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Harmider L.^a, Staszewska J.^b, Honchar L.^a

DEVELOPMENT OF THE ENTERPRISE PERSONNEL WITH THE APPLICATION OF INTERNAL MARKETING ELEMENTS

^a Ukrainian State University of Chemical Technology, Ukraine

^b Humanitas University in Sosnowiec, Poland

The article focuses on the generalization of scientific approaches to defining the essence of the concept of «internal marketing» and setting its place in the marketing system of the enterprise. Addressing the need for a theoretical search for new tools for personnel management from the standpoint of internal marketing, which ensures the achievement of competitive advantages of commercial enterprises, modified the choice of topic, goal setting and objectives of this study. The purpose of the article is to identify the elements of internal marketing, which determine the direction of development of human resources of the enterprise. Clarification of the conceptual apparatus of «internal marketing» allows to systematize its individual elements to achieve an effective impact on the consumer. In identification of the term of internal marketing, its focus on the consumer was noted, which is carried out by activating the object of internal marketing – staff. Three key units have been identified, forming three controlled links: 1) «consumer firm»; 2) «firm-staff»; 3) «staff-consumer». It was found that since the object of internal marketing is the staff of the firm, and the quality of service provided is determined by the quality characteristics of its seller, «there is a problem of creating a quality performer». The creation of a quality performer is realized through the development of its human resources. The unity and interconnection of personnel, process and product was established; the role of personnel in the chain of quality assurance was proved, as a result of which the task of internal marketing is determined by the formation and / or improvement of personnel quality. The development of human resources of commercial enterprises is presented in the form of a cyclical management process, which involves constant monitoring of changes in personnel characteristics and the implementation of corrective measures for their formation. Providing that, internal marketing is seen as a tool for shaping the characteristics of the staff of commercial enterprises.

Keywords: trade enterprises, internal marketing, customer orientation of personnel, development of personnel potential.

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Introduction and problem statement

Restructuring of Ukraine's economy in the direction of growing trends in the scale and share of trade is not accompanied by an increase in its quality, which is determined by the efficiency of staff. This necessitates a theoretical search for new tools for personnel management from the standpoint of internal marketing, which ensures the achievement of competitive advantages of commercial enterprises.

However, despite the changes that have taken place in the Ukrainian economy in recent years, internal marketing as a tool for personnel management is practically not used by Ukrainian managers, in particular, trade enterprises.

Analysis and exploration of publications

The works of K. Gronroos, E. Gummesson, M. Dunmore, L. Berry, A. Parasuraman, [5] are devoted to the issue of «internal marketing». Some issues

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were considered in the works of F. Kotler, K. Lovelock [2], P. Eiglie and E. Lanjar. Among domestic researchers, the tools and content of «internal marketing» were considered by I. Reshetnikov [5], O. Okuneva [4], M. Sagaidak [6,7], A. Fedorchenko [8].

However, the complex of internal marketing as a new tool of personnel management for commercial enterprises has not yet been developed, which delays the process of its mass use to improve the efficiency of trade. Such a statement of the problem in the theory and practice of personnel management of the enterprise, as well as the identified need for practical activities of enterprises, indicates the relevance of the topic.

The purpose of the article

The purpose of the article: identification of elements of internal marketing, which determine the direction of development of human resources of the enterprise.

Presentation of the main research material

Indeed, the marketing activities of the company are aimed at conquering the relevant markets and consumers. However, based on the high degree of contact between staff and customers, improving the efficiency of trade enterprises requires the allocation of the process of interaction between customer and staff of the enterprise in a special element of marketing activities. Therefore, marketers began to divide the marketing complex into external marketing (marketing activities aimed at the external environment of the enterprise, such as development of new services, market research and competitors, pricing, promotion and advertising) and internal marketing, such as the principles of organization, formation and operation of which are aimed at process of staff interaction with the client.

Some marketers also excrete interactive marketing (or interaction marketing) as «the ability of staff to serve the customer» [2], or as «the process of interaction between the consumer and the staff of the service firm».

Despite the different goals of external, internal and interactive marketing, these elements form a holistic marketing complex of the firm. Internal and external marketing are different planar elements of marketing organization, where internal marketing is aimed at staff as a service provider, external – at the buyers of these services, and marketing interactions is the middle link between suppliers and customers. Since currently internal marketing and marketing interactions are usually not separated, they are combined into a single unit within internal marketing. The author's approach, consisting in the allocation of external and internal marketing in the marketing system, is based on the fact that in various sources there is a description of internal marketing as the

application of «marketing philosophy and its approaches to people who serve customers so that their work was better than at competitors ...» [2]. F. Kotler considers internal marketing as «work on training and motivating employees of the company, aimed at improving the quality of customer service». «The concept of internal marketing is built so that employees at all levels of the organization do business in practice and realize that their various activities and the state of the business environment shape the customer's consciousness. The purpose of internal marketing is to help employees provide the customer with services that satisfy him» [2]. K. Gronus, evaluating the concept of internal marketing, emphasizes that «employees of the firm should be best motivated to meaningful service and performance of customer-oriented work [5]. The concept of internal marketing involves an active marketing approach and appropriate coordination of staff. E.D. Novatoroff, for their part, notes: «Internal marketing involves the application of the philosophy and methods of traditional marketing in relation to the company's staff. Quality standards for the provision of services to external consumers are considered as an internal product (good), which is sold to the staff of the firm as an internal consumer» [3]. Analysis of the substantive characteristics of internal marketing allows to conclude about the high theoretical and methodological potential of the concept of internal marketing, aimed at meeting the needs of external customers by meeting the needs of employees, creating working conditions for staff that motivate and customer focus. Thus, even with the successful use of the concept of external marketing, the firm may not achieve maximum efficiency if not use all the potential of its most valuable internal resource – staff, through the formation of internal marketing, the practical implementation of which is the most important direction of external marketing. All things considered, internal marketing is a modern effective tool for personnel management of the enterprise. This necessitates the deepening of theoretical research on internal marketing technologies and determining the possibilities of their application in commercial enterprises.

F. Kotler puts forward a number of requirements for the complex of internal marketing:

- introduction of requirements to the culture of service, ie organizational culture that supports the customer service system through company policies, circulars, incentive system and other actions;

- development of a marketing approach to human resource management, namely: creating jobs that could attract proper staff; hiring and training, as well as lifelong training;

- dissemination of marketing information among employees, which involves establishing

communication with consumers through employees who work directly with them;

– introduction of a system of incentives and rewards, which provides the evaluation of the work of employees, compliance with the developed standards of service, remuneration and encouragement for the work performance [2].

E.D. Novatoroff argues that internal marketing «... is designed to create such motivational and organizational working conditions that would actively contribute to the creation of functional quality of service». At the same time, using marketing terminology, the author proposes to consider work as «internal product» and the staff as an «internal consumer»: «... Before selling a quality service to an external consumer, it must first be «sold» to an internal consumer, ie staff who are a «part-time marketer». In other words, the staff must be consciously motivated by the quality standards set by the management of external customer service» [3]. K. Gronus identifies the process of quality service and behavior of staff who provide services as the main factors of internal marketing.

Thus, within the general idea of internal marketing different directions of its formation are allocated, the structure of its elements is differently defined. On the one hand, this is due to the differentiation of services provided by firms, on the other – to the peculiarities of business and national traditions of different countries.

Since the object of internal marketing, as already mentioned, is the staff of the company, and the quality of service provided is determined by the quality characteristics of its seller, there is a «problem of creating a quality performer». Creating a quality performer is realized through the development of its human resources.

In determining internal marketing, its focus on the consumer was noted, which is carried out by activating the object of internal marketing – staff. Three key units form three controlled links: 1) «consumer firm»; 2) «firm-staff»; 3) «consumer staff» [2].

Based on the information above, the following definition can be offered: the development of human resources of a commercial enterprise is a continuous and cyclical process aimed at quantitative and qualitative changes in the composition, structure and forms of the object in order to improve it by vertical and horizontal movement of stakeholder interaction, which allows to form the appropriate characteristics of human resources to achieve the strategic goals of the trading company and meet the socio-economic interests of employees and economic demands of consumers.

Indeed, the development of human resources is presented as a socio-economic flow-process in

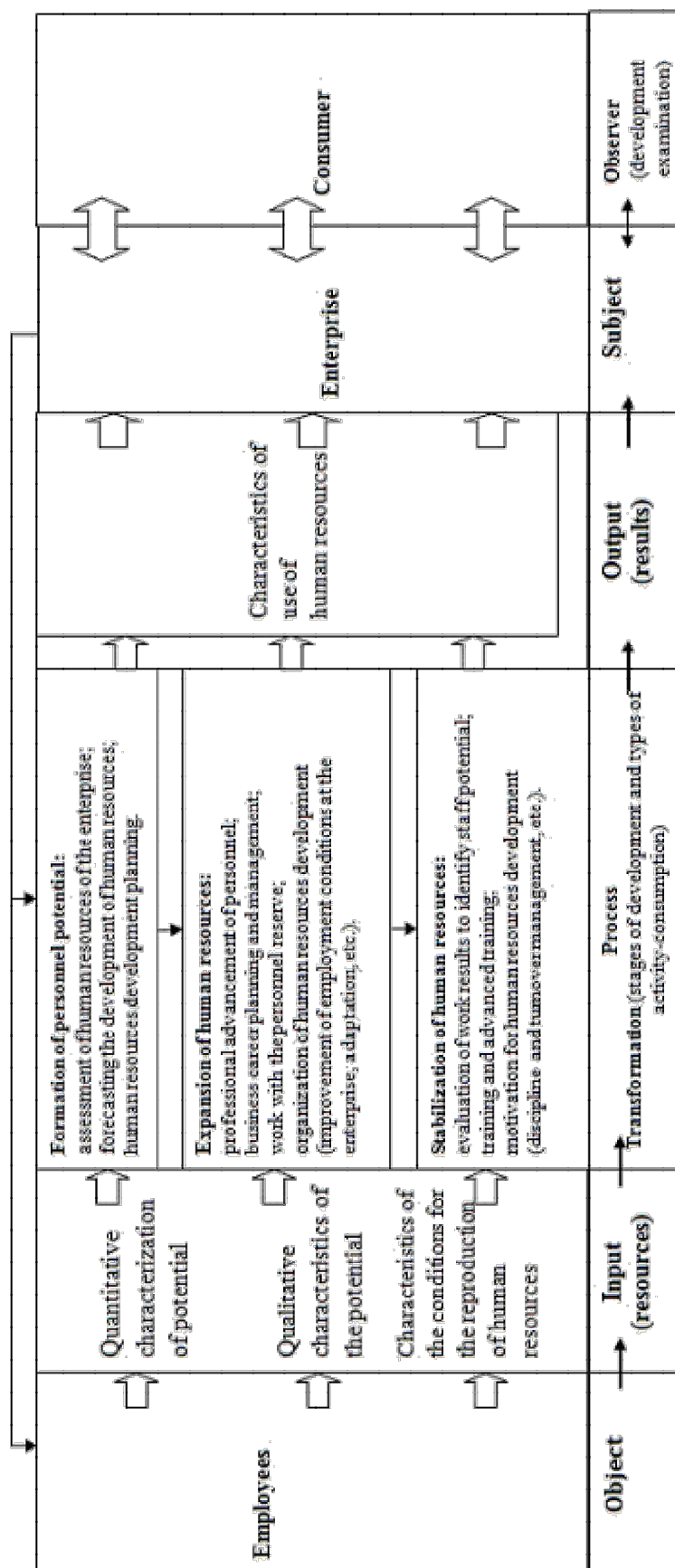
the form of the movement of resources-results, activities-consumption by stages of the development cycle (Figure).

Resources-results characterize a certain set of characteristics of human resources, reflecting the qualitative and other state and functioning of human resources. For example, there are quantitative resources-results, qualitative resources-results of human resources of the enterprise, the characteristics of the use of human resources, which have and can have a generalized and necessary specific form and shape at the enterprise. This selection makes it possible to specify the subject area and the object of knowledge in the dynamics from general to specific, overall.

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At the same time they can be classified by forms in accordance with the law of conservation of power: useful resources-results (work performed or being performed), losses, useless, harmful resources-results, reserves of resource-results with a plus, zero, minus. Types of activity-consumption generally reflect the functional activity of the enterprise in the process of transformation of resources-results. All types of transformation of resources-results are carried out in types of activity-consumption. They also have the opportunity from general to individual to conduct knowledge and research in terms of certainty and to classify according to the law of conservation of power. Cycles and stages of development in their turn reflect the beginning, the order of transformation – the sequence, direction of movement, completion of movement and transformation of resources-results, activities-consumption, which are characteristic of the development of human resources of the enterprise. It is also possible to determine the degree of efficiency of each stage, the entire cycle, each resource-result and type of activity-consumption. As a result, knowledge of the development of human resources and its components is conducted in a complex, in the relationship of resources-results, types of activities-consumption in the dynamics of specific cycles and stages of development at a qualitatively new – holistic level.

Together, they create a holistic adequate idea of the development process, reflect quantitatively



Model of the process of development of human resources at a commercial enterprise

and qualitatively the structure, form, content, direction and repeatability in continuous motion – dynamics. Development as a creative process is aimed at changing the direction and speed of free energy flows (useful power) in space and time. This change is achieved through the implementation of ideas that arise in people's minds.

Thus, the process of human resource development is proposed to be considered as a sequence of stages of development (formation, expansion and stabilization), including a set of actions that involve resources and managed to convert inputs into outputs.

The process approach is not just a description of a sequence of actions to transform something. For the process, in addition to the technology of execution, the requirements for inputs and outputs, requirements for resources (personnel, production environment, information, etc.), criteria for assessing the effectiveness of the process and customer satisfaction. For each of the processes, an «owner» must be identified, a person, responsible for the effectiveness of the process. And most importantly – before presenting any activity as a process, it is needed to make sure that this activity brings added value to the company (ie, firstly, the result of the activity is of value to the customer, and secondly, this activity is appropriate in terms of costs its implementation). For instance, it is enough to identify the «key competencies» that bring the greatest added value to the business, and manage them as processes. All processes defined in this way must have their owners. They must have the resources needed to complete the process.

Thus, the main elements of the process are:

a) participants of the process: they include all active and passive members of the workforce, whose interests are affected by changes (the number of participants in the process can be judged by its nature, scale and level of coverage) that occur at the enterprise;

b) the subject (initiator) of the process: one of its participants, who has significant resources to maintain the dynamics and direction of change for a long time. The initiator of the process is able to have a serious impact on the course of such changes by reproducing favorable conditions aimed at achieving the expected result. The influence of the initiator on the process may not be conscious, which causes certain changes against the will and interests of the initiator. This can (among other factors) stimulate widespread cases of loss of control by the initiator over the changes caused by it;

c) causes of the process. The reason is organically inherent in the process and is its internal source. These changes occur under the influence of factors (causes of the process);

d) observer – a formal or informal member of the workforce; is a source of cognitive parameters of the process. Reflecting the process, the observer, based on scientific approaches, seeks to recognize the logic of the process, actualizing the fact of its course, and develops some imaginary scheme of understanding and explanation of events obtained during the observation, ie examines the development of human resources to meet the standards of capacity development. The observer is mainly a passive participant in the process, which is an idea of his character, gives it some meaning and significance.

The model of the process of development of human resources at a commercial enterprise can be very conditionally represented in the form of a diagram shown in Figure. At the input of the circuit there is the initial object to be further transformed and undergoing intermediate stages. The output is an object with new, predefined and specified properties. The initial object is defined by a system of properties, the presence of which is controlled by standardized means of control and measurement procedures. Since fluctuations are always possible in any system and not all properties of the object are controlled, it is necessary to organize constant feedback between the subject and the object, and the properties of the final product must be set, taking into account the range of permissible values. The initial object of transformation is often quantitative and qualitative characteristics of human resources (Figure). Transformation into a final object is carried out with the help of human resources development tools depending on the stages of the development process (formation, use and stabilization of human resources) The end result of the transformation is the formation of characteristics of the use of human resources.

In general, the flow process of development of human resources at a commercial enterprise should consist of a set of elements that ensure the development of the enterprise in accordance with its goals. In the process of movement of human resources, it is advisable to allocate a single management of individual operations and functions of this process, which will provide more effective, both in terms of content and in terms of targeting, formation and transformation of human resources.

It should be noted that the process exists due to the needs of the consumer and is performed to meet these needs. The application of the process approach begins with those processes that relate primarily to the needs of external consumers. Thus, the process of human resource development is a process that is focused on the consumer, both external and internal (the company as a consumer of this process). Therefore, to assess the quality of this process, external and internal expertise of the human

resources development process is used. Basically, it is necessary to pay the attention to an important element of the process of human resources development – those who carry out the examination of human resources development (the fourth element of the process – the observer). From one hand, an internal observer is discussed, ie the examination of human resources development is carried out by the company itself. On the other hand, an external observer is discussed, ie the examination of human resources development is carried out by the consumer. In both cases, the essence of the examination is to assess the quality of service according to the service standards.

Conclusions

Since the purpose of internal marketing is to create the most favorable conditions within the company for the staff serving customers, the object of internal marketing is the staff, the level of activity and skills which directly determines the level of customer satisfaction and, accordingly, economic and financial performance. Internal marketing leads to the creation of such a human resource management system of the enterprise, the use of which determines the successful development of not only the enterprise itself. The main elements of internal marketing are aimed at achieving the personal needs of employees in the process of work, meeting their needs, desires and aspirations. This leads to a more efficient use of enterprise capital. As the aim of the organization is one of the elements of the marketing system, there is a high correlation between a clear vision of the goals of the enterprise and the effectiveness of its operation [1]. As a rule, different companies have different intermediate goals: conquering the market, increasing sales, making more profit. But the main goal is to achieve customer satisfaction as a basis for high financial and other results. Nomination of this goal as the main allows you to present other goals as the results achieved by the company by moving to the main goal. Due to this, intermediate goals (market conquest, increased sales, large profits) are only the result of customer focus.

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РОЗВИТОК ПЕРСОНАЛУ ПІДПРИЄМСТВА З ВИКОРИСТАННЯМ ІНСТРУМЕНТІВ ВНУТРІШНЬОГО МАРКЕТИНГУ

Гармідер Л., Стасьєвська І., Гончар Л.

У статті основна увага приділена узагальненню наукових підходів щодо визначення сутності поняття «внутрішній маркетинг» та визначення його місця в системі маркетингу підприємства. Вирішення питань необхідності теоретичного пошуку нових інструментів управління персоналом з позицій внутрішнього маркетингу, що забезпечує досягнення конкурентних переваг торговельних підприємств, визначило вибір теми, постановку мети і завдань даного дослідження. Метою статті є виявлення елементів внутрішнього маркетингу, які зумовлюють спрямованість розвитку кадрового потенціалу підприємства. Уточнення понятійного апарату з «внутрішнього маркетингу» дозволяє систематизувати окремі його елементи для досягнення ефективного впливу на споживача. При визначенні внутрішнього маркетингу відзначалася його спрямованість на споживача, що здійснюється за допомогою активізації об'єкта внутрішнього маркетингу – персоналу. Визначено три ключові одиниці, що утворюють три контрольовані ланки: 1) «фірма-споживач»; 2) «фірма-персонал»; 3) «персонал-споживач». З'ясовано, що оскільки об'єктом внутрішнього маркетингу є персонал фірми, а якість послуги, що надається визначається якісними характеристиками її продавця, то «виникає проблема створення якісного виконавця». Створення якісного виконавця реалізується через розвиток його кадрового

потенціалу. Встановлено єдність і взаємозв'язок персоналу, процесу та продукту; доведено роль персоналу в ланцюгу забезпечення якості обслуговування, у результаті чого завданням внутрішнього маркетингу визначено формування та/або підвищення якості персоналу. Розвиток кадрового потенціалу торговельних підприємств представлено у вигляді циклічного управлінського процесу, який передбачає постійний контроль змін характеристик персоналу та здійснення коригувальних заходів для їх формування. При цьому, внутрішній маркетинг розглядається як інструмент формування характеристик персоналу торговельних підприємств.

Ключові слова: торговельні підприємства, внутрішній маркетинг, клієнтоорієнтованість персоналу, розвиток кадрового потенціалу.

РАЗВИТИЕ ПЕРСОНАЛА ПРЕДПРИЯТИЯ С ИСПОЛЬЗОВАНИЕМ ИНСТРУМЕНТОВ ВНУТРЕННЕГО МАРКЕТИНГА

Гармидер Л., Стасьевская И., Гончар Л.

В статье основное внимание уделено обобщению научных подходов к определению сущности понятия «внутренний маркетинг» и определение его места в системе маркетинга предприятия. Решение вопросов необходимости теоретического поиска новых инструментов управления персоналом с позиций внутреннего маркетинга, обеспечивающего достижение конкурентных преимуществ торговых предприятий, определило выбор темы, постановку цели и задач данного исследования. Целью статьи является выявление элементов внутреннего маркетинга, которые обуславливают направленность развития кадрового потенциала предприятия. Уточнение понятийного аппарата по «внутреннему маркетингу» позволяет систематизировать отдельные его элементы для достижения эффективного воздействия на потребителя. При определении внутреннего маркетинга отмечалась его направленность на потребителя, осуществляемая посредством активизации объекта внутреннего маркетинга - персонала. Определены три ключевые единицы, образующие три контролируемые звена: 1) «фирма-потребитель»; 2) «фирма-персонал»; 3) «персонал-потребитель». Выяснено, что поскольку объектом внутреннего маркетинга является персонал компании, а качество предоставляемой услуги определяется качественными характеристиками ее продавца, то «возникает проблема создания качественного исполнителя». Создание качественного исполнителя реализуется через развитие его кадрового потенциала. Установлено единство и взаимосвязь персонала, процесса и продукта; доказана роль персонала в цепи обеспечения качества обслуживания, в результате чего задачей внутреннего маркетинга определено формирование и повышения качества персонала. Развитие кадрового потенциала торговых предприятий представлено в виде циклического управленческого процесса, который предусматривает постоянный контроль изменений характеристик персонала и осуществления корректирующих мер для их формирования. При этом, внутренний маркетинг рассматривается как инструмент формирования характеристик персонала торговых предприятий.

Ключевые слова: торговые предприятия, внутренний маркетинг, клиентоориентированность персонала, развитие кадрового потенциала.

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Harmider L.^a, Staszewska J.^b, Honchar L.^a

^a Ukrainian State University of Chemical Technology, Ukraine

^b Humanitas University in Sosnowiec, Poland

*email: garm@ukr.net

Harmider L. ORCID: <https://orcid.org/0000-0001-7837-2734>

Honchar L. ORCID: <https://orcid.org/0000-0003-4847-3977>

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