

**The University of West Hungary
Faculty of Economics**

**PERSONNEL MARKETING IN THE
PRACTICE OF THE DOMESTIC LARGE
ENTERPRISES**

Thesis of doctoral (Ph.D) dissertation

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**Sopron
2006.**

Doctoral School: The theory and practice of economical processes

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I. The aim, the precedents and the methods of the research

The theme of my dissertation is personnel marketing, which is well-known and widely accepted in Western Europe and mainly in its German speaking areas both in the special literature and in the corporate practice. In spite of these one can hardly hear about it too much in the Eastern European and domestic special literature (and some people doesn't interpret it's meaning and content correctly), and it is also not widely used in the corporate practice. In course of my research I tried to find out what the reason could be of this, or rather if that's truly so - or it is used, but called in a different way.

The aim of the dissertation is to give a view of the essentials and the main theoretical areas of this theme through the study of the theoretical special literature, the detailed research of the observable elements of personnel marketing in the HR activities of the domestic large enterprises through a questionnaire survey, and relying upon these findings the establishment of the regularities of the domestic practice that characterises these companies. I chose the large enterprises as subjects of the survey, because not only personnel marketing, but also the most advanced versions of the conventional HR methods can only be observed above a certain corporate size (staff number) in the practice, and there is no demand at smaller organisations for the application of an advanced and comprehensive HR activity. On the basis of all these I tried to examine the domestic large companies that employ more than 1000 persons in the survey.

By the analysis and the processing of the data I used both the sometimes hardly quantifiable and modelable professional aspects of human resource management and personnel marketing, and computer aided (SPSS) mathematical statistical methods (statistics, correlation estimation, factor analysis, and cluster analysis). I applied the latter methods for the exploration and explanation of the correlations and for the verification of the questionnaires and the classification model for their analysis constructed on barely professional HR aspects, and its results.

The course of the research was the following:

1. The determination of the aim and the starting points of the research.
2. The analysis of the foreign and domestic special literature.
3. The formulation of my theoretical and practical assumptions.
4. Theoretical establishments and standpoints related to several questions of the personnel marketing concept.
5. Preliminary research for testing the theoretical model and certain practical assumptions through personnel interviews with HR specialists.
6. The questioning of 60 domestic large enterprises through a questionnaire survey about their HR and personnel marketing activity.
7. The processing and the analysis of the questionnaires with SPSS software.
8. The analysis of the statistics of the questions (variables).
9. The examination of the correlation between the variables.
10. The qualification of the HR activity of the sample companies with the help of my criterion model, which has previously been tested by HR specialists.
11. The verification of the results of the research with the help of various kinds of cluster analysis.
12. Summary of the conclusions.

The main areas of the research based on the questionnaire survey were the followings:

1. The examination of the knowledge and the notoriety of personnel marketing.
2. The examination of the applied HR system.

3. The examination of the Personnel Research and Information System.
4. The examination of the employer image (brand) of the organisation.
5. The examination of the HR (marketing) strategy.
6. The gratification of the employee needs.
7. The examination of the personnel (marketing) communication.
8. The examination of the successfulness of the applied HR activity.
9. The examination of the strategic guidelines of personnel (marketing) activity (with the application of the model of Manfred Batz).

II. The principal conclusions of the dissertation, the new, or recent results of the research

The development and spreading of personnel marketing in many countries of Western Europe in the '70-s can be interpreted as a marketing oriented answer for the various economical, political and social changes and the changes of labour market induced by them (lack of professionals, labour market and business competition, etc.), that took shape in the appearance of a new human resource management method of the employers. In Hungary the change of regime and the following economical, political and social changes made possible the opportunity for such market-economical, but typically Western-Middle-European concepts to spread in practice like personnel marketing.

The personnel activity is the aggregate of all activities that deal with the labour. It's development is the result of a long process (since there was need for the organising and leading of groups of people to carry out communal tasks from the beginning of time, e.g. building the Egyptian pyramids) but the spectacular part of it occurred only in the last hundred years. This last period of development of HR has been modelled by several authors, among whom I'd like to highlight Peretti, because the personnel marketing concept could be fitted in his model the most expressively.

The French Peretti differentiated five shorter temporal periods of the development of HR activities in his theory:

- The period of Personnel Administration, after World War II. until the '50-s. The characteristics of this period are the handling of the administrative and legal affairs related to work. The personal managers discharged administrative duties subordinated to the top-management.
- The period of Personnel Management, from the '60-s, when personnel activity became an organic part of the management. This period can be characterised with the management of the labour force, while the wages were the heaviest expenditures, which could be reduced by an adequate kind of managing.
- The period of Human Resource Management (HRM) from the '70-s, when the personnel activity began to develop very quickly in the market economies. This has resulted in a complex and systematic approach, and the integration of the activity of organisational units (labour, personnel, welfare, etc.) dealing with the employees.
- The period of Strategic Human Resource Management from the '80-s, when human resource became a strategic resource, and HRM became a part of the strategic management. In the centre of this theory are the harmonisation of the employee's needs and the organisational goals, the industrial relations and participative management.
- In the '90-s the HRM became internationalised because of the globalisation. According to the special literature the management of international human resources and the management of domestic human resources have been separated from each other, and became independent. The reason of that was partially the spreading of multinational

enterprises, and partially the need of adaptation to the requirements of the unified European labour market.

1. thesis:

The concept of personnel marketing is the next step of the development of human resource management that tries to fully satisfy the employee's needs so ensuring not only their commitment and accomplishment, but also a positive (employer) image with the application of marketing aspect and methods in the field of HR.

I suggest to complement Peretti's model with a new phase, the strategic personnel (human resource) marketing, that carries out a personnel activity containing the HRM in marketing aspect, and with the application of marketing methods.

So the complemented development model of Peretti has been modified as follows:

- Personnel Administration
- Personnel Management
- Human Resource Management
- Strategic Human Resource Management
- Management of International Human Resources
- Strategic Personnel (Human Resource) Marketing

The theory of Kathy Monks also verifies the previous statement, as it says that the single personnel functions as elements of the personnel activity have increased and became more complex, reaching the whole scale of the applications of today's practice. All single new functions are based on the previous practical results, so the earlier elements are also being invariably applied further complemented with the newest theoretical and practical findings. In her model she interpreted the HR activity domains as a stepwise on another build system, in which the complexity of the tasks are increasing step by step from the simplest to the most complex, on the basis of the temporal on another building of the activity domains applied by the personnel department.

Fitting the phase of personnel marketing into the model of Monks the following model can be created (table 1.). The complexity has increased in the phase of personnel marketing, because beside the preceding content of HRM a new (marketing) aspect and new methods are being applied, so including the phase of "developed innovative" HRM complemented with the concept and contents of personnel marketing.

Table 1. The complementation of the model of Monks with the concept of personnel marketing

Traditional, Administrative	Traditional, Industrial Relations	Innovative, Professional	Innovative, Developed	Personnel Marketing
				The marketing oriented approach of the labour markets, HRM in marketing aspect, with marketing methods
			Strategic planning, HR strategy, HR policy	Strategic planning, HR strategy, HR policy
		The operation of the complex system of personnel management	The operation of the complex system of personnel management	The operation of the complex system of personnel management
	Conflict management, negotiation, agreement	Conflict management, negotiation, agreement	Conflict management, negotiation, agreement	Conflict management, negotiation, agreement
Registering of data, adherence of laws and regulations	Registering of data, adherence of laws and regulations	Registering of data, adherence of laws and regulations	Registering of data, adherence of laws and regulations	Registering of data, adherence of laws and regulations

Own compilation after Kathy Monks: Models of Personnel Management: A means of understanding the diversity of personnel practices? Human Resource Management Journal, 1992. Vol. 3. No. 2. p. 36.

As a result of a long term development process personnel marketing is the latest phase of special literature dealing with human resource management, in which organisations are trying to do their best to contribute to their positive image and meet the employee's requirements so ensuring their commitment and performance that are all the pledge of a successful long term operation.

According to the results of his research activity, Armstrong decelerates the following two ways of HRM's practical application:

- "hard HRM": it is used mainly in the USA. According to this method, - similarly to any other resources -, employees are handled as factors of input-output balance based on costs-benefit-principle. The leadership of the company and HRM creates a quite direct relationship with the employees, but the latter aren't involved in the process of making any decisions.
- "soft HRM": this method handles the employees as resources, who can even consider and reflect. It underlines the significance of strengthening of alignment. Soft HRM also can't make possible for employees to be involved in the process of decision making.

Personnel marketing can be considered as a special type of “soft HRM”, that uses approach, implements, and methods adopted from marketing.

Examining and comparing HRM and personnel marketing (table No. 2.) I can state the followings.

2. thesis

Personnel marketing (HR) is the most modern aspect of HRM (international HRM) from the point of view of marketing. It involves both the always increasing content of HRM and the aspect and elements of marketing.

Table 2. Comparison of HRM and Personnel marketing

	Human Resource Management	Personnel marketing
Methods	Traditional methods of HRM	Traditional methods of HRM used in marketing aspect and marketing instruments
Aims	to harmonise and implement the organisational and individual aims	to harmonise the organisational and personnel aims underlying the employees' aims as well
Role of research	There is no personnel research, only ad hoc information collection	complex HR (personnel) research, complex examination of the internal and external environment

3. thesis

I suggest the use of the terms Human Resource Marketing or Marketing-oriented Human Resource Management, because the previous domestic and foreign terms can be easily misunderstood. Both the two new terms cover the real content better.

In connection with the term “**personnel marketing**” I have got the following statements:

- personnel marketing is an approach and a practice at the same time,
- it is the most many-sided and most developed HR conception.

I suggest the usage of a new term in the Hungarian specialized literature: human resource marketing, because both “personnel marketing” and “labour marketing” are used in the Hungarian specialized literature, though:

- internal personnel marketing = internal labour marketing,
- external personnel marketing = “the” (external) labour marketing.

The opinion of experts dealing with this matter is divided, because some of them say that labour marketing is a wider category than personnel marketing, and labour marketing involves personnel marketing at the same time, others say, that these two terms equals with each other. Some say that they are completely different terms because personnel marketing examines the HR situations from the employer’s, and labour marketing from the employee’s point of view.

According to the foreign specialized literatures:

- in German: “personalmarketing” = word by word it refers to the people employed by the organization, but in fact it means much more, because i.e. personnel image advertisement also has impacts on external labour markets,

- in English: “personnel marketing” or “staff marketing” = see above, why it’s wrong, and “labour marketing” = word by word it means labour force marketing in Hungarian, which not completely refers to the organisational activity itself.

So, I suggest the usage of the terms **Human Resource Marketing** or **Marketing-oriented Human Resource Management**, because – similarly to Human Resource Management - this activity refers to both the organisation’s internal and external environment as well.

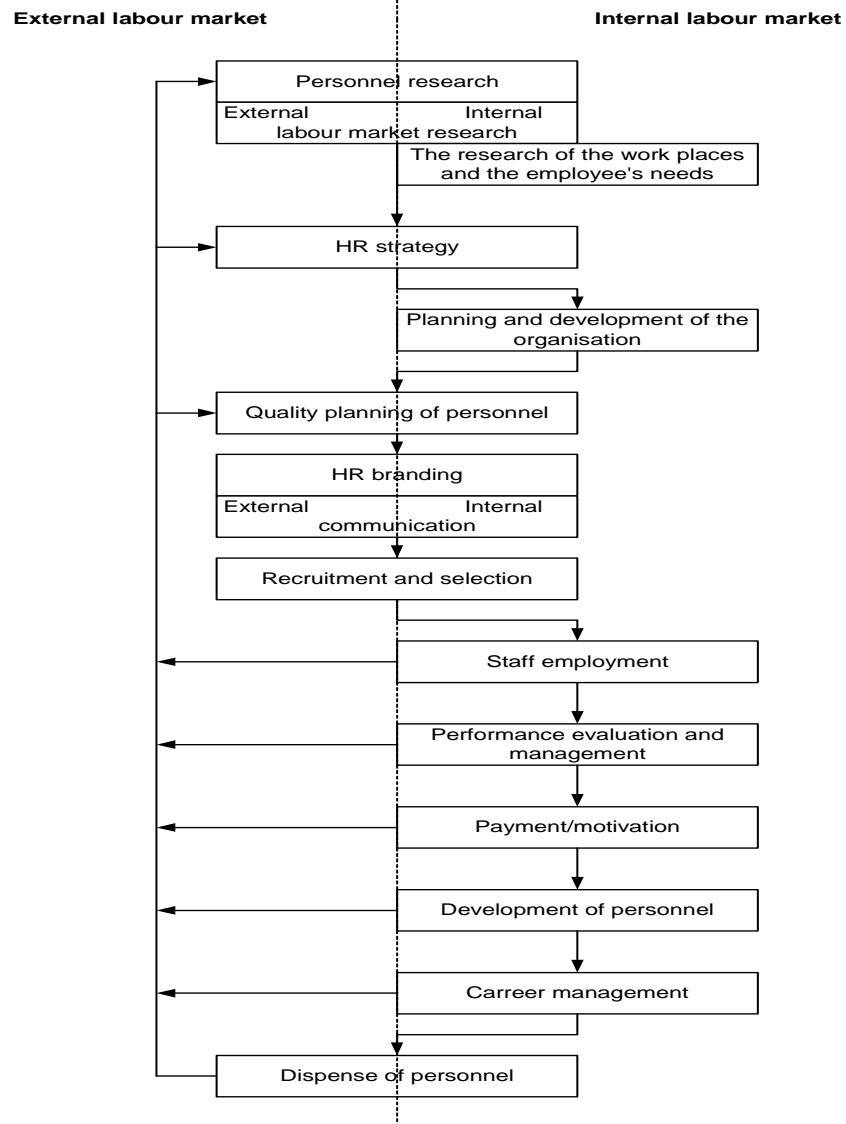
4. thesis

Because of the problems I introduced in my dissertation in connection with the existing models of personnel marketing I have created a new personnel marketing model (Figure 1.) by synthesising these models based on Staude’s model.

Almost every model underline the significance of personnel research, which is the precondition of the planning and implementation of every other HR activities and it involves the examination of both the internal and external circumstances. The work-out of personnel strategy is based on these informations, which involves the conditions of planning, and implementation. The next step is the planning and development of the network and relationship of each field of work (job), which is followed by the planning of the employers according to the staff-planning focusing on quality. HR branding belongs to the main tasks of personnel marketing. Personnel advertisement is only one element of it, in fact it can be implemented optimally with the help of internal and external communication. Recruitment and selection of employees (from external and internal source), their employment (insertion into jobs and managing their work) and creating a system measuring their performance and efficiency are important fields as well. In case of the achievement of good performance supported by a performance-measuring system the employees needs should be compensated by a waging system that has a motivating effect, and the possibility of carrier-creating also has to be given. Personal-development is necessary in case the behaviour and performance of employees wouldn’t be proper. In case these methods are still not enough, or in case of i.e. financial problems of the organisation firing of employees may lead to result. The arrows in the model as feed-backs relate on planning the HR activity of the next term when it’s necessary to take the results and problems into account.

Figure 1.

The complemented model of personnel marketing



Own compilation after Staude, 1989. (in Thomas Bleis: Personalmarketing: Darstellung und Bewertung eines kontroversen Konzeptes, München, Mering Haupp, 1992. 172.

5. thesis

Personnel marketing has got a great diversity in theoretical and practical territory as well. It means that there is no common solution for both of them. A lot of different theoretical methods and practical systems exists, which can be different from each other in the scope of environmental conditions and aims.

Both theoretical and practical examples are verifying that.

6. thesis

The practical achievements of personnel marketing can be all sorts of human resource management (HRM) where:

- **most of the main functions of HRM are used and carried out,**
 - **both the external and internal features of the labour market are observed by the method of marketing,**
 - **every type of marketing strategy in which employees are handled as partners and each function of HRM is realised in practice to provide obtaining and long term keeping of the customers (employees),**
 - **all the tasks of HRM are carried out in practice so that they could obtain a positive employer image both for the internal and external environment, realised optimally in an employer brand,**
 - **honest, frank and open-hearted communication is used during the HR activities,**
- for the long term and successful operation of the organisation.**

If the functions of HRM aren't carried out entirely and at an appropriate quality the conditions and elemental components of the successful personnel marketing are not ensured. If personnel marketing is carried out without previous examinations of the labour market, it wouldn't be appropriate without the foundational informations for the decision-making (e.g. unsuccessful realisation, unnecessary costs, wasted time, etc.) or for the aims and environmental challenges. The inappropriate "handling" of employees and considering of the human resources can thwart the conceptions for the commitment and motivation of the employees. The questions of the questionnaire survey are mainly focused on the main elements of the definition above. This definition was previously tested by a preliminary research by some experts at HR territories and some personnel managers as well. Besides the HR aspected examination of this model (definition) I have used different mathematical and statistic methods too for it's verification, and it proved to be convenient.

7. thesis

Personnel marketing is not known appropriately by neither the managers of big enterprises nor the HR experts today, and even if they have heard about it, they do not know it exactly, and does not know the possibilities it's application can offer. Others have false informations about personnel marketing.

According to my survey most firms presented in the sample have heard about the concept of personnel marketing, but only about the half of them knows it satisfactorily. At the same time nearly the half of the firms found the application of the concept of personnel marketing in practice purposeful.

A few companies are using the concept or its element in practice, but some of the companies haven't realized that the methods used by them are actually parts of personnel marketing, others are calling it at an other "name".

For that the proof is among other things that Nestlé is the only firm among the total four from the whole sample that calls the activity they apply personnel marketing, the others call it HRM. Many other companies that apply only certain elements of the concept doesn't even know that the methods and instruments used by them are part of a complex strategic concept, which is called personnel marketing in the special literature.

8. thesis

The use of personnel marketing hasn't spread widely among the examined companies in Hungary because of the lack of marketing aspect and because the level of HR activity is not adequate, which is proved by the lack of the application of strategic HR functions.

Most of the firms in the sample have claimed all mentioned functions and tasks to be important (or very important). According to them the least important was staff discharge, participation, and the examination of labour markets (from which the last two are important elements of personnel marketing). It is reflected in the replies of the questioned firms that most of them admit the importance and significance of a modern, comprehensive and strategic aspected HR activity due to achieve the organisational goals. Half of the firms presented in the sample give stressed importance to the human factors and the HR manager is part of the high management, as a strategic partner.

According to the practice most examined firms use HR strategy, personnel planning, recruitment and selection, performance evaluation, job description, reconciliation of interests, welfare, social-policy, labour health regulations and safety, and personnel administration in some kind of form. On the other hand they don't pay appropriate attention to performance management, job planning, job analysis, labour market analysis and forming the corporate culture. Among the least mentioned the lack of performance management could be big problem, because without it performance evaluation is nearly useless, and performance problems are not solvable. Also without the labour market analysis the HR decisions are not established, and the lack of corporate culture makes the group- and organisation-building and the related HR activities very hard or impossible. So the biggest part of the firms in the sample (about the two-thirds of them) theoretically use modern and efficient HR systems, but the survey has revealed several inadequacies in their practice.

Thought most firms has adequate information systems, generally they don't use the opportunities offered by them, and are not making examinations that could establish and prepare HR decisions in due regularity with the exception of performance evaluation. Though most of the enterprises have some kind of HR strategy, generally they don't use such fundamental activities that would be important for the creation of a proper strategy, and make it founded. The questioned firms mostly don't apply HR branding, about the half of them are using job advertisements in recruitment from its instruments, and some elements of PR. Only a few of the firms use appropriately the possibilities of advertising and HR branding offered by marketing in the field of HR.

From the point of view of satisfying the employees' needs the firms are mostly offering average or attractive jobs, they usually preview the job appropriately for newcomers, use some kind of combination of timework and task wages, which are mostly restrictedly or somewhat competitive complemented with a limited scale of accessory considerations. The employees are

mostly satisfied with their job and position, and a bit less satisfied with their wages. The consideration of labour in marketing aspect is generally not used by the firms, which can be observed in connection with the recruitment and selection and the offered career opportunities, though personnel development is nearly everywhere supported and the corporate atmosphere is also adequate at most of the enterprises. So the fulfilment of employees' needs has much room for improvements by many firms, which can't make possible the complete establishment of the keeping and motivation of the employees, and the achievement of a positive employer's image.

The examined companies have mostly average or good HR communication, but they ask the staff's opinion only rarely, and don't involve them in the decision-making/problem-solving, though they inform them often about the important issues, using the opportunities of personnel discussions. As a summary it can be declared, that HR communication still needs to be developed in some areas by most of the firms.

For the measuring of the costs and effectiveness of their HR activity the firms usually don't use modern methods, their recruitment, personnel development and information assembling activities and employer image are usually good or average, the fluctuation is average or low. The employees mostly perform good, and thus they are committed in some kind, they are only a little bit satisfied, but work at their employers more than 3 year. So the effectiveness of the HR activity of the questioned enterprises is mostly good or average, which shows that the ensuring of the fundamental HR activity is solved, but needs improvement at many areas.

According to my survey most of the firms are carrying out only average HR research and HR branding, their HR activity is based on average HR strategy, the satisfying of the employees' needs is realised only at an average level, but mostly they have good HR communication and the effectiveness of their HR activity can be also considered good. Only about the 25% of the companies correspond the defined personnel marketing concept, and have adequate strategic lines of directions.

9. thesis

According to the results of the research it is statable that the domestic large enterprises that use personnel marketing are the bests of their industry sectors, in which the high quality of their HR activity and the use of the personnel marketing concept are also playing considerable role.

Due to the qualification of my criteria system, which is much stricter than the presented cluster-analysis, and taken into consideration the long term (strategic) aspects (the survey of Batz) there was only four among the examined companies that have an HR activity of good quality, which correspond the defined personnel marketing concept. These firms are the followings:

- Nestlé
- T-com Hungary
- Hungarian Post
- GE Hungary

So the concept of personnel marketing exists in today's corporate practice, but did not wide-spread yet. The examination of the single HR functions is supporting this result: though most of the functional areas have been told important by the questioned firms, yet several of them are missing at a large amount of the companies, without which not only personnel marketing, but a strategic HRM could not be applied properly. These problems should be solved by these firms as soon as possible in order to be or remain competitive on the unified European market and labour markets.

10. thesis

Most of the variables of the corporate HR used in the model of the questionnaire survey are in average close statistically provable correlation with each other, and with certain corporate characteristics.

Among the several associations I'd like to mention only the followings.

The quality of HR strategy is affected by the type of the applied HR activity, HR information system, and HR data assembling, the (or the lack of) methods used by the making of the HR strategy like labour market positioning and competitor analysis, the considering of the human resources, the use of HR image analysis, and the quality of the HR communication.

PR activity, personnel advertisings, the offered career opportunities, the type of HR communication and HR data assembling, the information of the staff, the attraction of the jobs, the employee's satisfaction with the jobs, the use of labour market positioning and the applied HR information system are affecting the type of HR branding.

The attraction of the jobs is determined by the competitiveness of the wages, the type of the cafeteria system, the employee's average satisfaction with their jobs, their position and their wages, the offered career opportunities, the type of HR communication, the fluctuation, the HR branding, the organisation's self-analysis, labour market segmentation, commitment analysis of the employees, and the position of the HR department in the organisation.

The considering of the human resources, the applied system of waging and the use of the commitment analysis of the employees are affecting the type of the cafeteria system. The satisfaction of the employees with their jobs is affected by the satisfaction with their position and their wages, the offered career opportunities, the corporate atmosphere, the quality of HR communication, the attraction of the jobs, and the use of HR branding and self-analysis.

The satisfaction of the employees with their position is determined by their satisfaction with the wages, and their jobs, the offered career opportunities, the quality of HR communication, the attraction of the jobs, and the use of self-analysis. The satisfaction with their wages is affected by the satisfaction with their position, the competitiveness of the wages and the attraction of the jobs.

The offered carrier opportunities are influenced by the efficiency of personnel development, the HR communication and it's elements, the average performance of the staff, the quality of HR branding and image, the use of self-analysis, commitment and satisfaction analysis of the employees, the image analysis, the HR strategy, the HR data assembling and information system, the type of HR activity, and the position of the HR department in the organisation.

The corporate atmosphere is affected by the HR communication, the quality of HR image, the commitment and satisfaction analysis of the employees, the average performance of the staff, the efficiency of personnel development, the offered carrier opportunities, and the employees satisfaction with their job.

The quality of the HR communication is influenced by the participation and information of the employees, the use of the conversations between boss and worker, the corporate atmosphere, the considering of the human resources, the quality of HR strategy, HR branding, and HR data assembling, and the position of the HR department in the organisation.

The efficiency of recruitment and selection is in connection with the HR data assembling, the fluctuation of new employees, and the average length of employment.

The efficiency of personnel development is influenced by the measuring of the results of HR activity, the use of conversations between boss and worker, the satisfaction analysis of the employees, the performance evaluation of the staff, the use of self-organised corporate trainings, the corporate atmosphere, the offered carrier opportunities, the HR strategy, the HR information system, the type of HR activity, and the position of the HR department in the organisation.

The volume of fluctuation is affected by the fluctuation of the new employees, the HR communication, the satisfaction with the wages and the attractiveness of the jobs.

The fluctuation of new employees is in connection with the average length of employment, and the efficiency of personnel development, recruitment and HR data assembling.

The average performance of the employees is affected by the quality of HR image, the efficiency of personnel development, the use of conversations between boss and worker, the use of commitment analysis, the information and involvement of employees, the self-organised educations inside and outside the organisation, the corporate atmosphere, the offered carrier opportunities, the competitiveness of wages and the attractiveness of the jobs.

The HR image is influenced by the satisfaction and the average performance of the employees, the efficiency of personnel development and HR data assembling, the inquiry of the opinion of employees, the type of HR communication and HR data assembling, the corporate atmosphere, the offered carrier opportunities, the consideration of human resources, the labour market positioning, the use of commitment and satisfaction analysis, the applied HR activity and the position of the HR department in the organisation.

The satisfaction of the employees is affected by the HR image, HR communication, the quality and the efficiency of HR data assembling, the applied management style, the offered carrier opportunities, the employees satisfaction with the jobs and their position, the kind of waging, the attractiveness of jobs, and the PR activity. The commitment of the employees is influenced by the offered carrier opportunities, and the use of commitment and satisfaction analysis.

The effectiveness of the HR activity is in connection with the HR communication, the satisfaction of employees' needs, the qualification of HR branding, HR strategy, and HR research, the use of conversations between boss and worker, the self-organised educations inside and outside the organisation, the use of labour market positioning, self-analysis, commitment and satisfaction analysis, the information and involvement of the employees, the offered carrier opportunities, the consideration of human resources, the type of HR strategy, HR data assembling and information system, HR activity and the position of the HR department in the organisation.

According to the research it's statable about the Hungarian large enterprises that the HR activity of the foreign owned firms is more advanced and efficient, the application of personnel marketing is more frequent, and have better strategic guidelines than those owned by Hungarians. As regards industrial sections the industrial and servicing companies have more advanced HR activity that matches better the personnel marketing concept, though industrial firms are also frequent in the worst categories. The concept of HRM is the most frequent in use, among the firms that use this concept are those who have the best strategic guidelines and efficiency in the field of HR and the some that correspond the concept of personnel marketing.

Considering the position of the HR department in the organisation the best results were observable by those companies whose HR department is in the first line. The higher the HR department is in the organisation, the more efficient the firm's HR activity and its efficiency is. That confirms the justifiability of the strategic position of the HR department. Beyond these establishments the better a firm fitted the defined concept of personnel marketing in the research and had good strategic guidelines, the more efficient its HR efficiency was according to the questionnaires, so the application of personnel marketing or an advanced HR activity provides greater efficiency in the field of HR for the organisations.

It is also important to mention that the actual characteristics of the Hungarian labour market are playing a very significant role in the presented situation of the application (or the lack of) human resource management and personnel marketing, that could occur negative in some areas. Besides the established and alarming size of unemployment (that now equally falls on both physical and intellectual employees) and the average wages that fall well behind the European levels, the domestic companies guided by pure market logic doesn't have a claim to the benefits provided by personnel marketing. An additional reason of this could be that most of the foreign investors are thinking only in short term about the maintenance of their Hungarian subsidiary companies, and they don't consider reasonable the long term investments in Hungarian human resources (like the committal, motivation and loyalisation of the employees, the assurance of jobs, etc.). The practice of many Hungarian subsidiary companies of foreign owners verify that statement, where a totally different styled and kind of HR activity is used for Hungarian labour, than for the ones in the home country. In case of the Hungarian-owned companies, besides the from the practice before the regime change remaining slowly remediable problems (like the lack of strategy and human aspect, the division of the organisation and the content of HR, the low reputation of the personnel jobs, etc.) it's a big challenge for many firms even to stay at the market business, which basically makes impossible the application of an advanced HR activity. A further problem is the lack of the esteem and appreciation of honest (physical and intellectual) work which can also be considered as an aftermath of the political philosophy of the earlier regime.

III. The application of the results of the research and the appointing of further research directions

The introduced results of the research can be advised for practical application in the following main areas:

- First of all both the theoretical and practical results can be used for educational purposes, for the compilation of educational materials, because several economic departments of Hungarian universities and institutions lecture personnel marketing under this or some other similar name (e.g. labour marketing).
- These result can also establish further researches, because many areas have been remained opened in the survey, that I could not or did not want to examine deeper because of thematic and size limitation of the research (e.g. the same survey at the medium and small sized enterprises compared with this results).
- The most important would be to let the domestic enterprises know about these results, and help the problems that have been revealed, because with the practical application of the results the (labour) market competitiveness of the domestic enterprises and organisations could be improved, which would be very important in the globalising markets both at long and short terms. That would be required in two main areas: in the considering of the human resources and on the field of the applied methods and instruments used for the HR activity both in the organisations of the entrepreneurial, civil and public officials spheres independently of the

industrial sections in which they are operating or the size of the organisation or other characteristics.

- Finally I have to remark that the government and the governmental institutions should play a more active role in the designation of the adequate guidelines for the domestic firms, among others with clearer and fairer laws, with the increased protection and support of the employees, the attraction and long term keeping of foreign investors and first of all with the support and protection of the domestic national enterprises and companies.

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