OUTER PERSONAL MARKETING AS THE ELEMENT OF THE HOLISTIC ORIENTATION OF ORGANIZATION
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Abstract

In the article the problems related to outer personal marketing as the fundamental element of the holistic marketing orientation were presented. The essence of holistic attitude was shown and its role in the effective marketing activities directed to employees of a scientific organization was underlined. The special attention was paid to the key role of potential employees' knowledge about this approach. On the base of the results of the empirical researches one can state that its level is very low. It is one of the main barriers in the process of outer personal marketing implementing in the case of a scientific organization as well as in the case of others organizations.

Keywords: the holistic orientation of organization, knowledge, outer personal marketing, organization
In the article issues associated with the external personnel marketing as an integral element of holistic orientation of organization are presented. The essence of holistic approach and its significance for efficient marketing activities aimed at employees of a scientific organization are presented. Special attention is paid to an approach such as holistic perspective, thanks to which all current and potential partners of an organizations are treated equally. External personnel marketing has also been defined as an integral subsystem of the personnel marketing system. Further, the article shows the diversity of the participants of external labour market acting as recipients of measures from the scope of outer personnel marketing. Their very diversified needs and expectations are presented. Satisfying these needs reflects the efficiency of marketing measures taken by an organization. The article also emphasizes the key role of the fact whether potential employees have the appropriate knowledge concerning the discussed concept. Unfortunately, in practice the level of this knowledge is too low, as has been shown by empirical research. This is one of the basic barriers hampering the implementation of outer personnel marketing. Without it no organization, also scientific organization can be regarded as an organization with a holistic orientation. That’s why the first step in the process of reorientation should be educating the recipients of marketing personnel activities, such as potential employees.

Introduction

Dramatic changes taking place in the contemporary world\(^1\) lead to a situation in which marketing as a concept for running activity on the market has to be characterized by high dynamism and flexibility. This means that along with changes in social, economic, political, legal etc.\(^2\) conditions in which offerors and recipients are functioning, necessary changes in approach to market and social role of the scope of marketing activities should take place. A reflection of these changes is the appearance

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\(^2\) These changes are related to globalization, which has been presented in different planes, among others by D.E. Staszczak, *Globalizacja. Zbiorowa hegemonia mocarstw i korporacji transnarodowych a globalny marketing*, Adam Marszałek, Toruń 2007.
of new solutions in form of various marketing orientations\(^3\) distinguished by, among others, the coverage of subjective influence of marketing, the role ascribed to buyers, subjective responsibility for marketing activities, time horizon of these actions, applied strategies\(^4\) etc.

**Holistic orientation and its characteristics**

All marketing orientations naturally have the same common assumption, which is satisfying the expectations of buyers in the best possible way. However, holistic\(^4\) orientation stands out from all marketing orientations. According to the holistic orientation, the assumption should be applied with regard to all entities interested in the offer of a particular supplier, regardless of the characteristics of the offer. An organization with a holistic orientation treats the needs of all recipients, not just the final buyers, but also employees and potential employees, as well as partners etc. as a priority. The goal is to satisfy these needs in the best possible way. Moreover, all subsystems of a particular organization, not just marketing department are working to achieve this goal.

It is worth pointing out here that some authors understand holistic approach in a different way and regard it as the same as all marketing activities aimed at one group of recipients, eg. to final buyers alone\(^5\). However, this view doesn't have much to do with real holistic approach and is kind of abuse of terminology. In fact, this definition is just a refreshed version of classic marketing in which recipients are identified with just buyers. Applying complex marketing measures aimed at a particular group of recipients can be at most called integrated marketing\(^6\). Authentic holism\(^7\), as an organic

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\(^4\) An approach based on push or pull strategy is being pushed aside by an approach based on strategies of trust and being an advocate of a brand/product (discussed by G. Urban, *Don't Just Relate: Advocate*, Upper Saddle River. Pearson Education, New York 2005). Thus, values supporting the establishment and tightening emotional relations between the offeror and recipients, both internal and external, start playing a major role, at least in terms of theoretical assumptions.


comprehensive approach is characterized by equal treatment of everyone without any exception for groups of the offeror's potential or current partners, including potential employees who are recipients of outer personnel marketing.

However, it is possible to ask whether the rules of holistic orientation in marketing are not just a collection of wishes that cannot be fulfilled. In practice offerors often fail to comply with the assumptions of even classic marketing orientation, taking unethical measures with regard to their recipients\(^8\), which reflects their instrumental and subjective approach, which can be defined rather as productive orientation. Thus, they are even less likely to expand the subjective scope of marketing influence to employees, completely neglecting the people constituting external labour market. This is apparent especially in case of scientific organizations. Perhaps the reason for this is the lack of experiences of this kind and lack of awareness that according to the assumptions of practically all contemporary marketing orientations, including holistic orientation, recipients play a key role in the assessment of actions taken by offerors. In case of external personnel marketing, potential employees are the recipients. That's why the main goal of this article is to present theoretical assumptions for outer personnel marketing with special consideration of the characteristics of recipients and their needs. This article is also aimed at identifying and analysing their level of knowledge about the concept.

**Outer personnel marketing and its characteristics**

As the above deliberations show, holistic orientation in marketing assumes applying a marketing approach to all entities, also to the recipients of personnel offer mentioned in the definition of personnel marketing. It is necessary to recall here that it covers the whole set of actions taken by an organization in the scope of social system, aimed at creating and maintaining an image of an attractive, responsible and honest employer both on the internal and the external labour market. The goal is an image of an employer that people want to cooperate with as the individual development of every employee determines the direction of development of the whole organization and this in turn leads to further self-improvement of its members. The relation between the success of an organization as a whole and the quality of life of particular employees is mutual. The condition for its emergence in practice is efficient implementation of personnel marketing measures simultaneously in both its dimensions — internal and external.

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Combining internal and external dimensions in one concept is what makes the discussed approach valuable and original. It also makes it a key orientation in contemporary marketing, according to the author. It is also distinguished by the emphasis on social and psychological aspects, as assumptions of marketing approach to employees cannot and shouldn't be based solely on economic grounds. This is what distinguishes this concept from, for example, human resource management.

The recipients of outer personnel marketing and their diversity

The above deliberations show that the totality of activities carried out by an organizations with the framework of personnel marketing is aimed at two basic groups of recipients: internal and external. Internal recipients are current employees, regardless of their ranks in the organizational structure or their functional area. The second group of recipients of marketing activities are potential employees, who constitute external labour market of a particular organization. According to the author, it is possible to distinguish several smaller categories (market segments) among them:

1) potential employees who don't work at a particular organization, but used to work there in the past,
2) potential employees who have at least once taken part in the recruitment process of a particular organization as job candidates, but haven't been hired by the organization,
3) potential employees who haven't had a direct contact with a particular organization, but have an intellectual potential that could be useful for the organization in the future.

It is necessary to emphasize here that the fist two of the above-mentioned categories of external recipients, thanks to earlier interpersonal relations that connected their representatives with an organization, are especially important for it. This stems from the fact that the management is already aware of the potential of these people (especially former employees), which eliminates the need to verify their knowledge and experience from the very start. This to a large extent reduces the costs and the risk associated with hiring them. Moreover, it is much easier to reach such people as their personal data should be available in personnel database. However, this doesn't mean that the third

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9 Obviously, it is impossible to completely eliminate the stage of identification of current level of usefulness of such candidates, as from the moment they left an organization, they could have enriched their experience, gained new skills etc. especially if the period in which they were not employed in the organization was comparably long.
group mentioned by the author plays a secondary role from the point of view of an organization. This group often includes people whose skills and qualifications often fully satisfy the expectations of the potential employer. However, reaching them, as well as identifying and analysing their potential and professional, personal expectations requires much more time and work. This also means higher financial costs.

Looking into issues concerning target recipients of actions from the scope of outer personnel marketing, it is possible to focus only on the groups mentioned thus far. However, according to the author, this approach would be too narrow, as it takes into consideration mainly the people who in the past established direct relations with a particular organization. It seems that the scope of the term covering the recipients of actions taken within the framework of outer personnel marketing is much broader. It should include also the individuals who participate in an indirect way in consumption of personnel products offered by an organization. These are mainly the member of families or friends of current or former employees.

In case when a particular organization satisfies the needs of its members associated with work to an optimum extent, they naturally transfer their satisfaction and feeling of self-accomplishment to their private life. This in turn contributes to raising the level of satisfaction of other people in a household or closely related people. On the other hand these people can also be regarded as participants of one of the previously mentioned categories of potential external recipients who are the direct targets of personnel marketing activities conducted by a particular organization. Thus, they can play two roles, which makes them especially important from the point of view of an organization. It is necessary to remember that in some cases members of employees' families are employed in the same institution. Such people also play two roles. They are both indirect and direct recipients of personnel product offer.

Potential employees who haven't been employed in a particular organization before and have never applied for work in the organization, don't constitute a uniform group either. It is possible to divide them into the following categories:
1) people who have entered the labour market for the first time, who have no work experience (e. g. graduates of high schools or universities),
2) people who are employed in other institutions,
3) people who want to return to the labour market after a break (usually a few years caused for example by family matters.

This division is closely tied to the age of potential employees. The first category is formed mostly by young people without professional experience and without the burden of routine behaviour, aiming at the achievement of their dreams and ideals. They want to test their potential in various conditions.
The second category is formed by people with particular professional experience (often many years of experience) who look at the surrounding reality from a distance. Many of them don't believe in youthful ideals any more. They are more down-to-earth, sometimes even sceptical. At the same time they have much more practical knowledge verified by the necessity to take hard, not always right decisions. On the other hand, they find it much harder to submit to changes, especially serious changes. For this reason it could be said that they are traditionalists. The representatives of the third category display similar characteristics. However, their experience is less up-to-date, which is caused by the break in career and rapid development of science and technology, which change completely over just a few years.

Thus, it could be said that people who belong to the three above-mentioned categories display certain characteristics desirable from the point of view of a potential employer, as well as characteristics which are irrelevant or even undesirable for an organization and thus constitute a kind of challenge. It is necessary to emphasize here that the members of the first category often display huge enthusiasm. A reflection of this enthusiasm is full involvement in the functioning of an organization. They try to do their best and devote their whole potential and creative energy to professional matters, especially that in many cases they haven't started a family yet. However, it is necessary to remember that for an organization such a situation doesn't really have to be beneficial, as employees completely devoted to work tend to burn out quickly. Moreover, employees reach their optimum efficiency as soon as they achieve a balance between professional and personal life.

Even though young people dominate the category of people without work experience, older people who haven't taken up work following the conclusion of their education for various reasons, also belong to the group. Now, they have decided to enter the labour market. This decision stems from their aspirations and the need to satisfy professional ambitions, or from the necessity associated with the deterioration of living standard. A good example are women who took care of raising children and after a few years decided to take up their first job, which forces them to supplement and update their knowledge.

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10 This is apparent especially in Poland and stems from high unemployment rate, thus not so much from the need to satisfy own desires, but from employee's fear of losing work, especially if a particular person spent a lot of time looking for work. In many cases employees even decide to work without remuneration and at least gain professional experience.

The deliberations thus far highlight very high diversity of target groups of recipients of products offered with the framework of outer personnel marketing. The basis for distinguishing these groups was the kind of relations linking them with a particular organization and the strength of mutual dependence. Obviously, with regard to external buyers also other distinguishing criteria\textsuperscript{12} are applicable. They can be used also in case of current employees forming the internal environment of an organization. In fact, they don't constitute a uniform group. In reality, there are various sub-groups of recipients who can be classified according to age, sex, education or the rank in hierarchy or functional area they belong to. The last of the mentioned division criteria refers solely to internal recipients. The others can be used in the process of segmentation of both external and internal buyers.

Defining the recipients of personnel marketing activities it is necessary to take into consideration the branch that is the domain of a particular organization. This is very important especially in case of specialist positions, as their requirements This is very important especially in case of specialist positions, as their requirements make them suitable above all for people currently employed in companies and other organizations, including scientific organizations, representing a particular branch. Obviously, this doesn't mean that the recruitment process shouldn't cover other people, especially now when the necessity of constantly gaining knowledge, new skills and qualifications is gaining more and more attention.

The above deliberations make it possible to conclude that the target recipients of activities from the scope of outer personnel marketing are very diversified and numerous groups of recipients. The basic categories of these groups are presented on picture 1. It is necessary to emphasize here that it is hard to definitely conclude which of the above-mentioned groups of recipients is the most important from the point of view of a scientific organization. What's more it seems that scientific organizations should pay equal attention to individuals representing each of these groups. The only group that can be distinguished here are current employees. They know more, thanks to the fact that they participate directly in an organization and experience whether and in what way the assumptions of personnel marketing are being implemented. They are a source of a message contributing to the creation of the image of an organization as an employer among other entities\textsuperscript{13}.


\textsuperscript{13} This is an image formed in an informal way. The emergence of any disparities between the image formally built by a scientific organization as an employer and the image created by employees themselves often leads to irreversible effects, discouraging potential employees to start work in the organization. Discussed by A. Baruk, *The Means of Reducing The Divergence Between The Subimages of A Firm As An Employer*, "Economics & Competition Policy" 2007, no. 7, pp. 105–112.
Two basic differences, apart from location with regard to an organization, distinguish external and internal buyers. First of all, external recipients have comparably big freedom of choice of the supplier of personnel products (e.g., potential employee can apply for work in various organizations). At the same time the choice that internal buyers can make is highly limited. In fact, it could be said they have no freedom of choice at all. This is because they are members of a particular organization and as its employees they can take advantage only of the products offered by the organization.

The scope of choice of the supplier of personnel products, in case of full-time employees, is defined only by the degree of their independence associated with the method or form of carrying out a particular task, however, they always have to consider limitations of an organizational nature. An alternative in case of a disparity

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between the expectations of an employee and the way he is treated by the employer is almost only leaving a particular organization, which, taking into consideration the currently high unemployment rate in Poland, is often highly unrealistic, especially for people who don't play a major role, eg. have no more than a doctoral degree in case of scientific organizations.

The second basic difference between external and internal recipients of personnel marketing activities is associated with the fact that internal recipients, co-creating a particular organization not only know it better, but above all get the possibility of satisfying their material needs by means of remuneration\textsuperscript{15}. However, in case of external recipients mainly non-material needs are satisfied.

The needs of recipients of external personnel marketing and their diversity

Among the most important factors behind various needs felt by particular recipients of external personnel marketing which also influence the intensity of these needs are the following variables (picture 2):

1) kind of recipient — demographic, geographic parameters (understood literally and as the location of a given person, compared to an organization) defining his individual profile, number of recipients, similarities and differences in comparison to recipients employed in other organizations (especially in organizations competing with a particular organization), kind of contract signed with another employer and the place and form of carrying out the contract,

2) temporal dimension of the relation with the recipient — the duration of the period from the moment a work contract is signed, the duration of the period from the moment the relation with the recipient is finished and the phase of a particular employee's life cycle;

3) recipient's role — his actual or expected contribution to the implementation of an organization's tasks and their character, the scope of responsibility stemming from the position in organizational structure, intellectual potential of the recipient and the degree to which he can contribute to the market success of an organization in the future;

4) aid necessary for the recipient — kind and volume of information, material and financial resources necessary for optimum utilization of creative abilities of an employee in the future, the way of organizing his future workplace;
5) recipient's satisfaction — involvement and loyalty towards an organization, the presence of possible opposition against changes, kind and strength of conflicts emerging in vertical and horizontal systems, the value of the index of fluctuation.

However, it is possible to conclude that the basic need that all recipients of personnel marketing activities want to satisfy, regardless of the category they belong to, is the need for satisfaction from membership in a particular organization and contributing to its long-term success. The feeling of professional satisfaction is determined by the following factors:\textsuperscript{16}:

\textsuperscript{16} Similar factors are being highlighted as conditions for achieving the goal. According to the author, they determine the feeling of satisfaction from work, which after all is the goal of almost every current and potential member of an organization. Discussed in Zarządzanie wartością firmy group work edited by A. Herman, A. Szablewski, Poltext, Warszawa 1999, p. 97.
1. Believing that the defined goal can be achieved. However, achieving the goal can't be too easy, as in such case striving to achieve it doesn't encourage to fully use one's creative energy. Setting ambitious goals and striving to achieve them makes people believe in their own strengths and makes them ready to take up more ambitious challenges. Greater challenges require greater knowledge, gaining new skills, etc. This means achieving additional benefits;

2. Self-trust, that is, deep trust in own abilities. A person who feels own strength and is able to properly assess its potential can complete the tasks lying ahead. Such a person doesn't withdraw halfway into the task, doesn't quit as soon as first problems appear, but looks for better solutions making it possible to continue the started venture. What's more, the emergence of possible obstacles motivates the person to work more and to prove to him or herself and to others that he or she is able to overcome the encountered obstacles. The more often this person tries to find a way out of a difficult situation, the higher the person's ingenuity and intuition. The person's observation and analytical skills grow. Moreover, the person develops the ability to draw right conclusions. All of this boosts the person's creative potential;

3. The awareness of various ways of achieving the goal, which is the direct effect of the above-mentioned factors. Thanks to this a person boosts his or her own value from its own perspective and from the perspective of an organization he or she may join in the future.

It is necessary to emphasize here that striving to satisfy various needs is expressed in particular behaviours of employees that are associated with the diversification of intellectual and physical potential of particular people. Varied potential means that for every person something different causes the feeling of satisfaction from personal and professional life. This is also associated with the degree of potential involvement of an organization member in achieving the organization's goals.

The scope of individual abilities of a potential employee and his expected contribution to the functioning of an organization is a basis for dividing employees into four basic groups (passive executors, hard-working people trying to not attract too much attention, dreamers and high-flyers)\(^\text{17}\), whose representatives have varied needs and behave in a different way to satisfy these needs. For the employer high-flyers are the most valuable group. These employees are characterized by high efficiency of work, which to a large extent contributes to achieving the strategic goals of the whole organization.

However, it is necessary to remember that according to the rules of personnel marketing, every employee constitutes value in itself, which forms the value of the whole organization. However, whether in practice this value is discovered and developed depends on whether the employer takes appropriate measures aimed at creating conditions favourable for individual development of each employee\textsuperscript{18}.

From the point of view of marketing it is important to realize that even though people belong to various groups, constituting at the same time separate entities, their ambitions are subject to certain patterns that may be defined with the following rules\textsuperscript{19}:
1. Human's activity is purposeful. It is regulated by acknowledged goals, which stems from every person's need for self-improvement. According to H. Seyle, “the characteristic trait of man is not his wisdom but unabating will to improve his environment and himself”;
2. Among human's natural needs, according to A. Maslow, are: doing significant work, responsibility, creativity, doing valuable things, being noble and just. Not only material needs (eg. money), but also such non-material products as membership, dignity, respect, recognition, rule of law, just assessment are important. Especially that according to the classic axiom, “responsibility follows knowledge”\textsuperscript{20};
3. In an organization people act reasonably assessing every situation from the point of view of own interests, reacting to external stimuli aimed at them in the process of motivation, choosing the values they regard as most valuable. However, this is possible only when people have sufficient room for action and independence reflecting their the so-called ability to act;
4. People's needs are hierarchical. They define goals that people want to achieve and stimulate their professional and personal activity;
5. Every person is a member of a particular organization and as such belongs to informal groups functioning within it. He feels closely associated with them and looks consciously or subconsciously for support and acceptance there;

\textsuperscript{18} It is possible to claim here that the contribution of an employee to the development of an organization depends to a larger extent on the ability of the employer to stimulate the employee's hidden skills and nurturing them than on the members of the organization themselves. There are only few people who are inherently disciplined enough to motivate themselves and individually verify their actions. Even self-accomplishment won't be full without the participation of other people, especially without their kindness and support.
\textsuperscript{20} P. F. Drucker, Zarządzanie w czasach burzliwych, Czytelnik, Warszawa 1995, p. 191.
6. A person through work and at work perfects his or her skills, gains knowledge and experience analysing the cause-effect relationship between his or her, or other people's actions and their effects. Thus, the person forms him or herself by improving the quality of his or her work, which is beneficial for the person and for the whole organization;

7. People strive to achieve the goals of an organization, as soon as they accept them as their own goals, noticing a positive relationship between the achievement of the organization's goals and their ambitions.

Discussing issues associated with the needs of employees, it is necessary to remember that a distinction between two groups has to made. The first group are needs concerning almost solely the current employees, that is, needs stemming from handling tasks associated with occupying a particular position, which can, or even have to be satisfied by the management and by other employees.

The second group is formed by needs concerning personal aspirations of a particular person. In order to satisfy these needs, the management of an organization has to create appropriate material and non-material conditions. Creating these conditions is a means to allow a person to satisfy his or her superior need, that is, striving to achieve professional and personal self-accomplishment. Even though both groups of needs are significant and satisfying the first one makes it possible to satisfy the second group, in the concept of personnel marketing the focus is on the needs from the second category.

The needs of employees differ also depending on the country of origin of a particular person and the country where the person is employed\(^{21}\). This plays an ever greater role in the time of internationalization of scientific organizations. In case of European countries the superior expectation is appropriate remuneration (79% of responses), but in the USA this expectation is placed lower in the hierarchy of needs\(^{22}\). Employees in the United States tend to pay much greater attention to non-material needs.

The needs felt by the recipients of personnel marketing activities can be divided according to other criteria. Taking into consideration the level of relationship with a particular organization, it is possible to generally distinguish the needs of external and internal buyers. In case of external buyers one of the key needs is starting a rewarding job in a chosen organization. It is necessary to emphasize that the participants of external labour market more and more often pay attention to the values constituting the core of organization culture of a potential employer. They tend

\(^{21}\) These are not synonymous terms, as it is necessary to take into consideration the fact that some people work in a different country than their country of origin, which may be caused by migration or delegation of a particular person to work in a division or branch of a scientific organization located in another country.

to look for an employer whose system of values is similar or close to the values they regard as crucial. Thus, employers in course of their marketing activities carried out within the framework of external personnel marketing should highlight the values they apply daily with regard to their employees and other partners\textsuperscript{23}.

Knowledge of potential employees concerning personnel marketing — research results

Work is among the main areas of activity of contemporary people. Playing a particular professional role makes it possible to satisfy various material and non-material needs. The level to which these needs are satisfied has an impact on the perception of work satisfaction Professional career belongs to the main areas of activity of contemporary people\textsuperscript{24}. For potential employees the prospect of becoming a current employee is tantamount to the possibility of satisfying particular needs and expectations — not only professional, but also social needs (the results of research conducted in other countries show that for university graduates the most important factors attracting them to a particular employer are: friendly work environment and security of employment, among 16 analysed factors the level of remuneration placed only 9\textsuperscript{th}\textsuperscript{25}). However, it is impossible to satisfy these needs, as long as employers don’t recognize potential employees as targets of their personnel marketing activities.

Unfortunately, in practice these activities often completely disregard them, which results from, among others, underrating the significance of potential employees for the functioning of an organization. Responding to their activities makes it easier, in some cases even determines the possibility of attracting certain candidates with characteristics compatible with the characteristics of a particular organization. This raises the likelihood that a particular person will really get involved in the life of an organization as soon as he or she becomes an employee of the organization. This in turn facilitates the process of organizational socialization\textsuperscript{26}. This is especially significant


\textsuperscript{24} Discussed by A. Baruk, Marketing personalny jako instrument kreowania wizerunku firmy, Difin, Warszawa 2006, p. 56-77; So Young Lee, Expectations of employees toward the workplace and environmental satisfaction, "Facilities" 2006, vol. 24, no. 9/10, pp. 343–353.


with regard to the segment of the so-called real newcomers, that is, people who have never played the role of a current employee. It is also worth recalling here that for potential employees the employer with similar characteristics as their own characteristics are more attractive, as highlighted by many authors.

Obviously, it is much harder to identify the expectations of the participants of external labour market and the changes in expectations taking place. Employers should treat the task of identifying these expectations as an important challenge. Standing up to this challenge confirms that a company follows the rules of holistic marketing orientation which is based on applying modern marketing approach towards all current and potential market allies. Many authors actually regard the application of modern marketing approach towards employees as one of key competences of contemporary organizations. However, they often wrongfully limit this approach to current employees, disregarding potential employees, which doesn't comply with the concept of personnel marketing and even more with the holistic approach. It is necessary to emphasize that implementing it is not possible without following rules of ethics. Many researchers name following rules of ethics as one of the most important and the most difficult challenges lying ahead of transaction marketing in the coming years. It seems that it will be a key challenge also for personnel marketing. In practice, still not all employees are treated equally as equal partners, despite the fact that literature on the subject highlights the need for such an approach. They are also not regarded as market allies, which is especially apparent in case of potential employees. This makes it even more difficult to learn their expectations and needs.

Identifying these needs should be preceded by another important action. The first step that an employer has to take when implementing the assumptions of personnel marketing, especially if he hasn't applied marketing approach on personnel management, or if he wants to improve his personnel management, is to carry out a diagnosis and analysis of the marketing situation. What is especially important is conducting a diagnosis and analysis of the level of knowledge of potential employees

about the discussed concept. Striving to identify this level of knowledge, in 2013 the author conducted a survey among 500 people of working age representing potential employees from the territory of whole Poland.

It turned out that slightly more than a half of the surveyed (52%) heard about the concept, however, this doesn't mean that they knew the meaning of the concept. Among people who have heard about the concept almost every third person thought that personnel marketing is the equivalent of personnel management (15% of answers) or human resources management (14% of answers). Less than every second respondent from the group correctly understood the essence of personnel marketing as the totality of actions aimed at treating current and potential employees as buyers forming internal and external labour market of a particular company.

Thus, its is possible to conclude that employers are facing a very important and a very demanding challenge, which is the preparation and implementation of an efficient programme of marketing education of employees aimed at evoking or raising the awareness of the essence and meaning of marketing approach in personnel actions aimed at them. Paradoxically, this task is the more important and urgent, the less potential employees know about personnel marketing. However, in this case it may be necessary to overcome their potential opposition to changes that they may display due to fear of solutions which are unknown to them. Surveys showed that the respondents knew very little about the subjective scope of personnel marketing. What leads to this conclusion are the actions they name as components of personnel marketing and the significance they ascribe to these actions (table 1). The biggest group of respondents named rewarding (24%) as the most essential measure in personnel marketing. Over 20% of answers pointed to recruitment and

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32 This sequence of actions stems from the need to adopt a rational approach (discussed in the concept of rational course of action) allowing to limit the risk of taking wrong decisions thanks to correct preparation, which complies with the AOSTC model (that is, analysis, objectives, strategies, tactics, control). Discussed by A. Ranchhod, E. Marandi, Strategic marketing in practice, Elsevier, Oxford 2007, p. 140.

33 Obviously, this requires appropriate knowledge about the discussed concept from employers themselves. They also have to understand high applicatory value of the concept, especially that in 2005 just 45% of representatives of senior management in producing companies in Poland understood the concept correctly (discussed by A. Baruk, Marketing personalny jako instrument kreowania wizerunku firmy, op. cit., p. 121). Even though these surveys were not conducted in scientific institutions, it is possible to assume that the situation in these institutions would be similar.

34 This opposition stems from, among others, the necessity to adapt to new conditions and at the same time lack of knowledge about the effects of emergence of these conditions. This naturally leads to opposition, hampering the implementation of changes in an organization, even if they are beneficial for employees, who simply don't realize this fact. Discussed by S. Oreg, Personality, context and resistance to organizational change, "European Journal of Work & Organizational Psychology" 2006, vol. 15, no. 1, pp. 73–101; P. Michelman, Overcoming resistance to change, "Harvard Management Update" 2007, vol. 12, no. 7, pp. 3–4.
selection, that is actions typical for personnel management or human resources management, as the most important action. Only every tenth respondent recognized learning about the opinions, needs and expectations of employees, that is, actions distinguishing personnel marketing, as the key form of activity in personnel marketing. What's more, in comparison with the other assessed activities, comparably highest percentage of people concluded that it is not covered by the discussed concept at all.

Detailed analysis of data included in table 1 clearly shows that two kinds of actions have been recognized by more than a half of respondents as at least very significant elements of personnel marketing. These two most significant elements are rewarding (54% of answers) as well as recruitment and selection (53% of answers). It is worth pointing out here that rewarding was not only more highly valued, judging by the total percentage of answers, but also a greater percentage of people recognized it as essential activity in personnel marketing, in comparison to recruitment and selection (24% and 21%, respectively). This additionally confirms that rewarding is regarded by the surveyed as more important in the context of marketing approach to personnel measures. However, it is necessary to remember that both rewarding and activities involving recruitment and selection are in fact typical of, above all, human resource approach. Thus, recognizing these activities as comparably most important forms of personnel activity points to still greatly limited knowledge of the surveyed about personnel marketing. This also confirms earlier conclusions associated with the fact that 52% of people don't understand the concept correctly.

7 other actions were recognized as at least highly significant by less than 50%, but more than 30% of the surveyed. First position among these actions was taken by training activities, a total of 49% of respondents gave 4 or 5 points to this type of activity. It is also an action typical of human resources management, which doesn't reflect the characteristics of personnel marketing. Remaining actions were recognized as at least very significant by less than 30% of people and 3 among them were evaluated similarly by over 1/5 of the surveyed, and another 3 were evaluated this way by less than every fifth person. It is worth pointing out here that among the assessed actions, there was none that was recognized as very significant or essential by less than 10% of people, even though forms of activity actually reflecting marketing approach occupied more distant positions (including bottom 3 positions) than most actions more typical of resource approach. The least appreciated action among them was monitoring the implementation of personnel plans, which were assessed as very significant by every fifth respondent (21%).

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As table 1 shows, among 15 analysed actions, in case of only two no respondent concluded that they don’t belong to personnel marketing (these two actions are training and promotion). At the same time, with regard to all the remaining action, a small fraction of respondents (between 1% and 4%) thought that they don’t belong to the scope of personnel marketing. However, it is necessary to point out here that among them were actions from the area of communication, including actions that involve learning about opinions and expectations of employees, that is, forms of activity typical of marketing approach to personnel activity. Comparably greater group of respondents thought that they don’t belong to the scope of personnel marketing, compared to opinions on actions actually typical of human resource management. This confirms insufficient awareness of the essence and scope of personnel marketing.
Moreover, identifying the needs of employees and dialogue with them, which is a basic element distinguishing the concept, was recognized by 37% of respondents as rather insignificant or completely insignificant in personnel marketing. This additionally confirms that the level of knowledge about the concept is insufficient and highlights the need to fill the gap in knowledge (possibly, stop the emergence of the gap) apparent among the respondents. 7 actions were recognized by 1/3 of the surveyed as rather or completely insignificant in personnel market. Among these 7 actions, 5 forms of activity actually distinguish the discussed concept from other concepts aimed at social system of organization (the remaining two actions, that is defining the path of career and monitoring don't belong to this group). It is worth pointing out here that 3 actions (the highest group of respondents recognized them as rather or completely insignificant) that involve communicating with the environment, that is, activities typical of personnel marketing and distinguishing it from internal marketing were recognized as least significant. At the same time they received comparably least assessment higher than very good (the smallest share of respondents recognized them as very significant or essential). This is another proof that among potential employees there is a gap in knowledge about the discussed concept.

Conclusions

Summing up the above deliberations, it is possible to conclude that the efficiency of marketing actions taken by an organization is determined by the adoption of holistic approach. The essential value in holistic approach is covering all entities playing the role of current or potential partners with marketing activity. Holistic perspective constitutes a condition necessary to satisfy the expectations of all of them, generating effects important for a scientific organization such as the feeling of loyalty or empathy. The emergence of these feelings is necessary to form a marketing community of partners co-creating values precious for all of them. Disregarding any segment of recipients can lead to the failure of a particular organization and certainly push it away from the position it intended to achieve. Potential employees are naturally not an exception, as they constitute an important, but still undervalued element of such community.

Giving them their rightful place on the map of marketing activity ans applying marketing approach to them is certainly not easy, especially that it requires making the hardest change, that is, mental change which involves switching from introverted approach to openness to new solutions. Moreover, it has to take place not only among scientific organizations as employers, but also among potential employees.
themselves. The process of reorientation should start with market education. It is necessary to raise their awareness of marketing solutions that are beneficial for them. In the process potential employers should play the role of guides around the world of marketing, including personnel marketing. This in turn means that employers first have to realize the advantage of holistic approach over approaches applied up till now, which are characterized by selectivity in terms of subjective scope.

The results of conducted surveys show that the level of knowledge of potential employees about personnel marketing is too low and that there is an apparent gap in knowledge concerning this areas. In practice being unaware of certain solutions in a way automatically leads to opposition against their implementation. That's why eliminating the above-mentioned gap in knowledge is a condition for the implementation of holistic marketing approach. It is also impossible to implement holistic marketing approach without carrying out external personnel marketing actions in practice.

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