

THE CURRENT PERCEPTION OF PERSONNEL MARKETING

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***Abstract:** The basic prerequisite for the presented research was research of scientific databases. This theoretical basis is for primary two-level research. The first level consists of quality research for which important companies in the Czech Republic were selected, presenting applied personnel marketing. The result was 13 attributes which HR staff view as the way to conduct personnel marketing. The resulting attributes were the basis for quantitative research. For uncovering of potential latent attributes the results were subjected to factor analysis. The result of the research is a targeted overview of how companies perceive personnel marketing as well as how they use it. Research has been carried out in the Czech Republic, but the results are applicable globally, because all enterprises in survey have a parent company in the EU, USA, Japan or China, and apply their corporate culture. The results of the research are applicable both in the theoretical area where they moved to the examined issues forward and in the practical area where they may serve for better work with human capital.*

Keywords: Human Resources, Corporate Communication, Management, Personnel Marketing, Factor Analysis

JEL Classification: M31, M51.

Introduction

Thanks to the effects of the environment there is an apparent more intensive focus by personnel staff and managers on the market on human capital and its effective management in the company (Szarková, Andrejčák and Matkovčiková, 2014). Human work is currently the most important production factor. A person as the bearer of this production factor in this process of work handling invents, designs, produces and sells. Such person also realizes production and sales processes (Novotný, 2015). The phenomenon of the so-called new economy changes the factors for increasing the company's performance. Material assets ceased to play the main role in the company, as this main role has been taken over by human capital, innovation programmes and research (Šulák and Vacík, 2005). Human capital is spoken of by literature as a unique resource of a company which is capable of reacting to turbulence and changes in its surroundings which is difficult to copy. (Schultz, 1993; Dzinkowski, 2000; Štamfestová, 2014).

The subject of the presented project is personnel marketing. The main research question for the entire project was: **Which companies in the Czech Republic use personnel marketing today?** The paper was created based on extensive research which corresponded to primary research. The contribution specifies two main objectives, three partial objectives and two hypotheses.

Objective 1: To identify the attributes via which personnel marketing is applied in Czech companies.

Objective 2: The rationality of using discovered attributes in a company in practice.

- 2.1 To determine the frequency of the use of attributes of personnel marketing.
- 2.2 To determine the effectiveness of attributes of personnel marketing.
- 2.3 To determine the importance of the categorizing parameter, the size of the company.
 - H₁₀: The size of the company has no effect on the results of the effectiveness of attributes.
 - H₂₀: The size of the company has no effect on the results of the frequency of use of attributes.

1 Personnel marketing

Personnel marketing may be viewed from many angles, which is also apparent from the variation of individual definitions in literature. In this contribution the particular issue is perceived as such that within personnel marketing potential as well as current employees are understood as customers, which is apparent for example in theoretical opinions expressed in the work "Social relationships in organization and their management from Bednář et al. (2013), which mentions the thought of Philip Kotler from the work Principles of Marketing – "Employees can be understood as customers, and therefore the relationship between them and the company can be viewed from the point of view of consumption of a career." It can therefore be stated that personnel marketing is based on the continuous satisfaction of the needs and wishes of employees or potential employees (Kotler and Armstrong, 2015). The research of d'Ambrosové (2014) documents that personnel marketing is based on building a long-term relationship between the employer and employee. The author also claims that firms must above all strengthen long-term communication with employees and identify in advance all new HR trends such as personnel marketing. The concept of personnel marketing is spreading quickly around the world today, the result of the concentration of companies into large multinational corporations that track and introduce the latest HR methods, including personnel marketing (David, Griffith and Lee, 2016).

Jerzy Altkorn (2002) in his work defines personnel marketing with other words, but the basis, which is employee satisfaction and company competitiveness, remains the same. Is focused on creating specific capabilities of employees which lead to behaviour toward customers the main objective of which is for the company's competitiveness to remain at a high level (Otto, 2004). The application of personnel marketing primarily provides employees with satisfaction with their work, with working conditions, and with their employer, and fulfils their expectations. This of course secondarily leads to greater customer satisfaction, to building and maintaining strong business ties with customers and to increasing the companies effectiveness as a whole (Zarnik-Zulawska, 2012). Dvořáková (2004) in her view of the particular issue has pointed out that during the application of personnel marketing two segments can be focused on, specifically potential employees and current employees. Other current professional literature divides personnel marketing into internal and external categories and states that the contents and subject of personnel marketing are the means, tools and processes used for offers and sale of jobs on the labour market to those possessing the labour force and that this is a means of behaviour by the organization in the role of the seller of a job on the external and internal labour markets (Szarková, Andrejčák and Matkovčiková, 2015). In professional circles however the opinion can be observed also that it is not necessary to categorize personnel marketing (Kerzner and Kerzner, 2017). states that personnel

marketing can be categorized into internal and external categories, although this categorization cannot be radically maintained. Menšík (2013) in his contribution holds the opinion that division of personnel marketing into internal and external categories has no significance.

Marketing managers use a marketing mix to create their strategy. Some authors (e.g. Spielmann, 2015; Pratoommase, 2015; Ungerman and Myslivcová, 2018) also divide personnel marketing into a mix of five tools: product, price, place, promotion and personality. These individual tools are presented in Tab. 1.

Tab. 1: Personnel marketing tools and their content

PM tools	Examples of the use of personnel marketing tools
Product	Work position and demands on the employee; Organisation of work position; Work period; Work-life balance; Work satisfaction.
Price	Work position value; Work position expenses (salary/wages); Employee recruitment and training costs.
Place	Job location; Company culture; Company image.
Promotion	Job offer; Employer branding; Public relations.
Personality	Relationship between employee and employer; Professional and personality traits of employee; Employee attitudes; Ability to work on a team; Employee value system.

Source: own processing of external sources.

The table presents the resulting list of tools and examples of personnel marketing. Tools and examples from multiple authors are provided (Spielmann, 2015; Pratoommase, 2015; Bednář, 2013; Vysekalová, 2011; Gaddam, 2008; Šlapák and Štefko, 2015; Varian, 2016; Kociánová, 2010; Sukoco, 2017; Novotný, 2016; Mazánek and Konečná, 2016).

2 Research methods

As far as used methods are concerned, both the quantitative method and the qualitative method have been applied in research. Both research methods have been applied in connection with each other so that the qualitative method precedes the quantitative method. An in-depth interview was used for the qualitative research. Company culture was used as the sorting parameter to divide the in-depth interviews into four groups of respondents. The first group was composed of companies with Czech ownership, the second group those with European owners. The third group was composed of firms with American owners, the fourth with Asian owners. Three representatives were chosen from each group for in-depth questioning. Another condition for inclusion in the research was the use of personnel marketing. A key HR manager was always addressed for questioning. A total of twelve respondents were included in the group evaluation. The resulting list of personnel marketing attributes subsequently served as the foundation for the qualitative research, which was conducted by means of an electronic survey. Simple random sampling was used so that statistical evaluation methods could be employed. The basic group was composed of medium and large companies. A total of 550 companies from a database of firms were addressed for the survey. One-hundred relevant responses were obtained, i.e. a rate of

return of 18.2%. The lone sorting criteria was the size of the company: 61 large companies with 251 and more employees and 39 medium companies with up to 250 employees were included in the evaluation. The obtained responses were from the entire Czech Republic, primarily from the automotive industry. These firms are currently characterised as having a lack of employees and great employee turnover, especially in production. This labour shortage is especially apparent in regions with high employee rates, a situation that forces firms to implement personnel marketing in order to secure quality human capital. To ensure the validity of the survey, it was necessary to establish contact with the person from the HR department responsible for personnel marketing.

Respondent selection: for qualitative research, the selection of respondents was carried out via a method of multiple random selection, when a basic file was divided into four groups based on the applied business culture. From each category, a representative was selected, who was subjected to a subsequent in-depth interview. For qualitative research, direct random selection was chosen, where each unit of the basic set has the same probability that it will be selected.

Data collection method: for qualitative research, an in-depth interview method, where it was necessary to consider in advance the contents of questions, their formulation, their sequence and the length of the interview. These matters were resolved in the preparatory part, when detailed planning was carried out, along with testing and final setting of the scene. The basic aim during specification of the questions was to reduce coercion of answers as much as possible through question formulation, and therefore the questions were open, neutral and clear. For quantitative research, electronic questioning was used, which corresponded to arrangements made in advance in person or by telephone.

Data evaluation method: have been derived from the objectives of research and the type of examined data. The obtained data were evaluated by using the statistics program Statgraphics 16. **a) The descriptive statistic determines and** summarises information, processes it in the form of graphs and tables and calculates their numerical characteristics. Data processing methods were used in research: average, standard deviation, modus, median. **b) The testing of statistical hypotheses** serves to confirm a certain claim (hypothesis). The aim is to decide whether a certain hypothesis related to a basic file can be accepted or rejected. In the collected data, normalcy has been significantly rejected, because Wilcoxon's test of conformity of middle values was used.

3 Identification of personnel marketing attributes

The first aim was to identify the attributes via which personnel marketing is applied in Czech companies. In order to fulfil this objective a qualitative data collection method was used along with an in-depth interview. Companies presented as using personnel marketing were intentionally selected for the in-depth interview. The recordings obtained from in-depth interviews were subsequently evaluated by a team consisting of professionals in HR and marketing. Printed and audio records were obtained for all in-depth interviews. These records were gradually encoded, and a thematic homogenous response was provided under each code. The strength of the connection between codes was subsequently defined. Characteristics were then

assigned to individual codes. At the end, individual groups of homogenous expressions were precisely defined. The result was 13 attributes which check HR staff rank in the category of personnel marketing. The resulting list of tools was discussed with addressed personnel staff who agreed on. Each personnel marketing tool has been presented in brief:

1. Analysis of the competition's recruitment strategy can be presented with the aid of the personnel marketing definition of Fotr et al. (2012) as an analysis in which personnel strategies and personnel policies of the competition are continuously processed. Part of them is continuous monitoring of direct competition from the field as well as indirect competition on the labour market. The most applied method for analysis of recruitment strategy of the competition is benchmarking.

2. Research focused on identification of decisive criteria of applicants can be presented according to Otto's definitions (2004) and Koubek's definitions (2012) as part of the analytical component of creation of personnel strategy focused on internal analysis of employees. The aim of identification of decisive criteria is recognition of motivation forces that determine behaviour of applicants. The research is focused on identification of decisive criteria and on subsequent assignment of importance to individual criteria (Vysekalová et al., 2011).

3. Career pages for displaying on mobile phones, according to Ambrosová (2009) and Bednář (2013) but also based on the definition of the marketing mix in traditional marketing according to Vysokalova et al. (2011), Kotler and Keller (2007) and Borden (1994), can be presented as a new means of marketing communication. According to Frey (2011), the use of mobile phones is part of the interactive marketing campaign, the aim of which is to promote a work position. This method can be used in a short period of time to provide information quickly about an available job regardless of the place and time of the recipient.

4. Career profiles on social media can be combined with e-recruitment. Armstrong (2007) in his publication states that e-recruitment is used to acquire employees mainly via social media. Holm (2010) states that the recruitment is simply recruitment via electronic media. The currently most used professional social network is LinkedIn. Information is collected on professional networks regarding people from all over the world who are in groups based on their fields of expertise. Check environment Facebook is also used for career presentations (Novotová, 2016). Social media are an inexpensive way to address professionals.

5. The inclusion of gameplay elements in the recruiting process and communication is intended to make it possible to recognize which job applicants are best for the job. The inclusion of gameplay elements is used to obtain information about how an applicant behaves under stress, or under pressure or about what kind of role he is capable of fulfilling in a collective. Hovorka (2014) states that inclusion of gameplay elements recruitment communication is one of the least used means of personnel marketing. Gameplay elements are very effective for selection for management, mainly during use of the assessment centre.

6. Recruitment at universities is a means of obtaining employees from external sources. The advantage of employees acquired in this manner is great work effort of employees and new know-how, and disadvantages include costs for the process of

recruitment, and it takes longer to fill the job (Kociánová, 2010). Recruitment is usually carried out for fields of expertise with increased demands on the labour market.

7. Targeted recruitment campaigns for specific positions are part of the process of acquiring employees. Stýblo (2003) describes acquisition of employees as an ongoing process during which the best applicants are sought. Werther (1985) states that the success of recruitment is not easily measurable by the number of received applications. The correct type of applicant is much more important than the number of applicants. The targeted recruitment campaign is most often used in a situation when the required and most qualified candidates are not available on the labour market.

8. Separate career www pages according to Vysokajová et al. (2011) can be included in the tools of the communication mix in public relations. In personnel marketing (d'Ambrosiová, 2009), (Bednář, 2013), career pages are presented as part of the handover of comprehensive information to existing and mainly to potential employees. Use of corporate WWW pages for presentation of HR is an effective and inexpensive form of communication (Ungerma, 2014).

9. Corporate culture of an employer according to Koubek (2012) can be connected with these terms: decision processes, problem solving in the organization and the manner of behaviour in a superior's relationship with a subordinate. Company culture resolves the relationship between motivation and the motivation, satisfaction and dissatisfaction depending on the geographic location of the company's origin or that of its parent (Williams et al., 1989; Lukášová, 2010).

10. The video presenting company culture is a tool of marketing communication in which a message is delivered via multimedia technology, which is a combination of audio-visual messages with computers or other devices (Wimmers, 2009). Haywood (1998) states that the inclusion of a company's video presentation contributes to building a positive perception of the company and has an impact on everyone who is interested in the organization or who could be interested in it. The purpose of video presentation is to provide information in an attractive manner for ambitious and motivated future employees who are key to a company's success.

11. The welcoming package for new employees is a part of communication, and its purpose is to present a positive approach for company to new employees (Foret, 2011; Antošová, 2005). This method is a clearly focused type of communication targeting employees during the hiring and adaptation process. The welcoming package most often includes information in written form about the organizational structure, information about basic organization rules and standards, working conditions in the organization and advantages and benefits for employees.

12. The use of instruments to promote customer satisfaction fully corresponds with new trends such as staffing marketing (Poláková and Häuser, 2003). Webster and Lusch (2013) state that there is a need for transition from light and short-term problems to major and long-term problems. Tools supporting employees' satisfaction can include subsidized meals, above standard vacations, short-term leave for rest, contributions to retirement and life insurance etc.

13. Big data is a new term related to the processing of non-structured and not easily defined data which quickly changes in time. McAfee (2012) in his article states only that companies collect too much data but unfortunately do not know what to do with it.

He also states that if they want to transform the data into something valuable they will need new skills and will need to change their style of management. Big data can exist for example in the form of messages and images posted to social media.

4 Use of determined attributes and practice

The second defined objective is intended to “identify the rationality of using discovered attributes in a company in practice”. In order to fulfil this objective quantitative collection of primary data was conducted and the data was divided into two parts. The first focuses on the frequency of use of individual attributes of personnel marketing. Answers to questions can be understood as an objective means of recording use data. The second part assigns effectiveness to individual tools related to how personnel staff perceive them. The contact was established with 100 companies. A total of 61 large companies and 39 medium companies were included in the evaluation. The survey for the quantitative research was composed of two parts. The first part was composed of 13 attributes from the qualitative part of the research (see Chapter 3). The identified attributes were contained in two matrix questions measuring the degree of effectiveness and frequency on a scale of 1 to 6. The second part of the survey was composed of identification questions for determining information on the respondents. However, only company size, where certain differences were identified, was included in the presented research. Among the other sorting questions – field of business, company culture, type of company and company headquarters – no significant differences were determined. Therefore, only company size in Tab. 2.

The basis for subsequent statistical evaluation was determination of the **frequency** of the use of discovered attributes, which were the contents of the first partial objective which was to determine the frequency of the use of personnel marketing attributes. The questionnaire for research a frequency consisted of 13 attributes which were obtained from qualitative research. Companies responded to these attributes on a scale of 1 to 6, where one meant continuous use and 6 meant non-use. The average, variance, modus and median were calculated. The responses to the question "How often are personnel marketing tools used in your company?" are presented in Tab. 1. During the overall evaluation of the first partial objective very bipolar results can be observed, which is most apparent from the modus values. These are the attributes from frequency one and attributes from frequency six. There are almost no evaluations between these extreme variants. This situation can be interpreted as major agreement in opinions regarding individual attributes and their use or non-use. If the evaluation is based on the median, then such bipolarity is not so clear since there are attributes which do not acquire extreme values.

The second partial objective was to determine the **effectiveness** of personnel marketing attributes. The reason for evaluation of effectiveness was that there were in-depth interviews in which personnel staff stated that they wanted to use certain attributes more intensively. The type of company culture is the reason why the situation does not apply. A domestic company is often owned by a foreign company which has standardized rules for HR and which cannot decide operatively.

Tab. 2: The effect of a company's size on the resulting effectiveness and frequency of use and difference of attributes.

Effectiveness					Clas. of attributes			Frequency				
p-val.	sd	\bar{x}	\hat{x}	\hat{y}	No.	Difference	Size	\bar{x}	\bar{y}	\bar{z}	sd	p-val.
0.600	1.703	3.8	3	3	1	0,5	Medium	5	5;6	4.3	1.679	0.987
	1.509	3.3	3	3		1	large	4	3;1	4.3	1.509	
0.800	1.577	3.4	3	3	2	0,5	Medium	4	6	3.9	2.023	0.367
	2.150	3.3	3	3		1,2	large	5	6	4.5	1.598	
0.167	1.089	4.5	6	4	3	0,8	Medium	6	6	5.3	1.679	0.489
	1.922	3.6	4;6	4		1,6	large	6	6	5.2	1.346	
0.031	0.934	3.8	4	4	4	0,9	Medium	6	6	4.7	1.849	0.181
	1.912	2.5	1	2		1,3	large	4	6	3.8	1.958	
0.082	1.289	4.5	6	4	5	0,5	Medium	6	6	5.0	1.789	0.594
	1.932	3.4	2	3		1,5	large	6	6	4.9	1.634	
0.018	0.964	3.8	2;6	3	6	0,2	Medium	4	6	4.0	1.897	0.090
	1.229	2.0	1	2		0,8	large	3	1	2.8	1.701	
0.529	1.274	2.2	1	1	7	0,3	Medium	2	1	2.5	1.916	0.355
	1.853	1.6	1	1		0,3	large	1	1	1.9	1.329	
0.016	1.660	4.1	4	4	8	0,2	Medium	6	6	4.3	2.149	0.671
	1.776	2.4	1, 2	2		1,5	large	4	6	3.9	2.187	
0.091	0.693	3.2	2	2	9	0,1	Medium	3	2;6	3.3	1.954	0.865
	1.287	2.0	1	2		1,1	large	3	1;3	3.1	1.676	
0.002	1.349	4.8	6	5	10	0,7	Medium	6	6	5.5	1.036	0.150
	1.703	3.1	3	3		1,1	large	6	6	4.2	2.166	
0.670	1.509	2.5	2	2	11	0,4	Medium	2	1;2	2.9	1.916	0.055
	1.577	2.6	1	2		1,5	large	5	6	4.1	2.127	
0.167	2.150	2.4	1	1.5	12	0,4	Medium	3	1	2.8	1.991	0.350
	1.089	1.5	1	1		0,6	large	2	1	2.1	1.412	
0.121	1.922	4.9	6	5.5	13	0,4	Medium	6	6	5.3	1.555	0.779
	0.934	4.1	3	4		1,3	large	6	6	5.4	1.155	

Source: own calculation. (1 = maximum effectiveness, 6 = non-effectiveness)

Answers to the question "What kind of effectiveness do you assign to specified PM tools in your opinion?" The evaluation in Tab. 2. In the evaluation of the second partial objective it was determined that personnel staff agreed on the evaluation as demonstrated by the low variance. From all of the results 11 identified attributes can be labelled as effective. Only attribute 3, career pages for displaying on mobile phones, and 13, big data, are in two indicators (modus and arithmetic average) evaluated the same as ineffective and/or less effective. For these two attributes there is a need to re-evaluate whether to keep them in the list. For attribute 3 it is necessary to consider the current use of mobile marketing in practice, which already for a lengthier period of time has been understood as an effective marketing tool with a major future. The use of mobile marketing will grow with the number of smart phones in use among the inhabitants. For the second attribute 13 it is necessary to consider its expected future uses.

The purpose of this section has been to compare the frequency of use with the effectiveness of individual attributes and based on the comparison to respond to the second objective of the contribution, which is determination of the rationality of the use of discovered attributes. For this purpose a difference analysis was carried out in Tab. 2 which for each respondent compares the difference between the score of frequency and the score of effectiveness. For this purpose it makes the most sense to

use the results of the arithmetic average. The results of the difference analysis have confirmed that for all attributes effectiveness exceeds frequency. The difference ranged from 0.32 to 1.1 of the scale point. With the help of this comparison attributes were identified in relation to which frequency could be intensified, since they are understood by HR staff as effective. It can be concluded in general the differences exist between effectiveness and frequency. These differences are all for the benefit of effectiveness, which means that companies do not use discovered attributes in a rational manner, and there is room for improvement.

5 Influence of the sorting parameter

The evaluation of the research so far need not necessarily correspond to all companies from the point of view of the sorting parameter which was the size of the company. Therefore the third partial objective was determined, which was to determine the significance of the sorting parameter. A total of 100 companies were included in the evaluation, of which 61 were large with more than 250 employees and 39 were medium with more than 50 employees. Smaller companies were not included in the research. The reason for this was the expectation the company need not necessarily have a personnel department and therefore the responses to personnel marketing would not necessarily be valid. The effect of company size on the evaluation is based on testing of statistical hypotheses using Wilcoxon's method of a non-parametric test of conformity of middle values. The test is done separately for the frequency and effectiveness. The tested hypothesis is the same for both evaluations.

$H_{1,2}0$: The size of the company has no effect on the results stemming from research.

$H_{1,2}1$: non $H_{1,2}0$

Tab. 2 specifies the p-values for the conclusions of Wilcoxon's non-parametric test for individual attributes. The results of the test are complemented by an evaluation of the middle value median, modus, arithmetic average and variance. The testing was carried out at the level of significance = 0.05. For the evaluation of the effectiveness the test proved the statistically significant differences for attributes 4, 6, 8 and 10 among groups of respondents from middle sized and large companies. Overall for these attributes it can be stated that we reject $H_{1}0$ and accept $H_{1}1$: **“The size of the company has an effect on the results stemming from research.”** This evaluation is also confirmed by additional presented middle values. From all of the middle values in the table, it can be concluded that large companies associate higher effectiveness with identified attributes. For these four attributes higher effectiveness has been proved by modus, median and average. During evaluation of frequency, the test proved that no statistically significant differences existed in the evaluation of large and mid-sized companies, which is confirmed by the resulting p-value. Attribute 11 was closest to the confirmation of difference of middle values ($p \text{ value} \leq 0.055$). But even here there was no absolutely clear confirmation. In general it can be stated for all tools that: we do not reject $H_{2}0$ “The size of the company has no effect on the results stemming from the research” but we also do not accept $H_{2}1$. During comparison of the frequency among mid-sized and large companies there are no differences in use.

Conclusion

This contribution focuses on the current perception of personnel marketing in the Czech Republic. This area is currently understood as one of the progressive methods used in work with human capital. The contribution is based on research studies which have identified the creation and development of personnel marketing. Most of the information comes from foreign literature, and it can be stated that the term personnel marketing first appeared in German personnel work and was connected with the acquisition of labour and focused on a shortage of persons in the labour force with university education. In the Czech Republic scientifically valuable sources about this sector almost do not exist. From this point of view a unique project has been presented which provides a reflection of how Czech companies currently view the sector. The contribution is a compilation of theoretical knowledge and conducted primary research. The realized project presented by this contribution led to several important findings.

The first important finding is that it is not necessary to divide personnel marketing into internal and external categories. From a marketing point of view, an employee or potential employee is viewed as a customer. Personnel marketing applies to management of human resources on marketing approach, marketing strategy, marketing methods and techniques which are used consciously in HR management. Other important findings originated from conducted research. This fundamental discovery is the fact that all discovered attributes and factors that Czech companies include in personnel marketing are part of the strategic personnel plan. It cannot be stated that all parts of the strategic personnel plan are viewed by Czech companies as personnel marketing, but this is a very interesting finding. If the results of research are analysed in detail and combined with the personnel strategic plan, then three groups can be created. The identified attributes are part of the analytical, strategic and realization phases.

1st group consists of attributes 1, 2, 13, and the entire group can be placed under situational analysis, which is a basic source of information related to the strategic personnel plan. Needs to be determined constantly and continuously worked on.

2nd group consists of attributes 6, 7, 8, 9 and 12, and this group can be placed under personnel strategy, which is one of the basic points of strategic personnel planning.

3rd group consists of attributes 3, 4, 5, 10, 11, and this group can be characterized as short-term fulfilment of the personnel strategic plan. In plan hierarchy this activity is often referred to as tactics or as the action plan.

The Czech economy is currently experiencing a labour shortage. The results of the study could help HR departments gain competitive advantages in acquiring quality employees and retaining their current employees. The thirteen identified attributes could be the foundation of an HR strategy or a suitable addition to an existing strategy. The results of the quantitative research could help HR managers correctly determine the degree to which individual attributes should be included in their strategies. It is important to focus on attributes with high efficiency. An interesting fact discovered during comparison of the frequency of use and effectiveness is the ineffectiveness of current use. This has appeared in research and has proved that personnel staff would like to use all attributes more, but for certain reasons this is not accepted by companies. This situation could have two causes:

1) A company does not need to apply personnel marketing in the Czech environment. If we identify with the proven fact that demand for human resources is related to a country's GDP growth, then such claim is impossible to make. At a time of economic growth, demand for certain work positions exceeds supply. This leads to pressure on HR departments and subsequently to application of any effective means and to use of personnel marketing. The most recent significant growth in GDP in the Czech Republic occurred in 2014 and so far has lasted to the first half of 2016. This growth is leading to increased demand for certain types of jobs. These include technical and manual labour positions as well as key management positions. It can be concluded from this situation that the application of personnel management is necessary for most checked companies.

2) The management of a company is not willing to accept a marketing approach in HR. Large and medium-sized companies on which the research has been focused are often linked to their parent companies and cannot quickly change their strategy in work with human capital. A situation that appears often is when top management prevents deeper implementation of personnel marketing while waiting for a parent company's decision. The parent company often is unable to react flexibly to the situation and therefore prevents subsidiaries from acting operatively. Based on in-depth interviews and research, this second variant is a more likely reason why checked companies use personnel marketing to a greater extent.

It was claimed during the conducted research that personnel marketing is merely an increase in costs for HR. However, this claim has not been confirmed by any of the addressed HR staff. It can be claimed based on the research that increased costs for personnel marketing are perceived as an investment which overtime returns in the form of better quality human capital. The conclusion of the comparison which is based on research and primary studies is that HR staff know personnel marketing and attempt in most cases to implement it in the company. Since the method of examining HR is still relatively new in Czech conditions, this implementation is not yet perfect. In the future the use can be expected to be shifted to higher values in frequency of use. There is also not any consensus among Czech HR staff regarding the exact definition of personnel marketing. However, a basic agreement does exist that it is necessary to change the thinking in relation to employees and to begin to perceive them as customers around whom everything in the company revolves even in the case of manual labour professions.

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