

Czech University of Life Sciences in Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

Job-seeker as a Product of the Labour Market

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

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Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

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Economics and Management

Thesis title

Job-seeker as a Product of the Labour Market

Objectives of thesis

Define labour as a product of the labour market with the same marketing patterns as other markets.

Create a guide for job-seekers which will help them to understand the processes and forces which affect this market. How they should behave at some stage of "working" life, how they should plan their career. Which effective steps do they have to do to get job – not to use blind alleys.

Methodology

Qualitative methodological approach, the method of description was also used. The thesis is based on personal observations collected in HR work.

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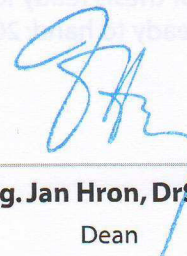
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Statutory declaration:

I hereby declare that I have worked on my diploma thesis titled "Job-seeker as a Product of the Labour Market" by myself under management of my supervisor and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis I claim that I have not violated any copyright rules and author rights of the third parties.

In Prague on March 23, 2013

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Uchazeč jako produkt na trhu práce

Job-seeker as a Product of the Labour Market

Souhrn

Hlavním předmětem této diplomové práce je definování uchazeče jako produktu na trhu práce. Obsahem práce je aplikace relevantních zákonitostí marketingu na pracovní trh. Práce si klade za cíl popsat a analyzovat faktory, které ovlivňují směnu pracovní síly. Práce je rozdělená do dvou částí. První část se zabývá pracovní silou jako produktem pracovního trhu. Druhá se věnuje anlyze faktorů, které ovlivňují směnu pracovní síly.

Summary

This diploma thesis presents labour as a product of the labour market with the same marketing patterns like any other market. This thesis demonstrates that is possible to apply marketing tools, such as marketing mix on the labour market and labour force. It aims to describe and analyze factors which are affecting the exchange of the labour force. The work is divided into two main parts. First part deals with labour force as a product of the labour market in general. The second part is devoted to the analysis of the factors influencing the exchange of the labour force.

Klíčová slova: kariéra, zaměstnavatel, personální agentura, 4P, práce, uchazeč, pracovní trh, pracovní síla, produkt, nábor, plat

Keywords: career, employer, employment and recruitment agency, four Ps, job, job-seeker, labour market, labour force, product, recruitment, salary

Content

1. INTRODUCTION	9
2. OBJECTIVES AND METHODOLOGY	10
2.1. OBJECTIVES	10
2.2. METHODOLOGY	10
3. LITERATURE OVERVIEW	12
3.1. LABOUR FORCE AS A PRODUCT OF THE LABOUR MARKET.....	12
3.1.1. CONCEPT OF MARKETING MANAGEMENT APPLIED ON THE LABOUR MARKET	13
3.1.2. STRATEGIC PLANNING.....	17
3.1.3. JOB-SEEKER'S PORTFOLIO	17
3.1.4. ANALYZING THE CURRENT PORTFOLIO	18
3.1.5. THE LEVELS OF PRODUCT.....	20
3.1.6. LIFE CYCLE OF LABOUR FORCE	22
3.1.7. RISKS OF EXCESSIVE SPECIALIZATION.....	30
3.2. JOB-SEEKER'S ENVIRONMENT.....	31
3.2.1. MICROENVIRONMENT	33
3.2.2. MACROENVIRONMENT.....	36
3.2.3. CORPORATE CULTURE.....	38
4. PRACTICAL PART.....	42
4.1. FACTORS INFLUENCING THE EXCHANGE OF THE LABOUR FORCE.....	42
4.1.1. PRICE	43
4.1.1.1. SWOT ANALYSIS.....	45
4.1.1.2. SALARY EXPECTATIONS ON THE CZECH LABOUR MARKET	49
4.1.2. PLACE.....	53
4.1.2.1. METHODS OF RECRUITMENT	55
4.1.2.2. EMPLOYMENT AND RECRUITMENT AGENCIES.....	62
4.1.2.3. E-RECRUITMENT	65
4.1.3. PROMOTION	68
5. CONCLUSION	71

6. LIST OF SOURCES.....	73
7. LIST OF FIGURES.....	76
8. LIST OF GRAPHS.....	76
9. APPENDICES.....	77

1. INTRODUCTION

The labour market obeys similar laws as any other market. It has buyers (employers) and sellers (workers). Sellers offer goods and services in exchange for some reward from buyers. The labour market is identified by the demand for labour and supply of labour. On the demand side are employers hiring labour force and on the supply side are workers offering their services. In other words workers offer themselves as products. However, job-seekers are mostly unprepared for the labour market.

A characteristic feature of the current labour market is a significant excess of labour supply over labour demand. Job-seekers do not think about things like who they are, where they are going, they overestimate or underestimate what they can offer labour market and what labour market can offer them.

The labour market has become relatively tough market environment. It is necessary to bear in mind Adcock 's et al. definition of marketing to get the right product, in the right place, at the right time, and at the right price. This definition can be applied to job-seekers. When you marketing your product - yourself - you need to create a successful marketing mix of right features which you offer at the right price, in the right place. The reward for these efforts should be profit - in terms of human resources a salary or a wage.

This diploma thesis is about the application of marketing patterns on the labour market. Labour force is defined as a product which is affected by the same factors as any other product – though call labour force "a product" sounds harsh, it helps to understand rules of the market.

The work is divided into two main chapters - the literature overview and the practical part. The first one deals with labour force as a product of the labour market in general. This part focuses on the product policy and job-seeker's environment. The practical part of the diploma thesis is devoted to the analysis of the factors influencing the exchange of the labour force.

2. OBJECTIVES AND METHODOLOGY

2.1. Objectives

The main aim of this diploma thesis is to present labour as a product of the labour market with the same marketing patterns like any other market. This thesis wants to demonstrate that is possible to apply marketing tools, such as marketing mix on the labour market and labour force. It aims to describe and analyze factors which are affecting the exchange of the labour force. The diploma thesis is focused on the analysis of the present situation on the labour market.

The second aim of this work is to create a guide for job-seekers which should help them to understand the processes and forces which influencing the labour market. How they should behave at some stage of their working life, how they should plan their career or which effective steps to do to get a job – do not to use blind alleys.

2.2. Methodology

The methodology applied in this diploma thesis consisted of content analysis of the documents. A qualitative methodological approach was used in the research. The method of description was also involved.

The diploma thesis is based on the author's personal observations collected in human resources area and on her knowledge of the issue gained by work experiences.

The literature overview is devoted to summarization of obtained information from publications and articles related to the chosen topic.

The practical part is based on the analysis of distribution channels, methods of recruitment, and internal analysis of job portals. For the analysis of factors influencing the exchange of the labour market were used, inter alia, data gathered in the survey carried out by the

company Seven Reasons conducted in the period 1/2011 - 12/2012, and results from the survey conducted by the company LMC in the years 2011 and 2012.

3. LITERATURE OVERVIEW

3.1. Labour force as a product of the labour market

The term "market" is closely linked to the concept of exchange and relationships related to it. The market is a place where parties are engaging in exchange. As pointed out by Ehrenberg and Smith (2011), every market has buyers and sellers, and the labour market is not exception. The sellers are employees and the sellers are workers. Some of these participants may be passive on the labour market in the sense of seeking jobs and employees, but one day, they will be active on the labour market trying to transact. The efforts of buyers and sellers to transact and establish employment relationships create the labour market. The result of employer-employee transactions on the labour market is the placement of people in jobs at certain rates of pay.

The starting point of the market including the labour market is a need. In case of the labour market, it is about company's needs for labour force to start or expand production, to provide service. On the other side, there are needs of worker: the need for self-realization, the need of utilization and appreciation of his skills and experiences, the need to have the financial resources to meet and satisfy all his needs and desires. Labour market serves not only the workers' and employees' needs but the needs of larger society as well.

*"Labour market provides the structure through which workers and employers interact in relation to jobs, working conditions and pay."*¹ The labour market is characterized by the demand for and supply of labour. On the demand side of the labour market are employers offering a salary or a wage for a job. On the supply side of the labour market are workers and potential workers working for a wage or a salary. Therefore, the salary or wage is the price of labour for both sides. According to Armstrong (2009), *"the price of labour is the rate of pay required to attract and retain people in organizations"*².

¹ Eurofound, *Labour market*

² Armstrong, M., *A Handbook of Employee Reward Management and Practice*, pg. 108

A job-seeker has three roles on the labour market. He is a producer, product, and dealer of the product. If job-seeker any of these roles underestimates, it will worsen his position on the labour market.

It is always primary to have a product on the market. If we have no product, we can not enter the market. If we do not offer a wanted product, the market is not interested in us and we can not exchange our product. Job-seeker stays unemployed, or unemployable in the worst case. It is also very important to have a customer on the market. If worker do not find any use, any customer, he will remain unemployed.

The exchange on the labour market should be seen as a process, not a one time event. In most cases it is not about to find a job (or to get workers for employers) once and then expect that this situation will last until the end of life. The demand for and supply of labour will be repeated.

Exchange processes do not run automatically, without making corresponding effort. Job-seekers have to seek employers, map their needs, and offer and promote themselves.

3.1.1. Concept of marketing management applied on the labour market

Marketing processes mean activities which lead to the exchange on the target market. Kotler and Armstrong (2004) mention five concepts under which organizations conduct their marketing activities: the production, product, selling, marketing, and societal marketing concept. These approaches can be applied on the labour market.

The **production concept** holds that consumers (in case of the labour market potential employers) will favour products that are available and highly affordable. This is one of the oldest management concepts which can be successful in the case when a demand for a certain product or service exceeds a supply. This concept arises from the belief that someone's goods are in high demand and will be purchased, no matter what. Let's say that employer needs employees to increase the production and there is only unqualified but cheap labour force. He will have to choose, willy-nilly, these workers. Then job-seeker

could think that he does not have to improve his skills because employer will need him anyway, besides, he offers himself for a low price. This is definitely a bad attitude. If there is a demand for the product, the job-seeker has to remember that the employer (consumer) will prefer buying the same product from another seller, who is offering himself for lower price. So while there is demand, there is also competition. The employer needed me once, yes, but he will not need me forever. When someone better and cheaper than you will appear, your employer might tell you "good bye".

The idea of the **product concept** is that consumers (employers) prefer products that offer high quality, performance and features; they are innovative, interesting and up-to-date. Job-seeker devotes his energy into making continuous self-improvements; he focuses on improving his qualities and skills. This approach can be effective because there is always interest in qualified and well-educated people, but it can be dangerous for a candidate if he does not pay sufficient attention to the situation on the market, or he poorly interprets this situation.

Therefore, it is important to ensure that your product you are selling has good value for money and offers quality features, that you are using the right distribution channels and finally you excite interest among the right customers, the right employers.

The **selling concept** holds that consumers will not buy enough products unless it undertakes a large-scale selling and promotion effort. Only when the consumers see your product, they will think about buying it. Producers (job-seekers) pay attention to consumer, who can be their potential employer on the labour market, but they do not try to get to know his wishes. They persuade potential employee to buy them through the intensive promotion. In brief, the goal of the job-seeker is to sell what he is.

In times of economic crisis, there are a lot of managers, who were very well-paid but now they are unemployed and there is not a long-term interest in them. Companies are saving costs and they are getting rid of the most expensive employees. The dismissed managers do not want to go "underpriced" and they are waiting for an offer that will follow their past reward. Such offer is not coming. Therefore, they put pressure on distributors (employment

and recruitment agencies) those using their resources to create demand. If the pressure will be sufficiently long and intensive, the demand for those managers might indeed occur.

Concern for the future employment and how the future employer is thinking, it is one of the characteristics of the **marketing concept**. Achieving goals depends on determining the needs and wants of the target market and delivering the desired satisfaction more effectively and efficiently than competitors. Job-seeker tries to get to know the market, to get to know the employer, he thinks about employers' expectations and needs, he tries to gain and offer that kind of skills and qualities that will be in demand and which will best meet the needs of employers.

So, it is important when choosing a field of study to take into account the future employment, think about personal development. Questions asked by people from human resources are oriented to get to know these future plans. "*Have you thought what you want to do in five or ten years? Have you thought where you want to be after five years?*" Job-seeker should educate according to wants and needs of employers.

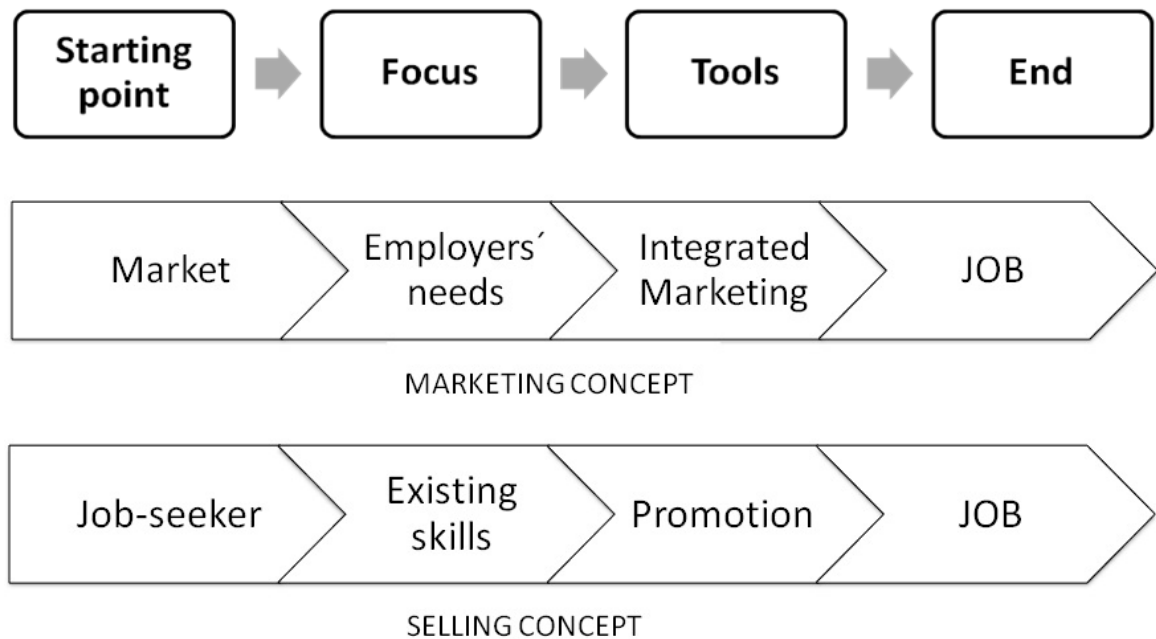
There is a question how quickly can employees or job-seekers respond to the changing needs of the market, employers and strategies of their competitors. The faster the better. If an employee cannot flexibly respond to the changing market conditions, he might lose his job or even do not get a job.

The application of this concept is not only about the proper response to the employers' needs, it is also about monitoring and studying of these needs, trying to get to know more about the employers' needs and collecting and analyzing the situation on the labour market.

The selling concept is very often mistaken for the marketing concept. The selling concept is oriented towards the firm (job-seeker). The firm to get a profit has to focus on already produced products, how to sell them. This process is supported by huge promotion. In terms of labour market, job-seeker has to aim at promoting himself to sell what he is. On the other hand, the marketing concept is oriented to the customer (potential employer). At the beginning of the application of the marketing approach is recognition and definition of

the market, then focusing on employers' needs following by coordination of marketing activities.

Figure 1: The difference between the marketing and the selling concept



Source: Created by the author on basis of Kotler, P., Armstrong, G., Principles of Marketing (2007)

Market demands and requirements of employers should not drag candidates' ones. Job-seeker/worker should harmonize his personal needs (the need to have a happy family, time for friends, time for his hobbies not related to the work) with the needs of the employer; he should put his goals in line with employers' objectives. This also applies to the needs and goals in private life. If he is not taking care of his needs, wants and interests, he will be definitely frustrated by work in the long run. The **societal marketing concept** deals with this. This concept is based on the idea that the organization (in our case worker) should determine the needs and the wants of target markets and deliver the desired satisfaction more effectively than competitors. This concept takes into account not only the long-term interests of customers (employers), but also the long-term interests of the workers. Thus not the only employer should be satisfied but the worker as well.

3.1.2. Strategic planning

Each job-seeker should find the game plan for long-run survival and growth that makes the most sense given his specific situation, opportunities, objectives and resources. This is a focus of **strategic planning** - the process of developing and maintaining a strategic fit between the candidate's goals and capabilities and changing marketing opportunities.³

A strategic review can provide the basis for setting out the strategy. The example of such a review is a SWOT analysis - analysis of business and environmental factors.

The planning is not joyful activity and you can say it is time consuming, but still you have to plan. The planning process is just as important as the plan itself. Planning is helping to think systematically about the past, present and future. It forces people to make more precise formulation of goals and strategy. The argument that the planning becomes meaningless in a rapidly changing environment is irrelevant. The opposite thesis holds true. Reasonable planning helps job-seeker to expect changes and respond appropriately quickly to these changes. Job-seeker can, to some extent, prepare for what to expect.

Annual plans and long-range plans deal with the candidates' current situation and suggest how to keep them going or improve their situation. In contrast, the strategic planning involves adapting the candidate to take advantage of opportunities in constantly changing environment. The base of the strategic planning is determination of a clear mission and basic objectives and identifying principal activities (job-seeker's portfolio). The result is a marketing plan.

3.1.3. Job-seeker's portfolio

Guided by a job-seeker's mission and widely designed objectives, job-seeker has to plan his portfolio - what he can offer on the labour market, what he can offer organization, or employer. The best portfolio is the one that best fits the job-seeker's strengths and weaknesses to opportunities in the environment. Portfolio planning involves analyze of

³ Kotler, P., Armstrong, G., *Principles of Marketing*, pg. 36

current offer (a current product) and strategy for the future development, possible ways of improvement of the current portfolio.

3.1.4. Analyzing the current portfolio

The major part in strategic planning is portfolio analysis, whereby job-seeker evaluates his product, what makes up him. Job-seeker will invest to the profitable activities and phase down or drop the weaker ones.

Job-seeker's first step is to identify the key activities. The second step is to assess profitability of the individual activities and decide how much support each. The purpose of the strategic planning is to find the ways how a job-seeker can best use his potential, his strengths to take advantage of attractive opportunities on the labour market. Most standard portfolio analysis methods evaluate from two perspectives. The first one is the actual situation in industry or market in which job-seeker operates, the second one is the position in that market or industry.

The best known portfolio-planning method is the BCG method developed by the Boston Consulting Group, one of the leading management consulting companies.

BCG method

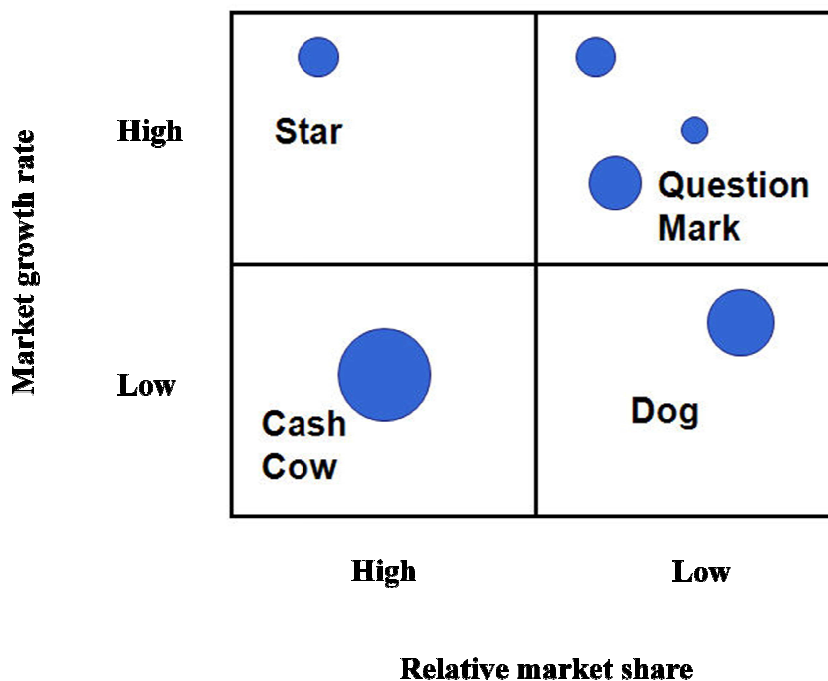
This method helps with analyzing organization's business units or product lines. When using BCG approach, products are classified according to the growth-share matrix shown in Figure 2. The vertical axis - *market growth rate* - provides a measure of market attractiveness. The horizontal axis - *relative market share* - serves as a measure of company strength in the market.

When this matrix is applied on the labour market, it will show how products (each profession) stand on the labour market. Which professions are perspectives, attractive, how strong they are in demand.

The growth-share matrix defines four types of business units (or products):

- **Stars** are products with a high market share in a high-growing industry. There is hope that stars become the next cash cows.
- **Cash cows** are products with high market share in a low-growing industry. They are established, successful, and mature products. They bring stable income.
- **Question marks** are low share units in high growth industry. It is not known if it will be the profession, in which labour market will be interested in for longer time, if the occupation can expect bright future and interest, or if this profession disappears as quickly as appeared.
- **Dogs** are low growth, low share products. There is very low demand for that profession; it is a marginal job profession with a small scope on the market.

Figure 2: The BCG growth-share matrix



Source: Kotler, P., Armstrong, G., Principles of Marketing (2007)

The BCG method is good for summarization of the situation on the labour market and it is good for career planning, but it has limitations. Since it has been designed for company purposes and its business portfolio, we can use this method only to some extent. Lancaster and Reynolds (2005) suggest that the accuracy of any model is only as good as the information on which it is based. Since job-seeker has limited information about market growth and share, he can not fully use this method.

Strategic planning, job-seeker's portfolio are related to the product life cycle (i.e. life cycle of labour force which is discussed later).

3.1.5. The levels of product

When job-seeker thinks about what he offers and what the market response will be with respect to the competition, the candidate has to consider what his value is in terms of customer (potential employer) in the following five levels.

1. The first stage is about **basic product** creating general benefit.

Do you have the basic features which the customer needs and wants to buy?

If the company wants to employ a chief accountant with a university degree - the basic feature will be to be graduated from university, and know how to account. Thus a candidate who does not understand the accounting principles or do not have a degree from the university, he will not succeed.

Job-seekers usually forget that they are not alone on the market, therefore, if the company has a choice, it will always be choosing among the candidates with the basic features. Only they will be selected for the first "selective sieve".

2. The basic product has to transform to the **useful product** at the second stage.

You have the basic feature - the knowledge of accounting - as a candidate. But are you willing and are you able to do a job at the company XY? Are you willing to travel two times a week to the company's branches? Offered salary is 30 000 CZK - are you willing to

accept this money? Do you fit for firm's corporate culture? / Does he fit for firm's corporate culture?

3. The third level - the **expected product** - represents a set of characteristic and conditions that the customer usually expects.

Requirements for a position of a chief accountant is attention to detail, analytical thinking, flexibility, independence and responsibility ... He or she will commute to the branches, therefore the company expects an active driving license.

4. The fourth stage - the **expanded product** - represents something additional, something what would surpass expectations of the employer as a customer. Some value added what differentiate a candidate from the competition.

An accountant can speak English as is required, and in addition she can speak German. Because a potential employer has a subsidiary in Germany, he will appreciate an accountant as a product with expanded features.

5. At the fifth stage the **potential product** (job-seeker) is able to offer extension/change that the employer will require in the future. He will be able to develop together with needs of the employer. The last competitive advantage which can sometimes decided why the candidate XY has won. It is so called **growth potential**.

If the company is planning to move headquarters to another city in three years and the candidate is willing to move and work in that city - it is obvious that the company will pick that candidate from the sieve.

Putting all this together: if there is a candidate who applies for a position of chief accountant at Japanese company and he has a university degree, can account, he can communicate with the headquarters and with the subsidiary, he is willing and able to commute to branches, he is fine with the offered salary, he pays attention to detail, he has analytical thinking, he is flexible, careful, responsible, he knows accounting according to the international accounting standards, he has also work experience in German company, he do not mind moving to another city in the future. All this makes him the ideal candidate.

If there is no ideal candidate (usually not), it is possible to proceed backwards - like when peeling onions - everybody whose product is one level lower, who offers it at leaner level, he is less competitive.

3.1.6. Life cycle of labour force

After launching the new product, producer wants the product on the market as long as possible and he wants to make a profit from it as long as possible. Nevertheless, the product has a limited duration of lifetime on the market. Each product has a life cycle but his exact shape and length is not known in advance. Lancaster and Reynolds (2005) states that the product life cycle is central to product and marketing strategy and it is based on the promise that a product enters a life cycle once it is launched.

The job-seeker life cycle begins when he can enter the labour market. According to Czech Labour Code it is when he reaches 15 years of age. Where does his life cycle end? It depends on the demand for his product and his working age. It ends - usually - with the time of retirement. If a person has something to offer and there is a demand for his product, the life cycle of this product will last longer (e.g. researcher workers).

Lancaster and Reynolds (2005) pointed out that product life cycle is influenced by the product itself, changes in macroenvironment, changes in consumer preferences, that are affected by the macroenvironment and microenvironment, and competitive actions.

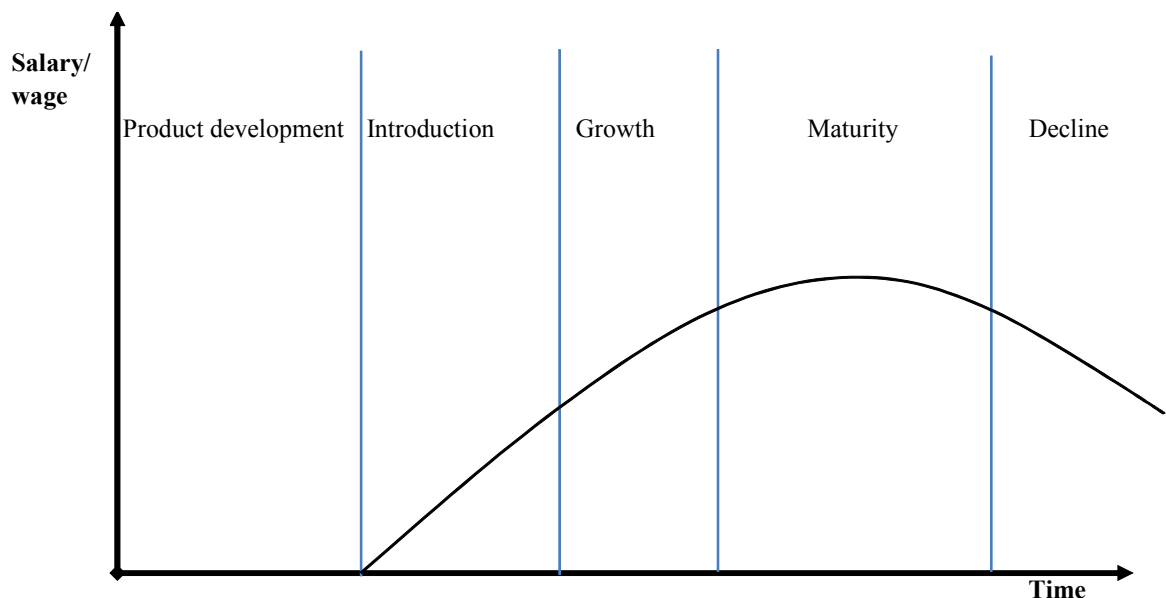
Kotler and Armstrong (2004) suggest that product life cycle has five stages:

1. **Product development**
2. **Introduction**
3. **Growth**
4. **Maturity**
5. **Decline**

Not all products follow this product life cycle and have the same development. Some products are introduced to the market and they fail quickly; some stay at the maturity stage for a long, long time and it seems that the decline is not coming. Others enter the labour market several times per working life and they find themselves at the introduction stage more than once. Some may stay at the decline stage but they come back into the growth stage through retraining, repositions, innovations, professional development, etc.

The ideal shape of the cycle is as follows: quick introduction and growth, maturity should be the longest and decline should be slow and gradual.

Graph 1: Product life cycle development



Source: Created by the author on basis of Kotler, P., Armstrong, G., Principles of Marketing (2007)

The x-axis indicates time and y-axis indicates a salary or a wage but at the same time we could add on the y-axis professional status, position in the organizational structure of the company, prestige.

This graph is illustrative; it is based on Kotler's marketing product life cycle model. Lancaster and Reynolds (2005) advise to use the concept of product life cycle with caution because not every product fits into the theoretical curve it proposes. Each person and every

profession has a different life cycle curve - phases have different shapes and time spans - but everyone has to go through these five stages of the life cycle. This figure wants to show these stages although the development can vary.

A **product development** can be described as continuous vocational preparation. Underestimating of the development does not pay off: the example of underestimating is people who graduated from schools where is easier to get in, or what seemed to be easier. They did not think enough about the future employment. They can make up for the lack of education with experiences, but it is much more difficult way - companies do not give a chance for free.

The stage of development can not be underestimated in any phase of the cycle. A product that is not constantly being innovated; a product that is not being further developed; a product that does not responding to changing market needs, it loses its value and the decline stage comes earlier. If worker does not invest in himself, does not develop along with the development of the field of the work, he will lose his value and might end up at the decline stage.

An introduction **stage** starts when a new product (graduates) enters the market for the first time. It takes some time. Usually it takes graduate one year to adapt to the new job, to the new company. Hand in hand with the introduction stage goes a probationary period. The probationary period, as its name suggests, is used to mutual check of working skills of an employee and existing conditions that an employer offers. In other words, the parties check whether a contract was the right deal. The probationary period is a defined period of time after the employment starts, when the employer and employee try to find out if this newly formed relationship meets their expectations and requirements. Earlier, the probationary period could not be agreed on period longer than three months. However, this period seems to be not enough, so newly the probationary period is prolonged up to six months for executives.

Worker does not usually stay in the same position or in one job for the whole life. He can expect the repetition of a product life cycle several times per a lifetime. The cycle differs

only in the slope of curves, length and number of repetitions of the cycle. In the new job or position within the same company, there will be always the introduction phase (only it might be shortened by knowing the working environment or knowing market relationships in it).

Graduates usually stay in their first job from one to three years. If they get the opportunity to develop across the company, the cycle will be longer. It may not to be an upward shift in the organizational structure of the company; it may be horizontal shift to another position at the same level within the company.

The cycle is prolonged in other occupations in their lifetime. Based on the author's personal experience, in most cases the employee is finding his feet in his new job during the first year (the introduction stage). If the employee satisfies the employer (and vice versa), the employee will enter a **growth stage**. A growth stage is a period of rapid market acceptance. In this phase, between the first and the third year, the company still gives more to the employee than the employee to the employer.

What employee provides the employer and what the employer provides the employee is balanced out in three years. A **maturity stage** comes. The maturity stage lasts longer than the previous stages, and it poses strong challenges to not start to stagnate. Of course, every candidate is different; there are people who are stable and consistently producing values or people who need new impulses earlier than others. Every branch, every company is different; some companies can still offer you new impulses for years and in other companies you can very easily start to stagnate. This stage needs a large amount of inner motivation.

Majority of job-seekers and recruiters, whom the author spoke on this topic with, agreed on that no later than after 9-10 years in one company a person stops to develop and a **decline stage** comes. People feel that they know everything in the company; nothing will surprise them - neither the company, nor customers or colleagues. The decline stage would be better call "slow-down". It is more appropriate word when we are speaking in terms of human resources. The time of stamina is being extended (but also retirement age), however

the labour market places high demands on job-seekers/employees; no wonder that manpower is running out in time.

Hand in hand with the decline stage goes a need for change. When an employee starts to stagnate or he is not satisfied with his current occupation, he can start to look around for new impulses. The employer can offer them or the employee will look for them somewhere else. The need for change is perceived differently after graduating than when are you fifty years old. When someone has a few years to go into retirement, or he is afraid that he will not find a job, he is afraid that he will lose social status or income, the change of job will not be on the agenda.

Hardly any company can give something new to the experienced employee - looking around better opportunities will lose meaning. That's the life experience which a graduate is yet to gain - that the companies are very similar at the end and changing the work environment just because of boredom is meaningless.

Attitude to the change of a job has been moved with economic crisis and economic stagnation - people are more stucked to their employers. The labour market situation is not bright and there are less job offers, therefore, people do not feel like changing a job, they appreciate what they have.

A decline stage and a need for a change are mentioned in this chapter; therefore, here should be mentioned **occupational burnout** (job burnout). *"Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy."*⁴ Job burnout is a gradual process that occurs over longer time period as a consequence of the perceived mismatch between the demands of the job and the resources (both emotional and material) and capabilities that an employee has. When demand in the workplace is too high for him, it becomes increasingly impossible to cope with the stress associated with this working environment. Occupational burnout was firstly noticed in the human service professions, such as nurses, teachers, social workers, psychiatrists, police officers. It has spread to all

⁴ Maslach, C., Schaufeli, W.B., and Leiter, M.P., *Job Burnout*, pg. 397

kinds of professions since. Nowadays, occupational burnout has become a reality for many people.

Current economic situation, unfavourable situation on labour market, high demand on workers, mass dismissals, and frequent downsizing make workers very nervous. Occupational burnout can result from various factors, the most commonly includes:

- **Lack of control** - an inability to influence decisions that affect your job. As organizations become large and impersonal, employees are less involved in decision making which has not good influence on their job attitudes and motivation.
- **Role Conflict/Ambiguity** - it deals with uncertainty about what one is expected to do at work. The most frequent role conflicts are: (1) if you are not certain about the degree of your authority or what your supervisor or the organization expect from you; (2) the conflict between the demands of the work place and the employee's personal life (work-life imbalance); (3) value clashes between employee and employer - if your values are different from the employer's ones; (4) dysfunctional workplace dynamics - feeling of undermining by colleagues/boss, bossing/mobbing. Role ambiguity is defined as a lack of clarity about the job, which is a discrepancy between the information available to the employee and that which is required for successful job performance.
- **Lack of occupational feedback and communication** - employees need feedback to develop job values, aspirations, objectives, and accomplishments. Lack of clear, consistent information can result in distress. If feedback is not regular and periodic, the possibility of stress increases the longer the employee works in a vacuum.
- **Work overload or underload** - excessive workloads. This can be caused by employer (long or unpredictable working hours, too many responsibilities) or by employee himself (he is afraid of losing his job and therefore he works harder and

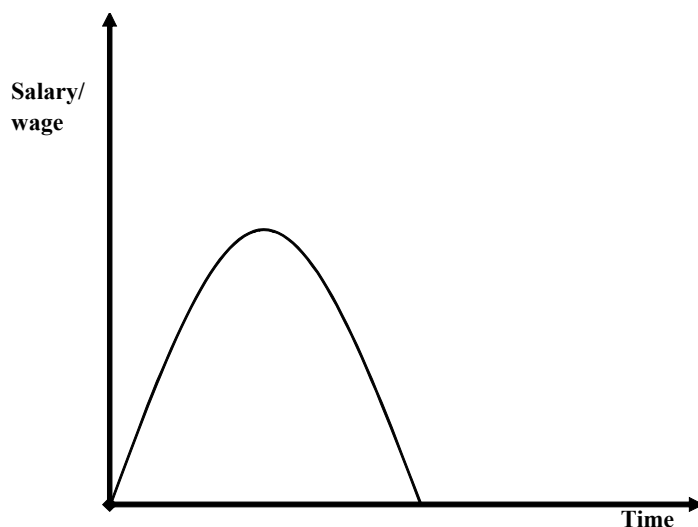
longer hours to prove his worth). In addition, boring, monotonous job or job without variety is equally distressful.

- **Poor job fit** - wrong career. Ones are tired of career they once liked or they chose poorly in the first place. Others are in the right career but in the wrong job. If your job/career does not fit your interests and skills, it may become increasingly stressful over time.⁵

Over time, the continuous stress and the inability to cope with the demands of the job lead to burnout that cause change in life cycle.

In the end of this part, there are mentioned life cycle trends and other possible courses of product life cycles.

Graph 2: Fad



Source: Created by the author on basis of Kotler, P., Armstrong, G., Principles of Marketing (2007)

Fad is temporary period of high increase driven by current product popularity. Job-seeker devotes himself to the field of work which is popular at that time. He quickly establishes

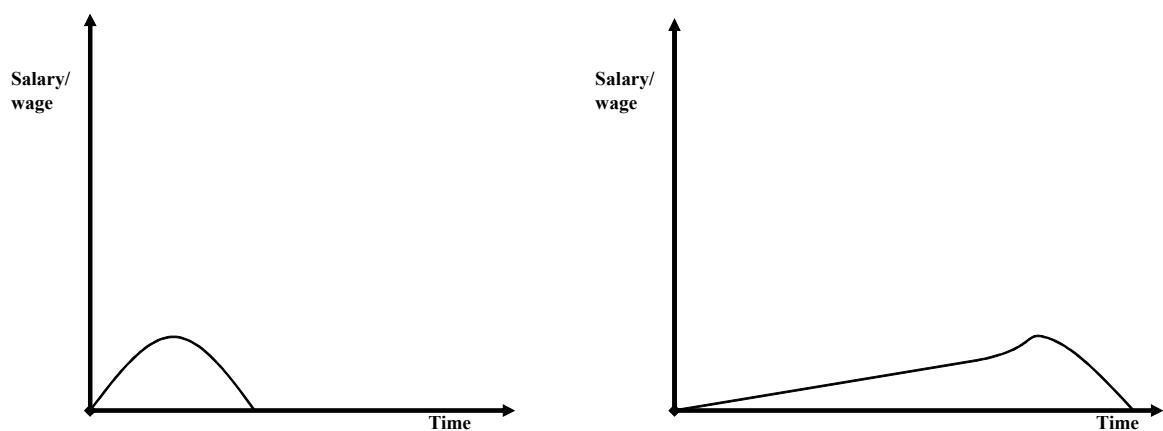
⁵ Mayo Foundation for Medical Education and Research, *Job burnout: How to spot it and take action*

himself in it and the steep growth phase comes. The maturity stage is short because not only you have discovered this trend. Competition replaces you or demand for your work ends up, and a rapid decline follows. A classic example of "fad work" is work in media, business of selling bank credit cards.

Analogous to this situation is that a person quickly worked his way up in some field of work, but he has underestimated his development. Soon "surroundings" discovers that he has nothing to offer and also a rapid decline phase follows. But not always the rapid decline comes - worker just did not fit a certain position and the company will give him a chance to succeed elsewhere.

A **fashion** is a currently accepted or popular job in given field at some time. Fashions tend to grow slowly, remain popular for a while, and then decline slowly.

Graph 3: Wrong courses of life cycle



Source: Created by the author

The first picture shows short development, introduction, growth and maturity and rapid decline. Job-seeker who did not invest anything in himself and he did not find use on the labour market due to poor market interest. He may be a mere user of unemployment benefits without retraining.

The second picture shows cycle which is characterized by long development, short growth and maturity and rapid decline. Job-seeker invested a lot in his development, but he focused on field that there is no interest about him or there was not use for him. An example might be an air traffic controller, who after years of intensive training was dismissed for redundancy and other airports abroad has been downsizing. This means that well-trained labour can not find an employment.

3.1.7. Risks of excessive specialization

Marketing specialists call this approach **niche marketing**. It is also called **micromarketing**.

According to Kotler and Armstrong (2007), micromarketing is the practice of tailoring products and marketing activities to the needs and wants of specific individuals and local customers groups, including local and individual marketing. **Local marketing** is about tailoring to the needs and wants of local customer groups (cities, neighbourhoods, or even specific stores and **individual marketing** is focused on individual customers - it has been also labeled "markets-of-one-marketing", "customized marketing", and "one-to-one-marketing".

Niche marketing concentrates all efforts on a small but specific market segment. Niches do not exist but are created according to needs, wants, and requirements of customer (potential employer). As a strategy, niche marketing is aimed at being a big fish in a small pond instead of being a small fish in a big pond. A producer (job-seeker) tailors his product to meet the needs and wants of specific customer; he specializes on particular activity in which he is the best. Producers are able to serve their customers in a niche perfectly and customers are willing to pay for this products higher price.

There is an analogy with narrowly specialized experts on labour market - computer programmer focuses only on programming language Pascal can be unpleasantly surprised when he realizes that Pascal is outdated and labour market is more interested in Java, C++.

When a niche disappears, an excessive specialization can lead to not finding a job - he can not find a new niche or a niche is already taken by graduates who were specializing in a new programming language during their studies.

Other examples are specialists for launching the control units of nuclear power plants, specialist for start-up of steam turbines, etc. However, these skills are highly demanded in the world market; these niches will not disappear, there will be just a need to look for a particular niche further and offer in addition to expertise language skills, willingness to travel and live without a family over a long period.

On the contrary, beware of focusing on a very broad market segment. It is not always a good idea to keep too many possibilities to manoeuvre. Then you are not expert in anything and for employers are difficult to orient in a large number of job-seekers.

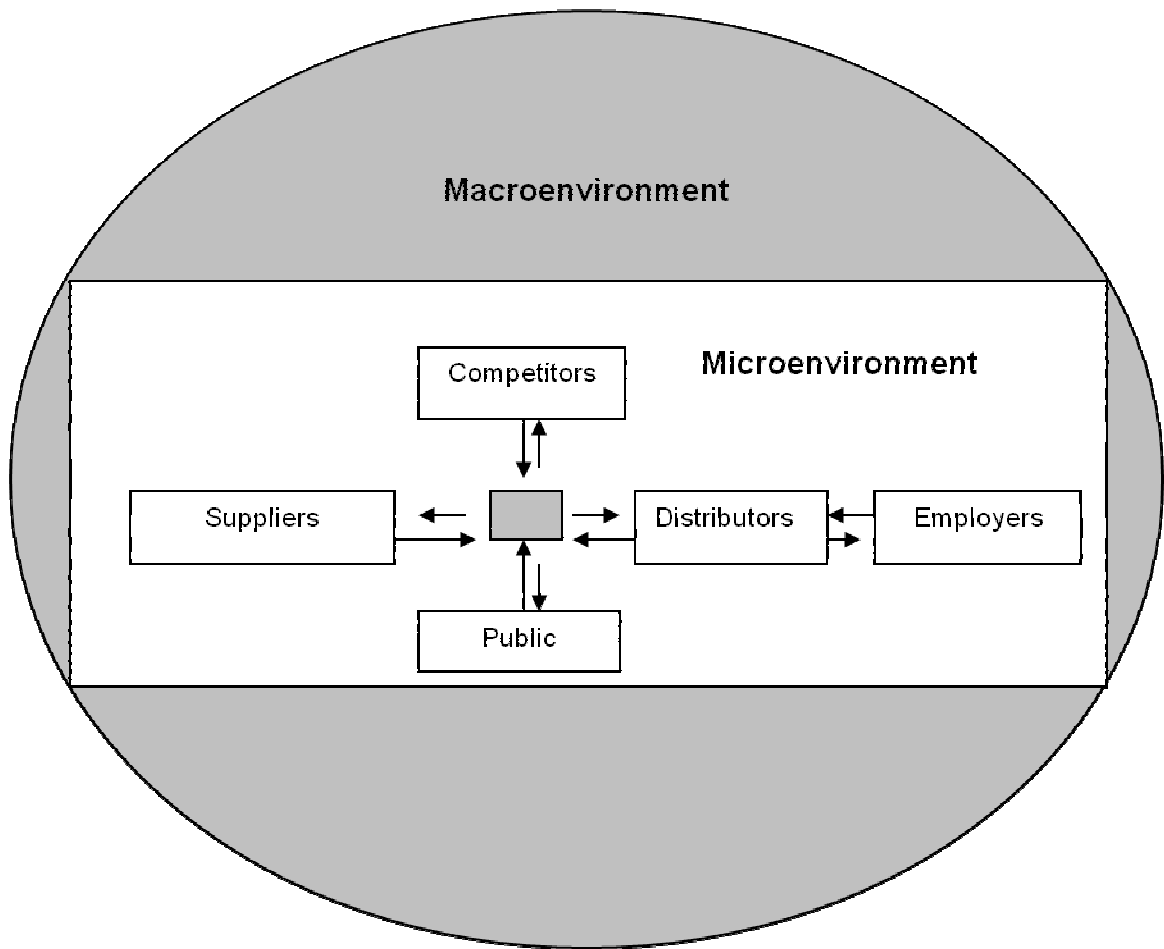
Differentiation strategy and right targeting and positioning has to tailor to self-development as well as changes in environment.

3.2. Job-seeker's environment

Mutual world interconnection is constantly growing. Job-seeker does not live in vacuum; he is surrounded by some environment. Lancaster and Reynolds (2005) paraphrase Charles Darwin and his theory that living organisms are able to survive in a rapidly changing world, because of their ability to adapt to changing environmental conditions. Job-seeker operates in a constantly changing environment and he, in order to survive, needs to take into account forces influencing his environment and adapt to changing conditions. Job-seeker needs to be good at building relationships with customers (employers), competitors, and external partners. To do this in an effective way, he has to "*understand the major environment forces that surround all of these relationships.*" A job-seeker's environment "*consists of actors and forces outside that affect his ability to build and maintain successful relationships with target customers.*"⁶

⁶ Kotler, P., Armstrong, G., *Principles of Marketing*, pg. 64

Figure 3: Job-seeker's environment



Source: Created by the author

Kotler and Armstrong (2007) divides marketing environment into a microenvironment and a macroenvironment. The **microenvironment** consists of the actors close to job-seeker/employee which affect his ability to serve employer. This includes:

- **Suppliers** - providers of education, trainings
- **Competitors**
- **Distributors** - employment and recruitment agencies
- **Customers** - employers
- **Publics**

*"The **macroenvironment** consists of the larger societal forces which affect the microenvironment such as demographic, economic, natural, technological, political, and cultural forces".⁷*

3.2.1. Microenvironment

Job-seeker aims to create and maintain relationships with customers (i.e. employers). Achievement of this objective is not possible on job-seeker's own; his success depends on the major actors in his environment and relationships among them - suppliers, competitors, distributors, customers, and public.

Suppliers

Suppliers can be providers of education (from elementary schools to universities), trainings, languages, professional certifications, etc. They facilitate access to customers (employers). They increase a base for the future possible employment. Usually suppliers have positive impacts on job-seeker's career situation, but they can have an opposite influence. The example of such negative influence can be the situation at Faculty of Law, University of West Bohemia in Plzeň, when even an honest student of this university, who fulfilled his duties, suffers for a bad reputation of the faculty.

⁷ Kotler, P., Armstrong, G., *Principles of Marketing*, pg. 64

Competitors

Kotler and Armstrong (2007) mention the basic marketing rule which states that to be successful in business, means to provide better customer value and satisfaction than competitors. Thus, it is not enough to just only meet the needs of target customers, it is necessary to gain strategic advantage by differencing our product from others. Competition is growing with an attractiveness of a job, ease of achieving expertise, attractiveness of the company's name and position, job availability, etc.

Competition of identical candidates is competition of job-seekers who offers the same. In most cases we are not able to identify our competition; we estimate our competition on the labour market (the number of graduates, number of companies in industry with troubles or merging, where is presumable that leaving employees will become our competitors on the labour market).

Cheaper candidates, or rather job-seekers with better value for money, are competitors as well.

- They might be graduates - employer assumes that they will have greater flexibility, greater willingness to adapt their requirements, motivation by job opportunity, and they will be satisfied with a lower salary.
- It might be competition in form of the modest workforce that is grateful for opportunity at the expense of a lower salary - for example, candidates from countries where a lack of job opportunities is, candidates who hold the lower position and they are thankful for the progress opportunity, older people, who are willing to take less money when they start a job.

Threat of internal candidates - that is someone who is already working for the company but on different position. The advantage of this internal source is he does not have to get used to the corporate culture, the disadvantage could be dependence of organization internal relationships, that former colleagues will not accept him.

Threat of nepotism - people who are responsible for recruitment can pull with their acquaintances.

Threat of substitute products or solutions - extending the workload of another employee, outsourcing.

Distributors

Distributors are employment and recruitment agencies, for example. Chapter 4.1.2. deals with this topic.

Employers

Employers influence job-seekers particularly as traders which are interested in job-seeker as labour force. They influence him through suppliers - providers of education - for instance Škoda Auto through their university Škoda Auto University, or by way round by macroenvironment (e.g. lobbying for changing labour-law relations).

The second sphere of influence is via corporate or organizational culture. Corporate culture describes and governs the ways how company's owners and employees think, feel and act. It represents shared values, beliefs and behaviour that determine how a company's employees and management interact and handle outside business transactions. Employers are influenced by the same macroenvironment as job-seeker. Companies carry a permanent imprint of a macroenvironment where they operate, or more precisely, where the headquarters is based on. Such imprint is corporate culture (see Chapter 3.2.3.).

Publics

The marketing environment also includes publics and public relations. "*A public is any group that has an actual or potential interest in or impact on an organization's ability to achieve its objectives.*"⁸

⁸ Kotler, P., Armstrong, G., *Principles of Marketing*, pg. 67

Kotler and Armstrong (2007) identify seven types of publics:

- Financial institutions
- Media
- Government institutions
- Citizen-action publics
- Local publics
- General publics
- Internal publics - employees

All these components have an influence on public opinion, which sometimes decide if the company will have a good or bad name.

3.2.2. Macroenvironment

A macroenvironment is an external environment, where job-seeker operates. Macroenvironmental forces can shape new opportunities; on the other hand, they can pose threats to a job-seeker. Job-seeker's ability to affect those forces is very low.

Demographic environment

Demography is a science studies human population in terms of size, density, age, location, gender share, occupation, etc. It is crucial part of macroenvironment because it involves people and people make up labour market. The world population is growing which means that the base of labour force is growing, and thus competitive environment is increasing. Changing age structure of the population influences labour market: rising life expectancy means longer working life time; population ageing, a phenomenon of our time, signifies a shift in a country's population towards older ages which has a negative impact on its structure (a number of people in working age is decreasing at the expense of elder workers).

Geographical shifts in population (migratory movements between and within countries, moving from rural to metropolitan areas, exits from the cities to the suburbs) cause shifts where people work. Kotler and Armstrong (2004) mention that migration toward smaller cities and suburbs has resulted in a rapid increase in the numbers of people who work at home or generally out of usual workplaces and communicate with their colleagues or conduct their businesses by phone, fax, or the Internet in the USA.

There is also change in education and professional structure of population. People are becoming better educated and more white-collar. Oxford Advanced Learner's Dictionary (1989) defines white-collar as working in an office or other professional environment; a mental relating work, not manual. Job growth is now strongest for professional workers and weakest for manufacturers.

Economic environment

Economic environment consists of factors that affect consumer purchasing power and spending patterns. It is closely connected to national and global economies - economic crises, inflation, deflation, levels and distribution of income, structure of the consumer spending.

Technological environment

Technological environment is perhaps the most developing force which influences our lives. Science and technology can make life easier. New technologies create new markets and new market opportunities.

Political environment

Labour market is very affected by developments in the political environment. Under the political environment we understand laws, legislative bodies, government authorities, and pressure groups which influence or limit various business and private activities in a given society.

*"Even the most liberal advocates of free-market economies agree that system works best with at least some regulation. Well-conceived regulation can encourage competition and ensure fair markets. Thus, governments develop public policy to guide commerce - sets of laws and regulation that limit business for the good of society as a whole."*⁹ That is why the labour activities are limited by a wide range of laws and regulations.

Legislation establishes rules on the labour market. It regulates business, organizations, and employers. Laws affect job-seekers, and employees. Legislation establishes not only rights, but obligations as well. Laws say when we are eligible to enter the labour market, when we can leave labour market (retirement age); it includes a minimum wage legislation, protection from discrimination, personal data protection, and many, many more.

Culture environment

The cultural environment consists of factors which influence basic society's values, perception, preferences, beliefs, and behaviours of society. Every person grows up in a certain society which forms his basic attitudes and values that determine his relationships with others.

People's attitudes toward organizations of all kinds - companies, government authorities, trade unions, educational facilities, etc. - vary. People are usually willing to work for big corporations and in turn they expect that corporation will work for the good of the society. A lot of people do not see their work as a source of satisfaction but as a chance to earn money to enjoy their leisure time.

3.2.3. Corporate culture

To a large extent candidate's experiences, knowledge, personality determine to which extent is a candidate perceived as a suitable or less suitable one, and to which extent is a potential employer suitable for him. But there is another significant phenomenon.

⁹ Kotler, P., Armstrong, G., *Principles of Marketing*, pg. 82

Professional experiences, skills, personality ... all of that may exactly match the job description, nevertheless a candidate will fail. What corporate culture shaped a candidate before, and how different is from a potential employer's culture now may decide about getting a job as well. If you hire someone with the best portfolio and professional background, but if he does not fit for your organization, how long will he stay at your team?

Armstrong (2006) says that corporate culture (or organizational culture) *"is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done."*¹⁰ These shared set of values, norms, and beliefs pervade the whole or part of an organization. They may not be defined, discussed or even noticed. Put another words, we can say that the corporate culture is an inner spirit of the company, an internal code how organization lives and works. It is the glue that holds the company together which generates "we-feeling" and it can be a reason why people want to work for the particular company. Armstrong (2006) quotes Furnham and Gunter (Corporate Assessment, 1993) who suggest that *"organizational culture offers a shared system of meanings which is the basis for communications and mutual understanding. If these functions are not fulfilled in a satisfactory way, culture may significantly reduce the efficiency of an organization."*¹¹

Corporate culture affects relationships within the company; organizational culture manifests toward the customers, and it distinguishes the company from the similar ones on the market. Corporate culture influences current and newcomers' employees; new and current employees forms culture. Armstrong (2006) mentions four ways in which is corporate culture formed. First, it can be shaped by company's leaders - how they behave and what they expect - they are setting up behaviour models. Second, the culture is formed around critical moments - events which learn lessons what desirable or undesirable behaviour is. Third way is the need to preserve effective working relationships within the company, which establishes values and prospects. Lastly, corporate culture is influenced by the company's environment.

¹⁰ Armstrong, M., *A Handbook of Human Resource Management Practice*, pg. 303

¹¹ Armstrong, M., *A Handbook of Human Resource Management Practice*, pg. 305

Corporate culture is developing over the long time; because it is firmly embedded, it is difficult to change it quickly and the majority of good companies take care about their corporate culture. That is why the company is mindful of hiring people who can identify themselves with the corporate culture. Then they can represent their business. So do not underestimate recruiters' question "*Do you feel like being a Samsung man?*". The arrival of a new employee is something that the company has to deal with and a person coming from similar corporate culture will flow into corporate culture easily.

An expression of corporate culture can be, for example, a dress code (rules about what clothes people should wear at work), the way how a firm communicate with the external world (unified e-mails, communication in English, even though colleagues are Czechs), working attitude (regular work during the weekends, flexible working hours), workplace layout (e.g. the company Vodafone has focused on "mobile working" concept. Employees may work flexibly, at home or out on the job, just using their laptops at the train or at variable location in the office, instead of the same desk. Employees do not have fixed workstations, even their own desks; they sit where a free spot is and where they feel comfortable at the moment.), the way how they solve tasks in teams, an emphasis on conservativeness and tradition or continuous development and innovations.

An employee can take off jeans and wear suits instead, but when he does not like working alone, he likes that everything is on its place and he can not concentrate in the noise, he would be very unhappy to work in open space.

Let's imagine that two candidates apply for a position of an assistant at the company where the part of its corporate culture is a friendly environment. One candidate is used to be on formal terms with colleagues and he keeps his distance from others. The second one is in relation to others friendly and warm. It is obvious, if they have the same professional qualities, which will one be accepted. Very often happens that even the friendly job-seeker has less expertise, he will be hired. Why? Because it is easier to learn to create pivot tables than to learn friendliness - and friendliness is essential.

The majority of firms have websites from which you can learn about the corporate culture. Depending on what they say, you can get to know what the company puts emphasis on, and by contrast, what it is not important for them. If the job-seeker is used to the open communication regime and the fast decision making processes, it will be harder for him to adapt to a firm where everything has to be asked several times and he will not get the access to the necessary information. It is always good to consider what is pleasant, what you could get used to, and what you could not stand. Sooner or later, it would be reflected in a job performance.

4. PRACTICAL PART

4.1. Factors influencing the exchange of the labour force

One of the major concepts in modern marketing is the **marketing mix**. It is the set of tactical marketing tools - product, price, place, and promotion - which influences the demand for product. These variables known as the "four Ps" have an effect on the required response of the target (labour) market.

Figure 4: The four P's of the marketing mix



Source: Created by the author on basis of Kotler, P., Armstrong, G., Principles of Marketing (2007)

Product makes up job-seeker's skills, experiences, job performance, education, and professional qualities. It represents customer solution for his needs.

Price means the amount of money which customer has to pay to obtain a product. It will be a salary (a wage), which represents customer cost.

Place includes activities that make a product available to target customers. Getting a product to a place involves distribution system. The choice of distribution channel depends on customer convenience, how important is for him time to get the product.

Promotion is the business of communication with customers. It provides information about product that assists target customers in making a decision to buy a product. Promotion activities are aimed that target customer will get to know the product and persuade them to purchase it.

When marketing the product job-seeker has to offer it at the right price, in the right place, using the most suitable promotion. I describe the product in the literature overview, now I focus on other factors which influencing the exchange of the labour force.

4.1.1. Price

Price has a significant influence on a marketability of the candidate. For the majority of firms labour costs are the highest costs. Employer has his own budget, and limits of jobs and that is why the price is the biggest barrier to an employment of some candidates.

The price for acquisition of workforce means the acquisition costs which refer to the overall costs to acquire a new employee. They include the costs of advertising, the payment to an employment or recruitment agency as an intermediary of a job between a candidate and an employer, and the salary, or wage of the employee. In some cases, the price for acquisition of workforce includes the cost which the employer will have to purchase to provide the employee with working tools such as car that he can use for a private use, a mobile phone, a laptop. A company has to take into account costs such as future benefits (e.g. luncheon vouchers, a pension scheme, sick pay) or extra costs of increasing salaries for those employees who perform the same job as a new one, but they would be below the level of the salary of a newcomer.

Employers' opinions about pricing are important as it indicates how they value what they are looking for as well as what they want to pay. There is not such a quality employee that the company would pay him what he will ask for. It is reasonable that multinational companies are entering countries with low labour costs. It is important to keep in mind that job-seeker is not the one who dictates the terms, especially in these current tough economic times and poor situation on the labour market.

Job-seeker usually sees the reward for his work as a salary and employee benefits. He should learn to consider non-financial rewards which the employer could offer such as recognition, training, learning and career development opportunities, increased job responsibility, and leadership.

Estimation of own price - own value - on the labour market is problematic, especially if it is for the first time. How can you find out the price? There are several sources to determine own value on the labour market:

- Salary statistics in the particular industry
- Salary surveys, salary comparison
- Job advertisements where the salary is specified
- Acquaintances, friends, and other contacts which can have an overview about salary rates in a certain job sphere
- Employment and recruitment agencies, consulting firms
- Job portals
- Labour offices

We can find out what jobs pay what salaries or what the market rate is for a specified job, and specified region, but it should be noted that your value is not precisely equal to the value which you will find out by the sources mentioned above. This information gives you a salary orientation.

You have to answer the question "*What salary do you expect?*" so that you will not sell yourself undersell, but at the same time so that you will not ask for too much, and thus you will not discourage the employer. You have to consider factors such as:

- Your education
- Relevant experiences
- The size of the organization
- Geographical location
- Learning and development opportunities
- The degree of responsibility
- Benefits and other advantages which you can get in the job

You have to evaluate your own professional experiences, skills, talent, etc. You have to analyze yourself - your positive and negative sides, your weaknesses and strengths (a SWOT analysis). It is necessary to be objective.

It is a certain thing that you must be able to live from your salary. It is good to calculate how much money you need to meet your obligations, and needs. Ideally, the cost of living is in the range of amounts that you get from your market survey about your value.

The problem occurs when your financial needs exceed the usual levels of rewarding for positions you are applying for. Then you need to consider if you do not live beyond your means.

4.1.1.1. SWOT analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. A SWOT analysis is a strategic planning method used for identifying your strengths and weaknesses, and for analyzing opportunities open to you and threats you face. The aim of a SWOT analysis is to identify the key factors - both internal and external - that are important to achieving the objectives.

This analysis can help you to uncover opportunities that you would not otherwise have spotted, and to understand your weaknesses by that you can manage and eliminate threats that might hurt your ability to move forward.¹² Looking at the analysis can be a way to think about where you are in your career and the directions you could take. It can help you with your further development.

When we will go through the previous life of the worker, we can find out several important life-changing moments which substantially influenced his further development. These moments should be chronologically organized and then each life-changing moment should be evaluated - to what extent worker was able to use his strengths and which weaknesses appeared in that moment. It is also important how worker perceive his hopes and threats, worries that might be more or less real. Hopes are driving forces of lives. Threats are something what might threaten us, slow down, but not necessarily. The point is that we should be able to see these threats in the realistic way, and be able to learn from the previous threatening moments and then not make the same mistakes as before.

Thanks to a SWOT analysis it is possible to evaluate performance of the worker comprehensively, find "bogeymen in the closet" or new opportunities for growth. The prerequisite to the success of the analysis is writing true information which is not distorted by our wishes, and then honest evaluating. When you create your SWOT analysis, be honest with yourself and realistic, but don't be excessively modest or shy – be as objective as you can.

Using this methodology can reveal employee strengths which will be reflected in his skills and qualities. These can be further developed and improved.

Employee weaknesses are also important information. They can help to detect potential causes of failures, focus on places where the employee reserves are, and what he should be careful in the future.

¹² Mind Tools, *Personal SWOT Analysis*

Questions about strengths and weaknesses belong to the least popular ones among candidates. Each job offer may be an opportunity, or threat. And every employer has his own strengths and weaknesses. The connection of the strengths can provide opportunities for both sides; the combination of the strengths and weaknesses may help employer or candidate to eliminate threats. The combination of weaknesses may be for both sides liquidation (the company with poor sales department will hire a weak sales manager).

Strengths may open up a certain opportunity; each threat may complicate your life in case that it will combine with one of your weaknesses. External factors can sometimes be both - threats and opportunities - they are variable in time and space. The same situation can be an opportunity in the short term and after three years it can be a threat and vice versa.

How to create a SWOT analysis

Write down a list of your strengths, weaknesses, opportunities, and threats. Then analyze what it all means for you, for your career.

Strengths

Strengths are over your control. They are internal, positive attributes and selling points. You can build on them and use them:

- Relevant skills, competencies, knowledge and work experiences
- Education, including other courses, seminars, trainings
- Field background (the ability to keep up with its development)
- Personal attitudes and characteristics (honesty, work ethic, discipline, optimism)
- Soft skills such as communication skills, flexibility, ability to work in a team, a good sense for detail, organization skills, good time management
- Commitment, enthusiasm and passion for you profession ("to like your job")
- Network of contacts
- Activities in professional organizations
- References

You should consider your strengths from your own perspective, and from the point of the people around you:

- What advantages do you have which others do not have?
- What do other people see as your strengths?
- Which of your achievements are you proud of?
- What are you good at?

Weaknesses

Weaknesses are negative attributes which are over your control and which you can improve:

- A lack of work experiences or relevant experiences
- Weak or no expertise
- Low purposefulness
- Negative personal characteristics (poor work habits, indecision, lack of motivation, shyness)
- Deficiencies in soft skills
- A lack of career direction

For some ideas about your weaknesses you can answer questions such as:

- What tasks do you usually trying to avoid?
- What are you not comfortable with? (e.g. a fear of public speaking)
- What do other people see as your weaknesses?
- Do you have a relevant educational background and skills?
- What are your negative work habits? (e.g. poor at handling stress situations, being late)

Opportunities

Opportunities are positive external factors which are not under your control, but you can benefit from them when they occur:

- Favourable trends in industry, economy, labour market
- A demand for people with a new skill, expertise or education
- A job opening requiring a specific skills and experiences
- Use of a new technology
- Geographical opportunities (company expansion or acquisition)
- Political and economic changes (the entry to the European Union - an opening of foreign labour markets)

Threats

Threats are negative external factors which are uncontrollable which may work against you, but you can minimize these negative impacts, if you will be prepared:

- Negative trends in industry, economy, labour market
- Younger competitors, or competition of more educated job-seekers/employees
- Competition of those who are better in "getting" a job, or who have better references
- A lack of new skills or experiences that have brought industry development
- Limited opportunities in the field of expertise
- Do not keep up with new technologies

4.1.1.2. Salary expectations on the Czech labour market

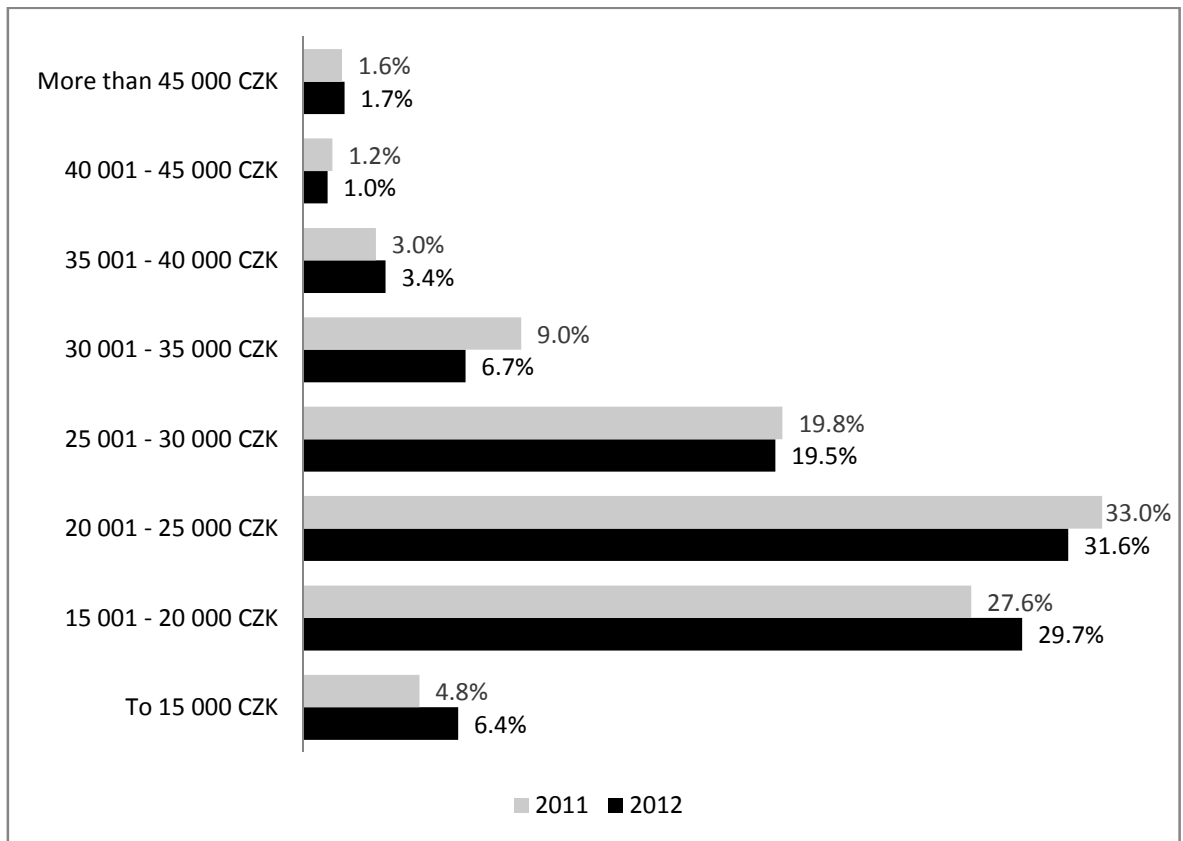
The economic crisis has significantly changed the levels of pay. After 2008, job-seekers lower their sights as salaries suffer. Job-seekers have continuously been reducing their pay expectations and employers offer lower salaries. Saving has started to affect bonuses and other types of rewarding including non-financial ones. Before companies attracted new

employees for example by 13th month pay, additional week of holidays, and company car for a private use. Now firms are not so generous as before.

Salary expectations of graduates have been decreasing and they have become more realistic. It results from the survey conducted by the company LMC, the operator of a job portal Jobs.cz.

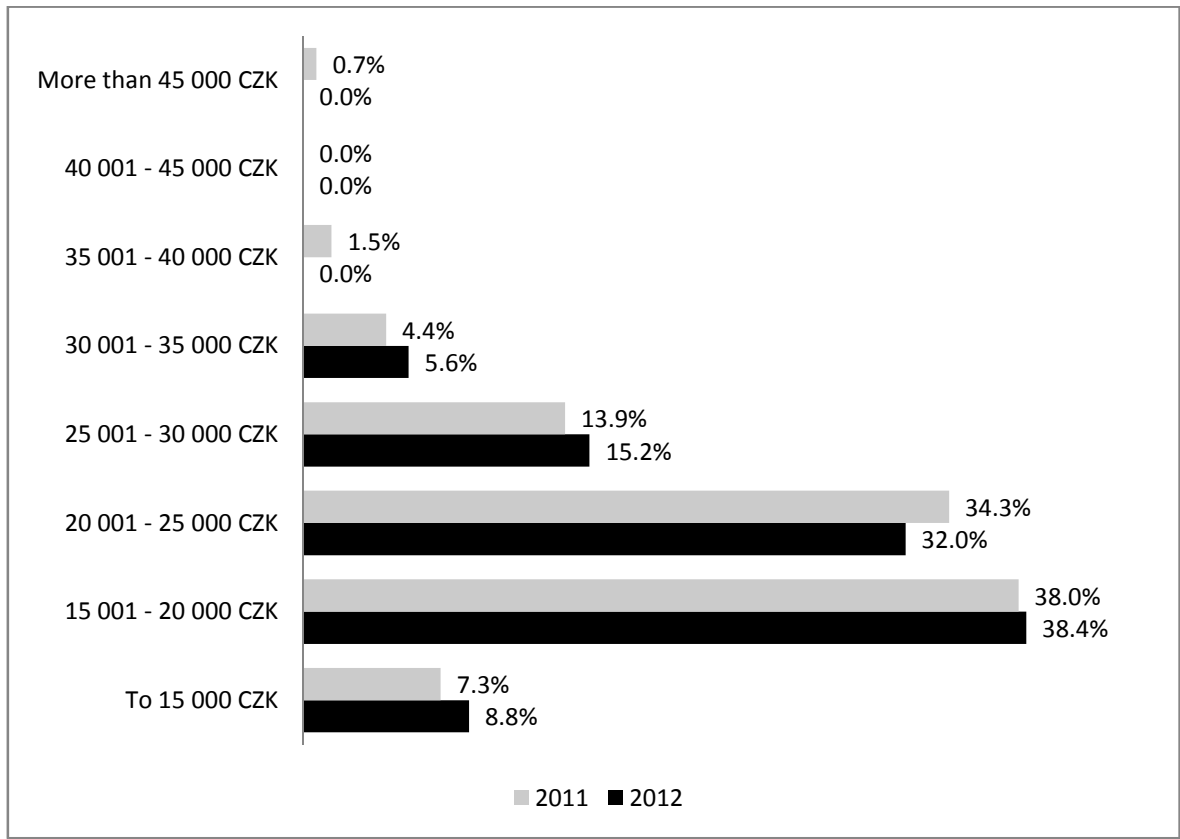
LMC asked 125 companies and 1 915 students/graduates: "Which starting salary do you offer graduates?" / "What is your starting salary expectation?".

Graph 4: Salary expectations of students / graduates



Source: Created by the author on basis of data on Jobs.cz

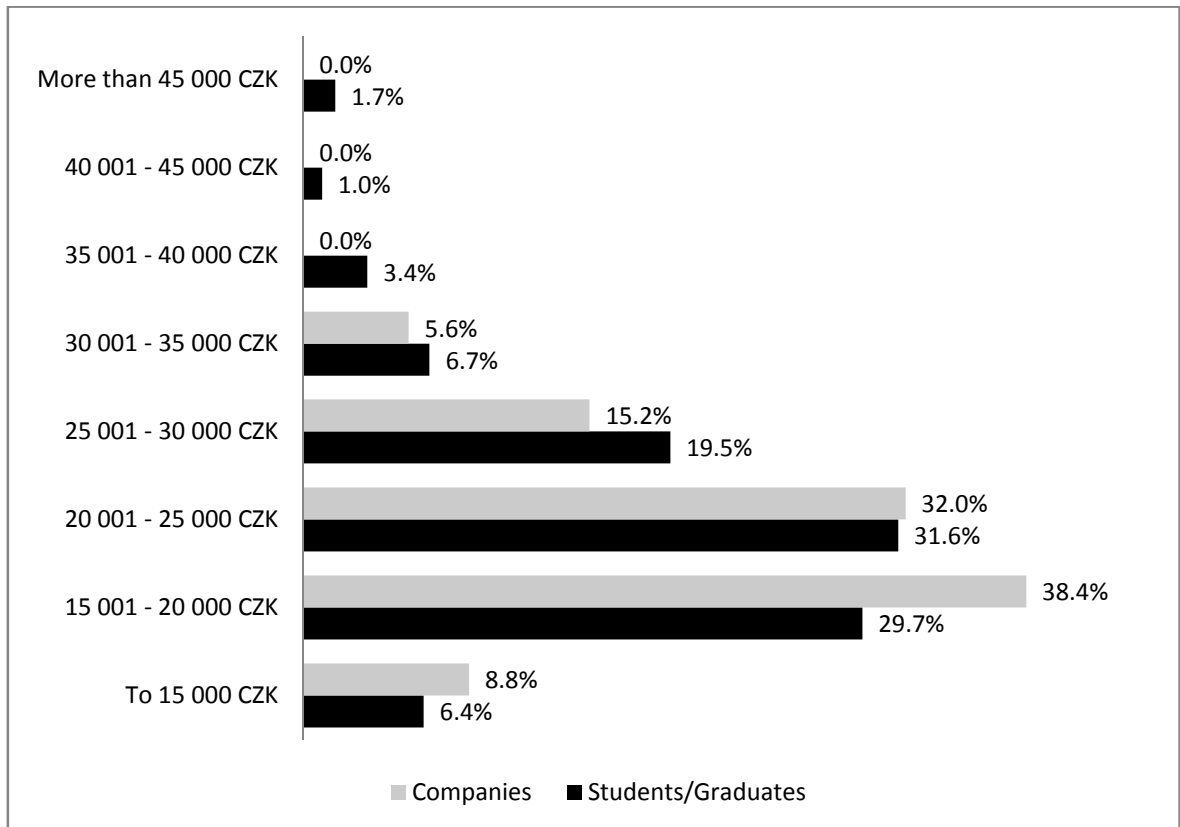
Graph 5: Starting salaries offered by companies



Source: Created by the author on basis of data on Jobs.cz

Graph 5 and 6 demonstrate how expectations have changed from 2011 to 2012. Graph 5 shows shift in expectations of students/graduates to lower pay levels. Companies offer lower starting salaries as we can see from Graph 6.

Graph 6: Comparison between expectations of graduates and employers in 2012



Source: Created by the author on basis of data on Jobs.cz

Graph 7 compares how the expectations of graduates about a starting salary differ from expectations of employers and their salary offerings in 2012. It illustrates that graduates started to reflect the situation on the labour market, which does not work in their favour. Graduates today have salary expectations to which companies are willing to pay attention.

The largest share of graduates (31.6%) demands for a starting salary in a range from 20 001 to 25 000 CZK. The second largest part of respondents (29.7%) expects a salary between 15 001 and 20 000 CZK. The third largest group (19.5%) would ask for a salary of 25 001 to 30 000 CZK.

This graph shows 36.1% of graduates would be content with a starting salary to 20 000 CZK per month. 38.4% of companies would offer this amount. The time when graduates usually wanted 35-40 000 CZK per month is over. Graduates and companies agreed on the salary at the pay level 20 001 - 25 000 CZK - the companies offerings predominated the

expectations of graduates at lower pay levels and vice versa, the expectations of graduates exceed the company offerings at higher pay levels.

4.1.2. Place

Place helps to get a product (labour force) to target customers (employers). Getting a product to a customer involves distribution channels. In human resources' jargon, distribution channels are referred to recruiting activities, employers' activities presenting their job offers, and employees' activities offering their work.

In this part are used results from the survey carried out by the company Seven Reasons conducted in the period 1/2011 - 12/2012 between the candidates with at least completed secondary education (500 candidates - 13% of graduates, 69 % of candidates for middle and senior management positions, and 18% of candidates for top management and executive positions) and their clients, or more precisely human resources consultants (30 clients - 31% of companies with less than 100 employees, 38% of companies with employees from 101 to 400, and 31% of companies with over 401 employees).

The question which was asked candidates: *"name three ways for finding a new job that you think are the most effective"*.

The question which was asked human resources consultants: *"name the three most effective ways for finding employees for the graduate positions, for middle and senior management, and for top management and executive positions according to relevance"*.

The results of the answers which were asked candidates were summarized as follows (answers are listed in order of importance):

Graduates:

- Career Days (graduates meet with representatives of potential employers)
- Job advertisements (either on the company's websites or on job portals)

- Employment agencies and their job advertisements

Candidates for middle and senior management positions:

- Employment agencies and their job advertisements
- Job advertisements (either on the company's websites or on job portals)
- Recommendations of friends and former co-workers

Candidates for top management and executive positions:

- Being in touch with recruitment (employment) agencies which will contact me in case of a suitable job offer
- Building and expanding networks of contacts (social and networking events, meetings and shows, professional or alumni associations, professionals and trade organizations, etc.) - "be seen and approached or recommended"
- Job advertisements (either on the company's websites or on job portals)

As the most effective ways of getting a job were highlighted job advertisements on the Internet (companies' websites, job portals) and networking. The significance of building network of contacts was increasing with higher positions.

The results of the answers which were asked human resources consultants were summarized as follows (answers are listed in order of importance):

Graduates:

- Internal database of employees who worked for their company during studies
- Career Days
- Job advertisements on job portals

Candidates for middle and senior management positions:

- Cooperation with the employment and recruitment agencies
- Job advertisements on own websites
- Own advertising on job portals

Candidates for top management and executive positions:

- Cooperation with the employment and recruitment agencies on the basis of recruitment search
- Cooperation with the employment and recruitment agencies on the basis of executive search (headhunting)
- Own advertising on job portals

The most effective ways of finding employees were mentioned cooperation with the employment and recruitment agencies and job advertisements on websites. The importance of own websites is growing with a general awareness of organizations (the big companies like Accenture, Vodafone, T-Mobile occupy most of the positions in the lower and middle management through advertising on their websites).

4.1.2.1. Methods of recruitment

Recruiting of new candidates is sometimes referred to "sourcing" which means using different sources to find a new employee. There are several sources where to find new employees. They differ not only in the success of searching and speed, but of course in the costs. As technology develops, so do recruiting methods. Especially over the past ten years, developing technology has played a big role in recruiting. Some of the frequently used methods of recruitment include placing job advertisements online and in newspapers, enlisting employment and recruitment agencies, and personal referrals. Progressive companies use new recruiting methods - social and new media - to target the best

candidates for their staffing needs. Despite the rapidly changing environment, many of the traditional recruiting methods still have the place in today's world.

Internal recruiting

Internal recruiting means filling a new or recently vacated position within the organization by existing employees. This method has a lot of advantages but it suits mainly bigger companies where the employees can grow professionally within the company - upward or laterally within the company. It is cheaper and quicker method to recruit because the expenses on advertising and recruiting are spared, people are already familiar with the business and the corporate culture (it can be the disadvantage because no new ideas may be introduced from outside the firm) and little or no additional training is needed. The internal recruitment provides opportunities for promotion, thus it can be motivating for the employees. The other advantage of this sourcing method is that an employer already knows the strengths and weaknesses of candidates. On the other hand, the internal recruitment offers a limited number of potential applicants, it creates another vacancy which may be needed to be filled, and it may cause bad blood and resentment amongst other employees.

External recruiting

External recruiting is a method of recruitment that search employees through external distribution channels such as job advertisements placed in newspaper, on job portals or company's websites, employment and recruitment agencies, carrier fairs, etc. It is about obtaining employees outside the company. Outside people may bring a fresh, out-of-the-box perspective, and new ideas to the firm. External recruiting provides larger pool of potential employees from which the firm can find the best candidate. The disadvantage of this method is that is costly and time consuming due to advertisements, interviews required, enlisting employment and recruitment agencies.

Job advertisements

One of the most common and traditional recruitment methods is job advertisements placed in newspapers and online. Ten or fifteen years ago, the best way to advertise job offers used to be in newspapers, which was considered as the most reliable way how to reach potential employees. However, newspaper advertisements have started to become a relic and companies rather use this source for their own marketing. People are turning to the Internet, or more precisely to the specialized job portals (see Chapter 4.1.2.3. E-recruitment) that work like online advertising space. The disadvantage of job advertisements in newspapers is not only the declining interest in this media as such, but as well the time lag between putting and publishing a job advertisement, its one-off effect (a job advertisement get old along with newspapers) and the cost of advertising. Printed advertisements are usually made an appeal to job-seekers, who do not have an access to the Internet (e.g. blue-collar workers), or a specific appeal to the certain group of professionals (e.g. medical professionals).

The advantage of job advertisements is that the only motivated job-seekers apply for a job. But a motivated candidate does not mean a suitable candidate so this process involves a negative side (an infinitesimal negative aspect) of the influx of a large quantity of irrelevant curriculum vitae (CVs).

Job advertisements placed online are the easy way to obtain candidates and the survey above indicates that is one of the most used methods of recruitment and it is considered as very effective way how to get new employees.

Employee referrals

Employee referrals (personal recommendations) are used frequently. It can be a very effective way how to get quality candidates. This method is often referred to word-of-mouth recruitment because it is getting references to potential employees from current employees. The employee referrals can easily save companies time and money in their

recruitment efforts. Some companies even offer financial rewards for referrals who become employees.

Outsourcing recruitment

Outsourcing recruitment - enlisting employment and recruitment agencies in recruiting - is a third party sourcing which matches employers to employees. Employment and recruitment agencies are commercial organizations arranging employment between job candidates and clients (firms). An employment agency can do most of the hard work in searching and recruiting candidates. These agencies provide their services for fees and often are specialized in certain employment areas. This third-party sourcing use various techniques and tools to find a fitting candidate, such as an executive search (headhunting), job advertisements, using internal and online databases, and combined search.

Executive search (headhunting)

Executive search or headhunting is a method of recruitment of key employees, senior and top managers, people from scarce professions, and/or specifically skilled people. It is a target worker approaching for a particular company. Such workers are working for the company's competition and recruiters are trying to persuade them to join the client's company.

Process of headhunting as follows: Agency initiates the recruitment process on the exact job description and the candidate description from the client. At the first stage, the headhunter will choose organizations from where the appropriate candidate can be headhunted. At the second stage, the headhunter compiles the shortlist which is a list of those candidates who were considered to be the right match to the client requirements. The list of organizations and the shortlist must be approved by the client. At the third stage, the headhunter contacts those candidates who appear to be a close fit to the ideal profile. The communication usually starts with headhunter's phone call and if the employee is interested, he continues to interview him. At the end, headhunter presents the final list of

single candidate or very small group of candidates who are invited to the interview at client's place.

The advantage of the headhunting for the future employer is that he will obtain qualified employee who will bring know-how, proven skills and sometimes trained colleagues and subordinates to the firm.

These four factors can be a risk to the company: *time, money, relationships with the original company where the employee used to work for, and employee loyalty.*

Time: The seeking process is time-consuming. The searching for the right people may take a long time and the target company has to wait for them. The executive search usually takes from four to twelve weeks. In addition to the long recruiting period, the company and recruitment agency have to take into account a notice period of a worker.

Money: It is important to bear in mind that an executive search is not a cheap thing. Headhunting is a difficult, time and resource consuming process, thus headhunters usually charge a fee of 30 to 50 per cent or so of the estimated annual salary. Some candidates have a non-compete clause (it is a contract between an employee and an employer, where the employee agrees not to enter into or start a similar profession or trade in competition against the employer after he terminates employment) and they are not allowed work for competition without penalty. Then it is an extra cost for the obtaining company, or work for the legal department.

Relationships with the original company where the employee used to work for: It can put the company at risk by contacting employees from the client's company, thereby doing harm to good relations. A conflict of interest may occur. That is why the shortlist is needed to be approved by the client.

Employee loyalty: An employee who has been headhunted once, he might be headhunted for the second time and that can be risky to the employer.

For an employee is headhunting the best way how to get a job, however, it can present a risk to the employee. A job offer will whet employee's appetite - he fancies himself somewhere else. But the length of recruiting, a non-compete clause, the threat of disturbance of the relationships with the company where an employee works may discourage potential employer from hiring. Then it is a great disappointment when he is not hired and afterwards he gets very often frustrated in his current job.

Indiscretion and disturbance of the relationships with the former company may occur. Although the headhunting agency gives an employee a guarantee of the discretion, employees can not always rely on the discretion of the potential employer. Someone from the potential colleagues can be curious about the future newcomer and he will ask around. Market is small and people know each other.

It is always important to get information about the company and not only consider the higher reward but also other factors such as corporate culture, career development, degree of responsibility, and decision-making power.

Databases

The majority of employment and recruitment agencies create internal databases of job applicants and their CV's. They also search suitable candidates on the Internet using online database technologies, job portals, and search engines (see Chapter 4.1.2.3. E-recruitment). The disadvantage of some databases is the fact that the data can be old and out of date.

Combined search

Combined search - in simple terms - is a combination of recruiting method, such as an executive search, job advertisements, databases and e-recruitment.

Social recruiting

By using popular social and new media networks, it is possible to find and connect with professionals on a worldwide basis. It is a very useful tool for "making connections".

There are many websites connecting industries, professionals and people, but the three most popular websites for recruiting purposes is mentioned: LinkedIn, Facebook, and Twitter.

LinkedIn is the world's most popular social network for professionals. The reason why LinkedIn has really grown in popularity and usage is that it is replacing and redefining the traditional database of employees. LinkedIn has become part of a recruiter's daily processes and it is an important source of candidate and client information (online curriculum vitae/profile system). People by creating their profiles and online resumes introduce themselves to potential employers. LinkedIn allows employers and recruiters to tap into the large pool of passive job-seekers like nothing else can. How does it work? The key factor is to have in your database as many connections as possible. The more connections you have, the more doors will be open. With large network of connections is bigger chance for recruiters or headhunters to connect with a number of qualified professionals. And what is the highest value added of LinkedIn for potential employers? Besides searching within the "private" network of contacts, LinkedIn offers commercial job advertisements focusing on target group of candidates.

Facebook has a slightly different focus than LinkedIn. It is social network in very sense of the word and it is used for social and personal purposes, but it can also be a valuable tool when it comes to recruiting. Facebook is useful for making connections with more people and building large network of contacts but also for job advertisements. Current employees can send out posts on job advertisements for company's website that will attract their friends and acquaintances or company can create own profile (page) and build followers base (potential employees base).

Twitter can be used in a similar way as Facebook to identify and engage closely with followers, announce job openings, and drive traffic to company's website.

Labour offices

Labour offices are run by the government. They are responsible for helping the unemployed find jobs, get trainings or they offer career service. Labour offices work in cooperation with companies that need employees. They also provide both online and print listings where companies may advertise their job offers and they are free of charge. But the truth is that most companies do not use this method for recruiting because it is not an effective way of seeking potential employees. There is difficult to reach qualified labour force which arising from the mass of people which is register with labour office.

Carrier (job) fairs

Carrier fair is a fair or an exposition for employers and recruiters to meet with job-seekers. Carrier fair is a good way to meet company's representatives from all kinds of industries during a short period of time. It can be a helpful source of information about the labour market, and useful tool for networking.

Chosen method of recruitment depends on what type of candidate the organization is looking for, and how much money and time the company is willing to invest in the search of suitable employee.

4.1.2.2. Employment and recruitment agencies

Employment and recruitment agencies are one of the most efficient distribution channels because they are very effective in distributing labour force.

According to data from Ministry of Labour and Social Affairs, by December 31, 2012, there was given the permit to broker employment for 1 930 natural persons and legal

entities which are allowed to mediate employment for a fee for another legal entity or natural person. However, final number (1 930) includes employment of natural persons to work for the user, that is another legal entity or natural person who assigns work and oversees its execution. Therefore, there was only 1 243 employment agencies in the Czech Republic by December 31, 2012.

Employment and recruitment agencies can be classified according to several criteria as follows:

Form of arranging employment

- Seeking employees (898)
- Outsourcing employees (987¹³)

Some agencies provide both seeking and outsourcing employees. Therefore, the total number ($898 + 987 = 1\,243$) does not equal to the final number of employment agencies (1 885).

For job-seekers are more significant agencies seeking employees. Majority of people prefer to work directly for employer and they have negative attitude to outsourcing. There are a lot of reasons for that - candidates refer to lower accessibility to mortgages and loans, because one of the conditions of getting mortgages/loans is job and income security. They can not build a long-term career. Although the outsourced employee has the same salary terms and the same working conditions, he has no claim to language courses, or social benefits such as occupational pension insurance offered to permanent employees. Also significant is the feeling of belonging to the company which outsourced employees are missing.

Outsourcing is more suitable for job-seekers, who are looking for temporary jobs such as students looking for extra money, job-seekers who can not find a fitting job for an

¹³ by December 31, 2012 (Source: MLSA)

indefinite period, candidates intends to travel abroad and would not be perspective for a long-term employment. It can fit to seasonal workers, or project workers.

Length of employment offered

- Employment agencies seeking employees for an indefinite period
- Employment agencies seeking temporary employees (temporary jobs, summer jobs, replacements for a maternity leave, etc.) - e.g. Agentura STUDENT

Area of operation

- Employment agencies focusing on region (small local firms consist of 1 - 2 employees operating in the place which are able to employ several tens of people per year)
- Employment agencies focusing only on the Czech market (number of employees usually ranges from 5 to 20; they often have one branch in Prague or in other cities - Brno, Plzeň, Ostrava)
- Employment agencies focusing also on work abroad - e.g. Accord Group, Egon Zehnder, Korn & Ferry

Type of positions offered

- Blue-collar workers - e.g. Eurostaff, Dopeka, ABCjob
- Lower management and administrative positions - e.g. ManMark, ManPower, Grafton, Adecco
- Middle and senior management positions - e.g. R4You, Seven Reasons, Hill International
- Top management and executive positions - e.g. Egon Zehnder, Accord, Topsearch

Industry specialization

- Firms without industry specialization (general focus)

- Firms specializing in certain industries (most common focus is on administrative, economic, sales and marketing positions, or technical positions - automotive, Telco, information technologies, chemistry, electro, consumer electronics)

Method of recruitment

- Executive search (headhunting)
- Recruitment search
- Search only through job advertisements and databases

4.1.2.3. E-recruitment

E-recruitment is the process of recruitment using electronic resources, in particular the Internet. The process of e-recruiting consists of attracting, searching, screening, and tracking potential candidates, selecting, and offering jobs or rejecting candidates. Companies and employment (recruitment) agencies have moved much of their recruitment work online because it makes the processes involved more efficient and effective, as well as less expensive. Online recruitment can reach a large number of potential employees and facilitate the selection process. Companies and recruiters can get immediate feedback. E-recruitment is considered as the most effective way of getting candidates and thus, it is the most used way.

E-recruitment not only saves costs but also enables organizations to provide much more information to job-seekers, which can easily be updated. There is more scope to present a job offer and promote a firm which increasing the attractiveness of the organization as a desirable place in which to work.

Job portals are typical example of the rule that twenty per cent of the effort brings eighty per cent of the result. There is a large quantity of job portals (see Appendix 1) and it can be hard to choose.

The quality of job portal is identified by the following criteria:

- Number of active job offers (not older than one month)
- Names and numbers of advertisers
- Numbers of active CV's in database
- Awareness
- Website layout (user-friendly, well-structured)
- Contact on the operator of website
- Additional service (career advice, career services, salary statistics, career tips, etc.)
- Up-to-date data

According to these criteria, the top quality (and the most used) job portals operating on the Czech labour market are:

Jobs.cz

Jobs.cz is definitely the leader among job portals - it is the most frequently used job portal both by job-seekers, and companies and employment and recruitment agencies. It is operated by the company LMC s.r.o. - number one on the Czech online labour market and provider of comprehensive services for recruitment. The job portal is focused on advertising middle and senior management positions. The company presents 23 000 advertisers - among the most significant are T-Mobile, Škoda Auto, Vodafone, Česká spořitelna, Accenture, Ernst & Young, ČEZ, KPMG, DHL, Plzeňský Prazdroj, Zentiva and Sanofi Company, and Raiffeisenbank. Also all significant employment and recruitment agencies in the Czech Republic advertise there. Jobs.cz states that its online database consisted of more than 45 000 CV's (and they are not older than one month) but this number is relative because there is counted CV's of users of other cooperating job portals Prace.cz and Topjobs.sk. Nevertheless, it has the largest online database of CV's on the Czech market. Jobs.cz is well-known job portal (according to the survey carried out by Factum Invenio in 2010 among Internet users with at least bachelor degree, Jobs.cz is known by 96% of university educated users in the Czech Republic).

Jobs.cz provides:

- High-quality services for recruitment:
 - Top recruitment technologies, quality customer service, and additional services (HR marketing, psychodiagnostic analysis, recruitment management, etc.)
- Additional career tools and services for job-seekers:
 - JobsCV (online curriculum vitae)
 - JobsAgent (according to job-seeker's criteria, the agent will search all the vacancies)
 - JobsMoney (salary statistics - average salaries in various regions and fields, comparison with others)
 - Career advice and tips (CV writing service, job interview tips, salary calculators, etc.)

The disadvantages of this job portal are its relative high price for advertising and searching in online database, and different conditions for companies and employment (recruitment) agencies.

Prace.cz

Prace.cz is number two on the Czech online labour market. It is operated by the same company as jobs.cz (LMC s.r.o.), however, LMC does not pay so much attention and publicity to this job portal as to Jobs.cz. This job portal is focused on advertising lower positions. There advertise the same companies as on Jobs.cz (e.g. Česká spořitelna, ČEZ) and others such as UPC, Kofola, Philip Morris ČR, McDonalds's ČR, Tesco Stores ČR, MAFRA Media Group, Pivovary Staropramen, and/or Česká pošta. Prace.cz states that it has the most job offers on the Czech online labour market (currently 27 066¹⁴) but the number is relative because job offers are linked with job offer on Jobs.cz. There is a question how up-to-date job offers are.

¹⁴ by March 24, 2013 (Source: prace.cz)

Prace.cz provides similar career tools and services for job-seekers and recruitment services as Jobs.cz.

Monster.cz

Monster.cz is operated by the company Monster Worldwide CZ s.r.o. which is part of the global group Monster Worldwide (the worldwide leader among job portals). However, the operator does not see the Czech market as its priority and thus, Monster.cz is not leading in the Czech Republic and it is not so often used as above mentioned portals.

This job portal is focused on advertising middle and senior management positions. Among their advertisers are Škoda Auto, T-mobile, Accenture, DHL, eBay, AWD Česká republika.

Besides classical advertising and online database, Monster.cz provides:

- Tailor-made solutions for companies:
 - Talent Management Suite (comprehensive solution for recruitment, management and administration of employees)
 - Employer branding
 - BeKnown (application for professional networking on Facebook)
- Career tools and services (CV writing service, job interview tips, salary information, salary calculators, career advice, professional development, etc.)
- Online career fairs

4.1.3. Promotion

The forth factor influencing the exchange of the labour force is promotion. **Promotion** is about communication with customers. It presents information about product (job-seeker) that assists target customers (potential employers) in making a decision to buy a product (job-seeker). Promotion includes activities that make job-seekers known. In terms of job-seeker, promotion consists of **personal marketing**.

Personal marketing brings focus and direction to job search and using commercial and social marketing principles helps getting closer to set goals.

Personal marketing presents marketing activities which help to promote your personal brand - you. Self-presentation and network development provides the platform for the career growth and in seeking new opportunities Personal marketing is how you communicate, who you are and what other people say about you. You are the product. And the product is worthless until it adds value, people know about it and people are willing to pay to have it. When creating personal marketing campaign you have to think about yourself as about the product. You have to consider what are you selling, what is your target market and how will you reach the market. You have to discover what your unique value proposition and added value is. You have to ask yourself how you let people know about you and how you make people pay for your services.

How to marketing yourself?

First step:

You should define who you are - what you are selling and what your market is.

- What is your best attributes
- What competencies, skills, and working experiences you offer
- What you are good at
- Which benefits you offer
- What you like doing
- Which industry/field of work/position you succeed in and enjoy

Second step:

You should describe what you want to be known for.

Third step:

You should think about your image, personal appearance, how you present yourself in overall - if you are sending out the right message.

Fourth step: Be out there

You should become visible and promote your expertise by developing connections and networking (joining alumni and/or professional groups, attending social events and professional meetings, etc.). You should look for exposure opportunities, gain (online) presence, for instance by presenting your opinions in newspapers and/or online, publishing, and teaching/coaching activities.

The modern ways of communication between employers and job-seekers are social and new media. Very important is building and expanding networks of contacts. The survey about the most effective ways of getting a job/finding an employee reveals that networking is very useful tool how to get a job. LinkedIn can be used as tool of personal marketing.

Creating the profile on social network, it is a good way how job-seekers show their existence on the market. And also they show their importance through their network of contacts. At the same time they are maintaining, making and building contacts which can be very useful in career.

5. CONCLUSION

The aim of the diploma thesis was to present labour as a product of the labour market with the same marketing patterns like any other market. The job-seeker is a product on the labour market and as such is worthless if he has any added value, employers do not know about him and employers are not willing to pay to have him.

Schools equip people with knowledge, people get experiences through practice, however, the labour market surprises job-seekers offering workforce mostly unprepared. Keeping skills up-to-date and relevant to employer's needs is important, at whatever stage of the career worker is, but it is not everything. Job-seeker has to plan his career.

When planning the career it is good to think to where a particular job, position and industry are leading. It is good to have the aim. If the job-seeker does not what he wants, he can never achieve that. Personal development planning should be an inseparable part of consideration of any job. Environment often forces us to make a concession but it is necessary to know where we want to go, what is our aim and take it into account when considering job offers. During the professional development planning is essential to formulate objectives and strategy, analyse current situation and opportunities. This provides foundation for developing and maintaining a fit between the job-seeker's goals and capabilities in changing market environment.

As was stated in the introduction, if job-seeker wants to find utilization, he needs to create successful marketing mix of right attributes which he offer at the right price, in the right place. The analysis of the factors influencing the exchange of the labour force pointed out the three main factors - price, place, promotion - which affect the product.

Price has a significant effect on a marketability of the job-seeker. Estimation of job-seeker's price is problematic, however, the analysis of salary expectations on the Czech labour market presented a downward trend in reward expectations and reward offers. Job-seekers' expectations have started to meet employers' offers.

Place refers to activities that helps to get job-seekers to target employers. It involves distribution channels and the choice of the distribution way depends on the employer convenience, how important is for him to get labour force. The survey carried out by the company Seven Reasons showed that the most effective ways are job advertisements, employment and recruitment agencies (in case of employers), and networking (in case of candidates).

The part dealing with methods of recruitment highlighted a big impact of new technologies on recruiting. People are turning online and therefore much of the recruitment work has been moved online because it makes the whole recruiting process effective. E-recruitment has become a significant player on the labour market.

The last factor influencing the exchange of the labour force - promotion - brought communication with customers into focus. Promotion pointed out a big relevance of personal marketing and networking.

In the literature overview was labour defined as a product of the labour market obeying the similar laws as any other product. This work wanted to show that is possible to apply marketing patterns on the labour market and the literature overview indicated that we can apply them to some extend.

The methodologies used in this thesis gave the job-seekers the opportunity to understand the processes and forces which influencing the labour market. How they should plan their career and what they can expect.

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7. LIST OF FIGURES

Figure 1: The difference between the marketing and the selling concept	16
Figure 2: The BCG growth-share matrix	19
Figure 3: Job-seeker's environment.....	32
Figure 4: The four P's of the marketing mix.....	42

8. LIST OF GRAPHS

Graph 1: Product life cycle development	23
Graph 2: Fad	28
Graph 3: Wrong courses of life cycle	29
Graph 4: Salary expectations of students / graduates	50
Graph 5: Starting salaries offered by companies	51
Graph 6: Comparison between expectations of graduates and employers in 2012	52

9. APPENDICES

Appendix 1: List of Czech job portals

Job portal	Specialization	Link
Agentka.cz	General	www.agentka.cz
Aktuální nabídky práce	General	www.aktualnabinabidkyprace.cz
Careerjet.cz	General	www.careerjet.cz
Českákariéra.cz	General	www.ceskakariera.cz
CZ Jobs.cz	General	www.czjobs.eu
Dobrápráce.cz	General	www.dobraprace.cz
Džob.cz	General	www.dzob.cz
Easy-práce.cz	General	www.easy-prace.cz
eJob.cz	IT, telecommunications, administration	www.ejob.cz
Empleo.cz	General	www.empleo.cz
Eurec-Práce.cz	General	www.eurec-prace.cz
HledámPráci.cz	General	www.hledampraci.cz
Hotjobs.cz	General	www.hotjobs.cz
Hyperpráce.cz	General	www.hyperprace.cz
Ikariera.cz	General	www.ikariera.cz
Infojob.cz	General	www.infojob.cz
JobDNES.cz	General	www.jobdnes.cz
JobHunter.cz	General	www.jobhunter.cz
JOBinzert.cz	General	www.jobinzert.cz
JOBlist.cz	General	www.joblist.cz
JobMaster.cz	General	www.jobmaster.cz
Jobs.cz	General	www.jobs.cz
Jobs.finance.cz	Finance	www.jobs.finance.cz
Jobsík.cz	General	www.jobsik.cz
Jobnews.cz	General	www.jobnews.cz
GastroJobs.cz	Hotel industry, gastronomy and tourism	www.jobspot.cz
Karieraweb.cz	General	www.karieraweb.cz
MoboJobo.cz	Freelance jobs and projects	www.mobojobo.cz
Monster.cz	General	www.monster.cz
Nabídka-práce.com	General	www.nabidka-prace.com
Nabídky-práce.cz	General	www.nabidky-prace.cz
NajdiPráci.cz	General	www.najdipraci.cz
Onlineprace.cz	General	www.onlineprace.cz
Personal.cz	General	www.personal.cz
Práce.centrum.cz	General	www.prace.centrum.cz
Práce.cz	General	www.prace.cz
PrácePráce.cz	General	www.praceprace.cz
PrácevČR.cz	General	www.pracevit.cz
PrácevIT.cz	IT	www.pracevit.cz
Pracovní příležitost	General	www.pracovniprilezitost.cz
Profesia.cz	General	www.profesia.cz
Spráce.cz	General	www.sprace.cz
Správnykrok.cz	General	www.spravnykrok.cz
Superkariera.cz	General	www.superkariera.cz

Source: Created by the author