



Challenges of external personnel marketing

GLOBALIZATION AND ITS SOCIO-ECONOMIC CONSEQUENCES 2020

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Purpose of the article

- ▶ Due to demographic developments and the upcoming change of generation, companies will face the difficulty of inspiring qualified employees in the future. This creates numerous challenges for external personnel marketing. The overall goal of this paper is to contribute to the current state of research on the challenges of personnel marketing in the future.

Introduction

- ▶ A need-oriented employee acquisition
- ▶ Generational cohorts
- ▶ Generation Y vs Generation Z
- ▶ Demographic changes
 - ▶ Population size
 - ▶ Population aging
- ▶ Personnel marketing

Methodology

- ▶ Questionnaire survey
- ▶ 283 respondents - Y (45.58%) and Z (54.42%)
- ▶ CAWI method (Computer Assisted Web Interviewing)
- ▶ Likert scale - not suitable/very suitable
- ▶ Index – expresses the degree of protrusion or backwardness in a given sample
- ▶ $Index = (n_{ij} \times n) / (n_{.j} \times n_{i.})$

Results - Classic tools

Classic tools							
Job advertisements - print							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	15	12%	0,609	39	25%	1,327	54
not very suitable	21	16%	0,720	43	28%	1,235	64
partially suitable	39	30%	1,296	27	18%	0,752	66
mostly suitable	31	24%	1,193	26	17%	0,838	57
very suitable	23	18%	1,201	19	12%	0,831	42
Total	129	100%	x	154	100%	x	283
Job advertisements - digital							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	10	8%	0,997	12	8%	1,002	22
not very suitable	13	10%	0,983	16	10%	1,014	29
partially suitable	25	19%	0,979	31	20%	1,017	56
mostly suitable	45	35%	1,039	50	32%	0,967	95
very suitable	36	28%	0,975	45	29%	1,021	81
Total	129	100%	x	154	100%	x	283
Videos							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	10	8%	0,997	12	8%	1,002	22
not very suitable	18	14%	1,013	21	14%	0,990	39
partially suitable	26	20%	1,019	30	19%	0,984	56
mostly suitable	26	20%	0,815	44	29%	1,155	70
very suitable	49	38%	1,120	47	31%	0,900	96
Total	129	100%	x	154	100%	x	283

Results - Classic tools

Top employer ranking							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	13	10%	1,019	15	10%	0,984	28
not very suitable	14	11%	0,991	17	11%	1,008	31
partially suitable	14	11%	0,991	17	11%	1,008	31
mostly suitable	49	38%	1,034	55	36%	0,972	104
very suitable	39	30%	0,961	50	32%	1,032	89
Total	129	100%	x	154	100%	x	283
Employer image campaign							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	8	6%	0,975	10	6%	1,021	18
not very suitable	15	12%	0,997	18	12%	1,002	33
partially suitable	23	18%	0,989	28	18%	1,009	51
mostly suitable	47	36%	1,042	52	34%	0,965	99
very suitable	36	28%	0,963	46	30%	1,031	82
Total	129	100%	x	154	100%	x	283

Results - Offline measures

Offline measures							
Personal recommendation							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	7	5%	1,024	8	5%	0,980	15
not very suitable	13	10%	0,983	16	10%	1,014	29
partially suitable	25	19%	0,997	30	19%	1,002	55
mostly suitable	37	29%	0,966	47	31%	1,028	84
very suitable	47	36%	1,031	53	34%	0,974	100
Total	129	100%	x	154	100%	x	283
Cooperation with schools							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	8	6%	0,975	10	6%	1,021	18
not very suitable	15	12%	0,997	18	12%	1,002	33
partially suitable	23	18%	0,989	28	18%	1,009	51
mostly suitable	47	36%	1,042	52	34%	0,965	99
very suitable	36	28%	0,963	46	30%	1,031	82
Total	129	100%	x	154	100%	x	283

Results - Offline measures

Talent pool							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	20	16%	0,975	25	16%	1,021	45
not very suitable	24	19%	0,993	29	19%	1,006	53
partially suitable	21	16%	0,940	28	18%	1,050	49
mostly suitable	25	19%	1,055	27	18%	0,954	52
very suitable	39	30%	1,019	45	29%	0,984	84
Total	129	100%	x	154	100%	x	283
Job fair							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	15	12%	0,968	19	12%	1,027	34
not very suitable	29	22%	0,979	36	23%	1,018	65
partially suitable	23	18%	0,934	31	20%	1,055	54
mostly suitable	35	27%	1,066	37	24%	0,944	72
very suitable	27	21%	1,021	31	20%	0,982	58
Total	129	100%	x	154	100%	x	283

Results - Online measures

Online measures							
Company' career website							
	Generation Y			Generation Z			Total
	N	%		N	%		N
not suitable	18	14%	0,963	23	15%	1,031	41
not very suitable	25	19%	0,979	31	20%	1,017	56
partially suitable	19	15%	0,772	35	23%	1,191	54
mostly suitable	27	21%	1,118	26	17%	0,901	53
very suitable	40	31%	1,111	39	25%	0,907	79
Total	129	100%	x	154	100%	x	283
Career blogs							
	Generation Y			Generation Z			Total
	N	%		N	%		N
not suitable	17	13%	0,981	21	14%	1,016	38
not very suitable	19	15%	0,906	27	18%	1,079	46
partially suitable	43	33%	1,123	41	27%	0,897	84
mostly suitable	31	24%	0,883	46	30%	1,098	77
very suitable	19	15%	1,097	19	12%	0,919	38
Total	129	100%	x	154	100%	x	283
Social Networks - Facebook							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	15	12%	0,997	18	12%	1,002	33
not very suitable	18	14%	1,013	21	14%	0,990	39
partially suitable	24	19%	1,013	28	18%	0,990	52
mostly suitable	31	24%	0,958	40	26%	1,035	71
very suitable	41	32%	1,022	47	31%	0,981	88
Total	129	100%	x	154	100%	x	283

Results - Online measures

Social Networks - Instagram							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	9	7%	0,987	11	7%	1,011	20
not very suitable	21	16%	1,024	24	16%	0,980	45
partially suitable	23	18%	0,989	28	18%	1,009	51
mostly suitable	39	30%	1,043	43	28%	0,964	82
very suitable	37	29%	0,955	48	31%	1,038	85
Total	129	100%	x	154	100%	x	283
Social Networks - LinkedIn							
	Generation Y			Generation Z			Total
	N	%		N	%		N
not suitable	20	16%	0,997	24	16%	1,002	44
not very suitable	21	16%	0,823	35	23%	1,149	56
partially suitable	30	23%	0,954	39	25%	1,039	69
mostly suitable	35	27%	1,181	30	19%	0,848	65
very suitable	23	18%	1,030	26	17%	0,975	49
Total	129	100%	x	154	100%	x	283

Results - Online measures

Social Networks - Twitter							
	Generation Y			Generation Z			Total
	N	%		N	%		N
not suitable	23	18%	1,147	21	14%	0,877	44
not very suitable	16	12%	0,900	23	15%	1,084	39
partially suitable	47	36%	1,159	42	27%	0,867	89
mostly suitable	26	20%	0,803	45	29%	1,165	71
very suitable	17	13%	0,932	23	15%	1,057	40
Total	129	100%	x	154	100%	x	283
Rating platforms							
	Generation Y			Generation Z			Total
	N	%	Index	N	%	Index	N
not suitable	3	2%	0,940	4	3%	1,050	7
not very suitable	11	9%	1,005	13	8%	0,995	24
partially suitable	28	22%	1,024	32	21%	0,980	60
mostly suitable	40	31%	1,083	41	27%	0,930	81
very suitable	47	36%	0,929	64	42%	1,060	111
Total	129	100%	x	154	100%	x	283

Discussion

- ▶ The classic tools

- ▶ Print job advertisements
- ▶ Digital job advertisements
- ▶ Videos
- ▶ Top employer ranking.

- ▶ Online measures

- ▶ Company's career website
- ▶ Career blogs
- ▶ Social Networks (Facebook, Instagram, LinkedIn, and Twitter)
- ▶ Rating platforms

- ▶ The offline measures

- ▶ Personal recommendation
- ▶ Cooperation with schools
- ▶ Talent pool
- ▶ Job fair

Thank you for your attention