

THE BRAND'S MANAGEMENT: A CHALLENGE FOR PROFESSIONALS IN HUMAN RESOURCES

Le management de marque: Un défi pour les professionnels en ressources humaines

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Abstract:

Today, companies are increasingly competing not only by their products, but also by the relation that they undertake to their human resources considered able to distinguish them from their redoubtable competitors. Therefore, companies must make every effort needed to be attractive in order to attract the best talent available. It is in this context that the employer brand and the organizational attraction are represented as important business issues. As part of this scientific research dealing with the branding through the marketing of human resources at LAFARGE, two qualitative studies (one external and one internal), for a sample of 30 people, have been realized to measure the attractiveness of LAFARGE of MOROCCO through its employer's brand.

The goal is to understand how the brand's management can be a lever of the human resources's performance. The perceptions of the attractiveness of LAFARGE's employer image of both: The primary target of recruitment (externally: graduates students from high insitutes) and internally (the qualified employees); showed that the marketing of human resources is a lever of attractiveness and retention of human resources, and have revealed the strengths and weaknesses of employer appeal that should be taken into consideration through a serious management of the brand in order to be distinguished from its competitors.

Key words: the brand's management, the marketing of human resources, employer's brand, retention, attractiveness, human resources.

Résumé :

Aujourd'hui, les organisations sont de plus en plus en concurrence non seulement par rapport à ce qui a trait à leurs produits, mais aussi par rapport à leurs ressources humaines: considérées comme susceptibles de les faire distinguer de leurs concurrents redoutables. Dès lors, les organisations doivent déployer tous les efforts nécessaires pour être attractives afin de séduire les meilleurs talents qui existent. C'est dans cette optique que l'image de marque de l'employeur et l'attraction organisationnelle figurent parmi les enjeux importants des organisations. Dans le cadre de cet article scientifique portant sur la gestion de la marque à travers le marketing des ressources humaines à LAFARGE, deux études qualitatives (une externe et une interne), pour un échantillon de 30 personnes, ont été réalisées pour mesurer l'attractivité de LAFARGE du MAROC à travers la marque employeur. L'objectif est de comprendre comment la gestion de la marque peut être un levier de la performance des ressources humaines. L'analyse des perceptions de l'attractivité de l'image d'employeur de LAFARGE des deux cibles à savoir: La cible principale du recrutement (externe: les lauréats des grandes écoles et instituts) et la cible interne (les salariés); a montré que le marketing des ressources humaines est un levier d'attractivité et de rétention des ressources humaines, et a révélé les forces et les faiblesses de l'attractivité qu'il convient de prendre en compte par une gestion sérieuse de la marque afin de se distinguer de ses concurrents.

Mots clés : Management de marque, Marketing RH, Image employeur, Attractivité, Fidélisation, Ressources humaines.

Introduction:

Attracting and retaining qualified staff as key tasks of HRM in post-industrialised working environments (Orlitzky, 2007) have gained importance due to an increasingly tight labour market for high qualified workers (Dögl and Holtbrügge, 2014). Recruitment strategies of organisations have become more competitive (Baum and Kabst, 2013) and diverse (Parry and Thyson, 2008), also in reaction to changes in employees' expectations of attractive employers (Broadbridge et al., 2009).

As a result of these societal and economic frameworks, the management of the employer brand, which aims at creating a unique value proposition to potential and existing employees (Martin et al., 2011), has become a vital management task (Bratton and Gold, 2012). Many, particularly large companies, have assigned this task to designated employer brand managers (EBMs), who usually operate within the marketing of human resources's departement (HRM). While many aspects of the effects and effectiveness of employer branding have been subject to scientific studies (Edwards, 2010), the perceptions of the individuals who represent the primary target of recruitment and the high qualified employees; has not yet been explored empirically in Morocco. This article contributes to HRM research by aiming a spotlight on the branding's management through the HR marketing; from our point of view it can be a key to attract and retain qualified human resources.

On top of that ; according to a survey conducted for IBM in 2010, 79% of global executives were predicting a dramatic increase in the complexity of the economic environment over the next five years, and about 50% of those bosses admitted that their organizations were not prepared for it. That's why; the marketing of human resources should be taken into consideration in order to attract and retain the qualified human resources who are going to maintain the performance and the competitiveness of organizations.

Marketing is traditionally defined as a set of techniques designed to promote, in a competitive context, products and services to a target. It therefore aims to increase the reputation of the product, the service or even the brand, to stimulate the intention to buy and to build customer loyalty. So, what relationship can we establish between the marketing function, which is customer-oriented, and the Human Resources function that manages employees within the company?

The combination of marketing terms on the one hand and human resources on the other hand may seem a priori incongruous, however, this alliance seems to be legitimate due to the economic, demographic, social, political and even moral.

The key word of marketing is now to achieve coherence, a harmony between the internal and external environment of the company. For example, the discrepancies that may exist between the advertising discourse of a brand and certain social and environmental practices, in particular, are no longer accepted by the public, for now the internal as well as the external environment are intimately linked. Human resources, in order to guarantee a good reputation of the company, now act in the same marketing logic, there must be no dissonance between the internal and external universe that are now mingled. That's why the branding management should be taken as a serious process and lever of performance.

This article focuses on the management of the brand through the HR marketing as a challenge of HR professionals, it aims to show that HR marketing is a lever for attractiveness and loyalty of qualified human resources. More specifically, this article aims to answer the following main research question: To what extent does the management of the brand through human resources marketing contribute to create a competitive advantage for LAFARGE?

In order to answer this question, we propose the following two main hypotheses of our research:

H1: the HR marketing represents a lever of attractiveness of the priority target of recruitment

H2: the HR marketing represents a lever of loyalty of the qualified internal workforce.

Thus, to answer our research's question, we will first explain in our theoretical framework the main concepts related to our subject, then we will discuss the methodology and analysis of the data in a second step; and then interpret the results obtained in a third step.

1. Theoretical frame :

1.1 The emergence and the definition of H.R's Marketing:

According to WIESEKE J., AHEARNE M., LAM SK., VAN DICK R (2009), the first authors to be interested in marketing applied to HR are known by their research on Marketing, were Hensel and Burke (1976) who have introduced into the marketing literature the concept of " HR marketing ".

1987 was the year of the first appearances devoted to internal marketing (LEVIONNOIS M, 1986). According to this author, HR marketing "is a set of methods and techniques that, implemented in a given order, will enable the company to further increase its level of performance in the interest of both its target of recruitment and its own employees ". Another book was published in 2006, defining HR marketing as "a marketing approach within the company that allows the company to design and promote ideas, projects or values to communicate through dialogue with employees so that they can express themselves, choose freely and ultimately encourage their involvement in the company "MORILLON L. quotes MICHON, (1988)

Rafiqand Ahmed (2000: 456) define HR marketing as: "a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate, and inter-functionally co-ordinate and integrate the definition of which has been taken up by Vrontis D., Thrassou A., Mat Zin R 2010).

We can thus conclude from the definitions that HR marketing covers the activities of HR services that aim to "sell" the employee status in the company considered to current or potential employees (recruitment). HR marketing therefore has an internal target (employees) and an external target (potential candidates) and loyalty and acquisition objectives.

1.2 Principles of HR Marketing :

1.2.1 Recruitment principles :

In a competitive environment increasingly characterized by a shortage of skilled labor, companies must be attractive. This is a real effort that needs to be made to develop what is known as the corporate image, in other words, "employ appeal". In this sense The definition of an "employ appeal" strategy represents a prelude to the implementation of HR marketing and thus becomes a hotspot, both in management of internal and external resources.

Therefore, the company needs to work introspectively to find talent as quickly as possible, whose skills represent the cornerstone of the company's organizational and economic performance. Thus, attracting the profiles sought consists in developing the brand image of the company by highlighting all the elements that constitute it: its specificity, its identity, the ideal to which it wants to tend, benefits the work environment in which it operates and possible career developments. The mix of these components will help define the attractive lines of attractiveness around which the company will decline its strategy of employ-appeal; which will attract the best talent.

1.2.2 Retention principles:

Employee's retention is based on the establishment of a long-term, individualized employer- employee relationship, based on commitment and trust. It seems possible to envisage applying this approach to HRM. The aim is to use these strategies in order to retain consumers, rather than the employees of the company. Stéphanie.A (2009) talks about the customization of the marketing offer and believes that it can be applied to the management of resources by using a set of strategies aimed at retaining consumers not as consumers is the case in marketing, the latter in HR marketing will rather aim to retain employees.

Peretti (2009) estimates that: "Customization is one of the new foundations of HR strategies. The use of such an approach can be explained in particular by the diversity of employees (age, training, values, experiences ...)".

It is in this sense to consider the employee as a customer, this approach leads the company to deploy organized seduction actions in order to promote the feeling of attachment and belonging of all its collaborators. It is then necessary to construct typologies of employees, according to their expectations, in the process of belonging they have with their company.

2. HR Marketing as a lever of a strategic's differentiation:

2.1 Presentation of the study's methodology :

The objective of this section is to analyze the perceptions of the different actors in our sample (graduates students from high insitutes & qualified collaborators), to understand how LAFARGE's Human Resources Marketing implementation can be an element of differentiation and a competitive advantage in a competitive external environment, based on data provided by our sample ; a return to theoretical resources, and a discussion that gives meaning to the results obtained from the analysis of the answers collected.

2.2 Research Issues :

The search for the best talents is not an innocuous step that leaves room for improvisation. On the contrary, it is precise, planned, tailor-made approach in which artistic vagueness is banned. In this context of scarcity of the skilled workforce it is necessary to be able to structure its approach in order to attract, integrate and retain the best collaborators of a company.

We have seen that a true war of talents is initiated and that the lust of the best potential is a subject more than current that requires to adopt a new mode of behavior HR to mainly attract the best talents. The marketing of Human Resources fits perfectly into this perennial logic and appears in the context of the context as an obvious or even an obligation to ensure the survival of the organization in an environment in perpetual change where nothing is acquired and still less the loyalty of employees.

2.3 Choice of research approach:

To carry out this research, we intend to adopt an interpretative approach based on two types of qualitative studies in the context of measuring the employer image of LAFARGE MOROCCO. The first qualitative study has an external nature; it will be intended to LAFARGE's main target of recruitment, graduates students from Moroccan's high insitutes, with at least two years of professional experience. The goal is to try to see why they did not choose LAFARGE as an employer.

The second one will be intended to the qualified HR employees; we will carried out internally from a representative sample of the six clusters based on practices of Human Resources marketong at LAFARGE.

2.4 Target population :

The completion of a study for both internal and external HR is essential to establish an inventory of our employer image with its two publics. The objective is to define a barometer of attractiveness and to observe in practice the strengths and weaknesses of LAFARGE's human resources management practices and areas for improvement. Thus the set of data relating to our target population is represented in the following tables:

Table 1: Sample of the internal study corresponding to LAFARGE employees

Manager	Function	Number
HR	Recruitment	3
	training	1
	Research and Development	1
Financial	accouting	1
	Control	1
Technical	Quality	1
	Performance and control	1
Logistic	procurement	2
Humuam exploitation	Health and security	2
Commercial	Marketing	2

Source: Prepared by the authors

Table n°2 : Sample of the external study corresponding to graduates insitutes's students:

Institute	diploma specialty	Number
Institute of engineering in public works (EHTP)	Construction Engineering	1
	Mecanichal engineering	1
	Electrichal engineering	1
Insitute of engineering in mineral industry (ENIM)	Energetic engineering	1
	quality	1
	Industriel Management	1
Insitute of Business and management (ISCAE)	audit accounting and cotrole	1
	Marketing	3
	Management of human ressources	2
Mohammadia Institute of Engineers (EMI)	Industrial Engineering	1
	Computer Engineering	1
	Mechanical Engineering	1

Source: Prepared by the author

3. Analysis of the results

3.1 Analysis of the external study on measuring the attractiveness of LAFARGE's employer image:

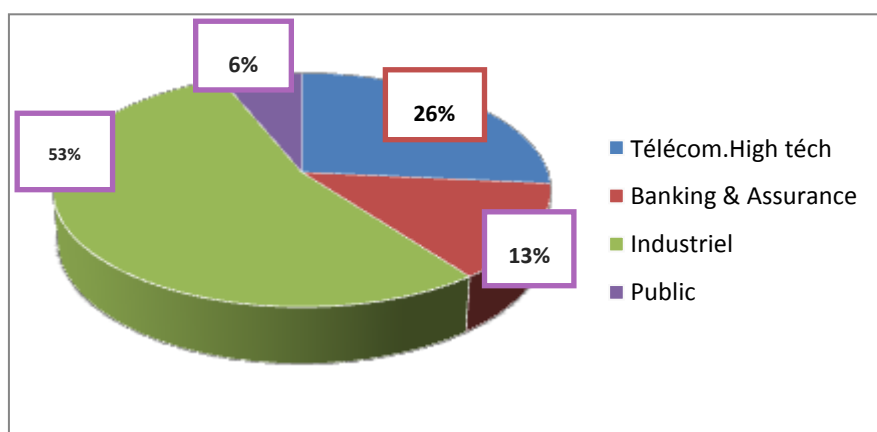
- **Content of the external interview:** We have built our questions around two main lines of reflection. The first one is oriented towards the candidate's experience, especially during his institute year and after graduation with his first professional experience. The second axis is much more focused on the perception of the respondent vis-à-vis the employer image of his current employer and that of LAFARGE.

3.1.1 Experience of the candidate:

➤ Internships :

internships conducted by respondents are as follows :

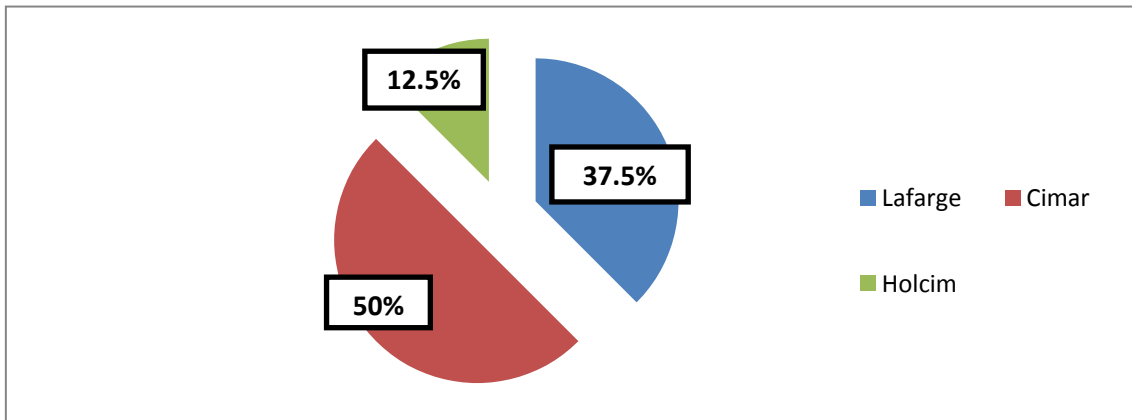
Figure 1: Internships by sector of activity



Source: Prepared by the authors

➤ Internships in the industry sector, especially in LAFARGE :

Figure 2: Work experience at LAFARGE



Source: Prepared by the author

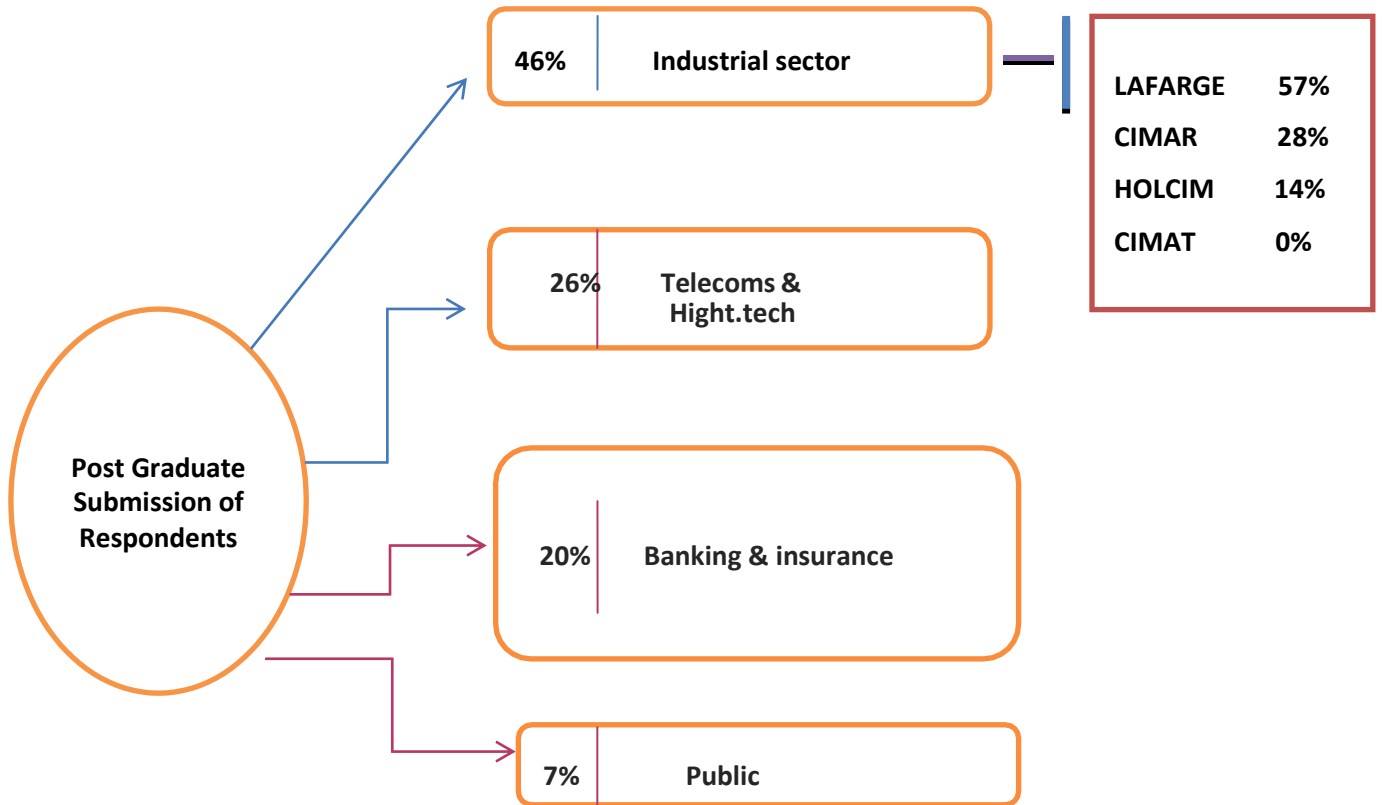
In the institute curriculum of the respondents, it appears that the sector receiving the greatest number of trainees is the industry sector with 53% (8 out of 15 interviewees). The Telecom and High Tech sector comes second, credited with 26% (4 out of 15 interviewees). The Banking & Insurance sector comes in third with 13% (2 out of 15), while work placements in the Public sector are close to 6% (one in 15 respondents). When LAFARGE is positioned at the level of its sector, LAFARGE is ranked second only to its main competitor, Ciment du Maroc, with 50% (4 persons). 8) versus 37.5% for Lafarge (3 out of 8 people). HOLCIM is at the bottom of the table with a traineeship of 12.5% (one person).

The two trainees of both competitors (Lafarge and Cimar) are largely responsible for the fact that the two sectors have nearly 1,000 employees (1000 employees in LAFARGE, compared to 997 in CIMAR). Another important point to note is that the "business" in the two above-mentioned companies is very abundant, which implies much more trainees needs compared to other competing companies in the same sector.

➤ **Nomination after graduation of the respondents:**

The industry sector largely leads in the choice of respondents:

Figure 3: Submission of applications



Source: Prepared by the author

Can be seen from Figure 3 that the tendency for respondents to apply after graduation converges more towards the industrial sector. Respondents' attitudes towards the choice of their future employers' potential tend to focus on this sector, which is the most attractive sector with 46% (7 out of 8) followed by the Telecoms and High Tech sectors with 26%. 4 out of 15 people). The Banking and Insurance sector, the first recruiter of trainees during their institute course, obtains only 20% (3 out of 15) of the applications. The Public sector comes in fourth place with 7% (one person).

When we look closely at the results obtained in the industrial sector, LAFARGE is credited with 57% (4 out of 7) compared with 28% (2 out of 7 interviewees) for CIMAR; 14% (ie one person out of 7) for HOLCIM, however no applications were submitted to the CIMAT group. Therefore, on the other hand, there is a reversal of the tendency of the respondents at the time of the submission of their candidature, taking into account their internships already carried out which were in favor of CIMAR and are concluded with a nomination in favor of LAFARGE. The difference between LAFARGE and CIMAR is considerable, which can be explained in part by the fact that LAFARGE represents a crossroads of skills for newly qualified candidates, the mixing of LAFARGE's capital with its multinational structure, its reputation in terms of climate.

Social and pleasant working environment may constitute criteria of choice at the time of application. The highlight; in relation to the application of respondents to LAFARGE; is the proportion of respondents who have never been summoned for a preliminary interview, representing half of them, with a percentage of 50% of the candidates (2 out of 4 candidates). Only 50% of the respondents, or 2 candidates out of 4, who have gone through the screening process and have been summoned for an interview. One of them Concerning the latter, he declares that the evaluation interview went well, while the other said that it did not proceed in good conditions and recurs on a recurring Human Resources has never contacted him after his interview even to announce a negative answer

3.1.2 The motivations of respondents who did not apply to LAFARGE :

For respondents who report that they have not applied for LAFARGE. (Which are of the order of 11). The main reasons cited by the candidates can be divided into 4 areas of reflection which we summarize as follows:

1. The most common reason given by candidates is that LAFARGE does not offer recruitment opportunities in line with their profile, particularly in terms of communication, marketing, legal, IT and finance ;
2. Other candidates argue that their choice not to apply to LAFARGE is due to their lack of interest in the industry sector ;
3. The geographical distance related to the location of the LAFARGE Company based on Casablanca was the argument most often mentioned by the ENIM winners; and the EMI preferring to work directly in Rabat ;

4. The last point raised by the candidates is the final internship which resulted in a pre-recruitment.

3.1.3 Perception and Attitude of the Respondent to LAFARGE as an Employer:

After surveying the experience and employment choices of the candidates, we focused on their perception and attitude to LAFARGE as an attractive employer. Respondents were asked to comment on 10 areas that covered the scope of human resources management. The different themes are as follows:

- 1 / Company that values skills
- 2 / Company that welcomes sharp profiles
- 3 / Company offering continuous training
- 4 / Company offering benefits
- 5 / Company that offers a pleasant social climate
- 6 / Company offering various career opportunities
- 7 / Company attentive to the needs and expectations of employees
- 8 / Company making efforts to retain its collaborators
- 9 / Company with a low turnover rate
- 10 / Company in permanent research of the best profile.

It appears in the light of the results obtained that LAFARGE is positioning itself as an attractive employer mainly at the level of the social component. It represents for the candidates a company offering social benefits in the same way as CIMAR with 40% (6/15) for both groups. On the other hand, LAFARGE stands out as a company with a pleasant social climate. Concerning this last point, LAFARGE is credited with 46% (7/15) as against 53% (8/15) (for CIMAR this is the highest score for this category. On the other hand, LAFARGE is credited with 26% (4/15), 33% (5/15) of the other categories, such as career management, permanent research in sharp profiles, skills development and continuing education. , 40% (6/15), and 26% (4/15). Indeed, it should be noted that LAFARGE is largely ahead of CIMAR in all aspects, which is credited with 53% (8/15) as regards and career management, and the permanent research of best profiles. In term of retention; the candidates expressed their skepticism significantly to the low turnover and the listening to the needs and expectations of the employees,. Indeed, all candidates felt that no company in the sector was listening to the

needs of employees, while 46% said that CIMAR is known for its efforts to retain its employees. Finally, all participants consider that no company has a low turnover rate. Always; **in term of retention** 60% of respondents (9/15) say they want to stay in their companies in the next 12 months, compared with only 20% (3/15) who say they want to leave on an equal footing with the undecided of the respondents.

3.2 Analysis of the internal study on LAFARGE's image as an attractive employer for LAFARGE employee :

In the context of measuring the image of an attractive employer, it is essential to probe the perception of the employees of the company. From the point of view of human resource marketing, we speak of "cliemployees". These cliemployees are the first prescribers of the employer's image of the LAFARGE company. In this qualitative logic, a semi-directive interview guide was designed and developed to be administered to 15 LAFARGE employees. Our sample consisted of 8 men and 7 women and its selection was made on the basis of the company's 6 poles. **The Contents of the interview covers all aspects of HRM and is organized around 10 key areas, namely:**

I- Experience of the collaborator & perception of LAFARGE

II- Corporate culture

III- Working environment

IV- Meritocracy – payment System

V-Communication

VI Management

VII- Annual Evaluation System

VIII-Training - Skills Development

IX- Career Management

X- The future of the collaborator in LAFARGE

3.2.1 Experience of the collaborator and perception of LAFARGE:

The first point addressed with the participants was their experience and their perception of the company before their integration and taking effective functions within LAFARGE. Thus, it appears that the choice of the company LAFARGE is articulated around three essential axes namely:

- the reputation of the structure.
- the satisfaction of individual needs.
- participation in the realization of a collective project

3.2.2 Appropriateness between the employer image of LAFARGE and the perception of employees :

Of the 15 collaborators surveyed, 13 said that their perception was in line with the reality they discovered during their integration. The main reasons mentioned by the remaining collaborators who discovered a discrepancy between their perception and reality revolve around career management that is not clearly defined. Some will evoke a "hindered" evolution, many blockages with unclear promotions

3.2.3 Corporate culture:

According to interviewees the prevailing culture in the company is a culture of leader oriented towards the production of quality goods and services. According to one of our interviewees: "It is a leading company in the sector, attentive to customer needs, offering an irreproachable quality of products, innovative products and services with better customer orientation" AH commercial. From a human resource management perspective, 6 of our respondents argue that benefits, attractive pay conditions, and the development of expertise are among the values supported by the company.

3.2.4 Working environment :

✚ The framework:

The premises are considered functional and adapted to the needs and the material resources made available to employees (IT, office furniture, vehicles ...) satisfactory.

✚ Organization and content of work :

The organization of work enables employees to reconcile work and private life. The content of the participants' work is judged (by 11 of our participants) interesting and motivating.

3.2.5 Meritocracy - Compensation System:

It should be noted that those who said that their efforts are recognized by the hierarchy are all executives. Recognition of the work of employees who feel that their work is acknowledged or sometimes little acknowledged is materialized by emails of thanks from the hierarchy, encouragement when the work is done well, assigning more important tasks, and than by end- of-year evaluations. However, three of our participants (all of whom are in charge of the services) report that their efforts go unnoticed and reply: "When the effort is recognized, more energy is deployed, more, unfortunately this is not always the case. "JA Purchasing and Logistics Manager.

At the level of accompaniment and support of the collaborators, one third of the participants declare themselves accompanied and supported in their work. However, 10 of our interviewees argue that they are not at all accompanied and supported.

Professional merit for the overwhelming majority of participants (11 out of 15 participants) is not rewarded fairly and equitably.

The evolution of compensation is judged by 10 of our participants as moderately satisfactory to unsatisfactory.

Concerning the bonus / compensation system, only one third of the participants considered that it was of quality compared to their contribution in the company. The remainder of the respondents who feel that they are at times of no quality compared to their contribution indicate that the bonus is essentially linked to the appreciation of the hierarchy and highlight the arbitrariness and the lack of transparency in the award of the bonus, hence the need to change the method of evaluation which would be more able to take into account the true contribution of each in the evolution of LAFARGE.

3.2.6 Communication :

Internal relations with colleagues and the supervisor are rated satisfactory and very satisfactory by two-thirds of respondents. Internal relations with HR stakeholders are rated satisfactory and very satisfactory by two thirds of the participants. The remaining third

considers its relationship with HR moderately satisfactory and proposes ways to improve it, which can be summarized as follows:

- + Need to have a permanent contact with the entity HR in order to avoid sinking into demotivation ;
- + Regular meetings through individual and confidential interviews would encourage dialogue and more sharing ;
- + Listening and humanizing the relationship with collaborators is a recurring remark ;
- + Make sure that there is an HR cell that would be in permanent contact with employees ;
- + The establishment of committee and working groups ;
- + Rapid and effective feedback on all human resource requirement ;.
- + Another aspect that has often been mentioned is the possibility of discussing in a free way the evolution of the career of employees in terms of internal mobility ;
- + Discuss about Career management and promotion in order to consider solutions together.

3.2.7 Management :

+ Relationship to superior :

13 of 15 of the respondents said they maintain rather free relations with their supervisor. The management practiced is mainly characterized as a participative management. The majority of decisions are made in consultation with the team or taken by the supervisor but announced as explained and discussed for the modalities of action. Only one participant declares that decisions are made simply by the supervisor. The supervisor clearly explains what he expects from his collaborator and promotes participatory and bilateral communication. In the second place, he encourages and promotes the potential of his subordinates and solicits them in order to identify their training needs.

The overwhelming majority of respondents said they could take initiatives, share their ideas with the rest of the team, and work together to solve problems. On the other hand, regular follow-up / reframing interviews are unevenly carried out with the supervisor, and when they are implemented, their frequency is random, most often according to needs, except for the colleagues in the commercial center who meet weekly.

3.2.8 Annual Evaluation System:

The annual evaluation is considered by all the participants as a privileged moment of sharing and dialogue with their superiors. It allows them to consider with their hierarchy their training needs.

Annual objectives assigned to employees are considered clear and accurate (SMART). On the other hand, the evaluation system does not appear to be equitable in terms of the granting of the annual premium by just over one third of the participants, 6 out of 15 respondents. Compared to the needs for skills related to their position, the training provided is considered satisfactory by all the participants both in terms of collective and individual needs and of quality in the choice of contents

3.2.9 Development of individual skills:

8/15 of the participants declared that they did not feel that they could use all their know-how and even for the respondents who felt that they did, they detailed all the skills they had and did not have the opportunity to use. The three main competencies mentioned above are, first and foremost, the management of cross-functional projects, the untapped technical and financial skills, the ability to lead and manage teams.

According to participants, vertical evolution, internal mobility, the definition of a personal development plan, working groups or cross-cutting projects, are the proposed paths that would enable them to make full use of their skills at LAFARGE

3.2.10 Career Management :

✚ Perspectives of evolution:

In terms of professional development, participants identify prospects for growth, mainly towards other companies. Only two participants do not envisage prospects for other companies outside LAFARGE. Ideally, the participants are unanimous in the medium term (3 to 5 years) to develop their career with more responsibilities. The unanimity of the participants considers that the development opportunities are not at all clearly communicated within LAFARGE.

3.2.11 The collaborator and the future in LAFARGE :

Little more than half of the participants (8/15 interviewees) have already considered changing their company. If the participants decide to leave LAFARGE, different reasons are cited, but the most frequently mentioned reason is 8 of our participants) is mainly linked to the lack of clarity in the career development of employees. The departure of our participants would also be motivated by the remuneration judged not attractive enough, working conditions (stress, feeling frustrated, lack of recognition) and lack of fairness, especially in terms of the award of promotions.

4. Synthesis and Recommendations :

The idea that emerges from the proposals is still linked to career management. Participants want a better visibility for their professional development with a transparent and clearly defined professional development plan for each employee, with regular contact with HR stakeholders. A clear and attractive wage policy is also cited, equity and meritocracy notably in terms of the attribution of promotions. Therefore, in order to create a competitive advantage, it is essential to act on HR practices, among other things:

- **Optimize career management :**

Each employer may express his desire to leave his company if he feels he will not be able to evolve within the company. Since then; it is very important to implement actions allowing the recognition and development of the skills of employees: These actions can be summarized in the following tasks

- **Mark the professional development path of employees:**

Managing a staff member's career path consists of seeking consistency between the opportunities offered by the company in terms of jobs and the expectations and potential of the employee. These include:

- Create a section in the erh of spontaneous maintenance request of Professional Development with confidentiality to HR ;
- Promote mobility and give priority to internal competences in terms of internal mobility compared to external recruitment

- **Promoting communication :**

Indeed, HR marketing is part of a logic of coherence between the image of the internal and external public. However, the attractiveness of this image will only be perceptible once it is widely disseminated and communicated. We can therefore conclude that it is indeed communication that makes it possible to acquire the reputation of the company.

Conclusion:

By way of conclusion, at the end of this scientific research project dealing with the management of the brand through the marketing of human resources at LAFARGE, we opened the reflection on a relatively young topic, if we consider the state of progress of HR marketing in Moroccan companies. From a methodological point of view, we used a qualitative approach to analyze the existing situation through semi-structured interviews, which were administered on the one hand to the profiles sought by LAFARGE (the graduates students from moroccan's universities and institutes with at least two years of professional experience), and another to LAFARGE's internal staff (qualified HR collaborators), with the aim of determining the attractiveness of the company's image both internally and externally. These studies (external and internal) allowed us to come up with a set of data and information on the subject, intended to be analyzed and interpreted according to the basic axes of our two maintenance guides.

The results of our study allowed us to answer the research question asked and to confirm our hypotheses. Indeed, human resources marketing is a lever for attracting and retaining human resources because it allows the company to retain its capital on the one hand, and on the other hand, it makes it possess a qualified human potential thanks to the development of the attractiveness of its image externally, thus constituting a stake of strategic differentiation.

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