



MARKETING OF HUMAN RESOURCES AS AN IMPORTANT ELEMENT FOR THE LABOR MARKET DEVELOPMENT

Țirlea Mariana Rodica¹, Slutu (Bogdan)Rodica²

¹PhD Professor, Dimitrie Cantemir Christian University Cluj, e-mail: rodicatirlea10@yahoo.ro

²PhD Student, Academy of Economic Studies of Moldova (University), Republic of Moldova, e-mail: rodikabogdan@rambler.ru

Abstract *The paper presents the results of the first stage of research, which include the general analysis of the socio-economic indicators of the Republic of Moldova through the perspective of HR marketing; they will be considered important for both economic agents and the regions of the country - in attracting the best talented employees. The research is based on the statistical data in the field; scientific papers of domestic and foreign researchers on the studied problem; other articles of experts. The obtained results and analysis allowed formulating conclusions and recommendations to extend this research by involving and applying universally recognized methods in this field that have already been successfully implemented in different countries of the world, such as: SWOT-analysis, PESTLED-analysis, SNW-analysis etc., as well as specialized marketing methods and tools.*

Key words:
marketing of human resources, labor market, supply of workforce, demand on workforce, well-trained employees, recruiting.

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M31, M30

Human resources potential represents an important element of each country, region of the country or company. On the micro-economic level, i.e. on the level of enterprises the key role in the attracting of qualified personal is played by Human resources (HR) department. According to the economic vocabulary: „Human resources is the company department charged with finding, screening, recruiting and training job applicants, as well as administering employee-benefit programs. As companies reorganize to gain competitive edge, human resources plays a key role in helping companies deal with a fast-changing environment and the greater demand for quality employees” [1].

These days the HR Marketing represent an important part of the HR management. This direction is on the developing stage in European countries and SUA and insufficiently researched in Moldovan science. According to the American recruiting experts, the definition of marketing of human resources can be defined as follows: „HR Marketing can be defined as the activities

undertaken by an organization for attracting and retaining the best talents towards them e.g. marketing the job opportunities, marketing the training programs for the internal employees etc. HR Marketing applies marketing concepts to HR thus makes it easy for an organization to hire and retain resources” [2]. However, this definition can be applied not only on the level of organization or company, but on the country’s level or in a region of the country. In these regards, all the social-economic characteristics, such as: demographic situation, natural movement of the population – fertility and mortality, economic activity of population, migration, need to be examined for the deeply analysis of existing potential of the country or region or company from the HR marketing point of view.

Major scientific researchers defined HR Marketing as a strategy of managing human resources. HR Marketing treats workplace at an employer as a product that is sold on the labour market and labour force is treated as external or internal clients of this product.

In the case of Regional HR Marketing, the whole region with existing jobs should be represented as an employer. At the same time, in our opinion, the HR Marketing of a region level is a managerial influence of the state authorities and regional authorities at the labour market with impacting at:

- a) labour productivity preservation and growth of internal labour resources;
- b) involvement of external labour resources according to quantity and quality necessities, with main target – progressive social and economic development of a region.

All these arguments determine the actuality of this work.

The purpose of this research is the development of efficient recommendations, while proposing modern methods in the field of marketing of human resources for the perfection of labour market processes on the basis of analysis of existing situation in this sphere in the Republic of Moldova.

The theoretical work's basis consists on the proceedings of classics of the economic theory and also on article and monographs of modern scientists.

There are several fundamental approaches to human resources and efficient using of them on the labour market, such economic doctrines as: Marxism, marginalism, neo-classical, institutional etc. The complexity of the categories "human resources" and "workforce" inspiring the scientists research them from the socio-economic point of view. The most of them opened the discussions about the developing of human resources on macro- and micro- economic levels.

Thus, the American representatives of institutional doctrine emphasized the significance of human resources. Also, one of the contributors in institutional theory, the well-known economist John Rogers Commons was the first who introduced the term "human resource" in his work "*The Distribution of Wealth*", which was published in 1893. He paid in his work more attention on the research of human resources in different aspects. However, it was not until the XIX century when the term was developed to address misunderstandings between employees and their employers.

The value of the well-trained human resources were also discussed in the neo-classical theory, particularly, by Garry Becker, Theodore

Schultz, Jacob Mincer and Alfred Marshall who is known as one of the founders of neo-classical theory.

The theoretical aspects were examined in the classical works of Marxist doctrine by Karl Marx, Friedrich Engels, etc. Karl Marx considered the ability to work and workforce as identical concepts. Thus, in the chapter VI of the first volume of "*Capital*" he introduced the concept, as follows: "By labour-power or capacity for labour is to be understood the aggregate of those mental and physical capabilities existing in a human being, which he exercises whenever he produces a use-value of any description" [3]. This definition allows to understanding the workforce as the organic unity of labour-power and the person, i.e. its owner. During the time, in the process of labour, the labour-power is developing and improving from generation to generation, as a result of a long accumulation of experience, skills and knowledge.

Each of all theoretical directions has its advantages and disadvantages. In this regard, we can use the methodological approach synthesizing advantages of each of all directions.

Review of recent publications. The works of the modern foreign scientists have great value for methodological and theoretical research of human resources marketing on a labour market. The methodological aspects dedicated to this theme were analyzed in the papers of the following scientists: Wright P.M., McMahan G.C., Storey J., Schuler R.S. [6], Schein E.H. [7], Panczuk S., Point S. [8], Liger Ph. [9], etc.

Also, the human resources marketing have reflections in the scientific works of researches from the countries with transitive economy: Graciova N.A., Tomilov V.V., Semerkova L.N. [11], Bagiev G. [12], Bogdanova E. [13], etc.

In the work of Graciova N.A. with the title of "*Marketing of labour resources as a tool for creation of the optimal conditions of the regional development*" [10], the author offers a marketing strategy of the region that facilitates its development due to the optimally selected labour resources, describes the system of attraction, reproduction, retaining and distribution of the labour force and offers a classification of labourforce migration. The author describes a more specified segmentation of the regional labor market based on the categories of labour positions.

HR marketing researches in Moldovan science have begun to be studied rather recently. Thus, this topic has been discussed in the scientific article of Ph.D. habilitat Birca A., such as: "*Brandul de angajator – element important pentru asigurarea eficienței recrutării personalului*" where he described the situation with HR marketing on the company's level. The Professor Birca A. in his works determined the HR marketing as a tool of HR management with the conduction of personal on the enterprises, emphasized the role of brand of employer through the prism of recruiting the best-trained specialists from the labor market [4].

Thus, it is possible to draw a conclusion that, in the Republic of Moldova the direction of HR marketing, especially in regional aspect, is not researched deeply and comprehensive, and also the some universally recognized methods and tools have not found a wide implementation.

The informational support and applied methods. The research is based on the statistical databases of the National Bureau of Statistics of the Republic of Moldova; the scientific publications of

domestic and foreign researchers dedicated to the studied problem; the reports of scientific projects; analytical materials; articles of expert.

The following research methods have been used in the work: synthesis, logical, comparative, induction and deduction, economic analysis of the statistical data.

The main results. The analysis of the current situation of the socio-economic potential in the Moldovan regions is based on the official statistical data [5]. The general analysis of *demographic situation* confirms that in 2016, the natural movement of Moldovan population by regions revealed, that in Chisinau municipality, North and Center regions have registered the most numbers of live-births. The Central region registered the superior indicator of live-births – 10710 persons. On the second place is the Chisinau municipality – 10243 live-births and in the North region of the country 9617 live-births were registered. The lowest indicator of live-births was recorded in ATU Gagauzia – 1739 persons.

Table 1

Moldovan demographic indicators in regional aspect in 2016, pers.

	Live-births	Deaths	Deceased infants	Natural growth	Marriages	Divorces
Chisinau municipality	10243	6501	163	3742	5616	2817
North	9617	12365	69	-2748	5407	2606
Centre	10710	12118	72	-1408	6981	3442
South	5081	5910	38	-829	2992	1435
ATU Gagauzia	1739	1596	10	146	920	350

Source: According to the data from the National Bureau of Statistics

The biggest number of deaths was recorded in such regions, as: North and Centre. The most significant number of infant mortality was registered in such regions, as: Chisinau municipality and Centre. Respectively, the indicators of natural decrease were registered in the regions of North and Centre. In the researched year, only the Chisinau municipality and ATU Gagauzia had positive indicators of natural growth.

The analysis of such indicators as marriages and divorces revealed that in 2016, the biggest number of marriages was registered in Centre - 6981, Chisinau municipality – 5616 and North

region - 5407. The least number of marriages in comparison with other regions was recorded in ATU Gagauzia - 920. In the same time, the biggest number of divorces was recorded in the Centre region – 3442. The least number of divorces in comparison with other regions was recorded in ATU Gagauzia - 350.

The situation on the *labour market* by the regions in 2016 revealed that the major rate of population activity was recorded in Chisinau municipality - 49.7% and the second place is occupied by the North region – 44.9%. The lowest rate was registered in the South region – 33.8%.

Table 2

Moldovan labour market indicators in regional aspect in 2016, %

	Activity rate	Employment rate	Unemployment rate
Republic of Moldova - total	42.6	40.8	4.2
Chisinau municipality	49.7	46.9	5.7
North	44.9	43.1	4.0
Centre	40.7	39.0	4.2
South	33.8	33.2	1.8

The indicators of employment rate show the analogical situation as the activity rate. First place belongs to Chisinau municipality – 46.9% and the second place is occupied by the North region with 43.1%. In the Centre region, 39.0% were recorded and the last place is occupied by the South region with 33.2%.

The indicators of unemployment rate revealed that in the Chisinau municipality was recorded – 5.7%, second place being occupied by Centre with 4.2%, followed by the North region – 4.0% and South region – 1.8%.

Table 3

Moldovan population who is working or is looking for work abroad in 2016, thou pers.

	Republic of Moldova - total	Chisinau municipality	North	Centre	South
All countries	319.0	31.1	86.9	103.1	97.9

Source: according to the data from the National Bureau of Statistics

According to the data from the National Bureau of Statistics, the Moldovan population aged 15 years and over, working or looking for work abroad in 2016 accounted for 319 thousand persons in the country. The highest level was recorded in Centre region – 103.1 thousand persons, followed by South – 97.9 thousand persons, North – 86.9 thousand persons and Chisinau municipality – 31.1 thousand persons.

This part of the economic analysis represents the first step of this research. The results show that each region of the country has its own specifics in comparison with another region.

It should be especially noted, that this topic should have a significant potential for the science from the theoretical and practical point of view. That's why this analysis should be extent in the following directions, such as: the analysis of basic normative and legislative acts on the country's and regional levels, the analysis of situation with entrepreneurship development in the regions, the analysis of infrastructure development of each region, etc.

CONCLUSIONS AND RECOMMENDATIONS

This research represents the starting point of the future comprehensive analysis of the socio-economic situation of the country in the regional aspect through the prism of HR marketing, which will be promising for both economic agents and the regions of the country in attracting the well-trained employees.

This research allowed formulating a number of conclusions following from the purpose of this research, such as:

- The results of the economic analysis show that each of the country's region has its own specifics vs another, which also includes demographic, economic activity, employment and unemployment, emigration components, etc.

- The final goal of the research must be the development of a competent marketing strategy for attracting well-trained labor resources in the regions of the country, selection of specific marketing solutions suitable for each particular region that will

provide an opportunity to maintain optimal conditions for the development of each region's labor market with minimal financial costs.

- Also, the importance of this work is provided for the economic theory and practice by the researches of human resources on the labour market in the historical retrospective.

Recommendations can be the following:

- To extend this research with the aim to analyse more deeply situation in the country regions from the HR Marketing point of view by involving and applying universally recognized methods in this field that have already been successfully implemented in different countries of the world, for example: SWOT-analysis, PESTLED-analysis, SNW-analysis, etc. and the specialized marketing methods and tools.

- To continue this research by involving the analysis of regional and state policy regarding the labour market problems and regional development. Also, there is desirable to research the situation with entrepreneurship development of each region.

- The development of a system for attracting, retention and allocation of labour force, and elaboration of recommendations for improving the image of the region that would be based on a comprehensive analysis of the current situation.

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