

JEL Classification:
M12, M53

UDC 339.1:331.108.26

DOI: 10.30857/2415-
3206.2024.2.11

MARKETING EVALUATION OF BUSINESS ACTIVITY AND PROFESSIONAL ORIENTATION OF ENTERPRISE PERSONNEL

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INTRODUCTION. In the process of solving diverse tasks of intellectual resource development management, in particular, making decisions on the feasibility of outsourcing knowledge, the management of the enterprise needs to have detailed information about employees, the most important component of which is information about the business activity and professional orientation of the personnel.

THE HYPOTHESIS OF THE SCIENTIFIC RESEARCH is to substantiate the concept of "Three Ps", for the possibility of implementation in the developed methodology for assessing the business activity of personnel.

THE PURPOSE OF THE RESEARCH is marketing analysis of business activity and professional orientation of the personnel of enterprises

THE METHODOLOGY OF SCIENTIFIC RESEARCH is to cover a set of principles of scientific research, general scientific and special analytical methods that made it possible to solve the tasks set. In particular, to solve the research tasks, the methods of analysis, synthesis, generalization, comparison, induction and deduction were used – to determine the essence, content, types of factors of influence on the assessment of

business activity, to substantiate the determinants of influence on the implementation of the professional orientation of employees.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH. The open structure of the marketing evaluation indicator system allows:

- to logically build a system of values, using the potential capabilities of the enterprise's employees as a basic intangible resource;

- to orient the activities of personnel towards the implementation of the strategy developed by the management through their motivation and stimulation to increase competence and professionalism;

- to evaluate the results of work, predict and reveal problems, even by "weak signals";

- to observe, analyze and characterize the general state of the socio-technical system operating in a complex and dynamic environment;

- to assist enterprise managers in forming groups and developing effective solutions.

KEYWORDS: intellectual potential; innovations; business activity of personnel; marketing evaluation; human resources.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
10	0	1

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МАРКЕТИНГОВЕ ОЦІНЮВАННЯ ДІЛОВОЇ АКТИВНОСТІ І ПРОФЕСІЙНОЇ ОРІЄНТАЦІЇ ПЕРСОНАЛУ ПІДПРИЄМСТВ

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ВСТУП. В процесі рішення різнопланових завдань управління розвитком інтелектуальних ресурсів, зокрема ухвалення рішень про доцільність аутсорсинга знань, керівництву підприємства необхідно мати розгорнуту інформацію про співробітників, найважливішій складовій якої виступає інформація про ділову активність і професійну орієнтацію персоналу.

ГІПОТЕЗА НАУКОВОГО ДОСЛІДЖЕННЯ полягає в обґрунтуванні концепції «Три Р», для можливості реалізації в розробленій методиці оцінки ділової активності персоналу.

МЕТОЮ ДОСЛІДЖЕННЯ є маркетингове аналізування ділової активності і професійної орієнтації персоналу підприємств

МЕТОДОЛОГІЄЮ НАУКОВОГО ДОСЛІДЖЕННЯ є охоплення сукупності принципів наукового дослідження, загальнонаукових та спеціальних аналітичних методів, що дали змогу вирішити поставлені завдання. Зокрема, для вирішення завдань дослідження використано методи аналізу, синтезу, узагальнення, порівняння, індукції та дедукції – для визначення сутності, змісту, видів чинників впливу на оцінювання ділової активності,

обґрунтування детермінантів впливу на реалізацію професійної орієнтації працівників.

ВИСНОВКИ ТА ПЕРСПЕКТИВИ ПОДАЛЬШИХ ДОСЛІДЖЕНЬ.

Відкрита структура системи показників маркетингового оцінювання дозволяє:

- логічно збудувати систему цінностей, використовуючи як базовий нематеріальний ресурс потенційні можливості працівників підприємства;
- орієнтувати діяльність персоналу на реалізацію виробленої керівництвом стратегії за допомогою його мотивації і стимулювання до підвищення компетентності і професіоналізму;
- оцінювати результати праці, прогнозувати і розкривати проблеми, навіть по «слабких сигналах»;
- спостерігати, аналізувати і характеризувати загальний стан соціотехнічної системи, діючої в складному і динамічному оточенні;
- сприяти менеджерам підприємства у формуванні груп і виробленні ефективних рішень.

КЛЮЧОВІ СЛОВА: інтелектуальний потенціал; інновації; ділова активність персоналу; маркетингове оцінювання; людські ресурси.

Problem statement. In the process of forming a human resource, with an orientation towards improving the quality of the intellectual product, based on the adopted concept, developed models and methods, an assessment of the business activity of the enterprise's employees is carried out. The algorithm for implementing the methodology for assessing potential opportunities ("resources" in the aforementioned concept), performance results and reputation of an employee in the team contains five stages:

- 1) creation of an information base;
- 2) structuring the system of indicators;
- 3) setting primary indicators and translating them into relative values;
- 4) calculation of level and index indicators;
- 5) formation of a qualitative assessment of the state of human resources of the unit ("resume" of the expert).

Analysis of recent research on the problem. Paying tribute to the significant achievements of scientific research by such Ukrainian scientists as O. Alymov, V. Bilodid, T. Vlasyuk, V. Geets, M. Hnidohy, I. Hryshchenko, L. Hanushchak-Efimenko, O. Ilyash, A. Oleshko, as well as foreign scientists such as B. Santo, B. Twiss, M. Porter, J. Schumpeter and others, it is worth noting that the study of tools for assessing business activity and professional orientation of employees at the enterprise requires further development, since modern scientific research currently lacks integrity and comprehensiveness in the approach to studying relevant aspects of the formation of marketing support for personnel business activity.

The purpose of the study there is research of business activity and innovative professional orientation of employees of the enterprise

Presentation of the main material. The developed methodology allows to obtain information about the activities of personnel from the standpoint of total quality management (Total Quantity Management – TQM) at the enterprise. It implements a systematic approach based on the principle of from part to total, that is, from assessing the activities of an individual employee to assessing the effectiveness of the functioning of the entire enterprise – a manufacturer and supplier of quality products (services).

All assessments are dimensionless and are expressed in relative indicators, called level and index quality indicators.

Level indicators are determined by the sum of the products of indicators by their weight coefficients, which are set, as a rule, by expert means.

Index indicators are determined by the ratio of level indicators or parameters taken for the current (t) and past (base – b) periods, in dimensionless integers, fractions, percentages. A single algorithm is used to calculate level and index indicators.

The information base is built taking into account the concept of "Three P" and contains data necessary for assessing resources, results and reputation.

To assess the resource capabilities of personnel, characteristics of subjects and indicators characterizing professional results over the past period of work are collected. To assess the results, data on the values of primary indicators are collected. When assessing the reputation of an employee, indicators of activity efficiency, effectiveness and surveys of team members are compared.

The most difficult stage is considered to be the structuring of the system of indicators by hierarchy levels, taking into account the logical relationship between them. Thus, primary (η) indicators constitute the first (lower) level, group (δ) indicators constitute the second level, summary (θ) indicators constitute the third level, and so on. At the last (upper) level, an integral assessment is formed. The complexity of this stage is explained by the variety of requirements, conditions, characteristics, cause-and-effect relationships, as well as the tasks solved by the system. However, it is here that the greatest opportunities for creativity are hidden, since the hierarchy of indicators must accurately characterize the features of the assessed subjects. Primary indicators can be specified quantitatively in the appropriate units of measurement – percentages or points. For the assignment in points, four-, five-, and ten-point qualimetric scales are usually used. Given the heterogeneity of the primary indicators, the latter must be recalculated (taking into account the target trend) by comparing the values obtained for the current and past periods.

The target trend “The more, the better” (for example, regarding developer productivity) is determined by comparing the values of indicators

$$\eta_i^0 = \frac{\eta_i^\tau}{\eta_i^\delta}$$

and the target trend "The less, the better" (for example, in relation to costs), on the contrary:

$$\eta_i^0 = \frac{\eta_i^\delta}{\eta_i^\tau}$$

Thus, the relative primary indicator (η_i^0) can take on the following values:

$\eta_i^0 = 1$, which means the invariance of the indicator during observations

$\eta_i^0 > 1$ – indicates an increase in the value of the indicator

$\eta_i^0 < 1$ – characterizes its decline.

Table 1
Example of assessing staff business activity

Subject type	Name of indicators by category "Three P"	Approximate composition of indicators	Status (Si) of business activity indicator values, score					Indicator weight q_i $\sum q_i = 1$		Level of business activity of the entity, score		Business activity index of the entity
			4	3	2	1	0	9	10	at the moment	for the past period	
1	2	3	4	5	6	7	8			11	12	13
Human subject	Basic resource		30–45	23–30 45–60	20–23 60–65	18–20 65–75	до 18 після 75	0,05	$\sum_{i=1}^n S_i^{(7)} q_i = 1,82$		$\sum_{i=1}^n S_i^{(8)} q_i = 1,7$	$J_{\text{ДІА}} = \frac{\sum_{i=1}^n S_i^{(7)} q_i}{\sum_{i=1}^n S_i^{(8)} q_i} = 1,07 \text{ або } 107\%$
		Diploma, certificate, diploma (two diplomas)	Higher education, doctor, professor	Higher education, candidate, associate professor	Higher education, bachelor, specialist	Secondary technical education, courses, college	Secondary technical education, none, special knowledge	0,15	0,35			
		Work by profession, years	More than 7	3–7	1–3	до 1	No experience	0,15				
	Internship											

End Table 1

1	2		3	4	5	6	7	8	9	10	11	12	13
	Activity result	Professional Achievements	Quantity, volume of work, efficiency, customer satisfaction	High		Normal		Low	0,25	0,4			
			Development of new projects	"Creator"			Artist	0,1					
			Organizational successes of the manager	Agent of Change		Constructive cooperation		Resistance to change	0,05				
	Reputation of the entity	Competence and creative endeavors	Special knowledge of the profession. Directed activity that coincides with the interests of the enterprise, the ability to perceive new	Professional in demand on the market		Specialist		Beginner	0,08	0,25			
		Responsibility	Independence, focus, demandingness, diligence, commitment	High		Moderate		Low	0,12				
Involvement in the work of the enterprise		Following the goals of corporate culture, ability to work in a team	Focus on the interests of the company		Balance of interests		Self-interest orientation	0,05					

In order to move on to relative values, it is enough to compare the actual value of the primary indicator at the current moment of time with the base value of this indicator. As a base value, you can take a standard, norm, ideal – a progressive value achieved in other companies, countries or planned at this enterprise.

If, when compared with the ideal, the relative value of the primary indicator turns out to be equal to one, then the result can be considered optimal (i.e., you do not need to spend unnecessary resources and efforts on exceeding the ideal).

Ultimately, an integrated assessment is formed. The weighting factors are set by experts, and $\sum q_i = 1$.

To track the dynamics of changes in level indicators, an index score is used, which can be obtained by comparing level indicators for the current and past periods, which are taken as a reference period. The index score is expressed in percentages or dimensionless numbers. Taking into account the target trend, index indicators are determined as follows:

$$I_\delta = \frac{\delta^\pi}{\delta^6}; I_0 = \frac{\theta^\pi}{\theta^6} - \text{in whole or fractional numbers or}$$

$$I_\delta = \frac{\delta^\pi}{\delta^6} \times 100\%; I_0 = \frac{\theta^\pi}{\theta^6} \times 100\% - \text{in percentage.}$$

Thus, using the index indicator, it is possible to determine the trends of changes in the activities of each employee.

The application of this technique is illustrated by the example given in the Table 1. When filling out the table, the status (Si) of the employee is first indicated – the position he occupies in the unit. The status values are set by the manager. This technique uses five status values – from 0 to 4. The range of status values from 0 to 1 corresponds to low values of the primary indicators. The range of values from 3 to 4 indicates high status.

Information about the resource "base" of an employee – a management subject is updated annually in the event of advanced training, is used in the assessment of the knowledge base and is stored in the unit to determine the business activity index, such a calculation can be carried out quarterly, accumulating data for managing the employee's career. It is advisable to analyze data on performance results quarterly (as planned tasks are completed) and take them into account when assessing the group's performance.

Research Findings and Prospects. The assessment of the reputation of the subject can be carried out less often, for example, once every three years or when an employee is transferred to another position. Weighting coefficients are established by expert means and stored for a long period to prevent distortion of assessments.

The information obtained as a result of evaluating the elements of the "Three P" concept of each responsible employee of the enterprise allows you to

form a “picture” of the intellectual resource (competences and professionalism), radically change and accelerate the selection of personnel, improve the system of motivation and stimulation of activity in the necessary areas, and purposefully manage the development of personnel in the process of forming and multiplying the enterprise’s intellectual capital.

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HOW TO CITE THIS ARTICLE

Hotra, V. (2024). Marketing evaluation of business activity and professional orientation of enterprise personnel. *Management*, 2(40): 146–154. <https://doi.org/10.30857/2415-3206.2024.2.11>.