HUMAN RESOURCE MARKETING AND EMPLOYER BRAND: THE CASE OF MOROCCAN COMPANIES

MARKETING DES RESSOURCES HUMAINES ET MARQUE EMPLOYEUR: LE CAS DES ENTREPRISES MAROCAINES

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ABSTRACT

Faced with insecurity in due to the many transformations of the company in which the employees live and shortage of talent, the companies are obliged to offer solutions that meet the expectations of employees who have become increasingly demanding.

To attract qualified candidates and retain employees, companies increasingly develop their employer brand that is the result of a marketing strategy of human resources whose key issues are the attractiveness and retention of employees, which allow the employer to become attractive in the labor market.

The present work seeks the study the impact of adopting a human resources marketing strategy on development of employer brand within Moroccan companies.

Key words: Marketing, human resources, marketing of human resources, employer banding, attractiveness, employee loyalty.

RESUME

Face au contexte d’insécurité due aux nombreuses transformations de l’entreprise dans lequel vivent les salariés ainsi qu’à la pénurie des talents, les entreprises se trouvent dans l’obligation de proposer des solutions répondant aux attentes des salariés qui sont devenus de plus en plus exigeants.

Pour attirer des candidats compétents et fidéliser les salariés, les entreprises développent de plus en plus leur marque employeur qui est le fruit d’une stratégie marketing des ressources humaines bien définie dont les principaux enjeux dont l’attractivité et la fidélisation des salariés permettant à l’employeur de devenir attrayant aux yeux des candidats sur le marché du travail.

Le présent travail cherche à étudier l’impact de l’adoption d’une stratégie marketing des ressources humaines sur le développement de la marque employeur au sein des entreprises Marocaines.

Mots clés : Marketing, ressources humaines, marketing des ressources humaines, marque employeur, attractivité, fidélisation des salariés.
INTRODUCTION

The feeling of insecurity due to the many changes in the company and the environment characterized by a talent’s war are factors that led companies to become more and more attractive. In other words, to develop their employer brand which consists of conveying an attractive image of the company with current employees and future collaborators in order to attract, retain, and integrate its employees.

The interest of our research consists in extracting, through the field study, the vision of managers concerning the adoption of a human resources marketing strategy and its role in the development of the employer brand. It aims to provide added value that can help companies understand the importance of human resources marketing in order to highlight an employer brand project that will be useful to them in attracting and retaining employees.

It is important to emphasize the role of human resources marketing in the implementation of the employer brand, hence our problem that revolves around the next question: What is the impact of adoption a human resources marketing strategy on the development of the employer brand?

1. THEORETICAL FOUNDATIONS OF HUMAN RESOURCES MARKETING AND THE EMPLOYER BRAND

1.1 HUMAN RESOURCES MARKETING AND THE EMPLOYER BRAND

The environment characterized by a scarcity of labor and a talent’s war, has led companies to adopt a human resources marketing strategy to stand out from its competitors by a human resources policy that allow to attract and retain employees through the implementation of an employer branding project.

1.1.1 HUMAN RESOURCES MARKETING

Human resources marketing aims to attract future employees and retain the skills of the company. It can be defined as "a new approach to the employee / company relationship" which consists in considering employees or candidates as customers, in the noble sense of the term. (Liger, P. 2007).

Human resources marketing is also defined as a new state of mind based on marketing techniques, methods and principles brought into harmony with human resources so that the company and its human resources management can sell themselves through its favorable
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image, retain employees and improve the company's relationship with the outside environment (Panczuck, S., Point, S. 2008).

The companies have passed from satisfying low-skilled employees to recruiting only competent people to give more to their businesses, which means these last should target the type of workers they need and encourage them to apply within the organization, this approach involves differentiation and segmentation

- **Attract and integrate new employees**

  It is important for any company wishing to attract and integrate new employees to implement a strategy based on the essential points, namely: Attractiveness, recruitment, reception and integration.

- **Build employee loyalty**

  The main role of loyalty is to reduce turnover. In other words, preventing employees from leaving the company by trying to motivate them, involving them within the company as well as helping them to achieve their personal goals with the aim of having competent staff capable of providing competitive advantage for the company.

  Each company that wishes to carry out its loyalty strategy must take into consideration career management, encouragement and reward.

1.1.2. **MARQUE EMPLOYEUR**

The employer brand is the set of values, visions and positioning that the leaders of a company wish to share with their employees as part of their human resources policy. (Pitelet, D. 1998).

It is the image of the company perceived by employees and its candidates, it is the set of tangible (salary) and intangible (culture, identity and values) elements that let employees feeling good within the company. (Ruch, W. 2002).

The employer brand is the image of an organization where it is good to work according to employees and potential candidates. (Minchington, B. 2010).

It allows the company to communicate on its promise, its culture, its history and its values which allow it to differentiate itself from other companies (Liger, P. 2004). Its main objective is also to make itself known as a benchmark employer who offers favorable working conditions and a good place to work. (Chaminade, B. 2008).
The employer brand allows to:

- Increase employee loyalty and increase their sense of belonging
- Attract competent, talented candidates with an adequate profile
- Improve the company’s reputation as an “employer of choice” (Ashby, F., Pell, A. 2001)
- Understand the mission that the company wishes to accomplish and adhere to it. (Dell, D. and Ainspan, N. 2001).

1.1. EMPLOYER BRAND AND CHALLENGES OF HUMAN RESOURCES MARKETING

HR marketing aims to attract future employees on the external job market and to retain the skills of the company. The communication of human resources constitutes an integral part of the marketing of human resources, this is why the culture of the company and its identity are necessary elements that the communication of human resources uses in its messages to guarantee differentiation.

1.2.1. ATTRACTIVENESS AND LOYALTY

Currently, companies are faced with two essential challenges which are attracting competent and talented candidates on the one hand and retaining employees by offering them the necessary working conditions on the other hand, these two challenges constitute the main challenges human resources marketing, so it’s important to highlight them.

- ATTRACTIVENESS

The attractiveness is being able to attract future employees and convince them of the benefits and working conditions offered by this organization, which makes it a positive place to work. (Rynes S.L., et Barber, A.E. 1990).

Schneider, B. (1987), emphasizes that individuals are different and each of them may be attracted to certain elements among those proposed by one company and not by another Morin, D. (2006), has implemented a model in his own name (Morin model) which reveals all the factors having an impact on the organizational attractiveness. This attractiveness materializes through a positive impression or opinion of the candidate compared to an organization which will be the subject of a beginning of professional relationship between employee and employer.
These factors are:

- The behavior of the recruiter (skill, pleasant style, interview structure ...)
- Organizational reputation (financial performance of the company, transparency, size, etc.)
- Organizational attributes (remuneration, climate and workplace...)
- Compatibility (organization / candidate and candidate / workstation).

➢ **LOYALTY**

Attractiveness represents a competitive advantage for all companies wishing to improve their employer brand, but the internal side of the company mustn’t be overlooked in order to succeed in retaining employees. (Chaminade. B, 2010).

Loyalty is a long-term action and the people who work at the company are its employees, customers and shareholders. They are considered the first partners and creators of value (Réale Y., Dufour, B., 2009).

Attractiveness and loyalty are the subject of differentiation compared to competitors which is a main challenge that allows any company to win and at the same time improve its image

**1.2.2. CULTURE AND IDENTITY**

The corporate culture is a set of values that the company wishes to share with its employees, it is also the history of the company that constitutes its identity, even if sometimes there may be a difference between the values announced by the employer and those perceived by the employees.

Culture is a set of hypotheses that a group realizes and develops to solve certain problems such as problems of adaptation and integration. These hypotheses have become valid and taught to new members of the company as basic elements of the culture that must be used to solve similar problems. (Schein. E. 1985).

Identity is a set of elements through which a company creates a competitive advantage allowing it to distinguish itself from its competitors and which leads its staff to share its own values, to act in a unique way towards opportunities and threats from the environment without forgetting to have daily behaviors within the company.

Identity can also be defined from its five facets following the model of Moingeon and Soenen (2002), namely:
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- The professed identity which is centered on the official speech given by all the leaders of the company.

- The projected identity which depends on the communication made by the company through all of its channels such as the press, advertising, fairs, etc.

- The lived identity which depends on the identity perceived by the employees, formed from their experience and their link with the company.

- The manifested identity which is based on elements of the company that don’t change over time.

- The identity assigned is that perceived by individuals outside the company.

The main objective of the employer brand will be to link these different identities to increase the coherence between the perceived image and the reality of the company, where the notion of reconciliation between image and identity comes from.

The adoption of a human resources marketing strategy is necessary in the development of the employer brand, which is why it is necessary to take into consideration attractiveness, loyalty, these are the fundamental challenges of marketing human resources and employer brand, they are linked to the culture and identity of the company used in human resources communication.

Companies are must bring coherence between the image conveyed externally and that internally because the existence of gaps between them will undoubtedly have negative consequences for the company.

2. RESEARCH METHODOLOGY

The objectives of this part will be to present the research methodology, the companies being the subject of our study, the data collection and data analysis.

2.1. QUALITATIVE RESEARCH METHODOLOGY

This research aims to study the vision of managers regarding the adoption of the human resources marketing strategy and its impact on the image of the employer brand.

To do this, we adopted a hypothetico-deductive methodology by carrying out an empirical study based on semi-structured interviews with ten Moroccan companies.

Our sample consists of 10 companies chosen according to the following criteria:
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➢ Companies of large groups that have already been classified as the employer of choice.
➢ Leading companies in their sector.
➢ Companies with subsidiaries on an international scale and having sites which present
  the company, its activities, its values....
➢ Companies of Moroccan nationality to avoid divergences from one country to another.

Based on the theoretical study and data collection through the interviews, and since our
research is exploratory in nature, we have developed working hypotheses as follows:

Hypothesis 1: The adoption of a human resources marketing strategy contributes to the
development of the employer brand

Hypothesis 2: The employer brand allows, through a human resources marketing, to attract
future employees, retain them, and increase the company’s reputation.

Hypothesis 3: The ranking among the best employers is a strong indicator that companies use
to assess the effectiveness of human resources marketing actions and measure the
performance of the employer brand.

2.2. PRESENTATION OF THE SAMPLE

The companies studied are:

➢ HP-CDG IT service Maroc

HP-CDG IT service Maroc is a joint venture created in 2007 by EDS (Electronic data system)
world leader in the IT market and CDG (cash deposit and management), its capital amounts to
300,000 DHS.

The aim of this partnership is to develop an IT service platform for the Moroccan market.

➢ Ciment du Maroc

Ciments du Maroc is a subsidiary of the Italcementi group, is the 2nd cement manufacturer in
Morocco and the leading operator in Ready-Mixed Concrete and aggregates.

➢ IBM Maroc

IBM is an American multinational company specializing in computer hardware, software and
IT services. Its main purpose is to help companies differentiate themselves in a sustainable
manner in a competitive environment and to help them innovate.
As for IBM Morocco, it has been present since 1932 thanks to the statistics department, which is their first client in Morocco.

➢ **INWI Maroc**

INWI is a telecommunications operator, it is classified in third place preceded by Maroc Telecom and Méditel, it is a subsidiary of the national investment company (ex-ONA), INWI's offers are intended for the general public and for companies. It operates in two main segments, namely:

- Landline and mobile telephony
- Internet

➢ **WAFASALAF**

WAFASALAF is a Moroccan company specializing in consumer credit, created in 1987, it is a subsidiary of the attijariwafa bank group at 51% and the rest is held by agricultural credit consumer finance subsidiary of agricultural credit SA, for the share market it owns around 27% of all loan companies, which makes it a leader in all market segments (personal loan, car loan and household equipment).

➢ **Lafarge Maroc**

Lafarge Maroc, it was created in 1928 under the name of the Moroccan company of Lafarge cements, from 1995 it becomes an equal partner between the National Investment Company and the Lafarge group, world leader in building materials, Lafarge Maroc is specialized in cement, concrete, aggregates and plaster activities, Lafarge Maroc has become, thanks to its production capacity and the quality of its products, a key contributor to the Moroccan construction sector and the innovative partner for construction in Morocco.

➢ **Jacobs engineering SA Maroc**

Jacobs engineering SA Morocco is a joint venture created in 2010 between the Cherifian office of phosphates and the American group Jacobs engineering, world number 1 of engineering, this joint venture allowed the OCP to benefit from the expertise of this group concerning the management of engineering programs, JESA is present in project and construction management for the implementation of strategic development plans.

This company has become a benchmark actor in Morocco thanks to Team Maroc which operates in infrastructure and buildings.
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➢ PROMAMEC

PROMAMEC is a company specializing in the manufacture and distribution of medical and pharmaceutical devices, created in 1981, its partnership with international brands such as 3M, GAMBRO, Neusoft, AMS and others allows it to be in a leading position on the market.

The professional activities of PROMAMEC are carried out in the public and private hospital sector and whose products are of high quality and meet the strictest sanitary standards.

➢ NOVEC CDG développement

NOVEC was born from a merger between Ingéma founded in 1958 specializing in building, urban planning and rural engineering and Scet-Scom founded in 1973 specializing in infrastructure, energy and environment, NOVEC is now a major player in engineering, it employs nearly 600 people, its turnover amounts to 307 million dirhams according to 2011 statistics.

➢ ARVAL Maroc

ARVAL Maroc is a company created in 2000 specializing in long-term multi-brand rental and vehicle management owned by the ARVAL group and the Moroccan commercial and industrial bank, its turnover is 30 million dirhams, this company aims to meet the needs of its customers through proximity and support companies to manage their car fleet.

2.3. DATA COLLECTION

To collect realistic information concerning the companies we met, we opted for interviews which are of the semi-structured type, focusing on themes identified in advance in the interview guide tested with the companies we met.

This field study has several objectives, namely:

✔ Know the vision of managers towards the adoption of human resources marketing and employer brand projects.
✔ Compare the doctrines and the reality of companies on the one hand and internal and external communication actions on the other.
✔ Know the indicators used by these companies to assess the human resources marketing actions implemented and to measure their employer brand.
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The companies chosen practice human resources marketing and implement an employer branding project, which is why we chose them. The qualitative study is the most suitable for carrying out the field study through an interview guide tested with the companies we met, which will allow us to verify the hypotheses on which the study is based.

The thematic analysis of the interviews brought out some observations that will describe in the appropriate section.

3. ANALYSIS AND DISCUSSION OF RESULTS

3.1. ANALYSIS OF QUALITATIVE RESULTS

• Human resources marketing is important in corporate human resource strategies

The companies chosen for this study are employers of choice, all of whom admit that their current positioning is due to a well-defined human resources marketing strategy which consists in taking into account marketing techniques and adapt them to the field of human resources to properly conduct their loyalty, integration, recruitment strategy, but most of the companies interviewed implement a human resources marketing with the aim of increasing the volume of recruitment.

• Human resources marketing is essential in the employer brand's development

Human resources managers confirm that human resources marketing plays a very important role in improving the employer brand because it is focused on recruitment, retention, integration, company reputation and employee engagement. These are the elements that make the difference at the employer brand level, which allows to deduct that human resources marketing is at the service of the employer brand.

• The employer brand is a challenge of attractiveness thanks to human resources marketing

The majority of managers replied that recruitment is a strong stake, which pushes them to invest in communication and improve the employer brand thanks to the human resources marketing strategies carried out by the company to increase the volume of recruitment, because for them, the employer brand is linked to the attractiveness and activity of recruitment.

• Human resources communication contributes to the development of the employer brand

The employer brand’s development is closely linked to internal mobilization and communication skills because this brand is the result of a series of daily practices internal to
the company. It does not necessarily consist in attracting candidates by a job but rather in proposing a career promise, which is achieved by a consistency between external communication and internal communication to explain and help employees to live positively the changes within the company.

- Attractiveness is the dimension of human resources marketing most used by companies to develop the employer brand.

Business leaders admit that it’s difficult to treat all dimensions of human resources marketing in a balanced way, which is why they take into account one or two of the possible dimensions. For seven out of ten companies interviewed, attractiveness is the priority dimension that these companies improve in the first rank to develop their employer brand.

- Companies use performance indicators to measure the impact of the employer brand.

There are several indicators use to measure the impact of the employer brand, the most cited of which are:

- Internal employee surveys
- The results of satisfaction surveys
- Notoriety surveys
- The turnover rate
- The number of visitors to the career section
- The number of CVs received
- Company rankings to measure external notoriety
- The acceptance rate of job offers

- Ranking is a key indicator to measure the impact of the employer brand and to assess human resources marketing tools.

The employer brand increases the reputation of the company and therefore becomes a benchmark employer where it is good to work thanks to the suitable working conditions that the company offers to its employees and to the loyalty and integration strategies which are main challenges of the employer brand, leading companies to the rankings of the best employers.
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Managers also admit that their ranking among the best employers in Morocco is taken into account as an indicator used to measure the impact of the employer brand and to assess the effectiveness of human resources marketing actions.

3.2. DISCUSSION OF RESULTS

The results obtained allowed us to verify the hypotheses mentioned above:

Hypothesis 1: The adoption of a human resources marketing strategy contributes to the constitution and development of the employer brand insofar as human resources marketing is based on loyalty, integration, attractiveness, reputation of the company... which are the dimensions necessary for building and improving the employer brand, so we can conclude that human resources marketing is at the service of the employer brand.

⇒ Hypothesis 1 accepted.

Hypothesis 2: The employer brand allows, through human resources marketing, to attract candidates, retain and motivate them, provided there is consistency between what is communicated externally and what is lived internally. Messages must convey meaning to employees. Regarding the increase in reputation, the majority of the companies interviewed neglect this dimension insofar as it’s linked to attractiveness through communication actions with the general public

⇒ Hypothesis 2 accepted.

Hypothesis 3: The ranking is an indicator to assess the actions of human resources marketing implemented by the company and to measure the performance of the employer brand, certainly there are several indicators, and most of the companies interviewed use indicators such (the number of CVs received, the number of recruitments and the turnover...); the ranking among the best employers is the result of the implementation and development of the employer brand. This is why this ranking is considered a strong indicator to measure the impact of the employer brand and to assess the effectiveness of the human resources marketing actions implemented.

⇒ Hypothesis 3 accepted.

Based on the analyzes carried out and the results obtained, we propose the following suggestions:
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- Segment and target to better sell the human resources service and adapt the communication of human resources according to the segments.

The companies we met practice human resources marketing without segmenting and targeting, they are only interested in loyalty, attractiveness, integration strategies and the marketing mix of human resources, and ignore the aspect strategy of this discipline, which prompts us to suggest the optimization of human resources services, because segmentation consists of forming a group of individuals with the same expectations and who respond identically to an offer, therefore the management of human resources can segment its stakeholders (employees and candidates) in order to constitute segments composed of people with the same expectations and to offer them solutions that meet their expectations and finally to target according to the strategy of the company.

The communication of human resources is also an important element in the marketing of human resources, the companies propose a communication which isn’t really segmented, that is why it must orient its messages according to the identified segments, because in the same stakeholder we can find several segments, this is the case of employees whose messages must be segmented according to the experience of the employee insofar as we don’t communicate the same messages to an employee who has 2 years of experience as to another one with 20 years of experience.

- Give more importance to the major elements of human resources marketing on which the employer brand is based in a balanced way

The majority of the companies interviewed are more interested in the attractiveness and employees’ commitment as major elements of human resources marketing to develop their employer brand, but as part of a well-defined human resources strategy, it is necessary to take an interest in and develop all dimensions (attractiveness, employee engagement, reputation and differentiation) in a homogeneous and balanced manner in order to guarantee consistency between image and reality.

- Use key social network performance indicators to measure the performance of human resources marketing and employer brand actions.

The majority of companies visited use only historical indicators to measure the performance of human resources marketing actions, but to properly measure this performance it’s important to use several indicators.
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We propose to take into account the key performance indicators to evaluate the actions implemented through social networks, namely the key performance indicators according to the objectives.

➢ The key performance indicators to be used to measure the reputation of the company are:
  • Number of registrants on the company website.
  • Number of sharing of publications concerning the company.
  • Number of comments on these publications.

➢ The key performance indicators to be used in recruitment are:
  • Number of ad shares.
  • Number of ad visits.
  • Number of CVs received.

➢ The key performance indicators to be used to measure employee loyalty are:
  • Average number of shares by employees subscribed to the company page.
  • Number of interactions.
  • Subscription rate (invite new fans by subscribers).

➢ The key performance indicators concerning the image of the company are:
  • Quality of the comments of the posts relating to the image of the company.
  • Number of positive articles on the image of the company.
  • Number of positive articles on the image of the company.

3.3. MANAGERIAL IMPLICATIONS AND CONTRIBUTIONS OF RESEARCH

For a manager faced with questions of attractiveness and talent recruitment, employee loyalty and turnover, it’s important to understand:

➢ HR marketing, its strategies, and its importance.
➢ The employer brand, its construction, its development and its consequences.
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Doing this, an organization may attempt, through the employer brand, to modify the behaviors and attitudes of candidates and employees towards it.

Regarding theoretical and practical contributions:

➢ Human resources marketing is essential in the development of the employer brand.
➢ The employer brand is influenced by the culture, the identity of the company and the strategies of human resources marketing implemented.
➢ The employer brand influences the intention and the decision to apply.
➢ The employer brand has an impact on employee loyalty, identification, involvement, satisfaction, motivation and behavior.
CONCLUSION

Human resources marketing is necessary in the constitution and development of the employer brand that companies have started to implement which shows their awareness of changing expectations of employees who have become more demanding.

The employer brand project is a lever for attracting the best candidates through a human resources policy resulting from well-defined human resources marketing, but the success of the implementation of this project requires consistency between attractive messages communicate externally and the reality experienced internally because the existence of gaps between them will undoubtedly have negative consequences on the company.

During this work, we faced many difficulties related mainly to time constraints, access to information, using recent data and moving to meet the companies mentioned above.

To obtain more reliable results, it would be desirable to deepen this study by touching on a larger sample which would allow a comparison between several companies.
APPENDICES

APPENDICES 1: INTERVIEW GUIDE

Interview guide

1. What does human resources marketing mean to you? Do you adopt an human resources marketing strategy?
2. What human resources marketing strategy do you adopt?
3. Who ensures the implementation of Human Resources Marketing actions?
4. Do you give importance to the integration of your new employees?
5. Have you implemented a loyalty process for your employees?
6. Human resources marketing is at the service of the employer brand, what does the employer brand represent for you?
7. In your opinion, how does human resources marketing contribute to the improvement of the employer brand?
8. The employer brand is focused on the major elements of human resources marketing (attractiveness, reputation, employee involvement and differentiation). Among these elements, what is the element that seems to you to be a priority and that you have improved until now?
9. How do you think human resources communication allows to develop the employer brand?
10. What are the challenges that pushed your company to launch an employer brand project?
11. What is the budget that you have allocated for this employer branding project?
12. The employer brand project is a project that requires time, how long did it take for its implementation?
13. What is the impact of the employer brand internally and externally?
14. What are the performance indicators that you used to measure the impact of your company's employer brand?
15. Do you think that the employer brand project contributes to having a different image from the previous one?

16. How has the web served you in building your employer brand?

17. What does it mean for you to be ranked among the best employers in Morocco?

18. What do you think are the points of excellence that enabled you to reach this ranking?
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