

well-being of individuals, families and rural communities, but also in terms of overall economic efficiency, given the high percentage of women among agricultural workers in Ukraine.

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Reshmidilova Svetlana

*Candidate of Economic Sciences,
Associate Professor, Department of
Marketing and Trade Entrepreneurship
Khmelnytsky National University
(Khmelnytsky, Ukraine)*

**MARKETING
PERSONNEL AS AN
EFFECTIVE METHOD
OF DEVELOPMENT
THE PERSONNEL
POLICY ENTERPRISE**

In modern conditions, when the stable economic development of enterprise largely depends from the interest of personnel in an active, efficient activity, when a person is an essential element of the production process, on the basis of which it is possible to achieve market success, increasing the role marketing personnel.

Marketing activity is one of the leading functions in activities of industrial enterprises, which ensures their steady, competitive conditions on the market, taking into account internal and external environments.

This activity involves realizing on the market and using the results for acceptance effective management decisions. At the same time, marketing personnel helps to ensure the leadership of the enterprise high-quality information. All this necessitates formation at the enterprise of effective marketing personnel, which, through the system of accumulation, exchange, analysis, processing and practical use of marketing information, will contribute to achievement the sustainable balanced development of socially significant results of personnel activities.

Today, not sufficiently investigated is the problem of combining in management of the enterprise marketing personnel and development strategies. The purpose of the work is theoretical substantiation and develops of methodical providing marketing personnel at the enterprise.

As an object of research select the industrial enterprise “Litma Ltd”, that produces high-quality products of wide range products Production facilities of the enterprise consist of high-tech equipment of foreign production, but loaded on 30%. It requires additional personnel. Unfortunately, the level of training employees of the enterprise does not always correspond to the goals and objectives of the enterprise, therefore it must be taken into account that the process of finding, selecting, training, adapting and improving the skills of the required personnel is a determining factor for effective management. In view of this, there was a need to evaluate the personnel policy of the enterprise through marketing personnel.

The experience of western firms shows that personnel are one of the main components of success in activity of the enterprise. Therefore, the enterprise needs to have reliable information not only about the state of technical, financial, economic resources, but also about the personnel in order to increase the efficiency of its work. In order to ensure the most complete and effective providing marketing personnel, it is necessary to identify its most important components and elements.

Relevance of assessment the personnel policy is connected with the fact that when recruiting new employees, when selecting candidates for a new post, when planning an official career, conducting the attestation there is a need to assess the impact of the most important components of it.

Such an assessment has an active orientation and provides an opportunity to orient the leadership to implement the optimal practices regarding the application of marketing methods to personnel. Identifying the abilities to learn modern technologies will enable managers to

implement the advancement of employees' professional activities, enhance their professionalism, and motivate them to increase the effectiveness activity of the personnel in the context of chosen strategy of the enterprise

Before the enterprise faces the task of creating such conditions that ensure the optimal use of personnel in the amount of balanced needs and interests of the enterprise and each employee. The achievement of this balance can be ensured through the introduction of marketing in management of personnel. This will allow us to reconcile market conditions, opportunities of the enterprise with the interests of each employee, track changes in the professional-qualification structure of personnel, identify trends in the development of labor force in the labor market and timely determine the qualitative and quantitative requirements for it. The use of marketing methods in management of the enterprise, in particular personnel, will contribute to the growth of the real impact and productivity of production without the use of additional resources [1, p. 4].

The functions of marketing personnel are: definition of personnel needs; study of personnel; search and hiring of personnel, selection and evaluation of personnel; training and development of personnel; preserving them and stimulating labor productivity, and, if necessary, dismissing workers. Types and ways of attracting personnel depend from numerous factors influencing on the active labor market. Marketing personnel also includes research in the field of personnel management directly at the enterprise, identification of the most influential factors of personnel on the efficiency of work.

In the paper proposes to consider the marketing personnel in bringing the system of training specialists in line with the demand for human resources on the labor market today, tomorrow and in the future.

In view of this, marketing personnel should coordinate the purposes of activity the enterprise with existing in time the quantity and quality of human resources and focus on:

- research of the labor market, correspondence of trends its change in the paradigm development of the enterprise, society and forecasting its conjuncture;

- studying requests, labor needs and the most complete and most effective of their satisfaction through interconnection with external sources that provided of the enterprise by staff;

- analysis of personnel potential of the enterprise and the quality of its use;

- forecasting and planning of needs in personnel;
- develop and implementation of strategies the management personnel;
- organization of communication activities;
- expert examination of personnel.

The broad interpretation marketing personnel is to refer to one of elements the personnel policy organization, implemented through the solution of a set of tasks of the department of personnel management (develop of target system, planning needs, business assessment, career management, motivation) [2, p. 170].

In determining the criteria for selecting indicators to conduct an assessment the personnel policy enterprise, it should be taken into account that there can not be any unified criteria or evaluation systems, so when selecting indicators it is necessary to take into account the conditionality of the existing constituents. Thus, for make evaluation of the professional-qualification component can be defined the following groups of criteria (assessment indicators) such as: professional, business, moral-psychological, integral.

Thus, the content of each group of criteria of the indicators depends from the presence of identified component and each of them can have its own set of criteria that need to be established and evaluated.

The identification of these key indicators for assessment the personnel policy is one component of interpretation the results of study, which involves the use of such a mathematical apparatus, as factor analysis, and methods of multivariate statistical analysis (correlation analysis, method of the main components).

The use of factor analysis is necessary for solving the following tasks:

- firstly, finding out how substantive and heterogeneous characteristics of an object which influence the quality of the personnel policy are found logically and expertly;
- second, valuation of the minimum number of indicators that most fully characterize the perfection of personnel management of the enterprise that operates in a competitive environment.

The separation of the main factors from a mathematical point of view consists in the allocation of linear combinations of random variables who have maximum possible variance, with what first main factor covering the maximum dispersion of numerical values of indicators that assess the quality of the personnel policy of the entire enterprise; at the same time, the factor load characterizes the contribution of each person in changing the priorities of the personnel policy.

The contribution r -th main component (factor of personnel) to the

total dispersion is determined by the formula (3.1) [3]:

$$V_r = \sum X_{ij} a_{jr}^2, \quad (3.1)$$

where V_r is the actual value of r-th main factor;

a_{jr}^2 is the weight of r-th component in j-th indicator.

The total contribution of the first components is calculated as follows (3.2):

$$Y_r = \frac{1}{n} \sum a_{ij}^2. \quad (3.2)$$

The boundary of this amount is determined depending from the requirements of task and usually set within the range of 0,80 - 0,95, and this quantity determines how much of the last major components can be excluded from consideration, thereby reducing the dimension of the investigated n-dimensional space.

The principle of selecting the main components (factors) at the maximum of the explanatory variability made it possible to determine the number of aggregate indicators that sufficiently determine all the output indicators. However, the factor-component system is not the only one. With the help of rotation the coordinate system, in principle, can get many solutions, so need to find the right axis rotation. To solve this task, it is necessary to rotate factor loads using the method Varimax normalized.

Thus, every major factor of quality the personnel policy (f), which gives some generalized new characteristics to all investigated objects, is expressed in the form of a linear combination of output indicators that allows to interpret the main factors:

$$f_r = \frac{1}{V_r} (a_{1r}y_1 + a_{2r}y_2 + \dots + a_{nr}y_n), \quad (3.3)$$

where f_r is the normalized value of r-th main factor;

V_r is the actual value of the r-th main factor;

Y_n is the normalized value of the j-th indicator obtained from the experiment;

a_{nj} is the weight of the r-th main factor;

$j = 1 \dots n$, n - number of indicators.

After identifying the main factors and optimal factor loadings, it is expedient to investigate the objects, that is, elements of the personnel policy, to rank them according to the level of the personnel policy.

For this purpose has been developed a graphical rating scale for the assessment of workers (Figure 3.11).

	Level higher than average	Average level	Level below the average
f_1			
f_2			
f_3			
	The most important elements	Required elements	Elements that do not affect of the personnel policies
	Significant elements		
			Destabilizing elements

Figure 3.11 Graphic rating scale assessment of personnel policy enterprise

It should be considered, as it is accepted in the estimation of indicators that correspond to the normal distribution, that:

$-1 < f_n < 1$ – the average level of the relatively stable elements of the personnel policy enterprise;

$f_n > 1$ – level below than average;

$f_n < 1$ – level higher than average;

where f_n – defined relatively stable signs of the personnel policy.

The most important and essential elements for the personnel policy should be taken into account when forming and implementing a strategy of enterprise.

The research of components the personnel policy was carried out at the industrial enterprise “Litma Ltd”. Was generated a sample of 25 experts by using the Bernoulli formula. The experts included leaders and leading specialists who rated the most significant indicators.

The study excludes indicators whose selective distribution is not subject to the law of normal distribution, indicators that have a

significant collinearity with each other, are less informative and duplicate.

By standardizing the values of the output variables can go to the normalized values. The method of the main components is determined by the number of the most significant major factors characterizing the personnel policy enterprise. Among such factors are the professional-qualification level (0.75), the motivation management system (0.67) and the presence of participatory personnel management (0.43).

For 12 main factors, the share of total (cumulative) dispersion (cumul. %) is 81.71%, the total contribution of the other 18 major factors is 18.29%. In addition, starting with factor 11, own values (eigenval) are less than one. Therefore, it is advisable to dwell on the first 10 main factors that explaining 75.79% of the total dispersion, the eigenvalues of each of which are greater than one.

In the process of the research, have been identified factor loadings that allow us to find a correlation between the main factors and elements of the personnel policy enterprise, as well as formed the factor matrix.

The optimal solution is achieved by rotating the axes of the main components in the space of signs. With such an optimal solution, have been re-emerged the ten major factors that will have the same accumulated contribution of a total dispersion of 75.79% and more pronounced load on certain groups of attributes.

The method of main components are determined by the most significant key factors that characterizing the quality of the personnel policy enterprise. The most significant contribution is given by the first main component f_1 , which includes seven variables:

- y_{15} – social package of workers;
- y_{16} – use of modern teaching methods;
- y_{17} – influence of organizational culture on personnel;
- y_{18} – financing of personnel development;
- y_{19} – conformity of the level education of personnel to the requirements of production;
- y_{20} – degree of correspondence the level of education to career growth;
- y_{22} – possibility of personnel qualification upgrading.

These indicators characterize the educational resources of the enterprise, therefore it can be noted that this is a professional-qualification component of the personnel policy. All of these indicators are related to the first main component of positive weight factors.

The first main component can be presented as follows:

$$f_1 = 1/5,295 \times (0,719y_{15} + 0,891y_{16} + 0,833y_{17} + 0,833y_{18} + 0,819y_{19} + 0,852y_{20} + 0,765y_{22}).$$

The second main component f_2 includes the following variables:

- y_1 – the level of wages;
- y_2 – the level of material motivation;
- y_4 – the level of non-material motivation;
- y_5 – participation in management;
- y_6 – possibility of career growth;
- y_{11} – working conditions;
- y_{13} – delegation of powers.

All these indicators describe the state of the level of motivation on the enterprise, so can define this component as a motivational system and present it as follows:

$$f_2 = 1/4,8 \times (0,973y_1 + 0,854y_2 + 0,907y_4 + 0,838y_5 + 0,63y_6 + 0,64y_{11} + 0,912y_{13}).$$

The third main component f_3 closely correlates with the method of personnel management, namely:

- y_{23} – style of management;
- y_{24} – quality of managerial decisions;
- y_{26} – socio-psychological climate in the team.

According to many executives, they have a greater impact on the efficiency of personnel of the enterprise. But, as the data shows, they rank only third after the professional-qualification level and motivational system:

$$f_3 = 1/3,19 \times (0,981y_{23} + 0,966y_{24} + 0,972y_{26}).$$

At the final stage of solution the task factor analysis was obtained a matrix of normed values the main factors for the enterprise and was carried out the classification of objects by the normalized values of the main factors.

Thus, the value of the first main component determines the professional-qualification level, the second – motivation management system, the third – the method of personnel management. The analysis in the rating scale allows us to form an idea of the presence of each component on the enterprise and effectiveness of the personnel policy, depending on the weight of the identified groups of components.

The assessment of the quality of personnel policy made it possible to draw the following conclusions.

The weight of the component, which determines the method of personnel management, is within the normal limits. Personnel policy of the enterprise can be characterized as sufficient.

In order to achieve a level above the average, marketing personnel should direct management efforts to enhance the weighty elements, the availability of which is sufficient for further improvement of personnel management in the context of the enterprise development strategy. The most important elements, which make up about 3% of their total number, also allow management to implement important measures about improve personnel management, whose effectiveness is almost absolute.

However, elements that do not affect personnel policy and destabilize it are respectively 25 and 4%. These groups of elements should be paid to special attention, control the possible increase in their weight and to observe trends in their dynamics. The lack of manage action against these groups can significantly impair the situation at the enterprise and make personnel policy ineffective, which in turn will reduce the level of personnel management.

Research results will help:

– to get a comprehensive view about the state of personnel policy of the enterprise;

– to identify the reasons that adversely affect on effectiveness of the use of personnel marketing methods at the enterprise and, on the basis of this, develop a set of interrelated economic, administrative, educational, sociological, psychological, psychophysiological measures aimed at ensuring conditions for the most effective implementation of personnel management methods, motivation and professional-qualification component that has the greatest impact on the quality of the personnel policy enterprise.

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