

IMPLEMENTING NEW TRENDS NOT ONLY IN PERSONNEL COMMUNICATION WITH SCARCE PROFESSIONS ON LABOUR MARKET IN THE CONTEXT OF TECHNOLOGY INTERFERENCE

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Abstract: The paper deals with the area of personnel marketing, which is being formed as an independent scientific discipline, bringing marketing approach into human resources management. Globalisation of the labour market, digitization and technology interference, growth of competition in individual sectors bring along numerous innovations in personnel marketing, which found their place in personnel corporate communication. The aim of the submitted study is to examine application of new trends in personnel communication mix by personnel officers who represent entrepreneurial subjects on the Slovak and Czech labour markets, mainly in the context of addressing professions of short supply. The object of investigation is the way of work with the professional social network LinkedIn and attitudes of human resources officers related to this tool.

Keywords: personnel marketing, human resources, social networks, technology interference, employer, employee, labour market, LinkedIn.

1 Introduction

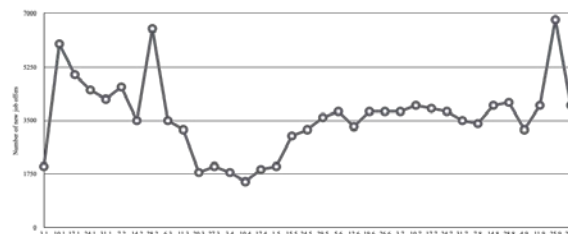
Recently, we have seen an increase in the number of companies in various sectors of the economy using innovative methods to acquire and retain qualified and motivated employees. Experienced workers know how to get orientated in employment offers and choose the best one. They are aware that they will receive more proposals. Companies thus take advantage of market opportunities, present themselves at conferences and work fairs, and actively communicate with the public with the intention of being an attractive employer with a strong brand. Investments in retaining current members of the workforce are becoming a relatively common practice. The supply of employees' benefits that organizations compete with each other is governed by the needs of the members of the staff and is often the results of outputs obtained from workers' satisfaction surveys. The effort to acquire quality human resources, reduction of fluctuation and maintaining employee satisfaction and work motivation lead corporations to firmly integrate personnel marketing into the corporate strategy. The expected prerequisite is to capture the use of professional social networks in the personnel marketing of companies, especially in the context of addressing scarce professions in the labour market using modern tendencies.

2 Personnel marketing as a way out of the situation on the labour market

The beginning of human resources marketing can be traced especially there, where traditional advertising of the work offer is no longer enough and it is necessary to involve marketing tools to increase the attractiveness and work position proposals of the employer. This is the result of cooperation between traditional marketing and personnel management. Armstrong (2015) considers human resources management as a managerial approach that makes use of people's efforts, skills and dedication to do the work in a way that secures the organization's future. Assuring the right human resources in the environment of a changing economy and growing competition is often a key competitive advantage for companies. If we involve the marketing approach into the personnel area, especially for the formation, maintenance of the necessary workforce of the organization, which is based on the good reputation of the employer and the labour market research, it is personnel marketing (Koubek, 2015). We can therefore understand it as an approach that brings marketing principles to human resources management.

The situation on the labour market creates the need to innovate lines of action in the field of human resources management and to seek a synergistic effect with marketing so that the company's communication is coordinated and participates in the building of the employer's image. It is necessary to perceive workers or jobseekers as the organization's customers, to look at the employee from the same perspective as traditional marketing looks at the consumer (Myslivcová, 2019). Orientation of personnel marketing together to potential and current manpower can help the employer to increase competitiveness in the labour market. However, it should be a well-thought-out and targeted concept that is a part of the corporate strategy. In this context, we can identify with the position of Bednárík and Máliková that personnel marketing is functional and effective when it is in line with the company's personnel policy, corporate culture and corporate communication (Bednárík, Máliková, 2016).

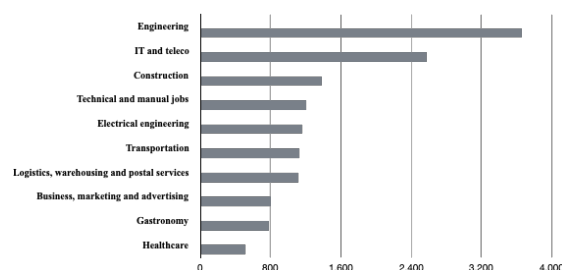
Graph 1: Development of new work offers during monitored weeks (year 2020).



Source: Internet Labour Market Guide (2020). Vectorized by authors.

The labour market saw a drop-in work position proposal in the first half of 2020, mainly under the influence of the Pandemic and related government measures. The statistics published by the Internet Labour Market Guide shows that the number of new employment offers is reaching pre-pandemic supply after the spring slump. The increase in job offers is most pronounced in the areas of engineering, information technology, telecommunications and construction. According to the sources from the recruitment agency Grafton, it is also qualified professions that are in demand by employers and are in short supply (Grafton, 2020). As mentioned below, the market needs programmers, specialists in electrical engineering, electronics, mechanical engineering, and logistics.

Graph 2: Increase in new vacant job offers in September according to working areas (TOP 10).



Source: Internet Labour Market Guide (2020). Vectorized by authors.

The provision of qualified and loyal employees, which are scarce on the market, creates increased demands on human resources management and naturally leads to the application of a marketing approach to the external labour market. The boom in digital technologies has brought new trends to external personnel

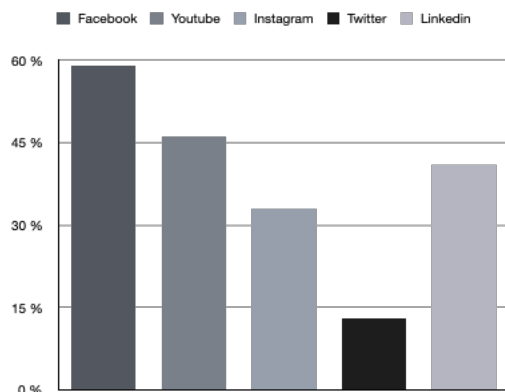
marketing (Švec et al., 2018). The move of the labour market to the online environment is putting pressure on employers to deal more consistently with the presence of their brand in the Internet environment.

3 Social networks in the personnel marketing mix of employers

The expansion of the social networks has brought new opportunities in personnel marketing to address prospective employees. Some social media should be avoided if a business entity wishes to project a certain image of itself. Certain types of social media can be useful only for a very specific group of users, while some social media can even give the impression of dishonesty and unprofessionalism (Madleňák, 2020). Social networks enable not only to effectively inform potential jobseekers about work position vacancies, but also to directly search for and approach those suitable jobseekers whose profiles are publicly available on social media (Šikýř, 2017). It can be deduced from the statement that social networks are a database of information about a potential employee for the employers, they make it possible to better target the work offer and also expand the possibilities of advertising from the local market to the global one.

A survey of social networks in the corporate environment carried out by the agency Neopublic on a sample of the Top 100 firms that have the highest revenues, according to Finstat, shows the percentage representation and use of individual networks (Neopublic, 2020). Communication on social networks differs significantly across industries and up to 36% of the companies do not use any social network.

Graph 3: An overview of social networks used by TOP 100 companies.



Source: Neopublic (2020), vectorized by authors.

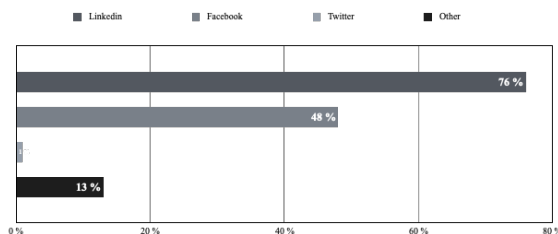
In some sectors, such as telecommunications, food chains or banking, this is a necessity given by the nature of the business. However, there are branches resistant to the trends or exploiting the potential of social networks on a minimum degree. This includes manufacturing sector, power engineering or heavy industry. In this regard, we can agree with Armstrong (2015) that online recruitment is faster and cheaper than traditional advertising, it provides more detailed information about work positions and organizations, and allows electronic processing of employment applications and résumés. The introduction and implementation of social networks in external personnel communication with potential candidates presupposes that human resources management is able to use these tools and is ready to address operational challenges, such as immediate response to the offer, interactive communication, adapting the supply on the basis of the audience response, but also strategic challenges, such as building the employer's brand or actively reaching out to passive candidates with more advanced search tools.

4 Professional network LinkedIn in the service of employers

The rise of the Internet has brought the migration of the labour market to the online environment. It has become common practice to advertise an employment offer on special work-offering portals and social networks of the employer. The job offers and interaction with the potential employer thus took on a completely different dimension. The professional social network LinkedIn was established in 2003 with the intention to enable jobseekers to find work and companies to offer employment. The firm entered the year 2020 with 690 million users in more than 200 countries, making it the largest professional social network in the world. LinkedIn is one of the most popular and largest social networks for people involved in recruitment and researching the labour market, as well as an effective means of building personnel and professional brands (Tegze, 2019). These data point to the fact that the social network LinkedIn has a firm place in the field of human resources management and its profile on the labour market has surpassed the reach of other networks, such as Facebook or Twitter. The results of a study on self-presentation and recommendations for finding workers in the online environment, published in 2015 by a team of authors, confirm the clear dominance of LinkedIn over other social networks. When recruiters want to search potential job candidates, professional SNS (e.g., LinkedIn) profiles may serve as an extended online résumé that allows applicants and recruiters to exchange detailed job-related information at low cost and without the legal or ethical issues associated with private SNSs (e.g., Facebook) (Johannes Kuo-Huie Chiang, Hung-Yue Suen, 2015).

Currently, 612,000 registered users in Slovakia are listed, which represents 11.2% of the total population. The most represented group is aged 25 to 34 years. These data show that the social network LinkedIn has a significant presence on the Slovak labour market and should be considered when creating a personnel communication mix.

Graph 4: Use of social networks in job searching.



Source: Grafton (2020), vectorized by authors.

The results of a survey conducted in the first half of 2020 on a sample of 2,756 respondents by the agency Grafton show that 82% the respondents are looking for work on the Internet. Of those, who use the Internet to look for work, 41% choose social networks. If we focus on a detailed view, we find that LinkedIn significantly dominates among the respondents (Grafton, 2020). This fact is an argument for employers to consider the operation of their company on this social network.

5 Methodology

For the elaboration of the theoretical part, domestic and foreign sources were used, which focus on the topic of personnel marketing, especially in the context of communication with scarce professions in the labour market and technological interference. It was also based on bibliography devoted to innovations in personnel communication and their introduction into the personnel marketing mix. The selection of sources was guided by the principles of topicality and relevance, mainly in relation to the issues addressed.

The practical part of the paper was represented by research, the aim of which was to find out how much the professional social network LinkedIn has been applied in the personnel marketing

mix of employers and what attitudes towards it are taken by human resources professionals from various areas of industry. We assumed that companies would prefer more "traditional" tools of personnel communication and professional social networks would not be among the tools used.

We obtained key information from the primary source, i.e., from human resources officers representing companies from different fields of entrepreneurship. The online questionnaire was sent directly to the personnel officers in selected organizations that have created accounts on the social network LinkedIn and publish work offers in the Czech and Slovak labour markets. The selection of companies that were directly addressed in the data collection process presented representation in a wide range of business areas so that no industry was left out.

Using a survey in the form of a questionnaire, we wanted to find out whether employers who publish job offers on the social network LinkedIn use this tool regularly, what number of customers they have and whether they examine the candidate's profile before inviting them to an interview. We were also examining what importance they attribute to this tool as a part of personnel communication. In addition, we asked about the suitability of the social network LinkedIn in approaching the desired target group and the possibility to change the job offer according to the audience's reaction. We also researched the importance of LinkedIn in building an online reputation and image of an employer. Finally, we were looking for the answer to the appropriateness of the LinkedIn tool for involving employees in creating and commenting on the content, along with the suitability of LinkedIn for creating a database of potential job seekers.

Anonymous answers were collected through the Survio application during January and early February 2021. The research addressed 197 human resources officers, with 84 of the surveyed providing answers. The relevance of the obtained data was ensured by the exclusion question, when we excluded from the sample respondents without experience with publishing a work position offer. Subsequently, we adjusted the sample for respondents who stated that they checked their LinkedIn account only occasionally. The sample was cleaned to 30 respondents.

6 Work results

Out of the sample of 84 personnel officers, only 30 of them reported their experience with publishing a vacancy via the social network LinkedIn. The questionnaire was completed when declaring inexperience with posting a job offer, thus 54 of the surveyed were excluded from the sample. Out of 30 respondents who declared experience with publishing vacant work positions and regularity in checking the account, 46.7% (14) stated that their LinkedIn social network account had more than 500 subscribers; 30% (9) claimed more than 100 subscribers and less than 50 subscribers were reported by 23.3% (7) respondents. 20 of the surveyed perform a daily account check (66.7%); 9 (30%) check the account one a week; 1 (3.3%) respondent checks the account once a month. To the question of looking at the candidate's profile before being invited for an interview, 83.3% (25) of the human resources officers were in favour, and the rest of the sample answered negatively. This was followed by a question on the evaluation of the statements about the social network LinkedIn using a five-point scale. 21 agreed or totally agreed with the assessment of the social network LinkedIn to be an important part of the professional communication (70%); 8 (26.7%) stated the dependence of the evaluation on the situation and one respondent (3.3%) disagreed with the statement. 23 (76.7%) of the surveyed are of the same opinion on the statement that LinkedIn allows to approach the desired target group; 7 (23.3%) respondents stated the reliance of the evaluation on the circumstances. Out of the total number of 30 human resources officers, 22 (73.3%) concur that LinkedIn enables to change the work position offers according to the market situation; seven respondents (23.3%) stated that the assessment depends on the situation and one (3.3%) disagreed with the statement. The same group of 26 (86.6%) respondents spoke positively about the

statements declaring that LinkedIn is significant in building an online reputation and creating the employer's image. In both questions, 4 (13.3%) respondents expressed dependence on the circumstances. On the question of the appropriateness of LinkedIn as a tool for employee involvement in the content creation and commenting, 14 (46.7%) of the surveyed were positive; 15 (50%) declared dependence on the situation and one (3.3%) disagreed with the suitability of workers' involvement in commenting the content of the corporate account on LinkedIn. 80% (24) of the personnel officers agreed with the statement on LinkedIn's appropriateness to set up a database of potential candidates for vacant work positions, the statement was to be evaluated in relation to situation according to 20% (6) of the human resources officers.

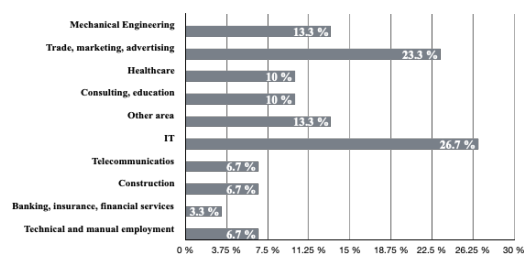
The representation of industry areas showed an even manifestation across all sectors. The most represented areas of business were the IT sector, marketing and advertising, according to 50% (15) of the personnel officers. The final question was devoted to the age structure of the respondents, where 66.7% (20) indicated belonging to the Generation Y (Millennials); 30% (9) to the Generation X and one (3.33%) respondent indicated the Generation Z.

Tab. 1: How much do you agree with the statements about the social network LinkedIn?

	I totally agree	I agree	Depending on the situation	I do not agree	I do not agree at all
It is an important part of personal communication.	10	11	8	1	0
It allows me to reach the target group that is in demand for me.	12	11	7	0	0
It allows you to change the job offer according to the market reaction.	4	18	7	1	0
It is important in building an online reputation.	10	16	4	0	0
It is important in building an employer's image.	13	13	4	0	0
It is a suitable tool for involving employees in creating and commenting on content.	5	9	15	1	0
It is suitable for creating a database of potential job seekers.	10	14	6	0	0

Source: Bednárik and Charvát Janechová (2021).

Graph 5: In what area of industry do you work?



Source: Bednárik and Charvát Janechová (2021), vectorized by authors.

7 Discussion

This study dealt with the ways of how employers can take advantage of new trends not only in personnel communication with scarce professions in the labour market in the context of technology interference. It put forward the issue of the labour

market changes due to the first wave of the Pandemic in the spring 2020, which collapsed under the pressure of the government actions, with the curve of the vacancy growth rising again since September 2020. It also discussed the transfer of the labour market to the online environment and the position of the social networks in the personnel marketing mix of the employers and their implementation in addressing prospective employees. We believe that the research confirmed the aim of the paper. The human resources officers representing entities operating on the Slovak and Czech labour markets implement new trends in the personnel communication mix in the context of approaching professions of short supply. Furthermore, when examining the results of the research, we found out that the representation of the social networks in the communication mix of the companies in the sectors of manufacturing, power engineering, or heavy industry is minimal and rather exceptional. In investigating this phenomenon, the question arose as to how resistance to modern tendencies in the personnel communication will manifest itself in an effort to attract a scarce profession with the work position offer, as well as the generation taking up their first employment. The issue of attitudes to the social network LinkedIn pointed to the clear benefits in terms of building the employer's image, creating an online reputation, as well as the suitability of this tool in setting up a database of prospective jobseekers. When researching the implementation of the social network LinkedIn in the personnel communication, we came to the issue of the extent to which the personnel officers are able to respond flexibly to the market changes and to include professional social networks in the personnel marketing mix, helping to build the company's image and its online reputation. The research has shown that there is no clear belief in involving employees in commenting on the content of the employer's social networks. However, the question remains how and whether this phenomenon can be regulated in the context of technology interference. We believe that deeper follow-up research will bring new insights.

8 Conclusions

The social changes brought about by government measures are affecting the labour market and direct employer's efforts to attract a quality and motivated workforce to the online environment. Restrictions on face-to-face meetings, as well as mandatory remote working, can affect the area of external personnel marketing and direct employers' communication to social networks and specialized job portals (Bezákova et al., 2021). Especially those companies that are struggling with a shortage of young, qualified employees should consider operating on social networks the generation entering the first work position is open to communication technologies, naturally tending to brands and employers who follow trends and communicate in the same way as they do. It can be assumed that the application of the professional social networks will continue to grow, as we have demonstrated with the examples from the market environment research. The dynamic growth in the number of social network users creates a natural pressure on the business environment and it is possible to predict a change in the approach to the use of new trends in personnel marketing communication also in the context of addressing professions of short supply. The topic of professional social networks and their implementation in the personnel communication of employers is topical issue that requires further research, which could bring a broader view.

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