

The cover features a futuristic cityscape with a prominent glass capsule in the foreground. The capsule has a white top with a red stripe and a black panel with the word 'Ursula' and a star symbol. The background is a dense urban landscape with a river. The top half of the cover is overlaid with a geometric pattern of overlapping triangles in shades of blue, purple, and teal.

# REVISTA INCLUSIONES

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**CONFIGURATION OF PERSONNEL MARKETING BASED ON MARKET RESEARCH  
INTERNAL LABOR MARKET**

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**Abstract**

In modern conditions, traditional marketing technologies are used for marketing the internal labor market: emphasis on the partner and behavioral factors, influence on the situation, comprehensive collection and processing of information, monitoring changes in social values, etc. The relevance and timeliness of marketing of the internal labor market is emphasized by the following points: a number of market actors interact with other agents as employers, so it is marketing that will allow them to become informed and effective in social and labor interaction. It is marketing that determines: configuration of technologies for the formation, distribution and use of human resources based on the analysis and synthesis of information; diagnostics of labor market conditions; formalization of facts about the volume, dynamics and structure of professions and specialties; formation of public relations.

**Keywords**

Marketing research – Marketing approach – Personnel marketing – Service sector – Loyalty

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## Introduction

The relevance of searching for new approaches to configuring personnel marketing technologies in the context of increasing socio-economic challenges, threats and diversification of personnel risks is not in doubt. In a situation where the state changes its status in the use of human resources from monopoly to at least oligopoly, there is an interaction and relationship between the employer and employees. Currently, the prerequisites for marketing activities in the labor market have already been formalized: the market for the buyer of labor services is developing; competition between employer and employees within the workforce, formalized work motivation for the staff and the staff and the employer is free to choose; making employment decisions; an opportunity for the migration of health personnel.

## Methods

Today, Russia already has the conditions for conducting market research in the domestic labor market. For the application of regulators in the framework of marketing technologies, there are institutions that ensure the operation of the classic blocks of the marketing structure: production of services, communication, distribution, exchange, consumption, price. The concept of personnel marketing is evolving in Russia in a very contradictory way. The situation is caused by a high level of monopolization of the market space, monopsonicity of regional labor markets, relative cheapness of human resources and their low mobility.

The staff develops requirements for the workplace: a high ergonomic standard, a decent salary, comfortable working conditions, a work schedule acceptable to both sides, career prospects, and a favorable socio-psychological climate. Marketing in the domestic labor market leads to an increase in the quality of life, since the above requirements create prerequisites for the effective use of personnel, thereby satisfying the needs of all subjects of social and labor relations<sup>1</sup>.

To match the configuration of employment in the domestic labor market with indicators that ensure the loyalty of a potential employee, personnel marketing technologies are needed, especially in service organizations. It is the marketing approach that guarantees the solution of personnel management tasks in the service sector by creating conditions for attracting the most qualified specialists, providing quality selection of candidates, preserving and developing the labor potential of the most valuable employees.

## Results

The authors' analysis of specialized literature allows us to interpret the marketing of the internal labor market as a contact between the marketing space and the personnel

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<sup>1</sup> M. Saphirov. Contact personnel as the most important resource of organizations in the service sector. Problems of Economics and legal practice, 2009. Retrieved from: <https://cyberleninka.ru/article/n/kontaktnyy-personal-kak-vazhneyshiy-resurs-organizatsiy-sfery-uslug>; T. V. Gaponenko y A. E. Malkhasyan, "Evaluation of the personnel management system based on a marketing approach", Economics of sustainable development Vol: 1 num 41 (2020): 40-47 y I. Y. Il'ina. labour Market and the marketing staff: a training manual (Berlin: Direct-Media, 2020).

management system in service organizations. We visualize the marketing space as a sum of entities operating inside and outside of service companies that influence personnel management, contributing to the development of personnel policies and strategies. The authors believe that by meeting the needs of personnel who contact consumers, organizations in the service sector diversify their competitive advantages and retain external consumers, which guarantees multi-level competitiveness in this area of economic activity. Internal marketing is interlinked with the relationship marketing paradigm, according to which long-term business contacts with 20% of customers form 80% of the profit of service companies. We interpret the concept of internal marketing in three contexts that reflect its essence: internal marketing-the philosophy of management; internal marketing-the relationship of service organizations with personnel (Fig. 1); internal marketing – the experience and practice of implementing the strategy of organizations in the service sector. Let's consider the first approach, which is based on the relationship between the quality of services provided, satisfaction of external customers with the quality of services provided, and satisfaction with their work of the staff providing these services.

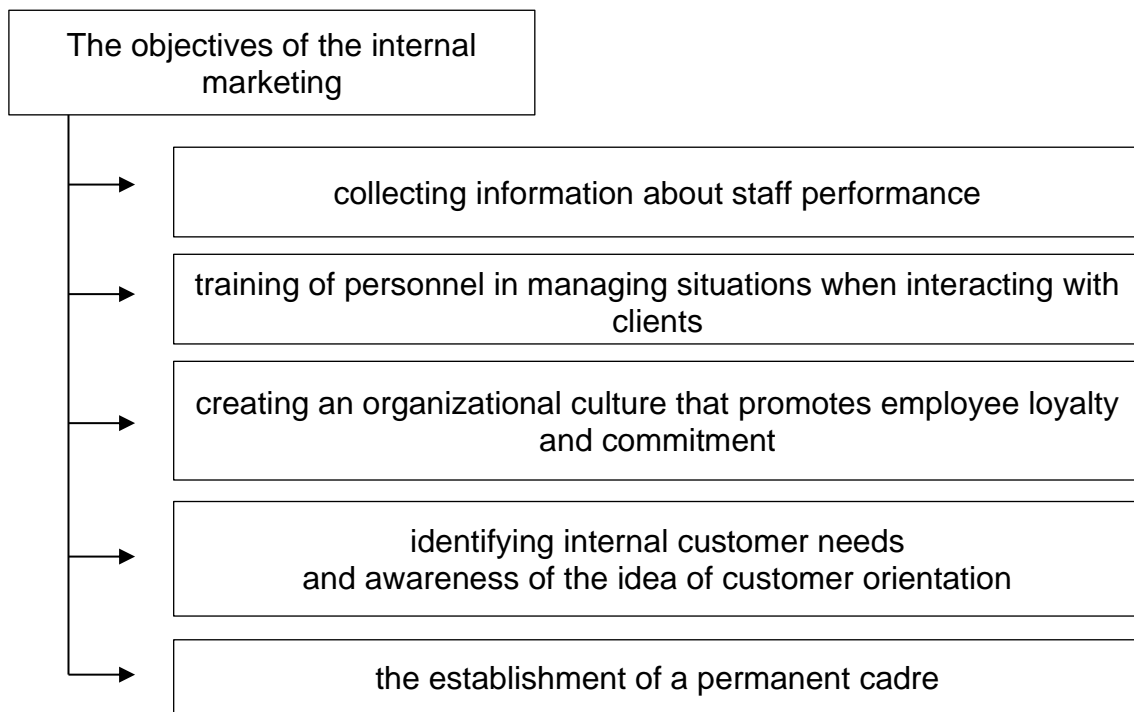


Figure 1

Internal marketing Tasks as a set of relationships between service companies and staff

The solution of these tasks is based on new approaches to the configuration of personnel marketing technologies, learned from external marketing, but used by participants in the internal labor market: adaptation, training, communication, evaluation, certification, marketing research, rotation, etc. In the current conditions, it makes sense to present personnel marketing management as communication between business entities and employees in the internal labor market. In this environment, three streams of information circulate (Fig. 2).

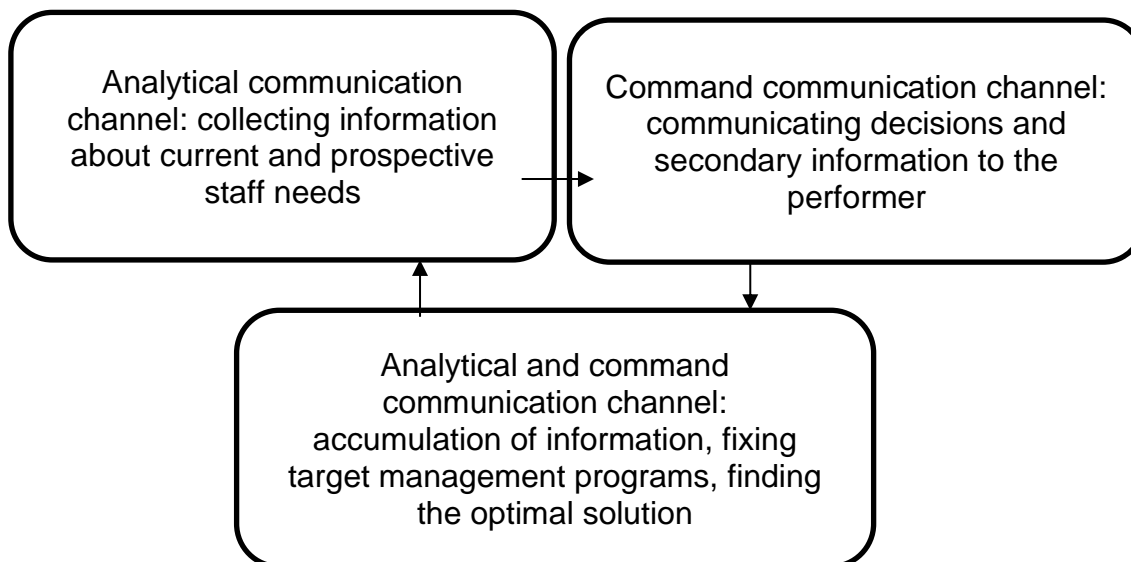


Figure 2

### Communication Channels of personnel marketing in the internal labor market

In the current circumstances of increasing challenges and threats, unique knowledge, skills and special training are required. It is more profitable for service companies to hire those who are competent. Hiring a new employee involves not only additional costs, but also personnel risks. The team is able to solve strategic, tactical and operational tasks, contributing to the implementation of the organization's mission, developing staff loyalty and commitment.

### Discussion

We do not fully agree with scientists who do not accept the thesis about the crucial role of personnel marketing in ensuring multi-level competitiveness of human resources of service enterprises<sup>2</sup>. The domestic labor market is actively developing where it is possible to combine on-the-job training with informal training. During the training process, the staff perceives and assimilates values, traditions, customs, attitudes and rules of behavior through interpersonal relationships, which helps to ensure the effectiveness and low level of conflict in their work.

In the current conditions of increasing risks and socio-economic challenges, the goals of the service enterprise that determine the strategy and tactics of its operation are updated. It is the financial capacity that determines the modeling of scenarios for planning staff needs, covering them, training, staff development, and working with the reserve for promotion.

<sup>2</sup> E. V. Burlakova y S. M. Kachalova, "Event-marketing Technologies in the promotion of telecommunications company services on the market. Scientific result" *Social and humanitarian research* Vol: 3 num 2 (2017): 28-36; L. N. Strebkova, "Marketing aspects of service management", *Russian entrepreneurship* Vol: 18 num 21 (2017): 3327-3334 y A. K. Tarasenko, E. Yu. Nikolskaya, "Modern methods of customer loyalty management of a hotel enterprise", *Innovative science* Vol: 1-1 num 13 (2016). Retrieved from: <https://cyberleninka.ru/article/n/sovremennyye-metody-upravleniya-loyalnostyu-klientov-gostinichnogo-predpriyatiya>

Taking into account the set goals, the staff of service companies should focus on monitoring the preferences and meeting the needs of customers. In service organizations, it is advisable to clarify the criteria for dividing customers into groups and classes, which will facilitate communication in the group based on the configuration of technologies and innovative methods of serving the population. A special role here is played by staff communication with customers, which allows you to determine the needs, expectations and satisfaction from the services provided. So, personnel marketing is conceptually described by us through HR planning needs. In the current conditions, when the staff has acquired the status of a strategic factor with a dual nature (here the dualism is manifested in the competence of the staff and their desire to sell (lease to the employer) their competence as much as possible). This is why the formation of the brand and image of the employer company determines the expediency of their monitoring and diagnostics in order to ensure a long-term and profitable relationship between the business entity and the employee.

Marketing research of the internal labor market plays a significant role in shaping the image of service companies. The authors interpret the employer's brand through the features of the service sector related to the image that distinguishes the public service sector. The key indicator here is the fulfillment of the employer's obligations, which, in turn, affects the loyalty and commitment of the staff to the mission and concept of the enterprise<sup>3</sup>.

Note that internal personnel marketing is focused on evaluating and certifying employees that characterize the process of correlation of personnel competencies to the requirements of positions or jobs. Here we will distinguish two types of assessment: the first is an assessment of the candidate's compliance with the vacant position, and the second is an assessment of existing staff. The employer assesses the extent to which the employee knows, is able and owns. Special attention is focused on the measurable results of the employee and his / her work team.

In our opinion, the introduction of new approaches to configuring HR marketing technologies allows us to create competencies for competing in the process of rotation and searching for a new job. If an employee does not do this, it means that they accept the working conditions: the working environment, career prospects, salary, and so on. Investigating the configuration of technologies in personnel marketing, the authors note that in the new marketing strategy of personnel management in the current circumstances, the role of forming long-term mutually beneficial relationships between key partners-the business entity and the staff is growing. The development of modern technologies of personnel management in service organizations is still focused on methods of accounting for the competence and labor potential of employees applying for vacancies. The choice of technologies for configuring personnel marketing largely depends on the level of managerial competence.

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<sup>3</sup> T.S. Melnik, O.V. Khristofor, Development of interactive marketing as a basis for improving the process of providing service. Collection of scientific papers of the Dnepropetrovsk national University of railway transport named after academician V. Lazaryan "Problems of transport Economics". 10 (2015). Retrieved from: <https://cyberleninka.ru/article/n/razvitie-interaktivnogo-marketinga-kak-osnova-sovershenstvovaniya-protssessa-predostavleniya-servisnoy-uslugi-yu-yu>. Anisimova, "The Concept of internal marketing as a factor for improving the organization's competitiveness", Kant Vol: 3 num 9 (2013). Retrieved from: <https://cyberleninka.ru/article/n/kontseptsiya-vnutrennego-marketinga-kak-faktor-povysheniya-konkurentosposobnosti-organizatsii>

That is why, within the framework of internal factors that determine the marketing orientation of the personnel of service organizations, we will highlight the areas that depend on the management style in the service enterprise. Internal factors of organizations here depend on the courtesy of the employee in communication, the ability to inspire confidence. At the same time, these moments are determined by the individual characteristics of the employee, but the organizational culture will encourage them to implement their competencies. Despite all the complexity, responsibility, intensity and intensity of work, the client should not feel the fatigue of the employee. The staff should be able to resist stress, remain calm, confident, be friendly, attentive.

To develop appropriate organizational culture in three ways: hiring workers willing to uphold its values and standards, their motivation, i.e. the influence of sanctions on compliance with the values, traditions and norms; argiculture should be delivered to staff in learning, communication, adaptation, development, rotation, etc.

The degree of loyalty of the service company's personnel is determined by their involvement in the process of providing high-quality services to the population. Loyal staff means quality service. That is why we will focus in more detail on the tools for retaining the most valuable employees. We interpret internal marketing as a system of measures to build loyalty and commitment of staff. It is important to note that each employee is at a certain stage of loyalty to their own service company. The first stage of employee loyalty is adaptation. The stage lasts up to six months. At this time, the employee is interested in: how quickly he will master the job, how the team will perceive him, whether he will be able to meet the expectations of colleagues and top management, and so on. At this stage, top management provides mentoring with the help of a "curator" – with experience in this service enterprise. The task is to train a new employee in the rules and regulations of internal communication. If a new employee is asked to meet the normal norm, they may not be able to cope. It is advisable to allow the novice to pass the first stage, and then raise the requirements legally<sup>4</sup>. The second stage can be called "initial loyalty". Here it is legitimate to influence motivation within the framework of organizational culture and training on its formation. It is necessary to involve personnel more actively in the organization and conduct of internal corporate events. It is at this stage that team building coaching sessions aimed at employee interaction in the workforce are appropriate. The third stage is interpreted as the stage of belonging to a service company. This is where the employee feels part of the team, develops tactics and strategy, makes independent decisions, becomes an active defender of corporate values, and demonstrates leadership skills. The employee here is used as a mentor. At this stage, it is necessary to promote career growth and personal development, i.e. to form, develop and reproduce their professional and personal competencies.

After the above stages, the staff acquires the status of "true loyalty", i.e. employees already play key roles in their service enterprise. It seems to us that the use of diversified marketing tools in the service sector is aimed at motivating and stimulating staff involved in increasing the value of the services provided by the enterprise. To the extent that the task

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<sup>4</sup> M. X-O. Uzdenova y D. B. Chuprova, "The Value of labor force marketing in the human resource management system of organizations", Bulletin of the expert Council Vol: 4 num 15 (2018) y A. A. Yakovlev, "Some features of marketing activities in the service sector", Bulletin of the Moscow University of the Ministry of internal Affairs of Russia Vol: 5 (2014). Retrieved from: <https://cyberleninka.ru/article/n/nekotorye-osobennosti-osuschestvleniya-marketingovyh-meropriyatiy-v-sfere-uslug>

of top management is to create favorable working conditions, loyalty and commitment remain important in ensuring the quality of services provided by the service company. In the current circumstances, we will highlight the active and passive vectors for covering the need for personnel. The active vector is aimed at selection and recruitment in schools, the use of local and regional employment centers, services, staffing, recruiting and consulting agencies, freelance, search employees and their employees (brain drain)<sup>5</sup>. Passive vector of covering the need for labor resources: social networks, television, special periodicals, etc. In the context of personnel risks, service companies actively use digital technologies when working with information for personnel marketing. this is how the tasks of forming and developing an internal image in organizations and service enterprises are solved.

## Conclusion

Thus, in our opinion, to improve the effectiveness of personnel marketing in the domestic labor market, it is advisable to:

- establishing a balance of centralization and decentralization of personnel marketing functions of a service enterprise;
- use of innovative, mainly digital HR technologies in the study of the internal labor market of a service enterprise;
- increasing the efficiency of using the personnel potential of a service enterprise based on the digital transformation of personnel marketing technologies.

So, it is the development of internal labor market marketing procedures that is designed to ensure multi-level competitiveness of personnel by using their competence, loyalty and commitment to the mission and concept of a service enterprise

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<sup>5</sup> R. A. Depelyan, "Modern practice of forming the internal image of the organization. State management", Electronic Bulletin Vol: 69 (2018). Retrieved from: <https://cyberleninka.ru/article/n/sovremennaya-praktika-formirovaniya-vnutrennego-imidzha-organizatsii>; D. N. Beresnev, "Main trends and best marketing practices of educational services export in the context of rating assessment of countries", Economics of sustainable development Vol: 1 num 41 (2020): 211-214 y A. A. Yakovlev, "Some features of marketing activities in the service sector", Bulletin of the Moscow University of the Ministry of internal Affairs of Russia Vol: 5 (2014). Retrieved from: <https://cyberleninka.ru/article/n/nekotorye-osobnosti-osuschestvleniya-marketingovyh-meropriyatiy-v-sfere-uslug>



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