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МАРКЕТИНГОВІ ДОСЛІДЖЕННЯ РИНКУ ПРАЦІ УКРАЇНИ

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Проаналізовано особливості маркетингових досліджень на ринку праці України. Зокрема, наведено аналіз та прогноз Міжнародної організації праці (МОП) щодо загального рівня безробіття в світі, проаналізовано попит та пропозицію робочої сили в Україні у 2013 р. й структуру зайнятості населення України за видами економічної діяльності у 2000–2012 рр. Проаналізовано сутність понять “ринок праці”, “маркетингові дослідження” та визначено роль маркетингових досліджень на ринку праці України. Метою маркетингових досліджень ринку праці є дослідження якісних і кількісних характеристик й динаміки попиту і пропозиції робочої сили з урахуванням перспектив розвитку ринку та виявлення і дослідження характеристик робочої сили задля ефективного задоволення потреб підприємства у кваліфікованих кадрах та забезпечення його конкурентоспроможності. Наведено принципи сегментації ринку праці в Україні та країнах з розвинутою ринковою економікою. Також запропоновано план маркетингового дослідження ринку праці України. Особливості реалізації етапів проілюстровано на конкретних прикладах.

Ключові слова: ринок праці, маркетингові дослідження, робоча сила, безробіття.

MARKET RESEARCH OF THE UKRAINIAN LABOUR MARKET

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This paper analyzes the features of market research of the Ukrainian labor market. In particular, the analysis and forecast of the International Labour Organisation (ILO) on the overall unemployment rate in the world are illustrated. Also the demand and supply of labor in Ukraine in 2013 and the employment rate in Ukraine by sectors in 2000–2012 were analyzed. The essence of the concepts of “labor market”, “market research” and the role of market research in the labor market of Ukraine are described. The purpose of market research is to study the qualitative and quantitative characteristics and dynamics of demand and supply of labor from the perspectives of the market, and identify and study the characteristics of the workforce, in order to effectively meet business needs for qualified personnel and ensure its competitiveness. The principles of segmentation of the labor market in Ukraine and developed countries were shown. The plan of market research of the Ukrainian labor market was proposed. Features of the stages were illustrated by specific examples.

Key words: labor market, market research, labor force, unemployment.

Problem formulation. The usage of market research on the labor market is a new tendency for Ukraine. At present the problem of employment is of particular relevance and social acuity because of a growing trend towards the growth of large-scale unemployment and inefficient exploitation of labor by many enterprises.

The growth rate of the Ukrainian labor market in 2014 will slow down; resulting in a reduction in the number of vacancies for 10% (excluding the IT-sector and pharmaceutical market). Intensification of

the labor market is not even expected in the major economic centers such as Dnipropetrovsk, Lviv, Odesa. Many professionals will move to Germany, Georgia, Canada, Poland, Russia, Czech Republic to find job or permanent residence (as in previous years) [1]. In such circumstances, the use of market research of the local labor market is extremely important.

Analysis of current research outputs and publications. Recently a number of important actions of applied nature, aimed at the development of the labor market, were taken in Ukraine. A set of laws and regulations was adopted, a network of public employment services was organized and a foundation for the formation of a mechanism of social protection for temporarily unemployed people was formed [2]. However, some actions still need adaptation to current economic conditions of the transition economy.

The issue of marketing is being actively studied by scientists around the world. Among international marketers the most popular are E. Dyhtl , J. Commons , P. Converse, P. Kotler , J.-J. Lamben, M. Porter, A. Starostina, J. Stendynh. Theoretical problems of the labor market development were investigated by R.Cooper, J. Keyns, A. Laffer , R. Okun, J. Perry, E. Phelps etc. [3–6].

Article objectives. Main goals of the article are to develop the plan of market research of the Ukrainian labor market and determine the impact of factors of macro- and microenvironment on its development.

Presentation of main materials. Labor market is an area of formation of supply and demand for labor. On this market the sale of labor for a specified period of time is organized. The market affects all sectors of the economics; in particular it regulates the movement of labor resources.

According to the annual report of the International Labor Organization (ILO) [7] in 2012 197.3 million people in the world (4.2 million more than the year before) lost their jobs. According to ILO a quarter of the people who lost their jobs in 2013, were from developed countries. ILO experts formed the forecast on the total number of unemployed (fig. 1) and the unemployment rate (fig. 2) [7].

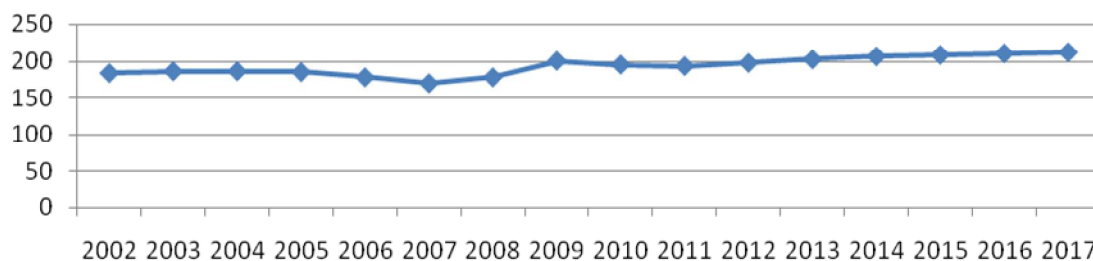


Fig. 1. The total number of unemployed in the world, million individuals

Source: [7]

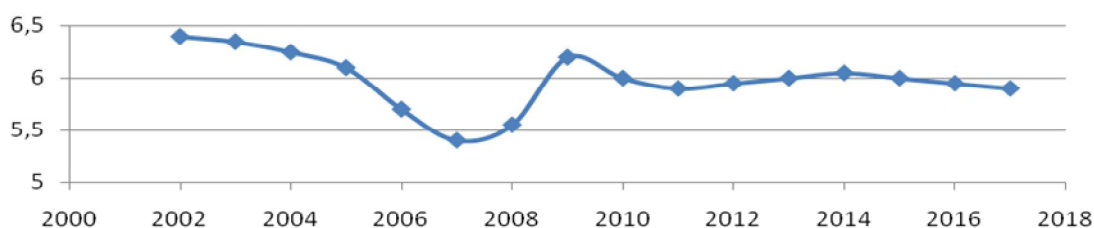


Fig. 2. The unemployment rate in the world, the proportion of the economically active population (%)

Source: [7]

Demand and supply of labor in Ukraine in 2013 are shown in the table 1, and the employment structure by economic activities in 2000–2012 in Ukraine – in the table 2 [8].

Table 1

Supply and demand of labor in Ukraine in 2013

| Months | Quantity of registered unemployed, thousands of people | Enterprises' demand to fill vacancies, thousands of people | Quantity of registered unemployed per 10 vacancies, individuals |
|-----------|--------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------|
| January | 564.5 | 54.1 | 104 |
| February | 589.1 | 59.0 | 100 |
| March | 571.6 | 67.8 | 84 |
| April | 534.7 | 69.5 | 77 |
| May | 501.0 | 75.0 | 67 |
| June | 465.3 | 78.7 | 59 |
| July | 451.5 | 79.7 | 57 |
| August | 435.4 | 88.6 | 49 |
| September | 422.1 | 88.7 | 48 |
| October | 394.6 | 77.6 | 51 |
| November | 423.8 | 67.8 | 63 |
| December | 487.7 | 47.5 | 103 |

Source: [8]

It should be noted though that the official supply and demand, as reflected by comparison of the quantity of vacant places provided by employers to employment centers and registered unemployed, does not properly reflect the real state of the labor market; it ignores the nuances of the modern labor market in Ukraine [9].

Table 2

Employed population by economic activities in 2000–2012, thousands of people

| Economic activities | Years | | | | | | | | | | |
|----------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
| Total | 20091.2 | 20163.3 | 20295.7 | 20680.0 | 20730.4 | 20904.7 | 20972.3 | 20191.5 | 20266.0 | 20324.2 | 20354.3 |
| Agriculture, hunting, forestry, fishing and fish farming | 4135.8 | 4105.7 | 3998.3 | 4005.5 | 3652.6 | 3484.5 | 3322.1 | 3152.2 | 3115.6 | 3410.3 | 3506.7 |
| Industry | 4220.4 | 4123.2 | 4077.1 | 4072.4 | 4036.9 | 3973.0 | 3871.4 | 3546.9 | 3461.5 | 3352.7 | 3303.6 |
| Construction | 838.9 | 833.5 | 907.5 | 941.5 | 987.1 | 1030.2 | 1043.4 | 966.2 | 943.0 | 924.5 | 902.2 |
| Trade, repairation. Hotels and restaurants | 3657.1 | 3752.4 | 3971.2 | 4175.2 | 4403.9 | 4564.4 | 4744.4 | 4729.1 | 4832.0 | 4865.0 | 4894.1 |
| Transport and communication | 1353.5 | 1361.4 | 1374.9 | 1400.5 | 1428.3 | 1451.9 | 1465.8 | 1387.9 | 1389.7 | 1379.5 | 1361.3 |
| Financing activities | 178.0 | 190.3 | 216.1 | 247.9 | 283.9 | 344.4 | 394.9 | 351.4 | 332.8 | 350.6 | 324.3 |
| Real estate, renting, services | 848.2 | 914.8 | 919.9 | 966.6 | 1041.9 | 1134.7 | 1150.4 | 1148.9 | 1153.2 | 1187.5 | 1202.5 |
| State management | 1183.4 | 1170.6 | 1050.2 | 1028.9 | 1033.7 | 1036.4 | 1067.5 | 1078.6 | 1223.8 | 1055.5 | 1079.4 |
| Education | 1630.3 | 1637.2 | 1648.7 | 1668.2 | 1690.5 | 1693.7 | 1702.4 | 1698.4 | 1688.3 | 1677.6 | 1672.9 |
| Health care and social assistance | 1359.8 | 1366.5 | 1348.9 | 1356.6 | 1356.7 | 1359.0 | 1369.9 | 1348.1 | 1341.4 | 1320.8 | 1309.9 |
| Other activities | 685.8 | 707.7 | 782.9 | 816.7 | 814.9 | 832.5 | 840.1 | 783.8 | 784.7 | 800.2 | 797.4 |

Source: [8]

Labor market research is an integral part of the enterprise's personnel marketing system, which aims to meet its qualitative and quantitative requirements for vacancies and its demand for labor. Usage of the personnel marketing tools allows us to estimate the "quality" of existing staff and potential employees and offer the best combination of skills level and number of employees.

The purpose of such market research is not only to study the qualitative and quantitative characteristics and dynamics of demand and supply of labor from the perspectives of the market, but also to identify and study the characteristics of the labor as a product in order to effectively meet business needs for qualified personnel and ensure its competitiveness.

When conducting labor market research in order to provide enterprises with highly qualified personnel with relevant socio-psychological qualities it's necessary to organize a segmentation of the labor market, to divide an object of the study into segments. Segmentation model of the labor market in Ukraine may comprise three sections, covering seven segments (table 3).

Table 3

Model of labor market segmentation in a transition economy

| Sector | Description of the sector | Segments |
|---------------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| First sector | Employed at the official (formal) economy | Entrepreneurs, managers, representatives of scarce occupations related to services |
| | | Highly qualified specialists in professions that are in demand in manufacturing |
| | | Representatives of various professions with various qualification, educational backgrounds, who, because of economic, organizational, structural adjustment, proved to be excessive |
| | | Employees who for various reasons are unable to find stable jobs – marginal groups of population |
| Second sector | Employed both in formal and informal economy | People who work part time in the informal sector because of the insufficient income from formal employment; employees who use their positions in the formal economy in order to obtain illegal income and benefits |
| Third sector | Employed in informal economy | Employed in profitable illegal business mainly of criminal nature |
| | | Representatives of various types of self-employment |

Source: [2]

In developed countries there are slightly different approaches to the segmentation of the labor market:

- Small, but highly stable segment of executives with high social status;
- Staff and office workers, who compete in the labor market but have secure jobs;
- Manual workers who as a result of restructuring suffer from production decline;
- Workers of labor consuming sectors with low productivity whose occupations are excessive in the labor market;
- The most vulnerable categories of workers: young people, the elderly, people with physical and mental disabilities, the chronically unemployed [10].

We propose to carry out the Ukrainian labor market research by following stages:

1. Identification of problems and formulation of research objectives.
2. Planning and organization of data collection.
3. Organizing and analyzing the data.
4. Preparation and presentation of the final report.

Let's consider and describe each stage separately.

1) Identification of the problem and purpose formulation.

The first stage of the marketing research is considered the most important because correctly identified problem and precise objectives of the research are the keys to its success. Defining the problem should be implemented both in general terms and by its individual components. Often the problems can be:

- Negative symptoms (decrease in market share of the enterprise, profitability, ROI etc.);
- The causes of negative symptoms (ineffective human resource management, marketing, poor organization of marketing research, unfavorable competitive environment, etc.).

Errors at this stage can lead to significant financial and time losses.

2) *Planning and organization of information gathering.*

This is the most lengthy and complex process of market research. To implement it one should:

- Select the sources of information.
- Identify methods and prepare necessary techniques (e.g., questionnaires).
- Develop a structure or plan of study and select the method of contacting with respondents.

Employment centers, centers of statistics and city administrations can be external sources of information. In addition information about the labor market and the competition can be found in magazines, newspapers, directories, firms' web-sites. Data should be gathered for a representative period of time (two-three years), which will enable to trace the dynamics and establish the patterns inherent in the analyzed market, identify trends in its development.

The most efficient way to get information is a survey of experts in the field of labor market and employees working in companies of a certain area. But this method of data collection requires personal meetings with the respondents, that is not always possible.

Before collecting the information it's necessary to develop a plan of study. The structure of the marketing research is formed on the basis of the answers to the following questions: What should be investigated? What information should be collected? Who will collect the data? What methods of data collection should be used? When and where information should be gathered? How much will the research cost? What is the duration of the period of data collection?

In table 4 an example of the formation of the marketing research plan for a specific labor market is presented.

Table 4

An example of the formation of a market research plan for the area N

| Research elements | Specific, features of the various elements of the research |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objects of research | Enterprises of the area N / competing companies, employees of companies of the area, etc. |
| Members | Marketing and HR manager, marketer |
| Applied methods | Factor analysis |
| Methods of gathering information | Interview (telephone / personal), survey, information gathered from the media |
| Factors influencing information collecting | Factors affecting the supply of labor: the dynamics of the working age population, the structure of the working force by sex, age, migration of workers. Factors determining the demand for labor: the number of vacancies; vacancies, which are hard to fill up; demand for employees; formation of new jobs; the dynamics of staff turnover, etc. |
| Events and their deadlines | 04.03.2014 – sending an official request to the Employment center and Statistics center of the area N; 19.03.2014 – participation in the “Job Fair”; 23.03, 04.04, 21.04.2014 – meetings with applicants; till 03.05.2014 – systematization and analysis of data; till 15.05.2014 – preparation of the final report/ guidelines development; 20.05.2014 – presentation of the results to the company management. |
| The planned budget | 20 000 UAH |
| Planned period of research | Start: 03.03.2014. End: 05.20.2014 |

3) *Organizing and analyzing information.*

Marketing information organizing occurs usually after completion of data collection from all sources in order to facilitate further analysis of the data.

For the analysis of the marketing information we can use various methods, in particular – a factor analysis, which involves a series of successive operations: determination of factors, which will be

analyzed, and then the collected information systematization in the database. Summarized information for each factor is grouped in the form of analytical tables, graphs.

Factors affecting the demand and supply of labor can be, for example, demographic:

- The dynamics of the working population in the district;
- The dynamics of the structure of the working population by sex, age, level of education;
- Labor migration;
- Changes in the number of officially registered unemployed;
- The dynamics of labor demand (fig. 3);
- Level of the workforce qualification etc.

As shown in fig. 3, 2013 was a year of relatively positive trend in the domestic labor market. Contrary to the tradition of spring and autumn growth, the most active period was the summer of 2013. Those three summer months were the peak moments of the growing number of vacancies relative to the beginning of the year. By the end of the year both seekers and employers started to post as many ads as it was in January 2013. This trend is due to the challenging economic and political circumstances in the country.

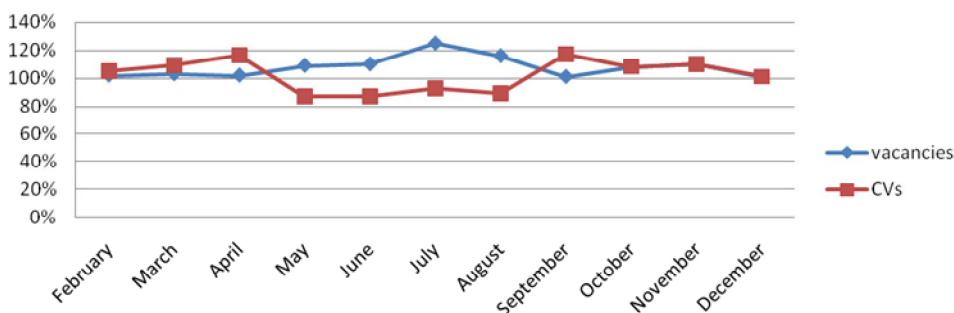


Fig. 3. The dynamics of vacancies and CV's quantity in Ukraine in 2013, % (the level of January 2013 is taken as 100 %)

Source: [11]

An important factor in the analysis of the labor market is to assess the scarcest categories of professionals, and the amount and structure of existing vacancies.

In addition, it's necessary to analyze the level of wages and compensation for certain positions in order to make predictions for the future. It is necessary to consider the dynamic of changes in the level of wages in Ukraine in comparison to previous years (fig. 4).

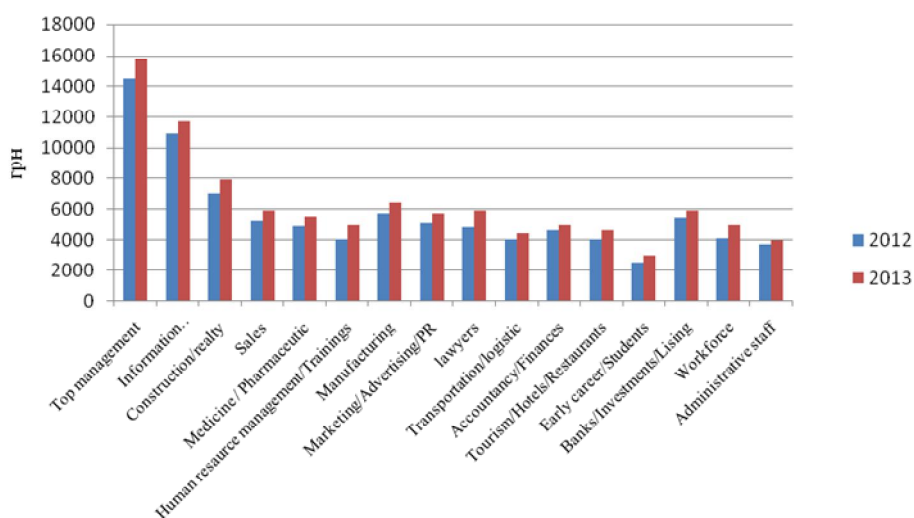


Fig. 4. Average wages in 2012-2013 in Ukraine by industries

Source: [11]

Due to the fact that the labor market is a special market where not only the need for labor is satisfied, but also the employees are looking for jobs, that would satisfy them, it is necessary to analyze the motivations of the people and determine its factors.

One of the key areas of the marketing research on labor market should also be competitors' activity. It is important to collect information necessary to further ensure a competitive advantage in the marketplace. In analyzing the competitive environment the following factors are considered: the rivals' scope of business, staff, wages and benefits, strengths and weaknesses, future plans etc. As competitors in the "staff war" in the certain territory can act not only firms of similar scope, but also companies that engage office workers, young people without experience, etc. in their work.

After the systematization of the data it is necessary to assess whether collected information is sufficient or a further study is required.

4) Final report preparation and presentation.

The report on the results of the research is generally prepared in two ways: a detailed and shortened. The first is a technical document intended for HR staff. Brief report prepared for leaders of the company contains a summary of the main results, conclusions and recommendations (in this case it is not overloaded with technical and methodological information, source documents etc.).

The report may include the following sections (their composition depends on the objectives of the research): 1) the characteristics of the labor market, its trends, 2) an analysis of the demand for labor, 3) the amount and structure of jobs, 4) an overview of payment (compensation), 5) analysis of the competitive environment, 6) general conclusions and recommendations.

The presentation of the results in this report is built around the goals and objectives of the study. Conclusions should be based on the received data, and recommendations should present suggestions for further appropriate action. Usually HR staff prepares for top managers an oral presentation of research results, conclusions and recommendations.

Conclusions and further research prospects. The current mechanism of functioning of the labor market should ensure the realization of the free choice of profession, industry and place of work, free movement of labor between regions, industries, usually encouraged by priorities, skills and education, the improvement of living conditions and employment etc.

Labor market research is defined as an integral part of the enterprise's personnel marketing system, which aims to meet its qualitative and quantitative requirements for vacancies and its demand for labor. The plan of market research of labor market in Ukraine is proposed and it includes four stages: 1. Identification of the problems and formulation of the research objectives, 2. Planning and organizing of information collecting, 3. Organizing and analyzing the collected data, 4. Preparation and presentation of the final report.

The unemployment rate in the world is expected to decrease in 2015–2018, while in Ukraine it is increasing and general growth rate of the domestic labor market is slowing down. Further research in this area may in particular relate to the development of the main ways of improving the labor market regulation.

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