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The Use of Communication Tools in Human Resources Marketing and the Role of Critical Thinking in This Process

ABSTRACT

The study deals with the issue of using communication tools in HR marketing for effective human resource management. The aim of the study is to outline a practical view of the possibilities of application of individual communication tools that can be used by HR managers in achieving the set goal, which is to have a sufficient amount of quality and a qualified workforce. The study also aims to highlight the importance of critical thinking by employees in conjunction with recognition of their work, a tool that helps to increase employee loyalty and thus create an enterprise that has a firmer foundation in human resources. The study also emphasises the comparison of HR communication tools used before and after the Corona crisis. This comparison is a logical outcome of the situation that has arisen in the labour market. Before the outbreak of the pandemic, HR managers were faced with the question of how to deal with the shortage of quality and skilled labour and the historically low unemployment rate, as opposed to the current situation where they are faced with the problem of reducing certain job positions. We are currently witnessing a situation of declining sales, in which HR departments are having to deal with the issue of surplus labour and their subsequent redundancies. This situation gives us the opportunity to compare the different communication tools used before and after the Corona crisis. This comparison is beneficial for a better understanding of both the theoretical and methodological, but above all practical, insights into the effective use of communication tools in HR marketing in conjunction with critical thinking and recognition.

KEY WORDS

Communication Tools. Critical Thinking. Human Resources. Personal Marketing. Recognition.

1 Introduction: Personal Marketing and Its Link to Critical Thinking and Recognition

Employees are the most valuable asset a company has and it is due to this growing importance that the need to pay adequate attention to human resources, their effective management and development has come into play. The current situation on the labour market, where certain industrial segments are experiencing an acute shortage of the required workforce, also plays a role in this issue. In order to respond flexibly to these demands, it is no longer enough to obtain a sufficient number of educated and capable people from the labour market, but it is necessary to continuously educate and develop their skills. It is also necessary to ensure sufficient numbers and to prevent, as far as possible, possible turnover as a new phenomenon on the labour market. HRM integrates knowledge from many professional disciplines. Theories of management, economics, management, andragogy, ethics and various psychological and sociological disciplines are intertwined.¹ Among other things, emphasis is placed on a strategically oriented and integrated system of approach to employees.

Strategic human capital management and personnel management as such can also combat employee turnover by paying more attention to the critical thinking of job applicants in the conditions of entry into employment. An employee with a critical mindset is better able to assess the situation inside the company and externally, and is thus able to better manage a team of people and work in a more responsible and value-oriented way. The historical development of the concept of value goes back to ancient Greece where the term “axia” (value), “ethos” (habit) or “time” (evaluation) was used. Axiology (the doctrine of values) was a philosophical discipline concerned with the definition, system and hierarchy of values and their relationship to society and the individual. The first coherent ideas for the study of values appeared at the turn of the 19th and 20th centuries. Hermann Lotze and Franz Brantano are credited with the emergence of axiology as a new scientific discipline. According to Lotze, values touch the whole of human perception and cognition.² However, different disciplines must be taken into account, since, for example, ethics looks at values from the point of view of morality, aesthetics from the point of view of aesthetic experience, and so on. The concept of value is a broad concept. The values that a person recognises and follows reflect their character and their overall mindset. *“By the concept of value we express the characteristic of the relation of objective reality to our needs and interests; by it we appreciate reality in terms of whether and how it is capable of satisfying our natural or social needs and interests.”*³ For this reason, too, it is necessary to look at HR marketing not only in terms of the communication tools it contains, but also through the greater loyalty of employees who, through critical thinking, are able to take the employer to the next level. Another attribute is the notion of recognition.⁴ The notion of work has its historical roots in

¹ KOČIANOVÁ, R.: *Personální činnosti a metody personální práce*. Prague : Grada Publishing, 2010, p. 9-15.

² ČAKIRPALOĞLU, P.: *Psychologie hodnot*. Prague : Votobia, 2004, p. 15-16.

³ BROŽÍK, V.: *Hodnoty a významy*. Bratislava : Pravda, 1985, p. 242.

⁴ See also: RADOŠINSKÁ, J., KVETANOVÁ, Z., VIŠŇOVSKÝ, J.: To Thrive Means to Entertain: The Nature of Today's Media Industries. In *Communication Today*, 2020, Vol. 11, No. 1, p. 4-21.; SOLÍK, M.: *Uznanie ako problém spravodlivosti a jeho mediálna reflexia*. Trnava : FMK UCM, 2021.; CHLEBCOVÁ HEČKOVÁ, A.: *RESpublika: Politická komunikácia v mediálnej spoločnosti*. Nitra : Constantine the Philosopher University, 2015.; PRAVDOVÁ, H., HUDÍKOVÁ, Z.: Correlations of Culture, Game Principles and Media Productions. In *Communication Today*, 2021, Vol. 12, No. 2, p. 4-19.; RADOŠINSKÁ, J.: Omnivore vs Univore: A Reflection on the Current Knowledge on Cultural Taste and Cultural Consumption. In *European Journal of Media, Art & Photography*, 2018, Vol. 6, No. 2, p. 98-109.; RADOŠINSKÁ, J. et al.: Politainment: Reflecting on Political Affairs Via Audiovisual Media Entertainment. In *European Journal of Transformation Studies*, 2021, Vol. 9, No 2, p. 72-90.; PAVELEKOVÁ, J., ČÁBYOVÁ, L., HRUŠKOVÁ, A.: Reading Behaviour in the Digital Age: Impact of COVID-19 on Consumer Behaviour. In *Media Literacy and Academic Research*, 2021, Vol. 4, No. 2, p. 25-41.; PITOŇÁKOVÁ, S.: *Úvod do štúdia mediálnych produktov*. Žilina : Žilinská univerzita, 2021.; MURA, L., FÓTHY, N., PÁSZTÓOVÁ, V.: State Support for Small and Medium-sized Enterprises in Pandemic Period: Evidence from Slovakia. In *Vadyba / Journal of Management*, 2022, Vol. 38, No. 1, p. 37-44.

philosophy as well. Hegel, in the concept of recognition, uses the so-called dialectic of “master and slave”, where the slave shapes the objects they work with, changing them as they rationally controls nature. Their ability to overcome and manage obstacles gives them a kind of freedom to win and lose in their own eyes.⁵ More topical, however, is the trichotomy of recognition in Axel Honneth, who distinguishes three forms of recognition: love, right, and solidarity. It is the third form of mutual recognition that is gained by participating in a human community and contributing to a way of life where all are positively valued. It is a type of social appreciation of the particular traits and abilities of individuals. Honneth, like Charles Taylor, emphasizes that this form of recognition can only be achieved in communities that share certain substantive values with each other and recognize the irreplaceable importance or contribution of each individual to the lives of others. It is in this form of mutual recognition that a practical relationship to self in the form of self-esteem emerges.⁶ In contrast to the environment in which the second type of mutual recognition (law) emerges, this community differs in its values and goals from other social groups. It is not a universal recognition of equal statuses, as in the case of law, but a solidarity with a particular community. Self-respect is not related to the anonymity and fungibility of individuals of the same kind as subjects of legal relations. On the contrary, it is about a sense of uniqueness and irreplaceability of the self as someone who contributes to a common value horizon, collective identity and common projects. “However, this mode of self-understanding cannot be based on a set of trivial or negative characteristics. What distinguishes a person from others must be something of value from the perspective of others.”⁷ This type of recognition, however, poses some problems.

If some type of work is perceived as a meaningless element to society, then those who do such work lose the possibility of self-esteem. By situating esteem within the horizon of the values of a particular culture, Axel Honneth and Charles Taylor open up the possibility of interpreting the conditions for self-esteem as a space of contestation and cultural struggle for the recognition of previously disparaged or disregarded social values.⁸ For this reason, too, it is necessary to view work through critical thinking, since employees possessing this attribute are an asset to the employer, as they represent a solid and conscious part of society. Therefore, HR marketing is also changing under the influence of events and will continue to evolve towards qualitative aspects that take into account not only the performance within the company but also the value attributes of employees.

2 Anchoring the Issue of Personnel Marketing

HR marketing represents a relatively new area of theory and practice in the field of HR activities in corporate and entrepreneurial practice. In terms of its content and theoretical focus, it was formed as a separate discipline reflecting the needs of trends or changes in the economy brought about by globalisation, the emergence of world markets, internationalisation or hypercompetition.

⁵ Compare to: SOLÍK, M.: *Uznanie ako problém spravodlivosti a jeho mediálna reflexia*. Trnava : FMK UCM, 2021.; MURÁNSKY, M.: *Sebapoznanie ako uznanie iného*. [online]. [2021-10-14]. Available at: <http://www.noveslovo.sk/c/20879/Sebapoznanie_ako_uznanie_ineho>.

⁶ HONNETH, A.: *The Struggle for Recognition : Moral Grammar of Social Conflicts*. Cambridge, Massachusetts : The MIT Press, 1996, p. 129.

⁷ PALOVIČOVÁ, Z.: Normatívnosť pojmu uznania. In *Filozofia*, 2007, Vol. 62, No. 8, p. 661.

⁸ See also: SOLÍK, M., LALUHOVÁ, J.: Reflections on Solidarity in Global and Transnational Environment: Issue of Social Recognition in the Context of the Potential and Limitations of the Media. In *Human Affairs*, 2014, Vol. 24, No. 4, p. 481-491.; SOLÍK, M., MINÁRIKOVÁ, J.: Sociálne uznanie v globálnom priestore: možnosti a limity mediálnej reflexie. In *Communication Today*, 2014, Vol. 5, No. 2, p. 20-31.; SOLÍK, M.: Problém uznania a jeho ukotvenie. In SOLÍK, M. (ed.): *Rozpory a alternativity globálneho kapitalizmu (Polemika)*. Prague : FILOSOFIA, Nakladatelství Filosofického ústavu AV ČR, VEDA, vydavatelstvo SAV, 2015, p. 153-167.

Its basic objective is the acquisition of a workforce of the required quality and structure to fill vacancies in the enterprise is also named by Bednárík and Gubrická *"It is the integration of human resource management with the strategic objectives of the enterprise through the activities of strategic human resource management: philosophy, policy, programs, practices, personnel management."*⁹ Personnel marketing is an inherently still new concept in the field of human resource management. It is a discipline that builds on the knowledge apparatus of economic management, marketing and personnel management, which now offers a range of methods and practices aimed at finding qualified manpower suitable to fill the jobs that the enterprise needs to achieve its stated economic goals. Currently, most authors define personnel marketing as a certain superstructure of personnel management, or as a long-term process that provides the company with long-term human resources within the framework of personnel planning. At the same time, it represents an extension of the tasks, functions and tools of marketing into the field of personnel management, where it serves to implement a specific plan in the personnel strategy of the enterprise. With the help of personnel research, it forms the information base for personnel management and at the same time communicates with target groups with the intention of increasing the attractiveness of the employer. Personnel marketing can also be seen as a certain superstructure of personnel management, or as a long-term process that ensures the company a sufficient amount of quality and qualified workforce. At the same time, however, certain tasks and tools of personnel marketing are brought into the field of human resources management, where they serve to implement a specific personnel plan and, with the help of personnel research, form the information base for personnel management. Borsíková defines personnel marketing as *"a part of new trends in marketing and a form of using marketing communication in individual components of human resources management. Personnel marketing is not a substitute for human resource management or otherwise personnel management, we understand personnel marketing as a new dimension of working with people, expressing the level of corporate culture in order to attract and retain the most suitable employees."*¹⁰

Bednárík and Málíková characterize the issue of human capital management and personnel marketing as shifting the focus of the enterprise to the employer primarily "outward", to the labour market, where it seeks to use marketing tools to attract new human resources, which will then be managed "inside" the enterprise through management control.¹¹ It follows that personnel marketing forms a separate part of marketing, within which it represents a specific link and application of the concept, functions and tools of marketing to the conditions of personnel management, while its subject of study is the issue of optimising the process of supply and sale of jobs. Personnel marketing as an effort to attract and retain new human resources does not mean suppression or exclusion of personnel work, but rather the opposite, it represents an important role in fulfilling the functions of personnel management in the enterprise. It is a form of cooperation, i.e. firstly, it is necessary to attract suitable employees through the application of marketing tools and only then to take care of the stabilisation of these employees through personnel management.

The definition and application of HR marketing is an integral part of corporate strategies and a company's philosophy of existence. We can say that it is a part of corporate culture, which is the result of the interrelations and interaction of individual structures within a company, while it is also influenced by the external environment (system) in which the company operates. Also due to the complexity that needs to be applied in defining corporate culture, it is not entirely possible to define this concept firmly. The controversy about the exact meaning of this concept is also led by Brooks in his publication, who, inspired by several theorists, also

⁹ BEDNÁRIK, J., GUBRICKÁ, I.: *Personálny manažment v kontexte trvalo udržateľného rozvoja*. Trnava : FMK UCM, 2013, p. 194.

¹⁰ BORSÍKOVÁ, B.: *Riadenie ľudských zdrojov a personálny marketing*. Trnava : FMK UCM, 2012, p. 129.

¹¹ BEDNÁRIK, J., MÁLIKOVÁ, I.: *Ľudské zdroje a personálny marketing v podnikateľskej praxi*. Trnava : FMK UCM, 2016, p. 108.

gives a characterization of this concept along the lines of the influence of strong cultures, which provide a system of informal rules that instruct employees and motivate people to feel better about what they do.¹² At the same time, we also encounter the distinction of cultures with respect to the size of the company into the so-called power culture, functional culture, task culture and personal culture. As per I. Brooks quoting of other theorists - power culture is found in small business organizations where informal communication prevails and people who accept the attitudes and norms of the source of central power will be valued and trusted. Power cultures place significant demands on staff in particular. Functional cultures have higher levels of bureaucracy and formality. In this type of culture, rules, procedures and job descriptions are the norm and work is divided into clear functions and areas of specialisation. A functional culture provides employees with a sense of security. A task culture is common in organizations where employees routinely have two or more lines of authority and management, and a team culture exists alongside corporate self-management. Expertise comes to the fore over status. The last culture mentioned by I. Brooks is personal culture in which the individual is the most important. There is no formal management and individual goals prevail in controlling such an organisation, there is little or no formal structure.¹³

None of the above cultures could function effectively without the most important pillar, which is the employee. At the same time, the employee is a key element of HR marketing in the context of corporate culture. Every organisation is made up of more or less individuals - employees - who, through their individual dispositions and interactions with each other, influence the running of the company at the group, managerial and corporate culture levels.¹⁴ Once an employee enters the employment relationship, he or she provides the employer with his or her personality, the traits of which determine his or her future behaviour. These traits are: willingness to cooperate; openness to new experiences; whether the employee is an extrovert or an introvert; awareness of responsibility and emotional stability.¹⁵ Understandably, we encounter different personality settings in each employee, but HR marketing is an area that should be able to effectively eliminate individual differences or tensions that may arise in the workplace over time.

One of the most important tools, without the use of which there would be no quality personnel marketing and corporate culture, is communication - communication within the company - internal and communication in relation to the public - external. According to Bednárik and Szkuráková, internal communication is a form of communication that takes place inside the company and is one of the basic prerequisites for its proper functioning. The authors further add that intra-enterprise communication flows usually replicate its organisational structure and can be formal or informal in nature.¹⁶ Internal communication tools include: formal communication (work directives, instructions); vertical communication (bottom-up - initiative, or employee results); horizontal and diagonal communication (entities of equal status); informal communication (outside formal organisational channels) and intra-organisational communication, which uses: meetings and meetings, seminars, bulletin boards and bulletin boards, directives and written regulations, the Internet and e-mail, the intranet, informal events.

The importance of internal communication is underlined by the fact that 'poor communication' has become the third most common reason out of ten why employees leave their jobs. "Poor communication" in this case primarily means a lack of openness of information, communication noise between departments, misunderstandings with the human resources department, etc.¹⁷ Setting the right internal communication also determines the external representation of the

¹² BROOKS, I.: *Firemní kultura*. Brno : Computer Press, 2003, p. 219.

¹³ *Ibid.*, p. 220-223.

¹⁴ *Ibid.*, p. 12.

¹⁵ *Ibid.*, p. 15-16.

¹⁶ BEDNÁRIK, J., SZKURÁKOVÁ, L.: *Možnosti internej komunikácie v riadení ľudských zdrojov pri aplikácii CSR*. Trnava : FMK UCM, 2019, p. 33-48.

¹⁷ BRANHAM, L.: *7 skrytých dôvodů proč změstnanci odcházejí z firem*. Prague : Grada, 2009, p. 34.

company. Branham gives the example of a company in the USA where, after introducing a new plan to eliminate employee turnover, they tried to communicate with different groups of employees differently, which not only helped them to reduce turnover, but at the same time the company was able to appropriately set up advertisements promoting job offers.¹⁸

Thus, the communication tools of HR marketing are becoming increasingly important, both in terms of retention and recruitment. Personnel marketing is the process of recruiting labour from external and internal environments. It is for this reason that we divide HR marketing into internal and external. The activities in the above areas target different roles and groups of employees, and based on these criteria, different communication tools are used, which we divide into offline and online.

2.1 Off-line Communication Tools

Off-line personal marketing tools refer to any promotion that is carried out using traditional off-line media such as television, billboards or radio advertisements. Unlike online marketing, which uses media channels found on the Internet, offline media do not necessarily need an online connection to successfully execute a campaign.¹⁹ This is still one of the reasons why offline communication tools have not lost their popularity and effectiveness over the years, as according to recent studies, as much as 48 percent of the population does not have access to the Internet. In Slovakia, however, this proportion is much higher. According to Eurostat, up to 82 per cent of Slovaks have an Internet connection, but the actual use of the Internet is worse. The data indicate one or more logins per week.²⁰ The media still move the world, and many people make decisions based on what they see on television or read in the press. Some of the main advantages of offline personal communication tools include:

- Well-targeted off-line HR tools are proven to massively increase the possibility of interest in potential employees.
- Within offline marketing tools, there is not just one method that clearly paves the way to success. The ideal option is a tailored HR mix to reach potential job candidates without an internet connection, i.e. TV commercials, direct mail, billboards and many more.

These are personal and impersonal offline forms of communication. The role of these tools is to inform potential as well as current employees through off-line means:

- advertising and promotion,
- billboard,
- public relations.

Advertising and Promotion

Promotion or presentation of the job offer on the labour market is a tool of the personnel marketing mix. It is a specific, clear and comprehensible offer of a vacancy, which is intended to motivate and arouse sufficient interest among applicants. The methods a company may use to advertise an offer depend on various factors such as the attractiveness of the profession, the importance of the job in the company, the resources of potential candidates and so on. The prerequisites for an effective presentation of a job offer are comprehensive information for the potential employee and the company's willingness to communicate. This information may

¹⁸ BRANHAM, L.: *7 skrytých důvodů proč zaměstnanci odcházejí z firem*. Prague : Grada, 2009, p. 212.

¹⁹ *Offline marketing*. [online]. [2022-08-18]. Available at: <<https://www.marketingevolution.com/knowledge-center/the-role-of-offline-media-in-the-future-of-marketing>>.

²⁰ *Koľko Slovákov má pripojenie na internet?* [online]. [2022-08-18]. Available at: <<https://techpit.sk/internet-na-slovensku/>>.

include the title of the position offered in the company, a brief description of the activities, the skills the job requires, and the educational, qualification or experience requirements. It is also advisable to include a brief specification of the working conditions and the positive features of the company offered, such as quality of working life, training and development opportunities. In order to attract, form and stabilise a sufficient number of quality and skilled workers, the company must disclose a realistic idea of its characteristics, conditions and requirements of the job on offer. It is a process of shaping potential candidates, as well as current employees, so that they receive the maximum amount of information about the company and are able to focus the development of their knowledge, skills and abilities in terms of both the current and future needs of the company.

Billboard

A billboard can influence a person only when it goes through the process of reception - that is, it is perceived and the process of processing it is understood, classified and sorted. This means that a person forms an internal mental picture of the information on the billboard. A poster will only have a positive effect on a person if this image, linking the current message with past experience and past perception, has a motivational quality. As a whole, it then becomes an incentive to vote for the advertised party - in the best possible case. The billboard first goes through the process of sensory perception and later moves into cognitive perception, which is the next stage of processing the information, sorting it, putting it into the right categories and thus enriching the previous experience. This second stage is also handled by memory, attention, imagery, thinking, decision-making and speech. Cognition abstracts and generalizes, allowing deeper knowledge of connections and relationships. Both parts of perception are active processes. Thus, a person's own activity determines what he or she chooses as an object of cognition. It is thus about the selectivity of perception. A person processes only those stimuli that are situationally important to them, what are their value orientations, needs, interests, goals, experiences, etc.²¹ Although it is known from several expert studies that the effectiveness of billboard campaigns is ineffective in relation to the resources spent, this method of communication is still a very popular and used tool in Slovakia and most HR departments have not crossed the threshold of this communication tool to this day.

Public Relations

*“Public relations is a communication tool. It is used to promote the reputation of a company, an organization - its aim is to build and maintain good relations, reputation, understanding, sympathy with target groups, the public, stakeholders. It is an activity that aims to bridge how the company/organisation is perceived by the public and how the public would like to be perceived by the company/organisation itself.”*²² PR is a set of activities and techniques aimed at influencing public opinion. It is the systematic and long-term creation of good relationships with current as well as potential employees, and the intention of public relations is to create and maintain a positive image of the company for these two target groups. Depending on whether the focus of communication is “inward” or “outward”, we can characterize the two most important communication tools. For communication towards the inside of the company, it is the building of the company's culture. The main task is to create support between the owners and managers of the company and its employees in order to achieve common goals in a way that everyone can share in achieving the goals. Corporate culture shows how people in a company behave with each other, how they communicate information to each other, but also how they resolve potential conflicts. A well-established and functioning company culture

²¹ *Vnímanie billboardovej kempagne.* [online]. [2022-08-18]. Available at: <<https://www.pulib.sk/web/kniznica/elpub/dokument/Slancova2/subor/brunckova.pdf>>.

²² CHUDINOVÁ, E.: *Public relation I.* Bratislava : FF UK in Bratislava, 2019, p. 13.

creates the assumption that a company can largely prevent possible employee turnover by this communication tool. Employer branding is one of the most important and most widely used communication tools aimed at building a company's reputation outwards. Employer branding is the definition, differentiation and all-round promotion of the 'signals' that a company sends out to current, and especially potential, future employees. It means a marketing technique of building a "brand", image or goodwill of the enterprise in the implementation of personnel work. Employer Branding translates into the individual tools of personnel marketing and means for example: creating a "brand" of a well marketed job, talking about the pay advantages of the job, translating into a suitable way of communication with potential "customers" as well as creating the image of the company through massive and well targeted communication on the market. As already mentioned, the basic tool of personnel marketing is to build a good employer reputation, so a lot of emphasis is put on the creation of specific activities of the company aimed at strengthening its status as an "employer of choice".²³

2.2 Online Communication Tools

Since almost half of the world's population is now on the Internet and new technological tools are emerging every day, online communication tools in HR marketing are more or less a necessity for every recruiter. *"The world of digital media, through which marketing communication is experiencing an unprecedented boom, operates on the basis of a common virtual space. Today, the Internet is no longer thought of as a new technology, but as a networked infrastructure whose accessibility is now taken as a human right."*²⁴ Through these new tools, it is thus possible to disseminate information more quickly and reach a wider group of potential or existing employees. It is thanks to today's digital age that it is much easier to find and target a potential target group. Online marketing tools bring with them a number of benefits such as:

- efficiency - you can reach a target audience in multiple ways and at different stages of enquiry, making it more likely to be successful,
- measurability of success - unlike offline marketing, online marketing personal communication tools provide much more data, making it much easier to analyse the reasons for any failure and then correct them,
- individual approach - thanks to social networks or email marketing, one can be closer to potential and current employees than ever before,
- new opportunities - one can adapt to the constantly evolving and changing personnel market in real time and change the offer according to the current situation on the labour market,
- global reach – it is no longer necessary to do HR marketing locally, but thanks to the internet there exists regional or national reach,
- 24/7 availability - all marketing activities on the Internet are 24/7,
- lower costs - when comparing costs and success rates, it is usually found that online personal marketing tools are disproportionately cheaper and, in most cases, more effective than offline communication tools.

The most used and effective online communication tools today include:

- social networks,
- websites,
- email personal marketing.

²³ KLIMENTOVÁ, L.: *Personálny marketing podniku v čase hospodárskej krízy*. Brno : Masaryk University, 2009, p. 47.

²⁴ JÁNOŠOVÁ, D.: *Možnosti inovatívnych foriem marketingovej komunikácie v regionálnom marketingu*. Trnava : FMK UCM, 2018, p. 81.

Social Networks

Social networks are characterised as websites or applications that offer services such as: creating a public profile, contacting, interacting and connecting with other users, publishing content and at the same time following content created by other users within the same system, the server operator interacts only very rarely. Some of the best known and most used social networks of today include Facebook, Instagram, YouTube, Tik Tok, Twitter, Reddit, LinkedIn, Skype, Snapchat, Pinterest and many others. Any company can have a profile page on a social network. Depending on the subject of the business, the opportunities to which this type of marketing can be applied vary. A business or organization can use social networking sites mainly to achieve goals like:

- PR and reputation building,
- creating a community of supporters,
- active communication with supporters,
- a space to publish content,
- advertising campaigns with precise targeting.²⁵

Social networks can be privately or professionally oriented. On social networks, relationships are established between users through personal profiles, who are further connected in groups. The interconnections between users and groups create a network of users' needs, relationships and associated interests, which are very important for online HR marketing. In practice, this means, for example, to narrowly and very precisely target advertising specifically to selected interests or other recorded user parameters. Properly set formats and creative, well-targeted online advertising is therefore a very powerful and valuable part of internet marketing.

Website

A website is usually the foundation of everything in online personal marketing. It is both the presentation and the sales channel of an online business. Both offline and online tools in staffing marketing have one rule in common. For a website to be able to fulfill its purpose of having a sufficient quality and qualified workforce, it needs to be both visible and seen, visited and present itself in a professional and credible manner, both in terms of communication and in terms of your services and logistics. A quality website is not just about design, although that will also matter. Much more important is a sound website structure and well set up SEO (Search engine optimization) and performance marketing. SEO is created based on a keyword analysis performed by an SOE specialist. Furthermore, a quality website should meet the parameters that are the basis for further building of online marketing. Whether it is a presentation website or an advertising website, these parameters are non-negotiable. A website suitable for online marketing should be user-friendly, responsive and fast.

Email Personal Marketing

Emailing is one of the tools of direct marketing, it is a targeted sending of commercial and non-commercial messages to a well-defined list of email addresses. In order for companies to send emails to a given email address, they must have the recipients' consent to do so. For this reason, email marketing is one of the most effective tools for building one-to-one communication. By sending regular emails, a company keeps itself in the awareness of its recipients and builds its brand. Email marketing falls into the fastest growing form of online communication.²⁶ Email marketing is an important part of online personal tools. It is a form that uses email as a way of

²⁵ *Marketing na sociálnych sieťach*. [online]. [2022-02-18]. Available at: <<http://marketing.krea.sk/clanky/socialne-siete/>>.

²⁶ *Online marketing a jeho nástroje* [online]. [2022-08-18]. Available at: <<https://www.digitalmag.sk/online-marketing-nastroje/>>.

communicating with potential job seekers. Most often, it aims to inform about jobs on offer. It is still confirmed that email marketing is one of the best generators of employee selection, as recruiters create a database of unsuccessful candidates from previous interviews with whom, or CVs with which they have already come into contact in the past. A properly set strategy combined with good email handling brings a number of benefits:

- promotion of the job offer at a relatively low cost,
- developing relationships with potential employees,
- effectively reminding people who have not been successful in other recruitment procedures,
- is incomparably less costly in terms of funds and time than other offline marketing channels,
- enables accurate evaluations and analytical capabilities.

3 Conclusion

When chosen and used correctly, HR marketing communication tools help companies and businesses to fill vacant positions. It is particularly important to recognise that the business sector is in a situation of social and economic transformation in the context of the globalisation of production activities and the emergence of a knowledge-based society or economy. Employers are also reacting to these changes, for whom the importance of the personal characteristics of the employee, which has been less relevant so far, is coming to the centre of attention. This fact is also highlighted by the study by Štefánik, which reflects the labour market requirements for employees in the environment of a knowledge-based society. Within the framework of the study, we have identified the personality attributes that an employee provides to the employer by concluding an employment contract. However, it turns out that 9 characteristics of workers that are highly desirable in the labour market come to the fore and they are: thoroughness, performance orientation, responsibility, flexibility, situation orientation, expertise, intelligence, quick reaction and self-confidence, across all types of occupations.²⁷ Even though the study was conducted several years ago, this is timeless data and the research results are confirmed by the 2019 data when the most common requirements that companies are asking for in 2019 (for positions with a high school education) are: responsible attitude, communication skills, experience, autonomy.²⁸

The values evolve over time, i.e. they are variable. From a young age we learn how to behave, what is appropriate and what is not - we adopt value patterns. The family gives us love and we learn humanity. Values are related to our nature, but their true meaning is formed only in the environment itself. Although we receive our character and nature "in the womb", we learn values gradually. *"In philosophy, values are generally understood as the meaning we attach to a thing or action on the basis that we can satisfy our needs."*²⁹

Psychology takes a different approach to values. Its task is to uncover psychological phenomena, which includes the processes, properties and states that condition or facilitate the formation, transformation or change of values. Psychological theories start from the assumption that value arises from some focusing of the mental state of the subject who enters into a value relationship. Value is closely related to interests, attitudes and needs. While interest implies value, value can exist without interest. Value can be expressed through positive or negative attitudes towards things or phenomena of the external or internal world to which a person attaches some meaning or value.

²⁷ ŠTEFÁNIK, M.: *Požiadavky trhu práce na zamestnancov v prostredí znalostnej spoločnosti*. [online]. [2021-10-14]. Available at: <<https://www.iz.sk/download-files/sk/poziadavky-na-zamestnancov-v-znalostnej-spolocnosti.pdf>>.

²⁸ Trh práce v roku 2019: *Firmy sa bijú o zamestnancov s mäkkými zručnosťami*. [online]. [2021-10-14]. Available at: <<https://www.podnikajte.sk/zamestnanci-a-hr/trh-prace-2019-makke-zrucnosti>>.

²⁹ GRÁC, J.: *Pohľady do psychológie hodnotovej orientácie mládeže*. Bratislava : SPN, 1979, p. 16.

Sociology divides values into life values and cultural values. “Basic life values are considered to be health, well-being, recognition, family happiness, interesting work, etc.”³⁰ Life values are very subjective and change from case to case. A hierarchy of life values is created during an individual’s lifetime based on his or her experiences and is shaped by the society in which the individual moves or the environment in which the values may be cultivated. According to Tugarin, “The objective basis of the classification of values then emerges quite naturally in accordance with the basic spheres of contemporary social life, which he considers to be the material (socio-economic), socio-political, spiritual, and everyday life spheres.”³¹

The world is an empty space that we have filled with everyday layers of meaning, and man emerges from it as a product of society. We inhabit constructs and contexts and in doing so we socialize. According to Berger and Luckmann, human socialization is never completely consistent, and they argue that it is therefore important for any functioning society to establish procedures for maintaining reality (which would ensure a certain symmetry between objective and subjective reality).³² “An individual’s everyday life can be viewed as the constant operation of a conversational apparatus that continually maintains, transforms, and reconstructs the individual’s subjective reality.”³³

In a sense, personal marketing is communication like any other, and thus it is precisely the realization that it works with human capital, and thus with the human being, who has needs and is referred to anchoring in values. In spite of the tools that must be observed in personnel marketing, it should not be forgotten that the techniques that have been developed in this field are in a sense abstracted from human characteristics and have been developed more on a technical level for a long time. However, the recent situation shows that it is also necessary to emphasise the critical thinking and loyalty of the employees, who will thus help the employer to build a consistent and coherent whole in which the individual processes work, which cannot always be set up in a purely technical framework, but above all in a human framework.

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³⁰ GRÁC, J.: *Pohľady do psychológie hodnotovej orientácie mládeže*. Bratislava : SPN, 1979, p. 20.

³¹ SVĚTLÝ, J.: *Hodnoty a hodnocení*. Prague : Státní pedagogické nakladatelství, 1978, p. 172.

³² BERGER, P. L., LUCKMANN, T.: *Sociální konstrukce reality: Pojednání o sociologii vědění*. Brno : Centrum pro studium demokracie a kultury, 1999, p. 144-145.

³³ Ibid., p. 150.

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