LINKING MARKETING AND HUMAN RESOURCES RECRUITMENT TO OBTAIN ORGANIZATIONAL EFFICIENCY

Phd student Nicoleta Valentina FLOREA
University Valahia of Targoviste

Abstract:
In times of rapid change and technical change, in a complex and dynamic environment, organizations must strive for superiority, in order to survive and to serve the clients who want more quality and lower price. Corporate leaders and human resources strategists have to take up this challenge of changing work attitudes across the organization. This involves guiding, leading, enabling and motivating people. This article is looking at aligning marketing with recruitment efforts, to obtain organizational performance. Anticipating customers' needs, the organization develop specific plans of recruitment, selection and retention of those candidates who satisfy these needs at the highest level. Only anticipating and retaining those "right people at the right time", an organization may obtain success into a global, dynamic and changing environment.

Keywords: human resources recruitment, advertising, recruitment marketing, recruitment strategies, efficiency.

Introduction

The socioeconomic changes taking place in today's workplace have an important impact on human resources recruitment and selection. Today more than ever before, effective recruitment and selection matter(Catano, Wiesner and Hackett, 2010).

Personal recruitment is an essential and difficult activity, wich has an important influence over the whole activity. Human factor is recognized as being one of the key factors through wich is obtained organizational success(Porter, 1990). Recruitment processes have evolved more and more in the last period and organizations realized that their success depends on their ability to attract, develop and retain talented people. Organizations could choose in recruitment processes candidates well prepared, but now is very difficult to find a good candidate(Holbeche, 2001). Before employment, organizations must locate the candidates which are interested in working in these organizations(Sims, 2002). Recruitment is consisting in some activities used by the organization to attract candidates with those qualifications needed for the job. The recruitment process consists of several stages from recruitment preparation, when is identified the need for recruitment, to the receiving and the integration of the new employee into the organization(Guillot-Soulez, 2009). The objectives of recruitment are developing of tools and methods wich allows to organization to recruit competent persons; helping the organization with developing specific programmes for the different organization' services; identifying the persons wich can fit to the organization and its culture. The recruitment process is the most known dimension of human resources management(Benchemam and Galindo, 2009). The recruitment is the most

visible practice of human resources management from outside the organization, both for the candidates and for the general public, whose manifestations are tangible(Cadin, Guerin and Pigeyre, 2009). A candidate recruiting is a chain composed of many operations, wich are relatively simple, but none must be omitted or neglected. If only one will be neglected, then the whole process is compromised(Jues., 2002). The recruitment is a process of searching the future candidates and their stimulation in submitting their resumes for the vacancy(Pattanayak, 2005).

The results of this practice have **economical impact** and **social impact** over the organization and its image and **psychologica**l **impact** over the candidates(by loosing self-confidence, esteem and trust in the organization)(Sutter, 2007).

Recruitment suppose developing a procedure which have to attract enough candidates well trained, with qualifications, competences and skills and enough motivated to submit for the job. Recruitment suppose those actions made by the organization in order to attract those candidates with those competencies necessary to immediately or in the next future apply for the vacancy(Lakhdar and al., 2001). The quality of recruitment is the result of the fit between the candidate and the need for recruitment(Peretti, 2008). The weaknesses and the strengths of recruitment process consist in the realism of the process and in the rich of the sources necessary for information about the candidates.

Recruitment marketing-choosing effective recruitment strategies and sources

Recruitment strategies

Recruitment means more then finding as many candidates as possible, means finding enough quality candidates from wich the organization may choose.

Recruitment has three major purposes(Gatewood, Field and Barrick, 2008):

• to develop an appropriate number of applicants(e.g., ten for each open position) while keeping costs reasonable;

• to meet the organization's legal and social obligations;

• to help increase the success rate of the selection process by reducing the percentage of applicants who are either poorly qualified or have the wrong skills.

The recruitment marketing suppose the choose of an efficient recruitment strategy in order to grow the organizational performances. In each organization there are different types of **recruitment strategies**, wich are consciously made or structured, made in written form or not, wich are depending on the syze of the organization, on its organizational culture. This will reflect their recruitment politics, their recruitment activity and the results obtained by the recruitment team. The means of recruitment must be in concordance with the recruitment strategy. In the absence of a clear strategy, the means risk to be misfit. The recruitment strategy gives sense to its recruitment actions, the recruiters and the candidates. This is in concordance with the organizational strategy, its objectives and its resources. Once established the recruitment strategy, the organization can establish the ways to enforce and to establish the specific actions.

A strategy is the plan for attracting the right people and choosing which activities(using Internet, visiting college campuses, and writing advertising) the organization will use, when these activities will be done, and how they will be done(Gatewood, Field and Barrick, 2008).

This plan consists in establishing:

- the recruitment sources(ways to reach people);
- the recruitment personnel(who does the recruiting);
- the recruitment content(what information is presented);
- the recruitment administration(the responses to the candidates).
- Haire identified in 1959(Price, 2000) two recruitment strategies.

1.The fitness strategy- the fit of candidate with the job- the candidate is considered a variable in this process and the job is considered fixed. People are perceived as having certain skills and experiences to fulfill the tasks.

The process follows some logical sequences and put questions like:

-what tasks and responsibilities will have this job?

-what knowledge, skills and aptitudes will be needed?

-how can be identified these criterion to potential candidates?

This process suppose finding the most fitted or the the best candidate for the job. It is needed that the organization to be interested in fitting the man with the job, without discrimination and ethical not to reduce the creativity and the diversity(Price, 2000).

2.The malleability strategy- suppose finding those persons wich are fitting to the organization, having the right mix of skills and qualities to fit to the organizational culture. In generally, the right persons are young people without any experience or training. This approach is specific for Japaneze firms(Whitehill, 1991) and the results are homogenous.

Both strategies look forword, the first focusing on the job structure and the second on the organizational culture.

Price find in 1997 a third strategy, that of the flexibility, which is focusing on finding flexible employees, prepared for the future challenges.

3. The flexibility strategy- suppose finding those adaptable persons, with malleable personality, wich can fulfill different tasks and was trained before, open to new and to face the challenges(Price, 2000).

The malleability and the flexibility strategy suppose recruiting candidates from the inside the organization, and transmit the advertising through notes, posters, newsletters and intranet. Germany and Japan prefer the malleability strategy, to fit the candidates to the organizational culture, and USA and UK prefer the fitness strategy and recruitment from outside(Price, 2000). The recruitment efficiency is crucial for the organizational success[Barber A., 1998]. The key decision is the organization recruit from the outside or the inside the organization(Bach, 2005).

Recruitment marketing is very expensive, both financial and in time terms(Price, 2000).

Other recruitment strategies:

4.General recruitment- it is a strategy addressed to public and its goal is to recruit for activity which not need special skills.

5.Specific recruitment- it is a strategy for recruiting from target groups chosen upon the activities which will be undertaken. Through this strategy are recruited candidates with special skills and knowledge.

6.Concentric recruitment- it is a strategy where existing employees attract new candidates or the recruitment is addressed to the groups in the close proximity of the organization, or known groups. This type of recruitment has the advantage of the group which is familiar with the organization activities, and the chances to attract the best candidates are bigger.

7.Closed system recruitment- is a strategy by which are recruited candidates from closed systems, such as schools, an organization, a military

unit or any group, which its members interact frequently and show a high degree of identification with the group. This strategy suppose creation of a culture of implication and its members accept its activities as being a positive action, supporting continuously the implication.

8. Mass recruitment- it is the newest trend in recruitment strategy that Romanian organizations appeal to recruit their future employees. There are many organizations that has big projects that imply the recruitment of a big number of employees in a short period(1-2 years)(e.g. retail).

The recruitment process is taking place on three levels(Kandula, 2006):

-strategic level(define the objectives, the politics and describe the jobs); are develop the candidate qualities; are designed the internal and the external systems who reflect the future business.

-managerial level(develop the recruitment plans on short term, the quality and the quantity of human resources, analyze the market conditions); -are validating the selection criteria; - are developed the recruitment plans; -are looking for new markets.

-operational level(implementation of recruitment plans) ; are developed the recruitment plans.

Recruitment sources

Recruiting form internal sources

Most organizations recruit from outside if only from inside it can be recruited a candidate(Benchemam and Galindo, 2009).

Internal recruitment sources:
-data banks of former employees;
-display and posters;
-intranet- One of the most common examples of combined *Intranet/Internet* applications are corporate recruiting systems(Doran, 2001). Through the Internet, HR can develop a powerful recruitment program that helps manage the highly competitive and time-consuming process of finding skilled personnel. Many organizations have a corporate policy to recruit first within the company. This is sometime due to a collective agreement but also because of a corporate culture that promotes the development of its own employees. In this case the organizations are using Intranet recruiting systems where the jobs are posted and accessible only to its employees. "It would seem that the Internet and Intranet were created specifically for human resources"- Al Doran, 2001.

-conferences,
-meetings or round table;
-work notes and internal journal;
-newsletter;
-data banks with spontaneous applications- often, at organization headquarters arrive job requests(verbal- through telephone or written- CVs, intention letters) that some persons are interested to offer their services hoping that they will be accepted. If organizations keep such an evidence, than this is a cheap source and often offers qualitative results. Each year large organizations receive thousands of spontaneous applications. These CVs are not send especially for a vacancy(Bournois and al., 2007). This is an interesting resource for the organization, because it is making no effort in prospecting the work market. Cite Generale receive 200,000 of spontaneous applications per year, L'Oreal received 206,500 of spontaneous applications in 2005 and represent 35% from the whole received applications. Some organizations after Internet posting of vacancies, stores the Cvs which arrive after the closing date into a data base which can be easy to analyze.

-recruitment based on recommendations- when organizations ask to their employees to present persons with certain qualities and knowledge for a vacancy, the

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employees can indicate valuable persons, and as a result are efficient employments. One of the desadvantages would be that the recommended person could not be available or will not take the offer.

Recruiting from external sources

A.Sources considered expensive:

A.1.Organizations' sources

-media advertising(newspapers and magazines)- in recruitment advertising it is preferable to appear the organization name and its profile, its responsibilities, personal and professional attributs, the advantages offered by the organization, the way to contact the organization and the way of submitting the CV(Panisoara and Panisoara, 2007). ;

-radio and TV advertising- is an expensive method but is the most used method in recruitment and in getting to many candidates(Bach, 2005).

-display in places with high traffic(intersections, transportation, beaches).

A.2.Intermediaries sources(outsearching the recruitment process)

-public agencies of placement and recruitment(with immediate payment of employer or of the candidate, or the "success fee")- many organizations offer services on a fee(Price, 2000) to obtain temporary employees and ask a percent from the annual salary of the candidate(e.g. a year). Private offices identifies the candidates through they own means and have direct contact with them(the cost raises on 30-33% from the annual salary of the candidate)(Peretti, 2010). Using this method it is reduced the time necessary for employments and the recruitment costs. But now the recruitment agencies have lose their popularity, due to Internet recruitment development(Bach, 2005).

-using temporary employees- leasing organizations lease to the organizations wich need personnel on short periods: full-time or part-time. The employees are payed by the organization wich lease and if this employees are missing from the work, they are easy replaced, to ensure the quality activity. A survey made by American Association of Human Resources, 90% from US organizations are using external collaborators. Firms of temporary services receive a tax charge a fee, depending on their skills, their qualification and the number of hours worked by the personnel[Pell A., 2008]. To adjust the personnel fluctuations organization take into consideration the leasing of human resources to avoid pension liabilities, insurance or other benefits(Pattanyak, 2005).

-head-hunting- is recommended using of a head-hunter in searching the top functions, due to the reduce number of personnel fit for this job, and this is facilitating the way to get to it(Armstrong, 2006). It is perceived a tax between 30-50% from the annually salary of the candidate. It is a semi-formal recruitment method for management jobs and perceive a big tax(Price, 2000). Head-hunter is looking for the potential candidates in competition business, in professional lists, or contact specialist persons. As the search area is vast, the success to find the right person for the job is bigger.

B.Sources considered cheap:

b1.e-recruitment- many organizations present their vacancies on their own web-page[Pell A., 2008]. Web-site is a rapid and cheap recruitment source(Price, 2000) and may be very efficient in retaining employees on long term in organization(Bach, 2005). It has been demonstrated that if the candidates submitt all by themself there are tempted to remain employee much

longer in the organization, than using other recruitment channel(Decker and Cornelius, 1979). Begining with 1990 the use of Internet in recruitment process continued to develop more and more. Internet has modified the recruitment practices for organization and for candidates, too(Guillot-Soulez, 2009). 82% of organizations use web-site to attract candidates and use online advertising(Czerny, 2004). Cisco mentioned that one of using Internet as recruitment source is that the advertise get to those persones wich actually do not search actively for a job. The organizations have reduced their recruitment costs with 85% using on-line advertising(Bach, 2005).

Types of e-recruitment:

-*job sites*- these are operated by specialized firms and can contain over 100,000 vacancies with 6 or 7 million "hits" a months. Companies pay to have jobs listed on the sites, wich are not usually linked to agencies.

-*agency sites*- are run by established recruitment agencies. Candidates register online but may be expected to discuss their details in person before their details are forwarded to a prospective employer.

-*media sites*- which may simply contain a copy of an advertisement appearing in the press, but may include an external description of the vacancy and the company and provide a link to the company's website.

-*interactive web page or panel survey* – many organizations implemented this type of recruitment and it is addressed to students(e.g. Tesco)(Stredwick, 2000).

-*E-college recruiting*- managers now use e-mail and web to bypass campus career centres, and e-letter students with exciting information to get them interested in their career. Resume robots and people finder programs identify candidates effortlessly. Testing the technical skills online is now done before interviewing any candidate.

Electronic profiles allow applicants to apply without having an updated resume, because with web TV, all interviewers are done long distance on the web.

-*Cvteque* is a database formed by existing resumes on the Internet(Guillot-Soulez, 2009);

-*blog employment(le blog-emploi):* some candidates choose to submit their applications on blog and some sites offer recruitment administration of these blogs;

-*recruitment through SMS*: using SMS in recruitment start develop in France; this method is used especially to recruit for a job for the last minute, or for specialized jobs or for mass recruitment;

-*virtual proffessionl networks*: it refers to sites on the Internet to build professional networks (ex. Viadeo, Xing).

-*job dating*- this method is often coupled with job boards and other recruitment methods: more organizations are grouping on the same site and make quick connections with the employees to convince them candidate(Benchemam and Galindo, 2009);

-*speed dating***-** allows the meeting between candidate and recruitor as soon as possible.

b2.events(in schools, colleges and firms)- many employers maintain an open relationship with higher education institutions and vocational schools or highschools. These offers, usually, are cyclical, once per year, when graduating. There are many ways of maintaining these relationships, through temporary employment of students, until graduation or by Internship, which suppose part-time employment and has a double role: student are wining experience and the organizations analyze their performances in order to hire the best. This method consists in choosing directly from schools and universities young graduates and form

sustainable relationships(Bournois and al., 2007).

These relationships consists of:

b2.1.participation on schools' employment forums- the organizations are opening stands which allows candidates to inform them about the organization, their recruitment politics, are receiving CVs, and take information from the candidates for possible interviews. This is an important occasion to make oneself known, to communicate and to show their image among candidates. Forum is an interesting resource in obtaining applications, with condition of being clear and coherent to satisfy the recruitment needs of the organization. For example, Societe General participate at 150 forums in France and abroad, Danone at 50 forums annual in engineering and trade and L'Oreal participate in scholar, student and graduates forums, national and abroad(Bournois and al., 2007).

b2.2.establishing pedagogical partnerships- the organizations share with students original and attractive proposing in order to tempt them apply and retain the best. The firms organize temathic dinner, institutional presentations, informational reunions, interview programming, organizational plays. These partnerships are a relative solid recruitment source and organizations may choose a partnership by its needs(Bournois and al., 2007). For example, Bouygues Construction organize every year a national game, Defi Bouygues Construction , where are participating 16 known engineering and trade schools from Europe. Their goal is to attract talents and Bouygues is stating as a reference employer. Danone has developed a strategic game, called TRUST, with acting in different situation, like work team, wich have place at national and international level (www.trustbydanone.com). In 2006, L'Oreal established a partnership with 215 schools worlwide and 25 from

France. Total established a pedagogical partnership with Port Harcourt University from Nigeria, and Renault putt the bases of conducting some courses in France with Japoneze, Coreeans and Brasilian students.

b2.3.establishing financial partnerships- these partnerships consist in financing a festive or sport event organized by an association or a humanitarian, economic or political project. The partner organization may develop a privileged contact with the association members, demonstrating dynamism, leadership, maturity and initiative(Bournois and al., 2007).

b2.4.hireing young diplomats- organizing visits which allow organization to make itself known and find interesting candidates or renew contacts with young graduates[Bournois F. and al., 2007]. UNILOG has recruited 582 persons in 2003 and 63% of them were young graduates; L'Oreal has recruited 2200 persons in 2005 of wich 550 had less than 25 years and 850 were between 25 and 30 years; 520 were without experience and 690 with an experience more than 6 years. Technip recruited 116 colaborators of which 42 had less than 25 years. Danone recruit almost all junior candidates and Renault recruit an average of 75% young graduates with less than 3 years of experience.

b2.5.professional placement centres- lately, in Romania appeared a serial of placement programs and professional conversion wich offer these services for free to organizations and for unemployeed, due to social development programs financed by EU.

b2.6.professional trade unions- some organizations recruit through this unions, where choosing is limited, but there is a certitude regarding their skills.

b2.7.government agencies- in Romania there is National Agency for Occupation and Professional Training, who offers, through their Local Agencies such services. Labour supply is cheap

but is still limited. Lately this method was seen like the "Cinderella" in recruitment process and it has been specialized in jobs with low qualitative level and unemployed(Price, 2000). The services are free of charge for organization and candidates, too.

b2.8.professional associations- are professional associations with similar specializations, who work in a specific domain and form a service specialized in placing human resources. The offer is limited but exists the certitude that the future employees are qualified and professionals. These associations often offer precious help in searching candidates(Bournois and al., 2007). Thus, are putted yearbooks at the organization disposals and an updated contact network. The employer uses these yearbook when they need qualified and experienced people who can help the young graduates.

b2.9.co-optation systems- certain organizations ask their employees to be spokesperson in their groups of friends and colleagues and convince them to candidate for a vacancy(Bournois and al., 2007). Such a method offers the advantage of receiving quality applications and the employe becomes "The moral guarantor" of the candidate and facilitate the new employee integration.

Bouygues Construction has a favourable co-optation technique by offering their employees, wich favored the recruitment of a new employee, shopping vouchers FNAC/Printemps/La Redoute, and the offered amount vary depending the level of co-optation. About 50% of recruitment process from Unilog and Business Objects is made by co-optation.

b2.10.job fairs- have the trend to specialize in certain jobs, such as professionals and technique areas(Pell, 2008). The organization rent a stand to attract candidates and offers leaflets and brochures with information about the job and make even interviews.

Certain firms organise their own fairs to advertise the vacancies. First, for weeks the organization make advertise on the radio or in media for the fair and then organise the fair in one of the buildings' organization.

b2.11.old trainee recruitment- some organizations are according a special attention to trainee recruitment[Bournois F. and al., 2007]. They are applying a medium- and long-term strategy called prerecruitment. Are evaluated the trainees experience, accumulated on the 4 months of training, and their successful integration into the organization. Many organizations apply this prerecruitment. L'Oreal has increased its trainees number from 2004 till 2005 by15%. Thus, L'Oreal recruited 2600 trainees worldwide(900 in France, of wich 60% are women).

b2.12.using media target- is the oldest used recruitment method and the simplest method used in recruitment advertising(Bournois and al., 2007). Also is the most understood, because the advertise is available to a big number of possible candidates, especially after the development of Internet use. Using advertising shows several advantages such as lower overall cost compared to the direct approach method; its spreading it is made to an audience large enough, obtaining varying candidates prophyle. An advertise to have the desired results, each media support must be adapted to the candidate type. Thus, the organization will choose between general media and specialized media. For example, French national newspapers(Le Monde, Le Figaro, Le Parisien) publishes once a week a page of advertising and have a great reputation among population. For local recruitment, advertising made in a regional newspaper will be more adapted and less costly.

b2.13."Open Day" events- the organizations use this method in order

to allow candidates to discover their work methods. Young graduates may know about organization activities, and the organizations may make known their products and services and can recruit from the present candidates(www.suaio.univ-lille2.fr/html).

b3.recruitment without CVs- this method it does not need any CV, diploma, or experience, and the organization, wich is not announcing its name(e.g., Auchan or Areva), distribute a survey to the candidates. The main goal of the organization is to see wich of the candidates understand its mission and the tasks of the vacancy(www.suaio.univ-lille2.fr/html).

Recruitment marketing- using advertising to attract candidates

An organization must start its recruitment efforts by specifying its objectives(Gatewood, Field and Barrick, 2008):

-how many individuals does it want to attract?

-with what knowledge, skills and aptitudes?

-what demographic diversity?, etc.

Developing advertising not just has to inform over the main features of the jobs, but has to attract the potential candidates. The means of communications must respect few rules, such as correctness of information, the clarity, the organization and the efficiency, the uniformity no matter if the support is written, electronic or oral (Sutter, 2007). Recruitment means "communicate what you know to do". The first part of the advertising includes information about the offer and the second part about the demand(candidate profile). Each organization being unique, the tools used should reflect its image and does not follow a specific recipe or use stereotypes.

The recruitment marketing must allow the coherency between the external image of the organization and the promises made to the candidates. The objective is to give trust to the employees. A new employee, wich discover that the social reality of the organization is not corresponding to with what it promised in recruitment advertising, will fill cheated and will not want to integrate into the teamwork and though it risks to be less devoted to the organization. The main goal of recruitment marketing is to ensure of the coherence between promises made and the reality of social life. Thus, the human resources specialist must have not only the technology, but the art to create pertinent advertising- a good advertising being the key to obtain recruitment success. External communication(advertising and Internet sites) are an indicator wich allows to analyze of the organization's health, the evolution of its strategies, employment politics and human resources administration. Symptoms of the organization's health are also the recruitment volume, the nature of work contracts, training and careers evolution,(Cadin, Guerin and Pigeyre, 2009). On recruitment advertise bases is the personnel specifications and job description (Bogathy, 2004; Cole, 2000). The formulation of recruitment advertising must not only inform about the main features of the vacancy, but to attract the potential candidates. To attract the best candidates and to achieve its objectives, the organization launches the recruitment advertising, in the country or abroad, depending on finding the best prepared candidates. The content of a recruitment advertising must: present the organization name and profile (its main activity) with brief references, because is a form of indirect advertising and the organization may become known; the organization with a good reputation will attract valuable candidates (Panisoara and Panisoara,

2007); provide enough details regarding the main features of the job. It won't be detailed the job responsibilities, but expressing the main directions of the job will help the potential candidates to identify if they are matching with their interests; summarize the basic attributes that should have the job holder; make necessary references to any desired attributes of the candidates to make them understand if they are incompatible with the job; set out the main conditions for employment and the desired advantages for the organization; establish to whom must be sent the papers required for a vacancy, the way to contact the organization (now is used more and more, besides phone and fax, the mail address, as affordable and fast application method, advantageous for the employer and for the candidate, too; respect the legal regulations(on the bases of ethics principles, equitation, equal opportunities and nondiscrimination(Peretti, 2003).

In the end the advertise must contain information about where, how and until the candidate can apply for the vacancy. The advertise details must be short but comprehensive. The advertise form varies, depending on the importance of the organization and the discrimination must be avoided[Lakhdar S. and all., 2001]. The composition of these advertising is also an important factor which contribute to the efficiency of recruitment(Panisoara and Panisoara, 2007) So, the human resources specialist must have the right technology and the art to communicate efficiently.

„The biggest danger for the organization is to show an false image about itself and not keep its promises made in the recruitment process" - Gunther Everart, recruitment manager.

Advertising - is the most efficient method of attracting the candidates. The question is where should appear the advertising, and if the recruitment must be made by the organization or by recruitment agencies(Armstrong, 2008).

The publication of a recruitment advertising may be a costly activity(Martin and Jackson, 2008) When is made an advertising, the organization must take into account certain factors: -the number and the place where are the potential candidates; -the cost of advertising- to be effective the advertising must attract a sufficient number of prepared candidates; -the frequency- the frequency that an organization wants to publish its advertising is important in choosing the publication; -themes and range of movement of the publication- an economic publication will be read by those who search working in this domain, and a general interest publications will attract more candidates and less prepared. The moment of advertising appearance is very important, especially if the chosen method are specialized newspapers and publications.

Publicity - is a vital element of recruitment process and is the most clear method of attracting the candidates(Paus, 2006). When is used this method, it must take into consideration three criteria: the cost, the speed and the probability to find the best candidates.

The main instruments of employment advertising are: local newspapers; national newspapers; technical/professional periodicals; centers of professional integration; other agencies; posters at the factory entrance(Cole, 2000). Organizations from United Kingdom to strength its market position in terms of advertising for employment, publish in the daily national certain categories of posts in a certain day of the weak(Cole, 2000). For example, The Times and The Daily Telegraph are publishing advertising for managerial positions in each Thursday. The Guardian publishes vacancies in education only Tuesday, and from

public sector only on Wednesdays. This system comes to help the organization which is looking for employees, and the employees who seek a new job, because both know exactly when is the "market day" for the followed type of the job. Specialized magazines usually appear once a month and address for a specific group of interests. Due to their predictable nature and their access to specific groups of potential employers, magazines represent an important tool in recruitment advertising. Another important advice is that section where the advertising appears must be on the odd page because they are generally read more often than from even page. The efficiency of an employment advertising can be appreciated about : - the number of information asked by the candidates ; -the number of applications ; -the degree of compatibility between the employees and their conditions.

When an organization make an advertising, it risks in a certain manner its own reputation and its public image. That is why some organizations make important efforts to establish a quality standard for all its employment advertising.

The success of advertising is highlighted by four steps(AIDA) :

- **A**ttention- because on the work market there are other competitors who look for good candidates, the advertising must capture the attention of target audience.

- **I**nterest- the advertising must be made to keep awake the candidate interest and to read all the content, to communicate interesting and attractive information about the job, the organization, employment conditions or the requested qualifications. It must be created the interest over the job, but it doesn't be unduly praised nor be overstated(Armstrong, 2008).

- **D**esire- the advertise must arouse the reader's desire to take the opportunity offered.

- **A**ction- the message must be written in a certain manner so to attract the look and to encourage to read it till the end, and to receive a sufficient number of applications(Armstrong, 2008).

A recruitment advertising should begin with an irresistible title and contain information about organization, the job and personnel qualifications (courses, experience), the wage and the location. The title is very important. The most simple and obviously approach is the describing of the job with bold letters. To attract attention, is recommended to specify the wage and the benefits. It is proven that the wage and the car are the most important in attracting the candidates, that is why must be specifically mentioned(Armstrong, 2008).

Conclusions

Effective recruitment practices can mean the difference between organization's success or failure. Differences in skills among candidates translate into performance differences on the job that have economic consequences. Empirical studies demonstrate that organizations using effective recruitment practices gain a competitive advantage in the marketplace.

To be successful, recruiters have to adopt a multi-channel approach to advertise their vacancies. Traditional methods, such as on-campus recruiting and advertising, now share resources with Internet and Intranet-based recruiting and niche advertising. Top companies find that targeting and recruiting specialized candidates is becoming increasingly difficult. With the need to fill highly technical positions make appeal to youth, women and minorities in the recruiting process, companies have started to create narrowly focused advertising materials customized specifically to appeal to the target groups. Employers use multiple advertising channels to advertise

available positions. The company feels that there is no "one size fits all" method for drawing the attention and interest of every quality candidate. Rather, it feels that to reach the largest possible pool of qualified applicants, the company must maximize its use of information channels.

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