

MARKETING OF PERSONNEL IN THE SPHERE OF HOUSING AND COMMUNAL SERVICES

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Received 26 01 2022; Accepted 09 02 2022

Abstract

The article studies the main personnel problems of housing and communal sphere enterprises and the reasons for their occurrence. The use of personnel marketing will allow to solve these problems, as well as to determine ways of calculating the qualitative and quantitative need for personnel. Personnel marketing will promote the inflow of qualitative and highly professional human resources in the housing and communal sphere, contribute to the creation of optimal working conditions that increase the production activity, form the conditions of motivation for employees, and a new view of labor in the housing and communal sphere. The key area in personnel marketing is to determine the quantitative and qualitative need for personnel. The article provides basic methods for calculating the need. Knowledge of this indicator will allow the organization to correctly calculate the cost of acquisition and further use of personnel, determine the optimal way and sources to cover the needs. Based on the studied data the system of external and internal tools for personnel marketing that can improve the performance of enterprises of housing and communal services and create an attractive image for potential employees of the industry is also developed.

Keywords: *housing and communal services, external and internal marketing of personnel, personnel problems in housing and communal services, methods of assessment of personnel needs, monitoring.*

JEL Codes: *M12, M31.*

Introduction

At the present time in the housing and communal services sector, there is no full-fledged work to improve the quality of services and create a comfortable environment for the personnel of the industry. These goals can be achieved by using personnel marketing, which will improve the efficiency of the personnel and bring the industry to a new level of development.

Features of internal and external marketing of the personnel of the sphere of housing and communal services were considered. The existing system of payment and motivation of personnel was considered. The result of effective management of

motivation and stimulation of work is the formation of the personnel system of the organization. Dependence of functioning of systems of motivation, their development mainly on employees of a control device, on their qualification, business qualities, and other qualitative characteristics were revealed.

The importance of personnel problems in the sphere of housing and communal services is indisputable, as it is the quality of the services provided and the level of satisfaction of the population that depends on the workers. In modern systems of personnel management, an employee is considered the main, most important resource and value of the enterprise.

That is why it is important to develop fundamentally new approaches to the personnel. Personnel marketing can become one of such approaches.

Literature Review

Until now, in scientific circles, the problem of studying the world experience of effective management of housing and communal services enterprises and its adaptation to the prevailing economic and political conditions in Ukraine remains relevant. Currently, personnel problems are not given due attention. To solve these problems, it is necessary to use non-standard approaches.

And one of these approaches is personnel marketing. The issues of reforming the housing and communal services industry, managing enterprises in the housing and communal services market, regulating relations between enterprises in the housing and communal services sector have been for a long time dealt with by Ukrainian and foreign scientists, among whom should be noted (Bogenstätter, 2018), (Cocolova, 2021), (Tomcikova, 2021), (Szostek, 2021), (Rosenberger, 2021).

Methodology and research methods

Theoretical and empirical methods: analysis, synthesis, generalization, comparison.

Relevance of the Topic. The importance of personnel in the sphere of housing and communal services is indisputable because it is the quality of services provided, as well as the degree of satisfaction of the population depends on the personnel.

The main problems of employees in the sphere of housing and communal services are:

- low professional training;
- lack of motivation in the qualitative provision of services;
- lack of labour resources.

Objective. Determination of the quantitative and qualitative need for personnel; identification of features of external and

internal marketing of personnel in housing and communal services.

Results

Marketing of personnel is a type of managerial activity, aimed at the long-term provision of the organization with human resources. In the narrow sense, personnel marketing is a tool that determines the demand for jobs, and regular activities to generate it. From this point of view, one speaks of “job marketing” because the company “sells” the jobs it has at its disposal on the market.

In a broad sense, personnel marketing is a market policy aimed at the future, a way of thinking and acting that determines the orientation to the needs and requirements of both existing and new employees, which encourages them to participate in competitions to fill vacancies, work diligently and stay with the company.

There are two types of personnel marketing: internal and external. External marketing covers the whole external labour market, direct to potential employees of the company, its clients, and partners. The task of external marketing is to create a positive image of the organization, as well as to promote its merits. Potential employees should have positive perceptions about the future place of work (Szostek, 2021).

The goal of personnel marketing is to achieve the satisfaction of all marketers. Personnel marketing is broadly defined as future-oriented market policies, features of thinking, and actions focused on the needs and interests of both existing and new employees, which will encourage them to participate in various competitions to fill the vacancies of enterprises (König, Stahl, Wiegand, 2016).

Let's consider in more detail the main problems of personnel marketing in the sphere of housing and communal services and the reasons for their occurrence. The analysis is presented in table 1.

Table 1. Problems of personnel marketing in the sphere of housing and communal services

Problems	Reasons
Staffing Shortages.	<ul style="list-style-type: none"> • lack of a system of professional educational institutions (technical colleges that train primary and secondary level specialists); • lack of state order for training specialists in the housing and utility sector, methodological equipment, professional standards, a mechanism for personification of responsibility, certification, and attestation of employees; • lack of systematic work with young professionals; • training methods for students of specialized higher education institutions do not meet the new standards; • not organized mechanism to consolidate special skills, insufficient number of hours for practical training in the workplace.
Lack of prestige of the working professionals in the sphere of housing and communal services.	<ul style="list-style-type: none"> • the low level of wages in the industry; • lack of a positive image of a housing and utilities worker in the mass consciousness.
Lack of motivation in quality service delivery.	<ul style="list-style-type: none"> • lack of professional growth, career advancement; • the quality of services does not affect the level of wages; • lack of additional incentives, guarantees, benefits, support.

In accordance with this it is possible to distinguish the following objectives, which should be solved by personnel marketing at the enterprises of housing and communal services:

- to provide housing and communal services with high-quality, highly professional labour resources in accordance with the needs of enterprises;
- create favourable working conditions,

stimulating the production activity;

- create motivation for the staff and a new attitude towards work in the housing and communal economy.

Figure 1 shows a system of interaction of all participants of the market of housing and communal services. Satisfaction comes when all participants reach their needs.

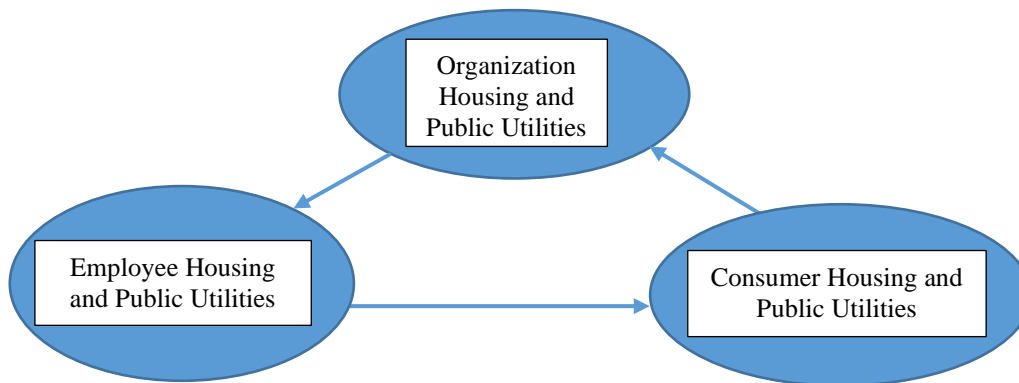


Figure 1. System of the interaction of participants of the market of housing and communal services

Let's consider in more detail, what is a need for each participant in the market:

- the need of the organization - qualified personnel, carrying out the work qualitatively and in time.
- the need of an employee - decent wages and favourable working conditions.
- the need of the consumer - qualitatively rendered services.

In exchange for satisfying their need, market participants give a reward in the form of money, goods, or services. Thus, to achieve the goal of marketing it is necessary that in this system there was always a balance - all needs were satisfied. Therefore, the problems in the sphere of housing and communal services need to be approached comprehensively.

The motivation of personnel to a large extent determines both the success of the company's activity and growth of the economy in the country, increase in the level of welfare of the population. People's activity is determined by real existing needs and demands, as well as motives arising on their basis.

Need is an acute state of need for objects, objects, or conditions, without which life is impossible. Needs are the source of human activity. To motivate his employees, the manager first needs to get into the essence of the work himself. The mechanism of motivation should include modern methods of stimulation, encouraging employees to work more effectively. And for this purpose, it is necessary to define clearly, what incentives induce the person to work better.

Ukrainian companies in the housing and communal sphere have their own peculiarities of the system of motivation and remuneration of labor. Let us note the most important of them:

- Peculiarities of labour legislation and tax system force Ukrainian companies to apply the payment scheme which became customary for most of them: official salary (salary) and bonus.
- When evaluating the effectiveness of performance, usually generalized or subjective indicators are used, much less attention is paid to bringing them to unambiguous quantitative indicators, especially this is evident in relation

to the effectiveness of groups, departments, or services.

- The most part of social payments and benefits in Ukrainian companies is obligatory and strictly regulated by the labour legislation; optional payments and benefits are usually standard (built according to the principle "one should not be worse than others").

According to scientific research and practice, there are certain actions that increase the success of motivational programs:

- positive feedback or praise is more effective than censure or unconstructive criticism;
- encouragement should be tangible and timely (i.e. it is necessary to reduce the time lag between the result of the activity and encouragement for it);
- rewards that are received unexpectedly and non-systematically motivate more than expected and predictable;
- the most important motivation is to be attentive to the employee and his/her family;
- people like to feel like winners, so it is necessary to give them a sense of victory more often;
- it is necessary to reward employees not only for the achievement of the main goal but also for the intermediate ones;
- employees must feel the freedom of action and the ability to control the situation;
- competition within reasonable limits leads to progress.

The above recommendations are of a general nature and take place in the sphere of housing and communal services. It is also necessary to conduct marketing research, surveys, questionnaires of employees to:

- identify the most urgent needs of employees;
- determine the degree of satisfaction with organizational and technical conditions at of workplaces;
- to collect proposals on improvement of organization and remuneration at workplaces.

Improvement of bonus systems by adjusting them to the specific conditions of production and the search for progressive forms of remuneration of labor, aimed at the social and creative activity of the specialist.

Therefore, key principles are laid down in the system of labor motivation management at the enterprise, with the help of which the goal is achieved. Let us consider the main of them:

- establishment of such indicators, which will stimulate economic growth, both the employee and the production activity of the enterprise;
- all types of bonuses should be available and understandable for all personnel of a company;
- the size of a bonus must be corrected after a certain period of time in order to make an employee interested in increasing his/her remuneration;
- introduction of forms of economic interest of workers in training and use of new skills and knowledge in practical work.

In the system of values of housing and utility organizations, labor motivation management should become the main component of new changes. Labor motivation tools, as one of the elements of the management process, create a real basis for the implementation of the interaction between the subject and object of motivation and labor

stimulation management. And thus, they streamline this interaction, regulating and stabilizing it. Within the framework of the motivational mechanism, there is a transition from the human need to his real labor behavior.

Resources of work motivation and stimulation are called all actions on personnel management, providing possibility and efficiency of realization of motivating influence of a control system on the company personnel.

In order to achieve effective management of motivation and labor stimulation it is necessary to perform both general management functions (planning, organization, stimulation, coordination, accounting, control, and analysis) and specific management functions (such as analysis of the used system of motivation and stimulation of employees, formation of tasks, goals, mechanisms, and principles of company policy in the field of labor motivation, development of personnel motivation and stimulation tools, management of material and non-material incentives (Werkmann-Karcher, Rietiker, 2020). Let's systematize the obtained data in table 2.

Table 2. Principles of development of personnel motivation and stimulation system in the company

Principle	Characteristics
Accounting for individual performance when paying for work.	The result of work can be called not only the fulfillment of direct professional duties of employees but also any positive contribution to the solution of managerial or organizational tasks. The result of work can be calculated by recording and controlling the performance of work processes.
Creating conditions for personnel to participate in the creative and innovative activities of the company.	Provide opportunities for all enterprising employees to demonstrate their abilities to create creativity in the company.
The company's participation in the life support of employees.	This principle means maintaining the relationship between the company and its employee after the suspension of work in this company due to family circumstances, such as the birth of a child, childcare.
Ensuring the safety of the workplace of a company employee who finds himself in a difficult life situation.	This refers to the company's responsibility to the employee for a certain period in the event of an emergency.
Inclusion in the sphere of influence of the company not only the employee but also his family.	The implication is that the company meets the need for employees to be protected in a volatile external environment.

As a result of effective management of motivation and stimulation of labor the system of company personnel is formed. The functioning of such systems, as well as their development to a greater extent, depends on the work of the management apparatus, on their qualifications, business qualities, and other characteristics (Fournier, 2017).

To effectively achieve the goals of personnel marketing in the market of housing and communal services requires a comprehensive use of external and internal tools. Let's systematize the obtained data in table 3.

Table 3. External and internal tools of personnel marketing

External tools	Internal tools
Creating a favourable image of housing and utility companies by such organizations as: <ul style="list-style-type: none"> • resource supplying organizations; • employment Centre. 	Creating a system of motivation and incentives: <ul style="list-style-type: none"> • social package; • bonuses; • vouchers for health resort treatment; • vouchers to children's camps for children of housing and utility workers.
Work with the media: <ul style="list-style-type: none"> • interviews on topical issues; • participation in television programs; • radio columns. 	<ul style="list-style-type: none"> • Organization of additional staff training; • refresher courses; • retraining of personnel; • distance learning.
Creating an attractive corporate identity of utilities: <ul style="list-style-type: none"> • marketing of housing and utility organizations; • unified corporate style; • advertising of vacancies on radio and television. 	Creating a corporate culture of the staff: <ul style="list-style-type: none"> • trade unions that promote team building; • sections that develop the creative abilities of employees.
Interaction with educational institutions: <ul style="list-style-type: none"> • providing excursions; • providing students with work placements for internships. 	Creating a feedback system, working with complaints and suggestions for improving working conditions: <ul style="list-style-type: none"> • questionnaires; • public opinion polls; • researches; • testing of employees.
Public availability of information about the work of utilities in external sources: <ul style="list-style-type: none"> • internet portals; • information boards; • articles in the media. 	Creation of an induction system: <ul style="list-style-type: none"> • job descriptions; • distance learning courses; • mentoring.

Housing and communal services are the main part of the life support system of the population. To achieve a high quality of service provision in the housing and utilities sector, it is necessary not only to optimize the costs of their provision but also to increase the level of personnel training through the introduction of a personnel marketing system at the enterprise (Hutzschenreuter, 2015).

To meet the needs and expectations of consumers, and to protect the interests of the provider (performer) of housing and communal services, an established quality system is necessary. Providing quality services should be economically profitable and prevent the emergence of risks. In this case, the risks are associated with the lives and health of workers, the system of fines for poor service,

loss of reputation, and, ultimately, loss of license and business.

The application of personnel marketing in the organization of the “executor” of housing and communal services will allow to achieve and maintain a consistently high level of quality of the personnel. It is necessary to observe the principles of quality at all levels in the organization “provider” of services, as well as continuous monitoring, both in the general management and with the help of feedback from the consumers of services provided (Lazear, 2016).

Housing and communal service must meet the following conditions:

- meet the needs and requirements of consumers;
- not violate technical requirements, standards, or contractual conditions;
- provide economically justified tariffs for services to consumers;
- be affordable for the customer and profitable for the performer. (Loop, 2016).

Preparation of requirements to the personnel consists in the formation of ideas about qualitative characteristics of the personnel (motivation, abilities, qualification) and acts based on the staff schedule, current and prospective research of requirements to posts and jobs.

Determination of the need in personnel is the main direction of personnel marketing, which assesses not only quantitative but also qualitative criteria of the problem.

Qualitative need implies needs by professions, categories, the level of qualification requirements for personnel. It can be calculated based on the following data: requirements to positions and workplaces laid down in job and work instructions, job descriptions; professional and qualification

division of works fixed in production and technological documentation for work process; staff schedule of organization and its divisions, where the composition of positions and workplaces is fixed; documentation regulating various organizational and management processes with the allocation of requirements by professional and qualification composition (Rosenberger, 2021).

The qualitative need for specialists and managers is determined through the consistent development of organizational documents:

- the organizational structure of the enterprise and the organizational structures of the units;
- a set of objectives in the management structure;
- the staff schedule;
- job descriptions and job descriptions.

To determine the total need for personnel it is necessary to summarize the quantitative need for individual qualitative criteria. Calculation of qualitative need by professions and specialties should be accompanied by a simultaneous calculation of the number of personnel for each criterion of qualitative need.

Let us consider the main methods of calculating quantitative needs for personnel. The total need for personnel can be calculated by the formulas (1 and 2).

$$R_{baz} = R_{baz} + R_{dop} \quad (1)$$

where R_{baz} is the basic requirement, which determines the volume of production;
 R_{dop} - additional need.

$$R_{baz} = U_n / N_o \quad (2)$$

where R_{baz} - the basic need for the number of employees;
 U_n - production volume, i.e. the volume of the produced goods (services, works);
 N_o - maintenance norm per 1 employee. (Bogenstätter, 2018)

When determining the number of employees in the sphere of housing and communal services, it is necessary to consider the qualitative component. In this case, the qualitative need is characterized by the following indicators:

- profile education or special training;
- availability of practical experience;
- professional qualification;
- knowledge of orders, resolutions, instructions, and other materials of housing and communal organizations, norms of technical operation of housing stock; health, safety, and fire protection regulations.

Total demand for administrative personnel and specialists depends on the complexity of assigned functions; level of work automation; typical personnel schedule adopted at the enterprise. Since there are no detailed plans for the development of the housing and utilities sector, the method of calculating the saturation factor is used to assess the need for specialists in the future. (3)

$$Kn = Nc /$$

1000 employees of housing and communal services (3)

where Nc - the number of specialists.

Due to the large "staff turnover" and the difficulty of forecasting the situation in the housing and communal sphere, many methods are rarely suitable for determining the need for personnel.

It is possible to calculate the number of personnel using the method of expert evaluations. The experts in the industry can be the heads of management companies, homeowner's associations, foremen, or personnel managers, depending on the scale of the need (within a department or an entire organization) (König, Stahl, Wiegand, 2016).

The experts must analyze the various options and come to a consensus. A single expert, such as the head of a department, may be involved in determining the staffing need for a small unit. However, to determine the need for a large period or more than 2 units it is necessary to involve an expert council

(brigadier, shift supervisor, head of the management company, homeowners' associations). Of great importance in this method are the competence and practical experience of the council's experts in the industry. The disadvantages of this method include the subjectivity of expert evaluation. The advantage is the low cost of the evaluation.

Conclusions

The process of implementation of personnel marketing in the organization of housing and communal services requires a significant number of resources and time. However, the problems of personnel in this industry cannot be left without attention. The systematic use of marketing tools in the external and internal environment can increase the attractiveness of the industry as an employer, improve the quality of services provided to the population and bring the housing and communal services to a new level of development.

Thus, the application of personnel marketing at the enterprises of housing and communal services sector will allow to meet the need of the organization to determine the exact number of staff, considering the specifics of the industry, which will help to significantly reduce the financial resources to search and hire employees. Knowledge of this indicator allows you to correctly calculate the cost of the acquisition and further use of personnel, to determine the optimal way and sources to cover not only the quantitative need but also the qualitative.

Author

Contributions:

conceptualization, A.K. and O.D.; methodology, A.K.; software, A.K.; validation, A.K., M.Y. and O.D.; formal analysis, A.K.; investigation, M.Y.; resources, A.K.; data curation, A.K.; writing-original draft preparation, A.K.; writing-review and editing, O.D. and M.Y.; visualization, O.D.; supervision, M.Y.; project administration, A.K. **Funding:** This research received no external funding.

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