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SYSTEMATIC APPROACH TO THE FUNCTIONAL FEATURES OF THE FORMATION OF HR MARKETING IN THE EMERGING ECONOMY

ABSTRACT

Introduction. In the conditions of the development of processes of globalization, digitalization, strengthening of market competition, success can be achieved by enterprises that are constantly looking for new ways to adapt to the constantly changing market conditions of their operation. Combining HR management with marketing is a necessary condition for attracting and retaining the best employees for successful business. HR specialists will be able to work effectively in the labor market only if they use the achievements of marketing.

The application of the marketing approach in the activities of the enterprise with personnel management will allow to increase the productivity of production without involving additional resources. In this regard, there is a need to develop the conceptual foundations of HR marketing, mastering marketing technologies in this field and the necessary tools for marketing activities. This requires non-standard approaches to the formation of HR marketing.

These issues are especially relevant during the period of development of the emerging economy, one of the important components of which are the processes of social development. These processes are dynamic, mobile and change under the influence of information technologies. In such conditions, the processes of forming HR marketing at enterprises must be ensured taking into account the requirements and principles of the emerging economy.

Purpose of the article is to research of the main trends of HR marketing caused by the development of the emerging economy; clarifying the conceptual basis of HR marketing; systematization of the stages of systematic formation of HR marketing at the enterprise.

Method (methodology). The information method was used for the research in order to obtain informative data from scientific sources and the Internet; classification and comparative analysis (identifying the functional features of HR marketing), a systematic approach (characterizing the stages of forming the company's HR marketing system); generalization method (formulating research conclusions).

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Results. The influence of the information sphere on the development of HR marketing processes and the need to form HR marketing in accordance with the requirements of the emerging economy are substantiated. The place of HR marketing in the enterprise management system is determined. The conceptual content and provisions of HR marketing have been clarified. The application of elements of emergency management in the modern practice of marketing management is argued. The application of a systematic approach to the formation of HR marketing at the enterprise is substantiated. The stages of formation of HR-marketing are established with their detailing. The advantages of the systematic application of tools for the formation of HR-marketing are highlighted.

Keywords: system approach; HR marketing; HR specialist; personnel; personnel management; enterprise; emergency; emergency economy.

Introduction

The formation of an emerging economy, the development of the information sphere, social transformations under the influence of globalization factors caused certain changes in the attitude to the essence and content of HR marketing. In the conditions of increased competition, HR marketing is a determining factor in the development of the enterprise. It allows you to attract the best employees from the labor market, as well as qualified personnel creates high quality products (service).

Considering HR marketing from the standpoint of a systemic approach, there is a need to take into account the properties of emergency. The modern business environment is characterized by high volatility and rapid changes, which require marketing management to constantly review and modify its strategies and approaches.

Elements of emergent management are actively introduced into the modern practice of marketing management. Emergence is based on the concept of unpredictability, which refers to the emergence of new properties or structures that cannot be predicted by analyzing individual parts of the system. From the point of view of management in the field of HR marketing, this means that effective management consists not only in strict compliance with established procedures and rules, but also in the ability to adapt and quickly respond to new challenges in this field. Contingency helps increase organizational flexibility and adaptability, which is achieved through the ability to quickly respond to changes and adapt HR strategies and processes to new circumstances. Therefore, the emergent nature in the formation of HR marketing has a significant adaptation potential, which will contribute to ensuring the sustainability of the development of enterprises.

The works of V. Danylyuk, T. Dyadyk, M. Novikova, V. Makarova, A. Savina, Y. Salo, A. Taranich, Zh. Toryanyk, S. Puchkova, and A. Shved are devoted to the problems of HR marketing development.

Purpose and objectives of the article

The purpose of the article is to study the main trends in HR marketing caused by the development of the emerging economy; clarifying the conceptual basis of HR marketing; systematization of the stages of systematic formation of HR marketing at the enterprise.

The main material of the research

HR marketing as a complex system is characterized by such characteristics as contingency and synergy.

Emergence in systems theory means the presence in any system of special properties that are not inherent in its subsystems and blocks, as well as the sum of elements that are not connected by system-forming ties; the impossibility of reducing the properties of the system to the sum of the properties of its components.

The system acts as a single whole due to the fact that it is the carrier of emergent properties, «indivisibility of parts».

U. R. Ashby formulated the principle of necessary diversity, which is that the controlling subsystem (organ) should have no less diversity than the controlled (object). A governing body may well possess the necessary variety sufficient to manage relatively uncomplicated objects through administration techniques. However, the governing body cannot always achieve such diversity, which would be sufficient for the management of objects with increased diversity [1].

Emergent strategies arise spontaneously in the process of management efforts and form a kind of action plan and are characteristic of almost all enterprises that purposefully try to face the challenges of the external environment and strive to implement certain target guidelines. They are used to achieve the goals of activity, realization of

existing capabilities by economic entities and effective use of potentially available resources. Differences in the use of planned and emergent strategy of enterprise development are presented in the table. 1.

Table 1. Differences in the use of planned and emergent strategy of enterprise development

Planned development strategy	Emergent development strategy
Focuses attention on competitors	Focuses attention on consumers
The hierarchical nature of the strategic process at the structural levels of the organization with a high degree of administrative influence	The diffuse nature of the strategic process with a high degree of delegation of authority and responsibility
Uses strategic matrices, logical schemes, graphs	Characterized by strategic thinking and creativity

Source: compiled by the authors.

Emergence is a property of the entire system as a whole, and not of any of its parts, and presupposes the presence of such properties that are inherent in the system as a whole, and not in any of its elements separately. Adding elements to the system not only introduces new relationships, but also changes the characteristics of many or all former relationships, leads to the exclusion of some of them or the appearance of new ones.

Under the influence of digital processes in the economy, emergent effects (properties) of digital progress are revealed, which expands the possibilities of intellectualization of management systems [2]. The system of social capital development forms a certain integrity of the object and is an ordered set of rules for the organization and interaction of the constituent elements. A set of interacting factors operating in a developed institutional environment ensures the development of the social system.

The need to use HR marketing is that conventional methods no longer cope with talent attraction [3]. The concept of HR marketing is a system of interrelated views, ideas, provisions of marketing activities, which provide for the development of quality attributes of personnel to achieve the company's goals. The HR marketing strategy is aimed at increasing the competition for vacancies, reducing staff turnover, changing the position of the HR brand in the employer rating, etc. The HR strategy should correspond to the enterprise should focus on achieving general development goals.

The unity of the functions of HR marketing allows to create flexible and adaptive management systems that are able to effectively

respond to changes and implement the necessary adjustments in a timely manner. Among the functions of HR-marketing, the following are distinguished: analytical, informational, production, management, personnel development, and strategic functions.

Today, the priority areas of HR marketing include:

- staff training and development;
- management of personnel efficiency;
- development and acquisition of necessary skills;
- employer branding;
- digitalization of HR-marketing processes [4].

The current trend in the development of HR marketing is the influence of information and communication technologies on it, among which the following projects should be highlighted:

- use of artificial intelligence in personnel selection: chatbots that screen questions, answer frequently asked questions and streamline the dialogue process with a potential employee;
- gamification, based on the application of approaches to the use of the best ideas of loyalty programs, game techniques in real business processes in the areas of HR, IT and marketing structures. Gamification helps to find non-standard solutions that help to make any work more interesting, and badges (rewards for certain achievements or actions in the game), leaderboards (lists with player ratings), ewords (final award ceremonies in the game), settings (environments, in in which

games take place) are tools for well-structured scenarios;

- programs for the development of emotional intelligence as an effective tool for increasing the productivity and motivation of workers. People's emotions determine the climate in the organization by 50-70%.

The experience of implementing innovative HR-marketing technologies for the selection of employees determines the use of such technologies as recruiting, screening and headhunting.

Recruiting as an HR-marketing tool allows you to find candidates who have the required level of knowledge and skills, fit the culture of the organization, and are motivated to achieve the set marketing goals. One of the forms of recruiting is personnel leasing, which provides the enterprise with the necessary quantitative and qualitative personnel, using the services of a third-party organization. The implementation of personnel leasing technology in the practical activities of enterprises avoids difficulties associated with the selection of personnel, processing of personnel documents, payment of wages and tax deductions, makes it possible to conduct a more flexible personnel policy by attracting additional personnel or reducing the number of employees depending on the goals of the enterprise.

Headhunting involves a purposeful search and attraction of the most qualified and promising employees. At the same time, headhunting is the most complex and expensive technology, because it involves luring a specific specialist from one company to another.

Screening is the search for necessary personnel by recruitment agencies based on formal criteria: gender, age, education, work experience, etc. Recruitment agencies receive resumes of candidates and give them to the customer, who himself makes decisions on personnel selection [5].

Using a systemic approach to HR marketing makes it possible to consider it as a system consisting of a set of interdependent and interacting subsystems. The formation of HR-marketing based on the principles of a systemic approach means covering the entire personnel of the enterprise, linking specific decisions within the subsystem taking into account their impact on the entire system as a whole, analyzing and making decisions regarding the personnel taking into

account the external and internal environment, all the completeness of relationships ties.

It is advisable to start the formation of HR marketing at the enterprise from the first stage – the analysis of the state of personnel management. At this stage, it is advisable to take the following measures:

- monitoring data on the state of personnel management at the enterprise based on the analysis of official personnel documents (orders, orders, regulations on subdivisions, job instructions);
- identification of existing problems, shortcomings, errors in personnel management at the enterprise by means of employee surveys;
- establishing the causes of existing problems in personnel management based on the analysis of the composition, content, performers, quality of performance of personnel management functions.

At the second stage of forming HR-marketing, it is necessary to determine the composition of personnel management goals. It is proposed to build a «tree of goals» of employees and administration, ensure their least contradiction, identify the role and place of personnel management in ensuring the main goals of the enterprise.

At the third stage, the composition of personnel management functions is determined. They should be focused on the tasks of HR marketing. Next, the set of procedures that make up each function is defined.

At the fourth stage of the formation of HR-marketing, functions are assigned to specific employees of the enterprise. To achieve the goals of personnel management, functional groups of employees are distinguished. A possible option is when the performance of certain functions is entrusted to the employees of the enterprise. The second option is when personnel management functions are performed by an HR specialist.

When forming HR-marketing, it is necessary not only to determine the goals, functions of personnel management, to highlight features at various stages of the company's existence, but also to take into account external and internal factors that affect this process.

The scientific justification for assigning personnel management functions to individual employees is that each function, procedure is

characterized by parameters: laboriousness and complexity. It depends on them what qualifications an employee needs to perform a function, how much time an employee will need to implement it.

Labor intensity is determined in hours spent by an employee to perform a function according to formula (1):

$$L_{func} = L_p + L_o + L_k + L_m + L_{kl} \quad (1)$$

$L_p, L_o, L_k, L_m, L_{kl}$ – labor intensive of general management functions (planning, organization, coordination, motivation, control);

$$S_{func} = \frac{L_p * S_p + L_o * S_o + L_k * S_k + L_m * S_m + L_{kl} * S_{kl}}{L_{func}} \quad (2)$$

$S_p, S_o, S_k, S_m, S_{kl}$ – levels of complexity of general management functions – planning, organization, coordination, motivation, control;

$L_p, L_o, L_k, L_m, L_{kl}$ – labor intensive of general management functions;

L_{func} – labor intensive personnel management functions;

S_{func} – the complexity of personnel management functions.

For the distribution of HR-marketing functions, it is necessary.

1. Form an expert group, consisting, for example, of the director of the enterprise, an HR specialist, deputy directors in the areas of activity. You can also involve independent experts.

2. Evaluate the level of complexity of HR-marketing functions (from the first to the third) by an expert.

3. To determine the labor-intensiveness of the implementation of procedures and functions, entrusting their implementation to an HR specialist, heads of structural subdivisions using one of the following methods: using a photo of working hours, calculation-analytical, analogical method, expert method.

Knowing the labor-intensive functions of the personnel management system, performed during any period of time, it is possible to calculate the number of personnel (N) required to perform the functions according to formula (3):

L_{func} – labor intensive of HR-marketing functions.

As for determining the complexity of performed functions and procedures, three levels (low, medium, high) are distinguished according to the nature of performed procedures. A low level of complexity is characterized by an advantage in the procedure of technical operations; middle level – the advantage of logical operations; high – the advantage of creative activity, which includes actions based on making non-standard decisions.

When calculating, you can enter the numerical equivalent of the level of complexity: high – 3, medium – 2, low – 1. The complexity of personnel management functions (S) is determined by formula (2):

$$N = \frac{l \cdot k}{F_{w.t}} \quad (3)$$

l – the total labor intensity of all functions performed for a certain period (for example, a year),

k – coefficient that takes into account the time spent on performing work not provided for in the total labor intensity ($k = 1,5$),

$F_{w.t}$ – the useful fund of working time of one employee for a period (for example, a year, an hour).

4. Redistribute HR-marketing functions among employees depending on the result obtained according to formula (3), labor intensity of functions, qualifications, division, position held at the enterprise, and employees' working time fund. Functions with the highest level of complexity should be distributed among the most qualified employees.

It is especially important to define the functions performed by the company's management. It is expedient to include in this group the functions related to the development of personnel policy, decision-making on all functional units of the personnel management system.

The functions of the personnel management system performed by the HR specialist should include functions that require detailed research,

knowledge of the basics, the latest developments in the field of personnel management, the situation on the labor market, and constant psychological work with the company's team. These can be functions related to analytical work, development of various personnel projects, drawing up personnel development plans, clerical support of the personnel management system.

Functions that require special knowledge of the field of activity, the specifics of the company's work, accurate assessment of the performance of employees from the point of view of their

professionalism should be attributed to the functions of the personnel management system performed by department heads.

Next, the issue of the degree of coordination of the performed functions with the duties of the existing positions of employees is resolved. In the event that the performance of any personnel management function involves the participation of several employees of the enterprise, whose responsibility varies from «you can consult» to «it is necessary to inform», it is advisable to compile a table. 2.

Table 2. Distribution of the participation of officials in the implementation of specific functions

Function for which officials are responsible	Officials													Score in points (1-5)	
	1	2	3	4	5	6	7	8	9	10	11	12	13	I	Q
Function name	●	■	◇	▲		○	◇		□			○	▲		

Conditional marks:

- – actual liability;
- – general management;
- ◇ – can be consulted;
- ▲ – must be consulted;
- – must be notified;
- – can contribute;
- I – interaction in the process of performing the function with other employees;
- Q – the quality of performance of the function.

On the basis of such a table, the degree of participation of officials in the performance of functions is determined. It is used both to define relations between units and within them. In addition, it is advisable to draw up a similar table with a complete list of the functions of each employee in order to assess the degree of his workload.

5. The form of the report on preparation for the implementation of HR marketing functions is presented in the table. 3.

After the end of the control period, it is necessary to analyze the performance of HR marketing functions at the enterprise from the point of view of the quality and laboriousness of their implementation and to establish the average values of laboriousness and complexity of the performed functions.

If necessary, changes that occurred during the implementation of functions are entered into the report form. After the completion of the function,

a report form is created on the implementation of HR marketing functions (Table 4). According to this report, HR marketing functions can be redistributed, combined or shared between employees.

If at the enterprise, after a certain period of time, the labor intensity of performing HR marketing functions will increase, this may indicate the presence of elements of unprofessionalism, that employees perform their functions longer than they should.

6. Depending on the obtained results, it is necessary to redistribute HR marketing functions between employees.

7. To fix the functions of specific employees by an order on the enterprise, reflect them in the regulations on subdivisions, job descriptions of employees.

Table 3. The form of the report on the preparation of HR marketing functions for implementation

Functions of HR marketing	HR marketing procedures	Documents on preparation for the implementation of the HR marketing function	Planned labor costs for performing the function, hours	The level of complexity of the HR marketing function	Surnames and positions of persons performing the function of HR marketing

Table 4. Report form on the implementation of HR marketing functions

No	The name of the HR marketing function	Procedures characterizing the HR marketing function	Actual labor costs for performing the function, hours	The real level of complexity of the HR marketing function	Surnames and positions of performers who actually perform HR marketing functions	The number of subordinates of the person performing the HR marketing function
1						

At the next stage of the formation of HR marketing, the organization of clerical support, automated information processing of the personnel management system takes place. It represents the organization of work with documents, from the moment of their creation to the completion of execution.

At each enterprise, the HR specialist in management maintains the following personnel documents: personal files of the enterprise's employees, which include a personal sheet, questionnaire, autobiography, copies of educational documents, recommendations; personal cards, work books, pension cases.

Most of the documentation is internal to the enterprise, the procedure for working with it must be regulated by internal rules and regulations.

The main functions of HR marketing documentation support are: timely processing of incoming and transmitted information. In addition, control over the implementation of management decisions must be ensured; transfer of documentation through vertical and horizontal connections. Depending on the size of the enterprise, office management can either be carried out directly in one unit and be centralized, or it can be distributed among different units, i. e. decentralized. In practice, a mixed form prevails, when part of the most important work for the entire organization is performed in one place, and

the other part of work is performed in all departments and services.

For the correctness of strategic and tactical decisions based on timely and reliable information, it is necessary to implement an automated system of personnel accounting and record keeping, automated information processing of the personnel management system.

In addition, due to the possibilities embedded in the systems, the following are achieved: a significant reduction in time and reduction of routine work when registering an employee, when working with organizational and administrative documentation, when forming and analyzing statistical information.

In the table 5 summarizes data on the specific costs of the managers' working time under investigation.

With the help of specialized software, you can automate the collection, storage and management of candidate information, including resumes, contact details, interview results and other relevant data. Popular software for automating HR processes (Hurma, CleverStaff and PeopleForce). Ways of using the software can be: managing candidate databases, automating electronic mailings, using social networks, automating analytics and reporting. An HR specialist, using a specialized software system, will

be able to free himself from performing routine operations when working with personnel.

Table 5. Specific costs of managers' working time

Content of work	Working time costs, in %		
	Entrepreneurs are leaders	Heads of structural units	HR specialist
a specialist	50	25	55
manager	50	75	45

With the help of software, you can create and automate the sending of e-mails, newsletters and messages of various types to candidates, which allows you to effectively communicate with job seekers and maintain contact with potential candidates.

Given the fact that HR employees spend from 20% to 80% of their working time working with documentation (see Table 5), it can be concluded that the effectiveness of the HR manager's work will increase by the same amount if the freed time is used for creative and analytical work.

Next, the organization of personnel support of the personnel management system is carried out. As an HR marketing specialist, you can invite: a psychologist; sociologist; a specialist in the field of labor relations, methods of business assessment and training; a planner developing in the field of personnel management, etc. Currently, there are HR managers who are graduates of universities and business schools who have undergone trainings and programs to improve managerial competence.

At the stage of organization of HR marketing information support, it is necessary:

1. Compile a list of information necessary for decision-making related to the personnel management system (incoming, intermediate, outgoing).

2. Identify sources of information (newspapers, magazines, Internet, new information systems and databases, exhibitions, conferences, seminars, trainings and workshops during which training, personnel development, exchange of best practices, transfer of new methods, techniques and technologies of effective personnel management, psychology of management, business communication in a team).

3. Organize the process of obtaining information and carrying out its exchange between employees performing the functions of

the personnel management system.

4. Manage information and information processes in the personnel management system: receipt, transfer, storage, use of information.

Digital technologies of HR marketing make it possible to attract, evaluate and manage the potential of employees more effectively. Most sub-processes of HR marketing in modern conditions must be carried out in a digital environment; special attention should be paid to recruiting. Its effectiveness directly depends on the high-quality implementation of the employer's HR marketing and branding processes, as their design and content directly affect the number and professional characteristics of job applicants [6].

One of the tools of HR marketing is the candidate tracking system (ATS), which allows you to manage the stages of the recruiting process - from posting a vacancy to attracting a new employee. These systems provide quick resume analysis, interview scheduling, emailing to candidates, and more. In addition to social media and ATS, digital tools such as: SEO tools, online tests, analytics, video interviews, corporate blogs and videos are effective. Popular among social networks are: LinkedIn, Facebook, Instagram, Twitter and others.

The organization of technical support for HR marketing involves providing the company's employees with the technical means necessary to perform their functions. To do this, the needs for technical means, the availability and condition of the existing equipment of managers and employees of the company's divisions are analyzed.

The technical complex must have information, software and technical compatibility of the means included in it; which must be adapted to the conditions of HR marketing, have the possibility of expansion in order to connect new devices.

The organization of regulatory and methodological support of HR marketing involves the development of documents for internal procedures (rules of internal labor procedures, collective agreement, regulations on subdivisions, job descriptions of employees).

The organization of legal support for HR marketing involves the development and approval of local normative and non-normative acts of an organizational, organizational-administrative, economic nature (orders on admission, dismissal, transfer, personnel standards of the enterprise, other orders and instructions).

In addition, existing obsolete regulations and those regulations issued earlier on personnel issues that have actually lost their validity are being changed or canceled. The normative base is normative documents regulating labor relations.

Also, an important stage is the implementation of measures to increase the cohesion of the team, to create a unified team spirit, taking into account the specifics of the company's activities. Employees must actively participate in the process of personnel management, be involved in the development and implementation of personnel projects, such as: conducting self-photographs during working hours, professional orientation and adaptation of new employees at the workplace, development of a salary system.

Within the organization of financial support for HR marketing, a budget for its formation and development is drawn up. Items of budget expenses with an indication of the amounts, a description of the items of expenses are entered in the table.

With the change of tasks and orientations in HR marketing, the tasks of the HR marketing service, its functions and structure also change. It is necessary to organize work on the formation of a multifunctional HR marketing service at the enterprise as a single whole, with the coordination of all the work of structural divisions in the production management system, to one degree or another, engaged in working with people, under a single leadership.

Only in this case is it possible to comprehensively solve not only issues of ensuring

production by personnel, but also combining production development goals with personnel goals. The distribution of personnel management functions between the directorate and the heads of individual production structures should be quite clear, which excludes parallelism in work and increases responsibility for results. Line managers participate in personnel recruitment, and together with specialists provide conditions for highly productive work and the use of each employee according to his abilities.

Conclusions and prospects for further research

For effective management of HR marketing, the following requirements must be met:

- analyze the needs and expectations of employees (managers must know what is important to their potential and existing employees and offer programs and services that meet their needs and expectations)
- develop an HR-marketing strategy (managers must have a clear action plan aimed at attracting, developing and retaining talented employees);
- maintain the company's reputation among potential and existing employees in order to maintain their trust and interest in cooperation;
- use effective communication channels to attract talented employees, develop their potential and ensure interaction with existing employees;
- to establish success metrics for evaluating the effectiveness of personnel marketing programs and strategies;
- provide support from high-level HR-marketing management.

The application of a system approach taking into account the requirements of emergency to the formation of HR-marketing will allow enterprises to increase the efficiency of business processes and gain competitive advantages, which will make it possible to create the best conditions for sustainable development.

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Системний підхід до функціональних особливостей формування HR-маркетингу в емерджентній економіці

Анотація

Вступ. В умовах розвитку процесів глобалізації, цифровізації, посилення ринкової конкуренції успіху можуть досягти підприємства, які постійно шукають нові шляхи адаптації до постійно мінливих ринкових умов свого функціонування. Поєднання управління персоналом з маркетингом є необхідною умовою залучення та утримання кращих співробітників для успішного ведення бізнесу. Фахівці з персоналу зможуть ефективно працювати на ринку праці лише за умови використання досягнень маркетингу.

Застосування маркетингового підходу в діяльності підприємства з управлінням персоналом дозволить підвищити продуктивність виробництва без залучення додаткових ресурсів. У зв'язку з цим виникає необхідність розробки концептуальних засад HR-маркетингу, оволодіння маркетинговими технологіями в цій сфері та необхідним інструментарієм маркетингової діяльності. Це вимагає нестандартних підходів до формування HR-маркетингу.

Ці питання особливо актуальні в період розвитку емерджентної економіки, однією з важливих складових якої є процеси соціального розвитку. Ці процеси динамічні, мобільні та змінюються під впливом інформаційних технологій. У таких умовах процеси формування HR-маркетингу на підприємствах повинні забезпечуватися з урахуванням вимог і принципів емерджентної економіки.

Метою статті є дослідження основних тенденцій HR маркетингу, зумовлених розвитком емерджентної економіки; уточнення концептуальних засад HR-маркетингу; систематизація етапів системного формування HR-маркетингу на підприємстві.

Метод (методика). Для дослідження використано інформаційний метод з метою отримання інформативних даних з наукових джерел та мережі Інтернет; класифікаційно-порівняльний аналіз (виявлення функціональних особливостей HR маркетингу), системний підхід (характеристика етапів формування системи HR маркетингу підприємства); метод узагальнення (формулювання висновків дослідження).

Результати. Обґрунтовано вплив інформаційної сфери на розвиток процесів HR-маркетингу та необхідність формування HR-маркетингу відповідно до вимог емерджентної економіки. Визначено місце HR-маркетингу в системі управління підприємством. Уточнено концептуальний зміст і положення HR-маркетингу. Аргументовано застосування елементів управління емерджентними процесами в сучасній практиці маркетингового менеджменту. Обґрунтовано застосування системного підходу до формування HR-маркетингу на підприємстві. Встановлено етапи становлення HR-маркетингу з їх деталізацією. Висвітлено переваги системного застосування інструментів формування HR-маркетингу.

Ключові слова: системний підхід; HR маркетинг; HR-фахівець; персонал; управління персоналом; підприємство; емерджентність; емерджентна економіка.

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