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ГЛАДКА О.І., аспірант,
Харківський національний автомобільно-дорожній університет

ОЦІНКА ПРИВАБЛИВОСТІ ПІДПРИЄМСТВА ЯК РОБОТОДАВЦЯ НА РИНКУ ПРАЦІ

Анотація. *Запропоновано методичний підхід до оцінки привабливості підприємства як роботодавця на ринку праці, який, на відміну від існуючих, ґрунтується на використанні показників, сформованих за елементами комплексу маркетингу персоналу «7Р», та застосуванні багатокритеріального вибору на основі методів нечіткої логіки. Застосування такого підходу забезпечить комплексність оцінки привабливості роботодавця за різними напрямами.*

Ключові слова: *привабливість роботодавця, потенційний персонал, метод багатокритеріального вибору альтернатив, комплекс маркетингу персоналу.*

ГЛАДКАЯ Е.И., аспирант,
Харьковский национальный автомобильно-дорожный университет

ОЦЕНКА ПРИВЛЕКАТЕЛЬНОСТИ ПРЕДПРИЯТИЯ КАК РАБОТОДАТЕЛЯ НА РЫНКЕ ТРУДА

Аннотация. *Предложен методический подход к оценке привлекательности предприятия как работодателя на рынке труда, который, в отличие от существующих, основывается на использовании показателей, сформированных согласно элементам комплекса маркетинга персонала «7Р», и применении многокритериального выбора на основе методов нечеткой логики. Применение такого подхода обеспечит комплексность оценки привлекательности работодателя по разным направлениям.*

Ключевые слова: *привлекательность работодателя, потенциальный персонал, метод многокритериального выбора альтернатив, комплекс маркетинга персонала.*

O. GLADKA, Postgraduate,
Kharkiv National Automobile and Highway University

ATTRACTIVENESS ASSESSMENT OF ENTERPRISES AS EMPLOYERS ON THE LABOUR MARKET

Abstract. *A methodological approach to assess the attractiveness of an enterprise as an employer on the labour market has been proposed. It distinguishes from other existing*

methodological approaches due to indicators formed in accordance with the 7P personnel marketing mix as well as to the application of multi-criteria choice on the basis of fuzzy logic methods. The application of such approach ensures an integrated assessment of the employer attractiveness in various lines.

Key words: *employer attractiveness, potential personnel, method of multi-criteria choice of alternatives, personnel marketing mix.*

Problem statement. A necessary component of the personnel marketing is the assessment of the attractiveness of the company as an employer on the labor market. Employer attractiveness refers to the subjective assessment of the employer value proposition (EVP) on the labor market and its ability to meet the functional, economic and psychological expectations of the target audience [1]. The main purpose of assessment is to determine the employer's ability to attract new personnel (external labor market) or retain existent (internal labor market).

Despite an ample attention of scientists to the problem of personnel marketing, some guidance as to the employer attractiveness assessment needs to be improved.

Recent research and publications analysis. In modern scientific literature [2-6] two basic approaches to assess attractiveness as an employer are considered. According to them the assessment of attractiveness is associated with indicators of jobs quality, or with the employer's ability "to win the war for talents", attract new and retain existing staff.

Quite common is an approach to evaluating the attractiveness through job quality indicators, namely the coefficients of jobs, equipment, employees' satisfaction, employees stability over time, personnel maintenance; actual expenditures of the employer for the maintenance of work place; actual expenditures of the employer for the retention of an employee; size and dynamics of the average wage of employees compared to similar indicator of the industry and the region, and others [3, 4].

However, the use of indicators to a greater extent allows to determine the level of staff turnover, financial investments in personnel etc., but does not allow to determine the degree of attractiveness of certain characteristics of the employer's position from the point of view of potential or existing employees and does not reflect the employer's position comparing to other employers (competitors) on the labor market.

This shortcoming to some extent are taken into account in a different approach - in determining the ability of "winning the war for talents" [2], which is reflected by such factors as: the level of recruitment; employees satisfaction (research is carried out through social surveys); pledge the loyalty of employees; the level of familiarity of potential and existing staff with the brand of the employer.

The development of this approach is found in [5, 6], where attention is paid also to the retention of existing and attraction the new personnel. But the specified parameters, through which it is possible to measure the retention (new staff turnover, turnover of staff with experience, the definition of employee satisfaction, productivity) and acquisition (through indicators: the number of candidates for each dollar spent on advertising the position, the number of candidates for 1 currency that was spent, the ratio of recruited candidates to missed, the price of hiring, the time spent to fill a vacancy).

Thus, the existing approaches can only partially assess the attractiveness of the company as an employer is not expected because they do not envisage the use of complexity attractiveness assessment from the point of view of specific target audiences and specific elements of the marketing staff (workplace, compensations, system of communication with target audiences etc.). That is to say that the employer attractiveness' assessment stays very imprecise for today.

Unsolved problems. Analysis of the existent approaches as to the employer attractiveness assessment remains the most complex and little known and now there is need to develop a methodical approach that will allow to comprehensively assess the employer attractiveness, taking into consideration the current criteria and characteristics of the company, as well as trends and requirements as to the attractiveness formation, especially from the point of view of existing and potential staff.

The purpose of the article – is to develop a methodical approach as to the employer attractiveness assessment on the labor market from the point of view of potential employees.

The main material of the study. While developing a methodological approach as to the employer attractiveness assessment on the labor market it is advisable to take into account the fact that the assessment should be given from the standpoint of potential employees and it should take into account their expectation towards a potential employer.

To implement this provision, firstly, the attractiveness indicators on the external labor market should be determined. The basis of the indicators' formation is the elements of the personnel marketing complex "7P" [7] – Table 1.

Formation of the employer attractiveness indicators on the labour market

Content of elements «7P» (X)	Employer attractiveness factors (Y)	Employer attractiveness indicators (Π_3)
1	2	3
PA: Position and package of services according to the position	Position prestige	Match of position title to the modern criteria
		The prevalence of the profession area
		The degree of coherence of duties with the position level
	Possibility of career development	Number of programs of promotion and career growth
	Possibility of self-development	Number of training programs
CA: Compensation package	Wage	The degree of the wage compliance with the position level
	The number of additional compensations (benefits package and other financial compensation)	The number of additional compensations
ECA: External communication	Acsess to the information	Availability the employer website
		Ads on the websites of employer work, publications, etc.
	Communication informative	The degree of disclosure of the information about the employer
	Possibility to get in touch with employer	Possibility to get in touch with employer
		Speed of response
EBA: External branding	Prevalence of the main factors of employer attractiveness	The employer website popularity
		Employer brand popularity
		Information about the main benefite of the employer (EVP)
		Information about employer values
EA: Categories of employees who contact with candidates	The level of professionalism, appearance, feedback from the existent employees	The level of positive feedback about the employees
		The level of professionalism of the employees who communicate with candidates
		The appearance of employees who interact with candidates

Ending the table 1

1	2	3
EPMPA: External personnel marketing process	Recruiting procedure	Awareness of the candidates about all stages of the recruitment
		Process duration
		Number of interviews
		Process coordination
PEA: The atmosphere and conditions during the recruitment process	Recruitment process conditions	The level of candidates cost coverage
		The state of building in which interviews are being hold
		Friendliness of staff

Secondly, the method of assessment should be determined. Among the variety of existing methods convenient to use the method of multi-choice alternatives based on fuzzy logic [8-11]. This method will take into account the subjective opinion of a potential employee (by which it determines the best employer) by a degree of compliance with the employer's to his image about the "ideal place of work" Also, this method makes it possible to compare the evaluation of an employer with other employers that are represent on the labor market.

Thus, the employer external attractiveness is assessed according to the "7P" elements of personnel marketing complex: product attractiveness (PA); compensation package attractiveness (PC); attractiveness of external communication (ECA); external branding attractiveness (EBA); attractiveness, which is created by people, i.e. categories of employees who communicate with candidates (EA); attractiveness, which is created by an organization of process for external personnel marketing (EPMPA); attractiveness, which is created by the physical environment, i.e. atmosphere, environment and conditions offered by the employer to candidates during recruitment process (PEA).

Linguistic variable is characterized by the following set of objects:

$$\left(X, T(X), U, G, M \right), \tag{1}$$

where X – ariable name ("atractiveness of the enterprise as an employer", "attractiveness of the position and package of cervices according to the position" etc.);

$T(X)$ – set-variable term, which is the name of fuzzy variables with values from the universal set ("high", "medium", "low");

G – syntax, generating a name variable fuzzy linguistic variable X;

M – semantic rule that gives each fuzzy variable value of $M(X)$, or fuzzy subset $M(X$ of the universal plurality of U.

Linguistic variables are proposed to divide into three levels: "first level", "second level" and "third level". The "first level" corresponds to the overall employer attractiveness; "the second level" – is the attractiveness of elements of the model "7P"; "third level" - the attractiveness indicators (Fig. 1).
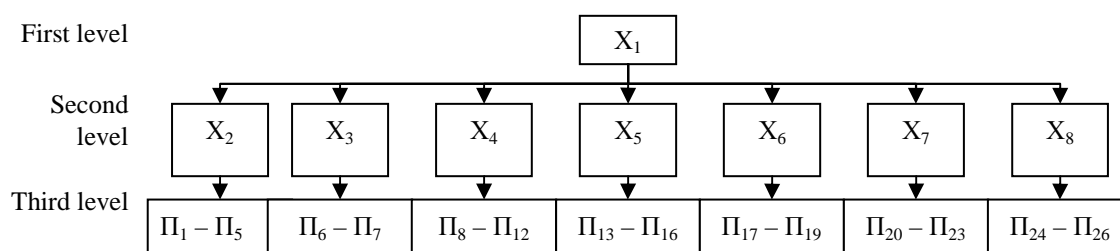

Fig. 1. **Levels of employer attractiveness indicators**

Linguistic variables are denoted as follows:

X_1 – overall external employer attractiveness (EEA);

X_2 – the level of the product attractiveness (PA);

X_3 – the level of the compensation package attractiveness (CA);

X_4 – the means used to bring the goods to the customers (external communication attractiveness) (ECA);

X_5 – the promotion tools (external employer branding attractiveness) (EBA);

X_6 – the level of atractiveness, which is created by people (category of employees who are communicating with potential employees) (EA);

X_7 – the attractiveness created by the organization of the process (external personnel marketing process atractiveness) (EPMPA);

X_8 – the level of attractiveness, which is created by the physical environment (atmosphere, environment and conditions offered by the employer to candidates during the recruitment and job search process) (PEA).

To determine the external attractiveness as an employer can introduce a model of evaluation:

$$\text{EEA} = F(\text{PA, CA, ECA, EBA, EA, EPMPA, PEA}). \qquad (2)$$

Given the characteristics of the employer attractiveness, which is characterized by seven elements, each of which, in turn, is determined by a set of indicators a model proposed for each element.

For example, for a product model would look like this

$$\text{PA} = F(\Pi_1, \Pi_2, \Pi_3, \Pi_4, \Pi_5), \qquad (3)$$

where Π_1 – match of position title to the modern criteria;

Π_2 – the prevalence of the profession area;

Π_3 – the degree of coherence of duties with the position level;

Π_4 – the number of programs of promotion and career growth;

Π_5 – the number of training programs, that are being financed by the employer.

Similarly models for each of the seven elements are being formed.

Linguistic variables $X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8$ set on a base set of J, representing a unit interval $[0;1]$ with values $J = \{0; 0,1; 0,2; 0,3; 0,4; 0,5; 0,6; 0,7; 0,8; 0,9; 1\}$. This can take a set of values that make up the term-set $T(X)$: HIGH, AVERAGE, LOW. These proposed values set using these membership functions (calculation rules $\mu_{Bi}(j)$)

P = HIGH (PERFECT) –

$$\mu_P(x) = \begin{cases} 1, \text{if } x = 1 \\ 0, \text{if } x = 0 \end{cases} x \in J \qquad (4)$$

S = AVERAGE (SATISFACTORY) –

$$\mu_s(x) = x, x \in J; \qquad (5)$$

US = LOW (UNSATISFACTORY) –

$$\mu_{US}(x) = 1 - x, x \in J. \qquad (6)$$

Based on the information about the values on which the employer attractiveness is assesed, a series of statements about the acceptability of given level of the studied parameters are being formulated.

For example, to assess the attractiveness of a product (PA) the first statement is formulated:

d_1: «If match of position title to the modern criteria is HIGH, the prevalence of the profession area is HIGH, the degree of coherence of duties with the position level is HIGH and the number of programs of promotion and career growth SATISFACTORY, than the level of product attractiveness is HIGH» or «IF Π_1 = HIGH and Π_2 = HIGH and Π_3 = HIGH та Π_4 = SATISFACTORY, than PA = HIGH».

The following 8 statements for this element are formulated in the same way, given the input data (Table 2).

Table 2

Matrix definition of employer attractiveness according to the "7P" elements

Attractiveness indicators				
second level	third level	**P**		
		d_1	d_2	d_3
X_2 (PA)	Π_1	HIGH		HIGH
	Π_2	HIGH	HIGH	
	Π_3	HIGH	HIGH	HIGH
	Π_4	SATISFACTORY	SATISFACTORY	SATISFACTORY
	Π_5		SATISFACTORY	SATISFACTORY
		S		
		d_4	d_5	d_6
X_2 (PA)	Π_1	HIGH	LOW	HIGH
	Π_2	LOW		HIGH
	Π_3		HIGH	
	Π_4	SATISFACTORY		LOW
	Π_5		SATISFACTORY	
		US		
		d_7	d_8	d_9
X_2 (PA)	Π_1	UNSATISFACTORY		UNSATISFACTORY
	Π_2	UNSATISFACTORY	UNSATISFACTORY	
	Π_3	UNSATISFACTORY	UNSATISFACTORY	UNSATISFACTORY
	Π_4	UNSATISFACTORY	UNSATISFACTORY	UNSATISFACTORY
	Π_5		UNSATISFACTORY	UNSATISFACTORY

Similar tables are used to form statements of all model elements "7P".

Evaluation of employer attractiveness by a p-th candidate, is determined by the formula:

$$F_p\left(E_\alpha\right) = 1/\alpha_{\max} \cdot \int_0^{\alpha\,\max} M\left(E_\alpha\right)d\alpha. \tag{7}$$

Thus, for the enterprise "MTE1" indicators of inputs of the first level (Table 2), the second level indicators calculated values presented in Table 3.

Table 3

Level of attractiveness indicators for the enterprise MTE1

Attractiveness indicators		Level of attractiveness indicators for the enterprise MTE1	Attractiveness indicators		Level of attractiveness indicators for the enterprise MTE1
second level	third level		second level	third level	
X_2 (PA)	Π_1	0,6	X_5 (EBA)	Π_{13}	0,8
	Π_2	0,4		Π_{14}	0,5
	Π_3	0,2		Π_{15}	0,5
	Π_4	0,5		Π_{16}	0,2
	Π_5	0,4			
			X_6 (EA)	Π_{17}	0,4
X_3 (CA)	Π_6	0,3		Π_{18}	0,3
	Π_7	0,7		Π_{19}	0,6
X_4 (ECA)	Π_8	0,9	X_7 (EPMPA)	Π_{20}	0,4
	Π_9	0,6		Π_{21}	0,3
	Π_{10}	0,4		Π_{22}	0,2
	Π_{11}	0,4		Π_{23}	0,4
	Π_{12}	0,5	X_8 (PEA)	Π_{24}	0,3

Similarly the first level elements attractiveness are being calculated to find out the overall external employer attractiveness (X_1), (table 4).

Calculations are made for each candidate; then calculated the arithmetic mean of the overall attractiveness by the formula (8), taking into account the evaluation of the total number of candidates (r), who participated in the assessment of the employer (8),

$$\overline{EEA} = \sum_{p=1}^{r} EEA\,\frac{1}{r} \tag{8}$$

Thus, according to the assessment of the "MTE1" the $\overline{EEA} = 0{,}540$.

Table 4

Second level of attractiveness indicators for the enterprise MTE1

Attractiveness indicators		Results of attractiveness indicators assessment for the enterprise MTE1
first level	second level	
X_1 (EEA)	X_2 (PA)	0,63
	X_3 (CA)	0,55
	X_4 (ECA)	0,68
	X_5 (EBA)	0,63
	X_6 (EA)	0,58
	X_7 (EPMPA)	0,58
	X_8 (PEA)	0,52

The conclusion about the level of total external employer attractiveness is based on the construction of membership function.

To interpret the results, the following criteria should be used:

- if the level of attractiveness of the elements ($X_1 - X_8$) is considered to be low (which is in the range of linguistic variables between 0 and 0.39), new measures for personnel marketing should be integrate;

- if the level of attractiveness of the elements ($X_1 - X_8$) is considered to be average (which is in the range of linguistic variables between 0.4 and 0.69), it is considered to integrate measures for personnel marketing improvement;

- if the level of attractiveness of the elements ($X_1 - X_8$) is considered to be average (which is in the range of linguistic variables between 0.7 and 1 (while "1" is considered as the ideal level)), than the personnel marketing measures result should be monitored.

Conclusion. Thus, a methodological approach as to the employer attractiveness assessment was developed. To evaluate the employer attractiveness it is considered to be appropriate to use multi-criteria choice on the basis of fuzzy logic conclusion, which takes into account the expectations of the potential employers towards the employer.

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