PERSONNEL MARKETING IN THE CZECH ECONOMY: PAST AND PRESENT

Otakar Ungerman[1]; **Světlana Myslivcová**[2]

Technical University of Liberec, Faculty of Economics, Department of Marketing,
Voroněžská 13, 460 01 Liberec 1, Czech Republic
e-mail: [1]otakar.ungerman@tul.cz; [2]svetlana.myslivcova@tul.cz

Abstrakt

Derived from HR management, personnel marketing today is an independent field with a marketing view of employees as customers. The article presents a large project that identifies the emergence of personnel marketing in the world and its gradual implementation in the transforming Czech economy. Following a comprehensive review of sources, a primary study was conducted with the quantitative and qualitative collection of data to analyse the current use of personnel marketing in the Czech Republic. The study was focused on leading Czech firms, and the result is an overview of tools used by these companies in the field of personnel marketing. The results were subjected to a statistical evaluation that assigned importance to the identified tools of personnel marketing and helped uncover latent factors.

Keywords

Human resources; Corporate communication; Personnel marketing; Content analysis; Factor analysis.

Introduction

The sweeping changes occurring in today's business environment are also accompanied by a transformation in the labour market. The competitive strength and success of companies today depend on more than just the products they offer to satisfy the needs of customers; they are also closely tied to how companies act in the role of employers [1][2][3]. A skilled and qualified work force is the most valuable source firms have and which they can appreciate in value. Qualified and motivated employees can help companies weather difficult periods and contribute to economic growth [4][5][6]. An innovative tool focused on employees and based on the idea that employees are the most valuable resource that companies have is called personnel marketing [7]. Personnel marketing views employees, both current and potential, as customers. This idea was also confirmed by Philip Kotler [8] in his work Principles of Marketing, in which the author states that employees can be understood as customers. The term personnel marketing first appeared in literature in Germany [9] in connection with the labour shortage during the post-war economic boom. In the 1960s, this term was tied to recruiting labour, specifically on a labour market with a lack of university-educated employees [10]. In the face of this labour shortage at the time, company management began to realise the importance of qualified employees and the competitive advantage they produce. As a result, the 1970s saw the establishment of personnel marketing as a distinct part of human resources. Personnel marketing began to be viewed from the perspective of traditional marketing based on the marketing mix. In the 1980s, the term HR marketing emerged in the United States and Western Europe, and with its implementation employees, the bearers of human labour, began to be viewed by some as the most important production factor [11]. In this phase of development, Wöhe [12] pointed out that if human performance is significantly decreased by poor working conditions, inadequate compensation or by impediments to professional growth, the result is a reduction in labour productivity. By the 1990s, HR

marketing was already divided around the world into internal and external, with the focus not only on recruiting but also on retaining employees [13]. Although it is far easier for firms in the period of the Internet and social media to lure skilled employees from competitors, there is a higher premium on caring for employees recruited in this manner [14], and this has already become a key aspect of HR marketing.

But while HR marketing has been developing for sixty years around the world now, the planned economy in place in this country in the second half of the twentieth century did not permit tracking of this trend. The missing information on the development and current status of HR marketing in the Czech Republic after 1990, when the transformation of the Czech economy began, was the motivation for the presented project. The authors attempt to identify the fundamental tools that lead to the stabilisation of existing employees in the country. These primarily involve working conditions, company climate, the evaluation system, remuneration and management-worker relations [15][16][17].

1   Objective

The lack of information led to the establishment of the main objective, which was divided into four individual goals.

1.1   Main Objective

The main objective of presented research is to record the transformation in the development of work with human resources into HR marketing and to identify the main tools that serve to stabilise existing employees today.

1.2   Individual Goals

1. To describe HR marketing in the Czech Republic from its emergence to the present day.

2. To define the tools used by firms in current HR marketing.

3. To identify the degree to which personnel marketing is utilised in the Czech Republic today.

4. To identify latent HR marketing factors influencing the stabilisation of employees in the Czech Republic.

The project can be chronologically divided into three parts: The first is a review of research databases, domestic and foreign literature, general Internet sources and enterprise information systems. The acquired information was used for the second part, which was a primary qualitative study employing an in-depth interview. The results served as the foundation for the third part – a quantitative primary study performed by means of an electronic survey. All of the project parts followed the given chronology. The four individual goals addressed in the project have been summarised into the main project objective.
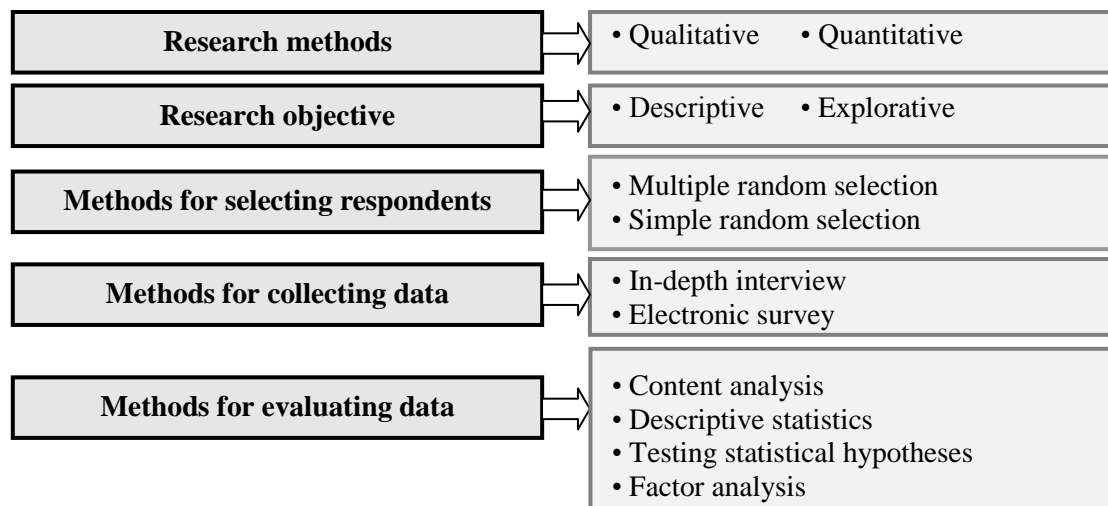
2   An Overview of Literature

The term personnel marketing began to appear in the professional literature in the Czech environment in the mid-1990s. The first records of its use in practice appeared at the turn of the millennium when personnel marketing was being implemented by firms. At the beginning it was perceived in the majority of transformed economies as a tool for recruiting employees [18]. In this spirit, the aim of company experts was 'to sell' the position in the firm, an approach that made a suitable candidate the customer. One of the first definitions of personnel marketing in the country was provided by Koubek [19]. In personnel marketing this concerns personnel activities connected with recruiting and stabilising employees by means of market

analysis (the offer of working resources and competing job opportunities), the presentation of the company on the labour market and the creation of a good employment reputation for the company. A change in the original perception of the term personnel marketing from a tool for recruiting new employees to one based primarily on the idea that employees are actually customers of the company and that they should be treated as such occurred in 2002. In his work "Personální marketing" [Personnel Marketing] [20], J. Stýblo wrote that it was not only a method for attracting future workers on the labour market but mainly an approach focused not only around the firm but directly at it. In the same way we turn to customers when introducing new products and services, in the processes of filling open work positions it is necessary to ask: 'What are and what will be the needs and wishes of potential employees and what can a future firm offer them?' In his definition, Stýblo points out the close connection between the work of human resources and marketing. In the same way that customers and the satisfaction of their needs are the focus of marketing, employees, both existing and potential, are the centre of interest for personnel marketing. Dvořáková [21] helped expand the view of personnel marketing pointing out that personnel marketing can be viewed from two perspectives, one broader and one narrower. In a narrower sense, personnel marketing can be understood as recruiting human resources from the external labour market and creating a positive image of the employer on the labour market, in a broader sense as a measure aimed at increasing the stabilisation of existing employees, i.e. at resolving problems concerning work motivation, employee management, personnel development, remuneration and care for employees. She defined personnel marketing as one of the functions of personnel management from the perspective of marketing goals or as a personnel concept encompassing all personnel activities. Further development occurred in 2005, when, within the philosophy of marketing, personnel marketing became a means for transitioning from the unspecified recruitment of workers to targeted efforts on the labour market [22]. Kociánová [23] continued with this view, stating that 'personnel marketing involves the pursuit of skilled people, strengthening their organisational loyalty and their stabilisation in the organisation. A key task is the creation of the organisation's good employment reputation, as an attractive employer that positively influences interest in working for the organisation'. This perception of HR marketing in the Czech Republic led to the development of a new term used in connection with personnel marketing: 'employer branding'. Menšík [24] explained the term by defining employer branding as 'a concept in the area of personnel marketing focused on building and managing the employer's brand in the eyes of its own employees'. Today personnel marketing is viewed as a set of activities aimed at potential and existing customers (employees), and employer branding is one activity within a targeted and well-designed strategy [25]. Štefko and Šlapák [26] accurately characterise the current view of personnel marketing in their work "Praktický personální marketing" [Practical Personnel Marketing], in which they perceive the management of human resources in labour relation contexts. They describe personnel marketing as a 'management process that helps recruit, retain and develop "proper" customers = employees'.

3 Methodology of Primary Research

This chapter introduces the research process, which for the sake of greater clarity is rendered in graphic form (figure 1). The research was based on a literary and electronic review, the results of which served as a basic information source for compiling the research process. The research process is composed of five phases: research methods, research objective, methods for choosing respondents, methods for collecting data and methods for evaluating the data. The entire process is based on the sequence of individual phases.

Research methods	→	• Qualitative • Quantitative
Research objective	→	• Descriptive • Explorative
Methods for selecting respondents	→	• Multiple random selection • Simple random selection
Methods for collecting data	→	• In-depth interview • Electronic survey
Methods for evaluating data	→	• Content analysis • Descriptive statistics • Testing statistical hypotheses • Factor analysis

Source: Own
Fig. 1: *Research process*

3.1 Research Methods

Both quantitative and qualitative methods were used in connection with one another in the study, with the qualitative method preceding the quantitative method [27]. The logic of the qualitative study was inductive. The qualitative study served for a new understanding of the research subject – personnel marketing [28]. Thanks to the fact that the study was conducted in natural conditions, a complete image was created of current personnel marketing in a real environment [29]. The logic of the quantitative study was deductive. Quantitative research requires strong standardisation to ensure a high degree of reliability. The purpose of the quantitative study was to determine the frequency of the variable [30].

3.2 Research Objective

Given the aim of the work, in the research it is possible to identify an explorative objective that directly examines the degree of importance. An explorative objective is used in cases in which there is a lack of preliminary knowledge of the problem being studied. A descriptive objective mapping the current situation and mapping the frequency and degrees of association was used for predicting the occurrence of the phenomenon [31].

3.3 Selection of Respondents

Respondents were chosen for the qualitative study using the method of multiple random selection in which the basic set was further divided into four groups based on the relevant corporate culture. A representative was chosen from each category for an in-depth interview. A simple random selection was chosen for the quantitative study, with each unit of the basic set having the same probability of being chosen [32].

3.4 Data Collection Method

An in-depth interview was conducted for the qualitative study, and it was necessary to consider the content of questions, their formulation, order and interview length in advance. These matters were resolved in the preparatory part with detailed planning, testing and the final assembly of the scenario. The basic objective in specifying questions was formulating them to reduce forced answers to the greatest extent. The questions were therefore open, neutral and clear [33]. The electronic survey used for the quantitative study followed up on the preceding agreement in person or by phone.

3.5 Methods for Evaluating Data

The methods for evaluating data were based on the research objective and the type of investigated data. The acquired data were evaluated using the Statgraphics 16 statistical program. The evaluation methods can be divided into four groups:

1. **Content analysis** captures the respondents' answers in their natural form, which is the basic principle of a qualitative study [34]. The responses from group interviews were subjected to a professional group content analysis with the involvement of human resource and marketing experts.

2. **Descriptive statistics** determines and summarises information processed in the form of graphs and tables and calculates their numerical characteristics. Data processing methods are used in the study: average, dispersion, percentiles, mode, mean and confidence interval.

3. **Testing of statistical hypotheses** serves to confirm a certain hypothesis. The aim is to decide whether it is possible to accept or reject a certain hypothesis concerning the basic data set. Analysis of variance (ANOVA) is a method which tests whether the continuous variable *Y* depends on the categorical variable *X*. For an explanatory variable, that acquires "to" the categories and is also indicated as a factor, the name "one-way analysis of variance" is used. Analysis of variance defines the overall variability of variable *Y* as the sum of intra-group and inter-group variability of this variable, wherein the individual groups are formed according to the categories of factor *X*.

4. **Factor analysis** focuses on the analysis of the structure of internal relationships between a large number of variables with the use of a set of a smaller number of latent variables – factors. The aim was to summarise and reduce variables with a minimum loss of information. In order to conduct a factor analysis, Bartlett's test of sphericity and the KMO index (Kaiser-Meyer-Olkin) had to be fulfilled. Factor rotation (i.e. the redistribution of the explained variation for each factor) was performed to improve the interpretation of data. Rotation was conducted using the varimax method of orthogonal rotation, as the goal was to reduce the number of original variables. Moreover, it was empirically demonstrated that varimax creates loading that can be easily explained. Factors were interpreted using factor loading, which was represented as the correlation coefficient between the original variable and the factor. Correlation higher than ± 0.5 was considered significant. If the variable did not reach these values, they were eliminated and the analysis was conducted once more or several more times until the correlation coefficients of all variables reached a minimum value of ± 0.5. The aim of this approach was to obtain an optimal number of variables. The acquired factors were named after the composition of variables [35].

4 Evaluation of Study

The evaluation of the primary study is divided into three connected parts. The first part is the evaluation of the qualitative study by means of a content analysis. This evaluation produced basic attributes that served for the quantitative study. The results of the quantitative study conducted by means of an electronic study are processed by means of descriptive statistics, followed by the testing of statistical hypotheses and, finally, an evaluation using a multivariate method in the form of factor analysis. The entire study and evaluation were conducted between April and December 2015.

4.1 Content Analysis

The qualitative study involved contacting firms that had already used HR marketing. Firms were chosen strictly according to the sorting parameters, i.e. the type of corporate culture. The point of the division was to obtain the same view of behaviour and actions of the members of the given group. In-depth interviews were used to capture responses from respondents in their natural environment. Table 1 presents a more detailed presentation of the division and specification of respondents.

Tab. 1: *Sorting parameters of respondents*

Respondent	Subject of business	Origin of corporate culture
Company A	Services	Czech
Company B	Mechanical engineering	German
Company C	Mechanical engineering	American
Company D	Mechanical engineering	Japanese

Source: Own

For the in-depth interviews, cooperation was established with four leading Czech employers. The aim was to achieve maximum differentiation between individual companies from the perspective of applied corporate culture. Company A is a service provider headed from the beginning by Czech management and is a typical representative of the application of the Czech corporate culture. The other three companies are typical representatives of businesses in the field of mechanical engineering. These firms are in the automotive industry, which is a dominant branch in the Czech Republic. These firms differ by their corporate culture, which is tied to the origin of their foreign parent company. According to Goffee and Jones [36], corporate culture in the automotive industry can be divided into three types – German, American, and Japanese. Based on this division, individual representatives were approached for an in-depth interview. The names of the companies have been changed to protect their information from competitors (the companies were promised that this measure would be taken). The results of the content analysis are presented in Table 2.

Tab. 2: *The tools of present-day personnel marketing*

Attribute	
1. Transparent wage categories	10. Provision of benefits
2. Building relationship with superior	11. Adjusting work description
3. Providing work position security	12. Adjusting workload
4. Offering employees self-improvement opportunities	13. Providing work diversity
5. Building the social prestige of the work position	14. Possibility to increase qualifications
6. Ensuring the good name of the company	15. Building friendly relations among colleagues
7. Possibility to apply one's own initiative	16. Workplace layout
8. Ensuring effective company management	17. Transparent career growth
9. Flexible working hours	18. Possibility to share a position with a colleague

Source: Own

A team composed of HR and marketing specialists was involved in evaluating the in-depth interviews. The results of the content analysis were 18 attributes on which the evaluating team agreed. It can be stated that the application of personnel marketing can be positively confirmed in all four companies, which was a basic condition for the selection of firms for the study. The identified tools can already be the ultimate starting point for dealing with actual employees. These tools can be incorporated into a personnel strategy aimed at increasing the satisfaction of existing employees. The resulting attributes collectively define the possibilities utilised by HR marketing. Nevertheless, the identified tools cannot be classified by the level of their importance, and therefore a further study was conducted.

4.2   Descriptive Statistics

The most prominent companies from the Czech Republic from all branches were included in the second phase of the project, total 169 companies. The companies were first contacted in person or by phone for the purpose of establishing cooperation. The subject of the first contact was to verify the use of personal marketing, as its use was a condition for the inclusion of a company in the study. This first contact confirmed that 65% of the companies contacted in the Czech Republic use the term personnel marketing. These 110 companies formed the basic set. Firms that already use HR marketing to stabilise their existing workforce were subjected to an electronic survey. A total of 59 completed surveys were returned and included in the evaluation. The survey contained the results of the in-depth interview, i.e. eighteen identified attributes. These attributes were rated on a scale of 1 to 7, with one denoting maximum importance and seven designating maximum insignificance. These questions were supplemented with a sorting parameter representing the size of the company. An evaluation of ordinal and cardinal variables without the influence of parameters is provided in Table 3 which summarises the responses to an individual question independent of other attributes.

Tab. 3: *Evaluation of variables without the influence of parameters*

Attribute	Mean $\bar{x}$	SD σ	$\bar{x} - t\dfrac{s}{\sqrt{n}}$	$\bar{x} + t\dfrac{s}{\sqrt{n}}$	Median $\tilde{x}$
2. Building relationship with superiors	1.5	0.63	1.3	1.7	1
1. Transparent wage categories	1.6	0.93	1.3	2.0	1
3. Providing work position security	1.6	0.89	1.3	1.9	1
16. Workplace layout	1.8	0.71	1.5	2.1	2
4. Offering employees self-improvement opportunities	1.9	0.84	1.6	2.3	2
6. Ensuring the good name of the company	1.9	0.91	1.6	2.3	2
15. Building friendly relations among colleagues	1.9	0.97	1.5	2.2	2
10. Provision of benefits	2.1	0.88	1.8	2.4	2
11. Adjusting work description	2.1	0.94	1.7	2.4	2
7. Possibility to apply one's own initiative	2.2	0.94	1.9	2.6	2
8. Management effectiveness	2.2	1.11	1.8	2.6	2
9. Flexible working hours	2.2	0.89	1.9	2.5	2
12. Adjusting workload	2.3	0.87	1.9	2.6	2
13. Providing work diversity	2.4	1.10	2.0	2.8	3
14. Possibility to increase qualifications	2.4	0.93	2.1	2.7	2
17. Transparent career growth	2.4	1.03	2.0	2.8	2
5. Building the social prestige of the work position	2.7	1.05	2.3	3.1	3
18. Possibility to share a position with a colleague	3.9	1.36	3.3	4.4	4

Scale: 1 = maximum importance; 7 = maximum insignificance listed by mean value
Source: Own

The evaluation of the study led to the determination of individual attributes in the application of personnel marketing. If the response is viewed as an ordinal discrete variable, the most important aspect of the evaluation is the mean value. A reason is taken as important if its median is in the interval of <1; 2>; a reason of neutral importance has a median in the interval <3; 4>; a reason is insignificant if it has a median in the interval <5; 6>. According to identified importance, there are three attributes in the neutral interval: 'providing work diversity', 'building the social prestige of the work position' and the 'possibility to share a position with a colleague'; the respondents indicated that all of the other attributes are important to them.

If results are viewed as a cardinal variable, the evaluation is similar, with seventeen attributes regarded as important by respondents. The three most important attributes of the surveyed companies were 'operative remuneration change', 'building relationship with superiors' and 'providing work position security'. In contrast, the weakest attribute among those ranked as least important was the 'social prestige of the work position'. The companies agree on the mean importance of the other fourteen attributes in the range of 1.9 to 2.7, which can be regarded as relatively high values of importance. Highly similar results were found in the evaluation of confidence intervals. The first three attributes ranked the highest again differ in importance, while on the other hand the final attribute is borderline. It can be stated from the calculation of the standard deviation that the respondents to the greatest extent agree on the two attributes of 'building a relationship with their superior' and 'workplace layout'. In contrast, the greatest variation in the opinion of the companies is in 'sharing a work position'. The evaluation of the quantitative study clearly confirmed the conclusions of the in-depth interviews, and a distinct importance was demonstrated among seventeen generated attributes. The lone disputable attribute is 'sharing a work position', which is evaluated neutrally, i.e. as neither very important nor very insignificant. However, this attribute is viewed as highly heterogeneous, as is seen in the calculated variance, meaning that some companies perceived this attribute as important; therefore, it should not be fully excluded from the application of personnel marketing. In conclusion, it can be stated that the quantitative study demonstrated the distinct importance of the investigated attributes.

Questions concerning the importance of attributes were supplemented with a sorting parameter representing the size of the company. A total of 19 companies ranging in size from 50-249 employees (32.8%) were included in the evaluation, 39 companies with at least 250 employees (67.2%). The dividing line is determined according to the Association of Small and Medium-Sized Companies in the Czech Republic. Hypothesis H_0 was established for the evaluation and tested:

H_0: The size of the company does not impact the resulting values of rated importance.

H_1: non H_0.

The testing of the hypothesis was conducted at a level of significance of $\alpha = 0.05$. Table 4 shows the *p*-values for the conclusions of the Analysis of variance (ANOVA).

Following the analysis of mean values using the Analysis of variance (ANOVA), it can be stated that there is a statistically significant difference in the evaluation of importance with attribute No. 4, 7, 14, 16. The resulting *p*-value is the lowest value compared to the borderline value of 0.05. In the case of these attributes it is possible to state that at the level of significance $\alpha = 5\%$, null hypothesis H_0 on the independence of individual traits is rejected and hypothesis H_1 is accepted. The perception of the importance of the other 14 attributes is not statistically significant since the *p*-value is not below the borderline value of 0.05. The evaluation indicates that the null hypothesis H_0 about the independence of individual traits is not rejected and that hypothesis H_1 is not accepted.

Tab. 4: *Evaluation of variables without the influence of parameters*

Attribute number	Company size	ANOVA *p*-value	Attribute number	Company size	ANOVA *p*-value
1	medium/large	0.932	10	medium/large	0.370
2	medium/large	0.122	11	medium/large	0.686
3	medium/large	0.650	12	medium/large	0.618
4	medium/large	0.036	13	medium/large	0.194
5	medium/large	0.091	14	medium/large	0.026
6	medium/large	0.072	15	medium/large	0.140
7	medium/large	0.004	16	medium/large	0.014
8	medium/large	0.597	17	medium/large	0.164
9	medium/large	0.746	18	medium/large	0.480

Source: Own

4.3 Factor Analysis

The content of the factor analysis builds on the preceding subchapters and draws on their results. The aim of the factor analysis is to determine the attributes that are important to companies. The factor analysis was conducted in two rotations. The first rotation produced nine factors, from which attributes with statistically significant loading in factors were removed, albeit only with one variable. Attributes without statistically significant loading in any of the factors were also removed. This process was meant to reduce attributes and extracted factors to the 'optimal level', i.e. to the number of factors that play the greatest role in applying personnel marketing. Table 5 summarises the results of the individual phases of the factor analysis.

Tab. 5: *Results of factor analysis*

Parameters		Phase 1	Phase 2
Cronbach's alpha		0.836	0.909
95% confidence interval		(0.743; 0.928)	(0.866; 0.953)
Kaiser-Meyer-Olkin measure		0.714	0.850
Bartlett's test of sphericity	Chi-squared test	113.88	322.07
	Degrees of freedom	76.5	72
	Level of significance	0.0	0.0
Number of variables entering factor analysis		18	9
Number of factors		9	5
Cumulative percentage of variability		81.8	75.4

Source: Own

Cronbach's alpha is fulfilled in both phases and clearly exceeds the value of 0.7 with values of 0.84 and 0.91. The construction of the confidence interval is the finding of an interval into which a random quantity falls with a pre-chosen high probability of $1 - \alpha$, which was confirmed, as the interval in the first phase is (0.80970; 0.85087), in the second phase (0.866; 0.953). The condition for reaching the Kaiser-Meyer-Olkin (KMO) measure is 0.5 and higher. In the first phase the evaluation is 0.714, in the second phase 0.85. Bartlett's test of sphericity was also fulfilled in both phases.

In the first phase of the factor analysis attribute 10 (it lacks statistically significant loading) and attributes 6, 7, 8 and 9 were removed (they have statistically significant loading in factors where there are no other variables). The second phase produced thirteen attributes divided

into five factors providing 75.4% of cumulative variability. Table 6 also includes the percentage of variation of individual factors.

Tab. 6: Resulting matrix of varimax analysis

Attribute	F1	F2	F3	F4	F5
1. Transparent wage categories	–0.070	–0.211	0.021	0.613	0.130
2. Building relationship with superior	0.233	0.387	0.277	0.828	0.069
3. Providing work position security	0.116	0.157	0.010	0.737	0.156
4. Offering employees self-improvement opportunities	0.340	0.853	0.245	0.086	0.290
5. Building the social prestige of the work position	0.283	0.517	0.218	0.068	0.221
10. Provision of benefits	0.783	0.262	0.292	0.145	0.260
12. Adjusting workload	0.762	0.237	0.299	0.131	0.132
13. Providing work diversity	0.623	0.317	0.398	–0.060	0.318
14. Possibility to increase qualifications	0.347	0.338	0.814	0.063	0.266
15. Building friendly relations among colleagues	0.242	0.215	0.103	0.314	0.859
16. Workplace layout	0.257	0.329	0.320	0.246	0.633
17. Transparent career growth	0.387	0.480	0.557	0.061	0.474
18. Possibility to share position with colleague	0.210	0.080	0.567	0.103	0.049
Percentage of variability	**0.176**	**0.150**	**0.148**	**0.141**	**0.139**
Cumulative variability	**0.176**	**0.326**	**0.474**	**0.615**	**0.754**

Source: Own

Factors were named after the evaluation of the factor analysis. The names of the factors came from the group evaluation with marketing and HR specialists. The factors are listed by the size of variability they explain; they are presented in Figure 2 for the sake of clarity.
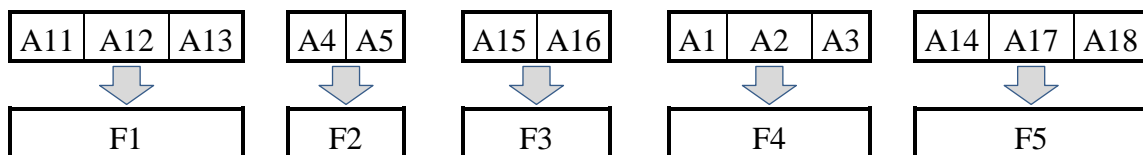
Source: Own
Fig. 2: Resulting determination of variables into five variables

The resulting factors were analysed in detail and are presented in the following text following the subsequent synthesis. Their order is based on the explained variability.

1. The first factor named '**work organisation**' is composed of three attributes forming 17.6% of the total variability. All of the attributes in this factor are related to the organisation of work activities. *The term 'work organisation' designates the sum of activities and factors related to securing the optimal functioning of the human factor in production.* This identified factor is composed of the attribute 'provision of benefits', which falls under the organisation of work activities, as well as 'adjusting the workload', which is dependent on the organisation of work activities. The organisation of work at the workplace also includes ensuring 'work diversity', which is the third attribute of this factor.

2. The second factor named '**self-improvement opportunities**' is composed of two attributes explaining 15% of total variability. *Self-improvement at work is understood as*

satisfaction from work that is meaningful and has valuable results and in which the employee can further develop their talents. This factor was directly named after the considerably stronger attribute from which the factor is composed. The descriptive evaluation revealed that the average response for the attribute 'offering employees self-improvement opportunities' was 1.9 and that the average response for the attribute 'building the social prestige of the work position' was 2.7. This distinct difference in determining the importance of attributes was the reason the factor was given its specific name.

3. The third factor named '**workplace atmosphere**' is composed of two attributes explaining 14.8% of total variability. *Workplace atmosphere is created by the interplay of two elements. The first is the interaction between team members; the second is the external conditions that create the environment.* This identified factor is composed of the attribute 'building friendly relations among colleagues', i.e. how people feel in the workplace, how they are able to support one another and communicate well with one another. The second attribute, 'workplace layout', concerns the assessment of impacts on the health of employees and is directly connected with relations in the workplace and personnel fulfilment.

4. The fourth factor named '**work security**' is composed of three attributes explaining 14.1% of total variability. *Work security is a situation in which work requirements are secured for the long-term. The employee perceives work stability as stable employment, adequate pay and the opportunity for career growth.* The attributes from which this factor is composed had the best average evaluation in the study and were ascribed the highest importance by respondents. Although the attribute 'building relationship with superiors' belongs more to factor three, the respondents see in their responses a connection with the attributes 'transparent wage categories' and 'work position security'. Despite the certain disparity among the attributes, this factor is very interesting due to the very high ranking of attribute importance.

5. The fifth factor named '**work flexibility**' is composed of three attributes explaining 13.9% of total variability. *Work flexibility is a general term for the employer/employee relationship based on the possibility to modify the situation and tasks assigned by the employer to the employee* [37]. The attributes 'possibility to increase qualifications' and 'transparent career growth' are very closely connected with the possibility to freely adapt to the work. The third attribute, 'possibility to share position with colleague', is not often applied in Czech conditions, which was also confirmed in the study of importance, where it ranked the lowest. However, from the perspective of content it falls precisely under this factor, since the possibility to share a work position is directly the content of work flexibility.

Conclusion

The article presents the new field of personnel marketing, offering various views of the discipline combining marketing and personnel management. The subject of the first individual objective of the work, the development of HR marketing primarily in the Czech Republic, was addressed in Introduction. Information was drawn from reviews of literature, research databases and the Internet. The term personnel marketing appeared in Germany in the 1960s as a result of a lack of educated employees. The next stage was the growth in the perception of HR marketing from an external focus concerning potential employees to an internal focus aimed at a company's own employees. In the 1980s, personnel marketing began to expand from Germany to other European countries and abroad. HR marketing began to appear in the Czech Republic in the 1990s and in practice at the turn of the millennium in firms that were

subsidiaries of multinational enterprises. The Czech economy experienced great growth in GDP (average yearly growth of 5.6%), and this expansion was tied to a higher demand for skilled employees. Personal marketing became established in this period. During the global economic crisis after 2008, HR marketing had mainly an internal focus in order to build loyalty in uncertain times. After the Czech economy stabilised after 2010, the majority of large industrial employers implemented personnel marketing in the HR programmes. The presented primary research also confirmed this fact.

Following a summary of the development of HR marketing and a comparison with global development, the study focused on an identification of the current use of HR marketing in Czech companies. Although present-day HR marketing is divided into internal and external parts, the article provides a detailed presentation of the internal part focused on stabilising current employees. The aim of the second individual objective was to determine the tools that current HR specialists include in HR marketing. This information was obtained from in-depth interviews of HR managers representing prominent companies. A total of 18 possibilities applied within present-day HR marketing (Table 2) were generated. Although HR marketing and classic HR use many of the same tools, the tactics for using the individual tools differ considerably. HR marketing places a maximum emphasis on the needs and wishes of employees, whereas classic HR prioritises the needs and wishes of employers. The resulting tools can be used to plan human resources and for implementing a strategy focused on employee satisfaction.

The third individual objective identified the current level of use of personnel marketing in the Czech Republic, which is 65% of the surveyed companies. This fact had an impact on the number of companies addressed in the quantitative study; a total of 58 companies that use HR marketing were included in the study. Table 3 comparing mean and variance indicated that HR managers view seventeen attributes as important; only one attribute was ascribed marginal importance. This result is important because the 'possibility to share a position with a colleague' is highly popular abroad but not in the Czech environment. The first three attributes from Table 3 clearly had the highest ranking, with a large consensus among respondents (standard deviation) on the high importance of attributes (average, mean). These three HR marketing tools should be used by all companies interested in employee satisfaction; ideal, however, is the use of all the determined tools in the personnel strategy, as their importance was empirically confirmed.

The fourth individual goal was to uncover the latent factors influencing the stabilisation of employees during the application of HR marketing. The research team wished to discover the hidden links between the attributes and to narrow their number in order to improve the effectiveness of the HR strategy. The result was five factors explaining 75% of total variability. These five factors (Table 6), the content of which is explained in Chapter 4.3, should definitely be used by companies applying HR marketing to increase the satisfaction of their employees.

The main goal of the study presented herein was to record the emergence and development of HR marketing in the world and especially in the Czech Republic. Despite the relative youth of this discipline and the existence of a limited number of publications, this overview could be provided in the theoretical part of the article thanks to a thorough review of the literature. Following the definition of terms and a description of the development of HR marketing, a primary study of the current state of use of HR marketing in the Czech Republic was conducted. The evaluation of this study showed that HR marketing is a familiar discipline in the Czech Republic, one that is pursued by a large number of companies with the aim of stabilising their workforce. The work has great theoretical benefits thanks to the recording of the development and the discovery of interesting links between the studied attributes. The

application of the results in practice is a great asset; the work clearly defines tools leading to higher employee satisfaction. The application of HR marketing is based on a change in the understanding of employees in a subordinate role to a main role. This change in perception leads to higher employee satisfaction and loyalty, which, ultimately, is the goal of every company in their work with human resources.

Acknowledgements

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Ing. Otakar Ungerman, Ph.D.; Ing. Světlana Myslivcová, Ing. Paed. IGIP

Vývoj a současnost personálního marketingu v prostředí české ekonomiky

Personální marketing je v současnosti samostatný obor, který se vyčlenil s HR managementu a přebral marketingový pohled na zaměstnance jako na zákazníka. Příspěvek prezentuje rozsáhlý projekt, který identifikuje vznik personálního marketingu ve světě a postupnou implementaci do transformující se České ekonomiky. Po komplexní rešerši byl proveden primární výzkum, složený z kvantitativního a kvalitativního sběru dat, který analyzoval současné využívání personálního marketingu v ČR. Výzkum byl zaměřen na nejvýznamnější české podniky a výsledkem je přehled nástrojů, které tyto podniky v oblasti personálního marketingu užívají. Výsledky byly podrobeny statistickému vyhodnocení, které přiřadila identifikovaným nástrojům personálního marketingu důležitost, a pomohlo odkrýt latentní faktory.

Personalmarketing in der tschechischen Wirtschaft: Vergangenheit und Gegenwart

Abgeleitet vom Personalmanagement ist Personalmarketing heute ein eigenständiger Bereich mit einer Marketing-Sicht der Mitarbeiter als Kunden. Der Beitrag stellt ein großes Projekt vor, das die Entstehung des Personalmarketings in der Welt und ihrer schrittweisen Umsetzung der Transformation der tschechischen Wirtschaft identifiziert. Im Anschluss an eine umfassende Überprüfung der Quellen wurde eine primäre Studie mit quantitativen und qualitativen Erfassung von Daten durchgeführt, um die aktuelle Nutzung des Personalmarketings in der Tschechischen Republik zu analysieren. Die Studie wurde auf führende tschechische Firmen fokussiert, und das Ergebnis ist ein Überblick über die Werkzeuge, die von diesen Unternehmen im Bereich des Personalmarketings verwendet werden. Die Ergebnisse wurden einer statistischen Auswertung unterzogen, welche den identifizierten Tools des Personalmarketings die Bedeutung zuordnet und hilft, latente Faktoren aufzudecken.

Rozwój i stan obecny marketingu personalnego w warunkach Republiki Czeskiej

Marketing personalny stanowi obecnie osobną dziedzinę, wyodrębnioną z zarządzania kapitałem ludzkim, która przyjęła marketingowe podejście do pracownika traktowanego jako klienta. W artykule zaprezentowano obszerny projekt identyfikujący powstanie marketingu personalnego na świecie i stopniowe jego wdrażanie w podlegającej przemianom Republice Czeskiej. Po kompleksowej kwerendzie przeprowadzono podstawowe badania, obejmujące gromadzenie danych jakościowych i ilościowych, które miały na celu przeanalizowanie obecnego stosowania marketingu personalnego w Czechach. Badaniami objęto najważniejsze czeskie przedsiębiorstwa. Na podstawie przeprowadzonych badań opracowano listę narzędzi stosowanych w zakresie marketingu personalnego przez te przedsiębiorstwa. Wyniki badań poddano następnie statystycznej ocenie, w ramach której do zidentyfikowanych narzędzi marketingu personalnego przyporządkowano rangę, co pomogło w ustaleniu utajonych czynników.