *The Enrichment of Nations*, has brought innovations in direct business management, but it has also had implications for human management. Tasks that have been reduced and made more pronounced have also affected human relationships among people.

Intensive development of integration and globalization processes of the world economy was the main factor for activating intercountry economic relations, improving the mechanisms of international business.

Defining the purpose of the economic activities of enterprises, we can confidently say that the main motive here is to maximize profits, which the company can achieve only if the effective use of human resources, the organization of business contacts, the ability to carry out negotiations in order to conclude the most favorable international contracts. It is obvious that employees play a key role in organizing these processes. As the fundamental factor of effective activity of the enterprise, the key to the company flourished, employees should qualitatively carry out the work within the framework of their professional activities, to receive additional education, as well as continuous or "continuation" of education (in the terminology of international educational systems, such as the USA, France and others.) (Delery and Doty, 2005).

Of great importance is the role of the management staff of the company's employees who carry out the functions of personnel management, since the implementation of management principles inherent in any enterprise is in their area of responsibility.

Targeted groups of employees engaged in professional activities on a foreign scale are the objects of personnel development in international management. It is quite obvious that the approach aimed at narrowing these target groups to the management that manages the personnel of the main enterprise or the management that carries out travel activities to foreign countries is illegitimate.

It is possible to single out such areas of the international activity of personnel as long-term work abroad and short-term foreign missions, the purpose of which may be temporary requirements of the company in

personnel; training or receiving additional education abroad, the replacement of employees on an international scale.

It is very demanded in modern conditions to integrate specialists from different countries to work on large-scale international projects; Participation in commissions or councils is less frequent; the introduction of related posts, integrating the functions of foreign customers and suppliers (Armstrong and Baron, 2004).

In each case, the development of personnel is determined both by strategic and organizational conditions, and by value international orientations.

It should be noted the need to integrate new employees into international enterprises, which implies overcoming the language barrier of employees, promoting their identification with the enterprise and belonging to it.

Let's formulate the main features of enterprises from the perspective of staff development stages in international management.

To begin with, it is necessary to determine the location of the leading cadres, indicating whether they are from the company's enterprise - the main one or located in the host country, regardless of their nationality. The obtained information allows to establish the status of an enterprise that determines the number of managers sent abroad, as well as workers belonging to other categories of personnel.

Human resource management in general includes personnel management and industry relations. The practices implemented in this context are realized in the light of the human psychology and a more accurate expression of behavioral science.

Human resource management is the most efficient way to reach the goals of the basic aim institution. With this belief that human beings play the most important role in this, human resource management has turned



to human relations. Thus, the management of human resources tries to ensure that the organization is prepared and successful for the future by focusing on questions related to work and human relations. Personnel management, on the other hand, deals with everyday problems and practices.

As a result, human resources management focuses on people, sees occupational relationships in a managerial structure, develops appropriate personnel policies for the institutional culture, and thus acts as a key function in corporate management. Thus, human resource management is a strategic approach that addresses occupational management, where we are unfamiliar with, and try to determine how relationships between all employees in the organization are realized, and how they should be, rather than principles, from completely new approaches.

Human resources management covers all human-oriented work in the business environment. Within the organization, planning of human resources, making job analyzes and job descriptions necessary for this, giving job announcements for the selection of human resources, accepting applications, making negotiations, adaptation training, training and development studies, success and performance evaluation, coordination of work, job inspections, job evaluation, wage management, discipline, social-cultural activities, health services and the like.

### **3.2.3. Methodical and scientific-practical recommendations on the development of human resources management on the basis of the marketing approach**

Factors such as changing environmental conditions, competition, globalization, technological innovations, new needs, legislation have influenced and shaped the production and consumption characteristics of the market. Human resources planning has also gained a new strategic dimension based on the human-oriented management approach. Huselid, Jackson and Schuler stated that "human resource management", which they define as "strategic", is the design and realization of an internally consistent set of policies and practices ensuring human capital that helps achieve company objectives. The SICP provides clearer and more accessible information about the direction in which businesses will now go.

Human resources are no longer just a selection of personnel, but they have taken place in the strategic map of the employer. The SCP benefits from operating as a strong discipline with various tactics, methods and alternative proposals.

Personnel management is a process of systematic, systematically organized by means of interrelated organizational, economic and social management mechanisms, impact on the personnel of the organization with the aim of both ensuring the effective functioning of the operational process and meeting the needs of personnel in their professional and personal development.

The concept of "personnel management" (its synonyms - "personnel management", "human resources management", "personnel economics") implies three aspects: functional, organizational, educational.

Functionally, human resources management means all tasks and decisions related to activities in the field of personnel (for example, recruitment, introduction to work, use of personnel, training, remuneration and dismissal of employees).

Organizationally, this concept encompasses all persons and all services in the enterprise that are responsible for working with personnel (for example, line managers, personnel department, employee council of the enterprise).

As an academic and scientific discipline, personnel management is an important integral discipline of the science of managing an organization.

The essence of personnel management is systemic, systematically organized impact through interrelated organizational economic and social measures on the process of formation, distribution, redistribution of labor at the enterprise level, creating conditions for using the labor qualities of the employee (labor) in order to ensure the effective operation of the enterprise and comprehensive development of employees employed therein.

The development of personnel through intercultural trainings takes quite a long time, which increases the duration of the planning horizon and requires the coordination of personnel development plans with a promotion plan or career development.

The importance of this circumstance should be taken into account in the event of a planned replacement of an international vacancy by substituting or forming certain qualification prerequisites for further career steps of employees in foreign affiliates (Guest et al, 2000).

Practical studies prove that insufficient preparation for foreign substitution occurs not only because of a lack of time before departure, but also because there are no training measures reflecting the current

needs of the enterprise. The systematic development of carefully designed staff development plans, including those that include information on planned vacancies, and the training of staff to replace them, make it possible to avoid major difficulties.

The difficulties in controlling the development of the staff of an international enterprise consist in the fact that the problems arising at the national enterprise here are more acute and, in addition, are supplemented by specific problems.

A very important attention in modern conditions should be given to the development and development of both external and internal personnel of enterprises operating in the economy. The main issue here is the definition of the optimal qualitative and quantitative characteristics of personnel, allowing for the effective development of the enterprise and maximizing profit. To achieve these parameters, the company should also evaluate the possibility of attracting foreign specialists with professional competencies in the chosen field of activity to the staff (Dyer, 2003: 652).

In modern information sources, such specialists are called expats, who are hired employees who came from abroad to work at the invitation of an enterprise acting as a branch of a foreign company. The subject areas in which these specialists work are quite broad, here we can talk about anti-crisis management, business process reengineering, optimization of the brand-image function of the enterprise in order to increase its investment attractiveness.

With a positive decision to attract foreign specialists to the organization, the question arises about their adaptation not so much at the country level as at the level of a specific organization.

One of the purposes of this article was to study the mechanisms that allow for the adaptation of expats in various professional and personal fields of activity.

As the main problem that needs to be addressed, it is necessary to emphasize the need for social adaptation of expats, including overcoming the language barrier, acclimatization to a quality standard of living significantly different from European standards.

The complexity of social adaptation will increase in the conditions when such an employee moves with his family, pets. Possible ways to solve this problem are associated:

- with the search for methods of overcoming the language barrier for the employee and his family members - inviting an effective tutor, organizing training in short-term language courses;
- with the selection of educational institutions of preschool and secondary education for the children of the employee;
- with the help in the selection of efficient and low-cost routes to work or other important infrastructure facilities;
- with indirect assistance in the employment of the spouse or spouse of the expat: recommendation of specialized job search portals or effective recruitment agencies;
- with possible help in solving domestic problems;
- with the acquaintance of new foreign employees and foreign employees already working in the organization.

Correct organization of social adaptation is the key to the formation of the a priori loyalty of the expat in relation to the company that invited him, which has a direct impact on his professional activities in this company.

Personnel management can be divided into three blocks:

1) personnel management - planning of the demand for personnel; selection and creation of a reserve; determination of wages and benefits; professional adaptation; the development of programs, the organization of training and advanced training; development of professional experience and abilities; assessment of work activity; implementation of internal staff movements (rotation) and dismissal;

2) management of working conditions - the creation of organizational projects for units and workplaces, the development of standards and regulations for activities, the creation of the necessary working conditions; development of regulations on structural divisions, passports of workplaces, work schedules; internal regulations, requirements for employees, job descriptions, etc .;

3) social management - closely related to the established in the 70-ies. the concept of human resources. This concept recognizes man as the decisive factor in production and the main source of profit, and not an "annoying, but necessary expense item."

The philosophy of personnel management is a philosophical and conceptual understanding of the essence of personnel management, its emergence, connection with other sciences and directions of the management science, an understanding of the ideas and goals underlying the management of personnel.

The concept of personnel management is a system of theoretical and methodological views on the understanding and definition of the essence, content, goals, objectives, criteria, principles and methods of personnel management, as well as organizational and practical approaches to the formation of a mechanism for its implementation in specific operating conditions of organizations.

Personnel management affects human activities in all its diversity, exploring a wide range of factors that determine the effectiveness of the work activity of the employee and the team that shape the behavior of the person in production.

Therefore, the science of personnel management in developing recommendations on the use of the human factor in improving production efficiency is based not only on the results of its research, but also on knowledge related to other scientific disciplines: public, natural, technical.

First of all, human management in its production activity is based on the theory of human integrity, developed by philosophy, and the use of such fundamental principles as the social and subject-activity essence of man, the integral and historical understanding of man, the essence and content of the labor process as human objective activity, man as a condition of scientific technical and social progress.

Widely used and the provisions of economic theory as a science of laws governing production, distribution and exchange of material goods in human society.

The course "Personnel management" is closely connected with the labor economy, the subject of study is labor in its historically determined form, the social organization of labor, as well as the scientific organization of labor of an employee whose object of study and rationalization is the labor process.

This is important from the standpoint of creating conditions for high-performance work, rational use of the employee for qualification, preservation of health and personal development.

## CONCLUSION

The next issue requiring close attention of the management of the company that manages personnel is the professional adaptation of foreign employees, which must be attended not only by the HR specialist, but also in a number of cases by the employee of the specific unit in which the expat's work is planned.

The main mission of an employee of a particular unit is to familiarize the expat with the employees of this unit, the goals and objectives of the company, to provide complete information on additional issues that arise.

This form of interaction with the expat has proved to be very successful, as mentoring, its duration can vary from a few days to 1-2 months. If the company is large in terms of staff and organizational characteristics, then a useful way of adapting foreign employees will be to inform them through special trainings or information publications.

In the absence of these methods, one of the positive ways influencing professional adaptation becomes attraction of all employees of the company to the organization of communication with foreign colleagues in the form of personal representation (acquaintance), formal and informal discussions of various thematic areas, meetings, trainings. Such communication solves the problem of overcoming the barriers between the expat and the company's staff.

It should be pointed out that cultural and religious differences are an important factor characterizing the organizational and corporate culture of the company, whose influence on the expatriate to the company's management is important to be eliminated as much as possible. Among the ways to minimize the risks associated with cultural and religious differences in the country, it is possible to allocate



maximum full information about the peculiarities of culture, features of communication, and conduct trainings on cross cultural communication.

The mechanisms for the development and adaptation of personnel working and at foreign enterprises require increased attention from the management team that manages human resources. Correct social and professional adaptation of employees working in the field of international business, contributes to the improvement of the quality of knowledge, skills and skills of international business, the formation of attitudes towards the main objective of the enterprise in the current period of time or in the long term.

As stated above, the company's employees are mainly adopting the idea that the current performance evaluation process can not provide the necessary infrastructure for promotion, career and training activities. A considerable number of employees think that the company is inadequate in this regard. It may only be possible with a performance appraisal system linked to career management to prevent the promotion from being based on personal relationships. Nevertheless, it is the fact that a successful performance evaluation system provides precise, efficient information exchange. At this point, managers have important tasks. First of all, managers should establish a good communication infrastructure and convince all employees that this infrastructure is operational. Thus, the feelings and insecurities of the staff can be reduced. Again, the evaluation results and the sharing of the reasons with the employees are necessary for the health of the performance evaluation process.

Performance appraisal work is done to make use of the obtained data at the point of making legal decisions on behalf of employees. Again, the purpose of performance appraisal is to evaluate people's performances, not themselves.

As a result, it would not be wrong to say that the comparative performance evaluation system in the strategic human resources management process has a high ability and serviceability to serve purposes according to the current system.

However, before the model is transferred to practice, an infrastructure-wide study of the company should be done in order to adapt the model to the company and its employees. The success of the model depends on its harmonization with the company and on the participation of all employees in their beliefs and therefore on the model. Because the performance evaluation system to be established in the company has great importance not to inform the managers about the implementation of the prepared programs and the decisions taken, to adapt the current performance of the employees to the company's aims, to direct their preferences and behaviors and to achieve the determined targets.

The performance evaluation process within the scope of strategic human resources management in the context of the results obtained in the attitude research carried out within the general directorate of the service operation which will be proposed as a model; quality, reliability, change, knowledge about the subject, motivation and productivity; participation in strategic objectives, appropriate organizational climate, and job satisfaction will be more effective in the most effective way.

## REFERENCES

1. Armstrong, M. & Baron, A. (2004). *Managing Performance: Performance Management In Action*. London: Cipld.
2. Bamberger, P., & Meshoulam, H. (2000). *Human Resource Strategy: Formulation, Implementation And Impact*. Sage: Beverly Hills
3. Boxall, P., & Purcell, J. (2008). *Strategy And Human Resources Management*. Basingstoke: Palgrave Macmillan.
4. Cooke, F., L., Shen, J., & McBride, A. (2005). Outsourcing Human Resource As A Competitive Strategy. *Human Resource Management Journal*. 44(4), 413-432.
5. Delery, J., & Doty, H. (2000). Modes Of Theorizing In Strategic Human Resource Management: Tests Of Universalistic, Contingency And Configurationally Performance Predictions. *Academy Of Management Journal*. 39(4), 802-835.
6. Dyer, L. & Reeves, T. (2003). Human Resource Strategies And Firm Performance. *The International Journal Of Human Resource Management*. 6(3), 650-670.
7. Edwards, T., & Rees, C. (2006). *International Human Resource Management: Globalization, National Systems And Multinational Companies*. Harlow: Prentice Hall.
8. Finegold, D., & Frenkel, S. (2006). Managing People Where People Really Matter. *The Management Of Human Resource In Biotech Companies*. *International Journal Of Human Resource Management*. 17(1), 1-24.
9. Grant, R. (2008). *Contemporary Strategy Analysis*. (6th Ed.) Oxford : Blackwell.

10. Guest, D., Michie, J., Sheehan, M., & Conway, N. (2000). *Employment Relations, Human Resource Management And Business Performance*. London: Cipld.
11. Huselid, Mark A. (1995), "The Impact Of Human Resource Management Practices On Turnover, Productivity And Corporate Financial Performance", *The Academy Of Management Journal*, Vol. 38, No: 3, Pp. 635-672.
12. Kelliher, C., & Perret, G. (2001). *Business Strategies And Approaches To Hrm: A Case Study Of New Developments In The Uk Restaurant Industry*. *Personal Review* 30(4), 421-437.
13. Lado, Augustine A. And M. C. Wilson. (1994), "Human Resource Systems And Sustained Competitive Advantage: A Competency-Based Perspective", *The Academy Of Management Review*, Vol. 19, No: 4, Pp. 699-727.
14. Lau,C.,& Ngo,H.(2004).*The Hr System, Organizational Culture And Product Innovation*. *International Business Review*.13,685-703.
15. Marchington, M., & Wilkinson, A.(2008). *Human Resource Management At Work: People Management And Development*. (4th Ed.). Harlow: Pearson Education.
16. Pfeffer, J. (2001). *Fighting The War For Talent Is Hazardous For Your Organization*. Stanford: Pearson Education
17. Richard, Orlando C. And N. B. Johnson. (2001), "Strategic Human Resource Management Effectiveness And Firm Performance", *International Journal Of Human Resource Management*, 12: 2, Pp. 299-310.
18. Saa-Perez, Petra De And J. M. Garcia-Falcon. (2002), "A Resource-Based View Of Human Resource Management And

Organizational Capabilities Development”, *International Journal Of Human Resource Management*, 13:1, Pp. 123-140.

19. Schuler, Randall S. (2002), “Strategic Human Resource Management: Linking The People With The Strategic Needs Of The Business”, *Strategic Human Resource Management*, Ed. Jeffrey A. Mello, South Western Thomson Learning, Ohio, Pp. 86-97.

20. Sheppeck, Michael A. And J. Militello (2005), “Strategic Hr Configurations And Organizational Performance”, *Human Resource Management*, Vol. 39, No: 1, Pp. 5-16.

21. Storey, J. (2007). *Human Resource Management: A Critical Text*. (3rd Ed.). London: Thomson.

22. Thatcher, Mandy (2006), “Breathing Life Into Business Strategy,” *Strategic Hr Review*, 5, 3, Pp.28-31.

23. Ulrich , D., & Brockbank, W.(2005).*The Human Resources Value Proposition*. Boston: Harvard Business School Press.

24. Verweire, K.(Editor) (2004), *Integrated Performance Management : A Guide To Strategy Implementation*, London, Gbr: Sage Publications, Incorporated, P. 190.  
[Http://Site.Ebrary.Com/Lib/Karaelmas/Doc?Id=10080846&Ppg=205](http://Site.Ebrary.Com/Lib/Karaelmas/Doc?Id=10080846&Ppg=205)

25. Wan- Jing, C., & Tung, H. (2005). *Relationship Between Strategic Hrm And Firm Performance: A Contingency Perspective*. *International Journal Of Manpower*. 26 (5)

26. Wright, Patric M., Timothy M. Gardner and Lisa M. Moynihan (2003), “The Impact Of Hr Practices On The Performance Of Business Units,” *Human Resource Management Journal*, 13, 3, Pp.21-36.