

Employer Branding: Creating a Sustainable Recruitment Plan in Large Corporates

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Abstract

The aim of this study is to attract talented employees by using non-traditional recruitment methods, such as online professional business networks. These methods should encourage potential employees to apply and join these companies. It also allows the company to position its image in its potential customers' minds. Hence, this research contributes to how to position an image in potential employee's minds and motivate them to be part of the company. The main objective of this study is to investigate how to maintain a continuous demand from potential employees; accomplished by providing an outline of a sustainable recruitment plan to be applied in the larger Palestinian corporates.

A questionnaire was distributed at employees and their HR managers at four large-scale corporations in West Bank, Palestine. The proposed models were analyzed on the basis of 100 responses related to four well-known large Palestinian corporates. The results indicate that 78.3% of the sample have a recruitment plan in their corporations. Moreover, most of the sample, over 50%, have job satisfaction. which can enhance and help corporations in building a good reputation. It also exploits its internal employees as a strategic marketing tool to build their real, good, and attractive employer branding. The study recommends that companies seriously consider their employees in their marketing strategy, similar to how they market their products and services. To accomplish this, they need to build a long-term relationship with employees in a way that affects the general profit of the corporate and assists the corporate to create and maintain the employer branding.

Keywords: sustainable plan, talent acquisition, recruitment marketing, employer branding

JEL Classifications: M30, M31, M10

1. Introduction

"Finding employees' is a two-word statement that creates a headache for all recruitment officers at any HR department. Seeking specific qualified employees for any position has always been a real challenge for all companies in the modern economy. Positions and specialties are growing with the increasing fields of studies and proficiencies, especially after the massive growth since the inception and influence of the Internet.

Companies are no longer seeking positions in business management, marketing, HR, etc.... officers to maintain their presence in the field. Many new professionals are required nowadays in various fields and finding them is surprisingly hard. However, keeping these positions filled by the same experienced employees is even harder. The lifecycle of any employee starts at the vacancy announcement, continued by the interview and employment process, and passing through the productivity at work. It, unfortunately, ends with the employee leaving the company seeking the next step in his/her career path. Businesses often try to hold the productivity phase as long as possible to stay in the safe side of having a position filled by the right internal employee.

In the modern business environment, current and potential employees cannot prevent themselves from comparing this working environment with another. Since everything is now published in the inter web and social media, users who happen to be employees can now send their voices, opinions, experiences through different platforms like “Facebook, Twitter, Instagram, YouTube, etc.”. Hence, controlling what is happening in these platforms is hard if not impossible. But companies can take a step ahead and start developing recruitment plans for the long-term to maintain their internal situations and improve their image externally. whether through the entities efforts of employees as well (Mahato, 2014).

Working on establishing and applying a sustainable recruitment plan inside the company can guarantee a continuous external passion for being part of the company among potential employees (to be referred to as customers from this point) The company will be trying to position itself in the customers’ minds and motivate them to go forward and take action by showing the interest of being part of the company. On the internal level, having a strong employer brand externally will create higher employee loyalty and productivity inside the company, and within the consciousness of current employees.

Definitions of key terms

Recruitment marketing: “the art of indirectly attracting a potential employee not only to a company but to a specific job and team within that company” (Hogan, 2019).

Employer branding: the process of promoting a company, or an organization, as the employer of choice for the desired target group, one which a company needs and seeks to recruit and retain (Chris Mossevelde, 2014).

Talent acquisition: a strategic approach to attract, source, recruit, assess, hire and onboarding the best talent to meet the business objectives, sometimes referred to as “Head Hunting” (Margaret Rouse, 2017).

Sustainable plan: a plan that meets the organizational short-term goals and extends to long-term continuous action, usually as a self-sustaining effort.

2. Literature Review

In the world of a modern economy, competition among businesses is higher than ever (Urbancova, 2013). Businesses –in the era of globalization- compete in every possible aspect. They compete in the industry they are in, what products or services they offer the market, how they attract new customers, and how to keep their current ones loyal as long as possible (Gupta et al., 2017). Businesses head-to-head competition is not limited to these fields anymore; competition to attract talented employees is now considered as a parallel priority to successfully compete within the same industry and others (Webb, 2018).

Several researchers stated that human capital and brands are one of the firm’s most important assets (Backhaus & Tikoo 2004; Aaker 1991). Also, more attention and effort on these intangible assets is needed from both marketing and human resource departments. The human effort involved in the business public image creation can deliver high company status in the market. This can’t be done without the guidelines from the marketers and the working environment created by the human resource managers (Wilden et al., 2010).

The task of finding the right talent to fill in the right professional positions is a day-to-day task for the human resource department especially the recruitment officers in the larger companies (Roberts & Dowling, 2002). This is due to the massive number of specializations and departments in these companies and the high employee turnover in specific departments such as the sales team force or the merchandise storage departments. This means that vacancies will always be available (Roberts & Dowling, 2002) and customers will most likely apply for these vacancies if they know about them. However, the company needs to find the right talented targets to save them time and money in the future rather than repeating the recruitment process over and over.

If companies are always seeking talent, and the public is always looking for jobs, then the recruitment process is continuously is based on the size and dynamic of the business structure (Wilden et al., 2010). In today’s competitive business environment, creating a brand image and experience will be the most effective way to sell your product or service in the market (Keller, 2003). This means developing a brand that considers the customer’s point of view. In the other side of the story, if we look at the brand from another stakeholder’s perspective like an employee, it is not that different. Employees are part of the company’s stakeholder group and resemble the internal strengths or weaknesses of the company based. Given the current internet era, and with the social media strengthening the voices of everyone globally,

customer-generated content must be introduced and considered, Employees' experiences and opinions about the companies can no longer be kept inside the company itself. (Berthon et al., 2005).

As mentioned earlier, employees have become part of the business' overall brand image. The positioning statement nowadays needs to be targeting employees before customer themselves (Berthon et al., 2005). This is essential to not only to sustain a good word of mouth from your employees in the outside but also to create a healthy working environment and a value-added customer experience when interacting with the employees. A satisfied employee is most likely a productive employee (Buss, 2002); and a productive employee means an efficient overall business performance and eventually a happy customer who will generate profit (Buss, 2002). Such is the case if we are looking as a customer-driven strategy. If we take a deeper look into the process, we will find that employee satisfaction is one of the main pillars. Employee satisfaction is no longer sold only through traditional financial based systems like commissions and bonuses; hence employees need to be loyal to the brand in the first place, and financial support comes as a supportive element (Berthon et al., 2005).

The continuity of this recruitment process requires continuous efforts on various levels. The tactics to create a sustainable long-term recruitment plan that starts from within the company (Wilden et al., 2010). The research shall demonstrate how to create a sustainable recruitment marketing plan that serves the needs of both inside and outside stakeholders. It is based on the need for local talent within the company to provide a positive second voice image from the employees to the outside public. Moreover, this employee promotion of the company's brand needs to be supported with a first voice image from the marketing department efforts. Working on these various levels at once, in relevancy, can help create a strong positioning in the minds of both the current employees and the potential ones and create demand on the company instead of having to always have to recruit new employees, over and over, by more difficult traditional methods.

2.1 Recruitment Marketing

2.1.1 Definition of Recruitment Marketing

Every company has a recruitment process. Marketing is the main part of any organization due to its great impact. Accordingly, recruitment marketing evolved to replenish the gap that recruitment and marketing are doing separately (Foreman and Money, 1995; George, 1990). Internal marketing consists of recruitment, training and motivating employees to help customers well. In contrast. recruitment marketing is a process of attracting talented employees to be part of the organization by marketing to them (Martic, 2017). A firm can use recruitment advertising as a non-traditional way of recruitment to attract the best employees (Gatewood et al., 1993). This method the customer, a potential employee, more aware of your company and what it is; and ideally trigger their interest into your company (Martic, 2017).

2.1.2 Importance of Recruitment Marketing

Because of the increasingly competitive labor market, attracting and retaining talented employees has become more important and difficult for companies. (Wallace and Sheldon, 2010). Employers need to create their image to attract potential employees by using marketing tactics to market them. However, the company image (associated with its name) differs from its image as a recruiter (after its exposure to a job advertisement). This indicates the development and construction of brand equity specific to recruitment (Gatewood et al., 1993).

Moreover, organizations are implementing value-enhancing strategies to achieve a sustained competitive advantage that differentiate them from their competitors in the market, and it's difficult for these competitors to duplicate (Barney, 1991). The resource-based view stresses that a firm's competitive advantage and its success arise from the effective use of resources. However, if the resources are unique and valuable, they are considered as significant and it will enable the firm to obtain a sustainable competitive advantage (Barney, 1991). The employer strong brand image will help in reducing recruitment costs, improving relations with staff, increasing employee retention, and also it allows the firm to offer lower salaries than firms with weaker brands (Berthon et al., 2005).

2.1.3 Tools of Recruitment Marketing through Time

Finding new talent inside markets can be difficult. HR managers have tried a variety of different recruitment approaches to find out the best possible employees. Berger and Ghei (1995) cited in (Kapse et al., 2012) show, for example, that the hotel industry success depends on their employee's quality and their effective management in order to serve the firm to achieve its main objectives. Over time, there are two

different recruitment types: traditional and modern. Each of these recruitment choices has a positive aspect.

Some of the traditional methods are: Local paper advertisements; which is the simplest method of recruitment putting advertisements in newspapers; local employment office postings, based on postings at the local offices of unemployment, where many people are looking for opening jobs; through the temporary employment agencies which used to shortlist potential employees to find the expert ones; and internal hiring process to promote employees who are already part of the firm into open positions (Bassman, 2013).

Developing technology, and its place in our lives, has become the most significant part of everything we do; significant not just in our daily activities but also in our businesses. businesses have become reliant on the digital world so we can't ignore its importance. The most cracking way in modern recruitment is the power of social media. It is an inexpensive method and allows you to create a massive pool of potential employees within a very short period of time. Social media platforms such as LinkedIn, Twitter, and Facebook have vast communities where employees can submit their resume in the expectation to find a good job (Bassman, 2013).

Employers nowadays have access to talent anywhere and anytime regardless of the Internet. Some of the companies that are using some means of online recruitment, such as online ads or conducting interviews via Skype, benefit as they capitalize from using digital recruitment to reduce costs; and most importantly for time efficiency, they can reach the unreachable. This research will highlight the use of social media platforms, collaboration tools, internal portals/ websites and employee referrals as a modern tool of recruitment (Mahato, 2014).

2.2 Employer Branding

2.2.1 Definition of Employer Branding

Employer branding is defined as “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company” (Ambler & Barrow, 1996). It can also be defined as a long-term strategy that manages the awareness and perception of potential employees, current employees, and stakeholders to a specific organization. It is also discussed as a term of communication for a company's brand positioning within a recruitment and human resources marketplace (Cooper, 2008). Another definition is “An organization's image as seen through the eyes of its actual and potential employees” (Kimpakorn & Tocquer, 2009) cited in (Srivastava & Bhatnagar, 2010).

Employer branding creates an employee value proposition that matches what employees want from a company and what employers want in return. However, how they define an employer brand refers to the same concept. In this study, employer brand is defined as a long-term strategy that positions the perception or the image of the organization. It is designed to trigger the interest of employees and potential employees to value the job. In addition, it improves employee attraction and engagement; and also enhances their loyalty and motivation for being part of the organization, based on an attractive organizational culture and values.

2.2.2 Long-Term Branding

The main aim of creating an employer brand by organizations is to provide a unique and differentiating employment offering which is different than their competitors. They can attract and retain skilled and motivated personnel by creating an image as a great place to work. (Ambler & Barrow, 1996). A substance-oriented understanding of sustainable Human Resource Management (HRM) shows that organizations have to secure the long-term supply and ‘reproduction’ of their HR and not rely on the supply from the labor markets. (Stefanie et al., 2012). Moreover, by creating and positioning a brand for employees it helps to increase organizational success because it has potential in reducing costs (Knox & Freeman, 2006). Cable and Turban (2003) indicate that the case that prospective employees are willing to accept lower salaries when they are being employed with a positive reputation organization.

2.2.3 Internal and External Pillars

Internal pillars are the most significant pillars that any organization should invest in. Internal pillars which are known as employees having the ability to give the right image of the organization to the external environment through the word of mouth without being asked to do so. Employers branding depends on employee loyalty as a key internal success factor. Therefore, employees rarely contribute to the wanted image of the organization without being loyal to their organization.

There are many ways that increased employee loyalty helps employers create their own brand, reputation and improve loyalty. Here are the most significant ways to increase employee loyalty:

- Improve company culture: regardless of the size of the company; its culture is a very important pattern. Ameliorate organization culture can increase the loyalty of employees in the long run. Good culture doesn't mean continuous fun and games. Employees should be proud of the organizations that they work for. One reputed research was cited in Harvard Business Review; it found that workplace stress “leads to an increase of almost 50% in voluntary turnover.” Hence, the goal for companies is for employees to be comfortable in their workplace, by providing a healthy culture for them.
- Increase employee engagement: if employees are not positively engaged in their workplace; they feel that they are disconnected to their employer and they face the lack of passion for their works. Culture and engagement are among the most significant issues facing the business world. The Harvard Business Review indicates not only the highly engaged organizations have a double success rate compared with lower engaged organizations; they also have lower turnover and absenteeism.
- Express your care of your employees: Corporate Social Responsibility (CSR) is one of the most useful methods to express your special care of your employees about the causes that they care, such as programs of volunteer outings. Therefore, by showing employees that you care, employee loyalty can increase.
- Invest in your employees: employees want help in achieving financial security. Employees always think about how they can secure their families financially during their life, and even after they are gone. The millennials loyalty to their companies is influenced by the degree of how much these companies show their cares about the employees' financial well-being. Employers who invest in their employees create an essential relationship with them. Therefore, employers will reap the benefits of employees' loyalty in case of employees are able to reach their future financial goals in addition to they feel that they are secure in their careers. There are different ways that companies could demonstrate investment in their employees along with their financial wellness such as employee loans, salary raises, financial education opportunities, and other forms of benefits.
- Change up responsibilities: Since employees working in entry-level jobs, they often get bored so employers should try to “mix it up”. Try to ask the employee to choose the position that s/he wants to try out and be responsible for it at least for an hour to make it enjoyable. This can influence employee loyalty and it may enhance the atmosphere of the organization. Even more worthy, it may highlight the beneficiaries and competencies hidden in their employees, which can improve and motivate employees for these skills.

These are the most common ways to increase employee loyalty. However, these are not adequate according to changes in human behavior and needs. These ways are cited in Daily Pay website (2017) under 4 ways to improve employee loyalty topic. In addition to Nick Lucs, 2016 research study.

The second pillar is an external situation where potential employees are needed. Attracting employees is the first phase that any organization should focus on. Employers trying to attract employees through the circulated tools using media, events, and successful stories tell the potential employees about the current situation in the organization, details about the culture of the organization and how they can achieve their goals.

In addition, using media is a very helpful way for an organization to easily reach and give employees the information they want. Putting news on media about the accomplishments of the organization creates an image to potential employees and encourages them to be part of the organization. Using videos on social media about the events of the organization can enhance and create a good reputation for the organization itself. Companies must be certain they have this in their internal environment and available. Otherwise, this could create ambiguity and amplify the problem. Social media is a window to your culture, values, and goals. Employers should brand their profiles and tell them completely by improving them with videos and photos. Employers should take advantage of Instagram, Facebook, and other video streaming by doing interviews with leaders at your organization or employees working in similar roles to the ones posted. Companies can get their employees 'on board' by asking them to list your company as their employer, and share your job openings on their networks. All these ways represent the organization in the

desired way and create the image that employers want to tell and reach potential talent employees (McCue, 2018).

2.3 Talent Acquisition and Employee Development

2.3.1 Talent Acquisition

According to trends of development within business environments, fast technological changes, and the rapid growth of knowledge economy, increased flexibility and expertise in the workplace is needed. (Cattew, 2007; Wickham & O'Donohue, 2009) cited in (Srivastava & Bhatnagar, 2010). As a result, changing skills and competencies are required. Potential employees are as concerned about choosing the right organization as they are choosing the right job (Rynes & Cable, 2003) cited in (Srivastava & Bhatnagar, 2010). Therefore, organizations are trying to attract prospective employees and finding ways to enhance this process (Highhouse et al., 1999). This result leads to serious problems in acquiring talents of attracting people with competencies and the right skills set that fit and match the culture and the needs of the organization (Bhatnagar & Srivastava, 2008). Organizations that attract qualified applicants, obtain a potential competitive advantage (Lado and Wilson, 1994).

Talent acquisition is defined as a process to find and acquire skilled employees in the organization to meet its goals. In other terms, it is the assessment and hiring of candidates to fill a role required in the organization to meet its project requirements and goals.

Recruitment, in itself, is still a blurry function within HR. It doesn't encompass enough of the duties required by a corporate recruiter, so talent acquisition is required to fill a unique function. Talent acquisition professionals are skilled in employment branding practices along with corporate hiring initiatives in addition to hiring standards and sourcing tactics. Consequently, talent acquisition should be aligned closely to marketing and public relations, as well as with human resource activities. The unique needs of large firms to attract as well as to recruit and hire top talent can lead to the development of unique and effective talent acquisition practices and productive career.

2.3.2 Employee Development

Employee development considered as one of the most significant and vital functions of HR practices. The following researchers found that employee development affects the outcomes of the organization through shaping employees' attitudes and behaviors (Huselid, 1995; Woods & de Menezes, 1998; Whitener, 2001; Arthur, 1994) cited in (Lee & Bruvold, 2003). As a definition, employee development is a process of enhancing employee's skills and acquiring new knowledge and abilities. The importance of employees' development as a human resource intervention practice that has a significant influence on workers behavior worldwide. Employees are more motivated when their employer encourages discussions about development. Employee development, as one of the most important dimensions in the company, enhances the performance of the employee and raises engagement and loyalty in his or her work. It also indicates that organizations care about employees and want to develop and empower them (Antonacopoulou, 2000).

Employee development from another point of view is the employee's responsibility. They should show their interest in learning and development activities. As a result, they will be more likely satisfied and increase their performance (Antonacopoulou, 2000). It also depends on the organizational attitude and culture of top management, and the limited promotion opportunities (Antonacopoulou, 1996).

2.4 Theoretical Framework

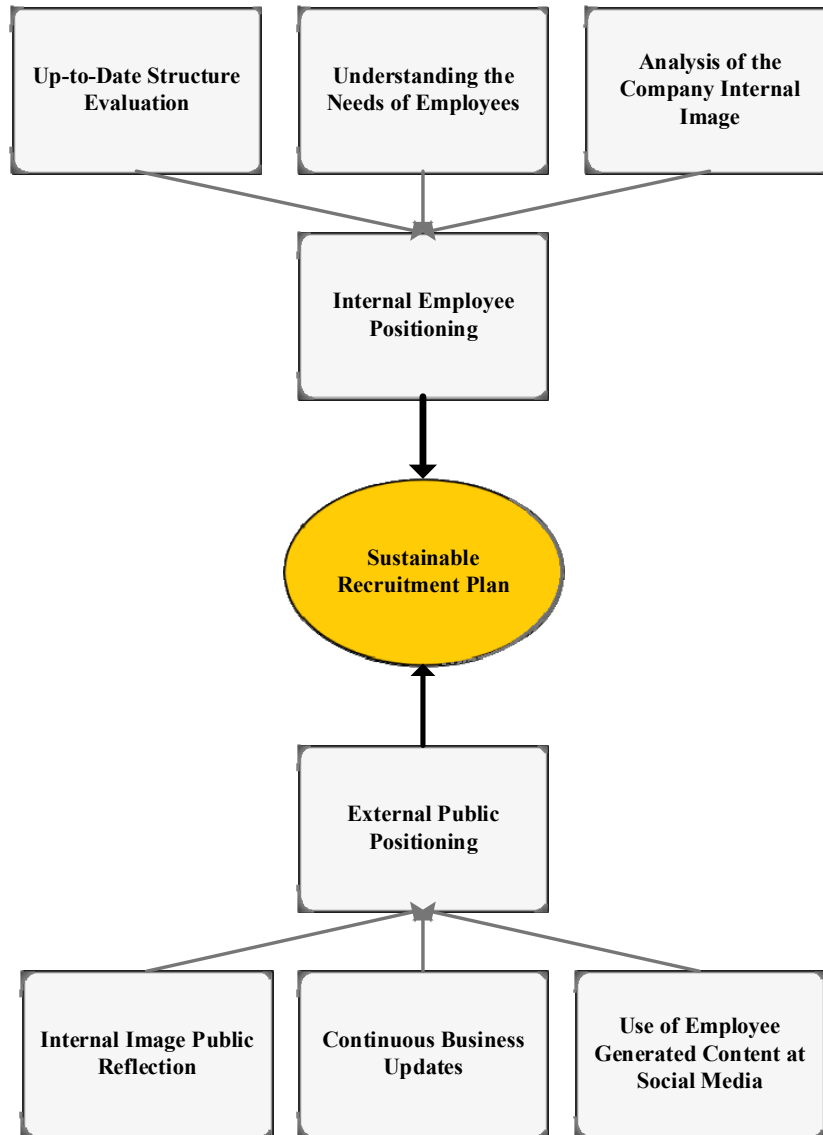


Figure 1. Theoretical Framework

Source: Own. (Derived from Wilden et al., 2010)

3. Methodology

3.1 Research Approach

This study utilizes a mixed research approach because it integrates quantitative and qualitative descriptive data in parallel. This mixed approach is to achieve our main research objectives- a sustainable recruitment plan and how to apply it in the Palestinian business market. This study provides a qualitative and quantitative analysis of the current understanding of the external recruitment process and how to market it among the specific targeted audience “candidates.” We also provide a descriptive verbal output on how to improve this process by an appropriate marketing setup for sustainability within corporations of various types.

3.2 Research Design

This research study uses a sequential explanatory design. It is a two-phase design where researchers collect quantitative data in the first place, followed by qualitative data. The main aim is to use qualitative results to further explain, clarify, and interpret the results from the quantitative part. For example, the study survey used to collect the quantitative data from the targeted population of the study. Members of the targeted population

may be selected later to conduct interviews with them; they will explain and offer more insights into their answers.

3.3 Population and Sampling Method

The target population for this research is the large Palestinian corporates that are appropriate for this research approach and objectives. The sample is chosen in three to four large corporates located in West Bank- Palestine. The rationale for this choice is to best utilize this large corporate population and their consistent need for new employees. This research utilizes simple random sampling. Moreover, the sample will be part of the target population, the main popular Palestinian businesses. This sample includes employees from different departments and their HR managers. The unit of analysis is employees in Palestinian large corporates and their respective businesses.

The primary data collected via questionnaire contains four main concepts (1. General data, 2. Internal environment, 3. Job satisfaction, and 4. Recruitment). These concepts were chosen from the findings of the literature review that focus on the main concepts that measure the business and their employees from different points, 100 questionnaires have been distributed to the large corporate employees.

4. Results and Discussions

4.1 Creating a Sustainable Plan

Building a sustainable recruitment plan is an essential part of any large corporation. Any recruitment plan should consist of many factors. As the researchers administered the questionnaire, they chose the most important factors to meet their research objectives. As mentioned in the questionnaire the respondents asked if these factors help attract employees or not. If the factor's rank from 80-100% it is a very important one, 60-79% is less important, 40-59% are neutral, and below 40% is not important.

The results show **team structure, a motivating supervisor, ability to grow within the company, employee salary, flexibility at work, benefits, and the company's culture** all these factors classified as a **very important** factors that attract employees. However, a modern workplace, educational programs were considered less important, and the ability to work from home was reported as neutral.

The reason behind considering "the ability to work from home" the lowest rank is due to the culture of the Palestinian corporates and the type of business surveyed. It would take a comprehensive study to know if these factors are important, or not.

4.2 Applying Employer Branding in Palestine

The results indicate that 78.3% of the sample have a recruitment plan for their companies. However, 21.7% do not. Having a recruitment plan is not sufficient. How the plan is marketed is more crucial for optimal results. 65.2% of the corporate sample use social media to promote their recruitment plan as described in the Soulez, S. and Guillot-Soulez C. (2011) study. Since virtually all adults use social media in the workforce industries, companies should focus their efforts accordingly to promote themselves and to attract applicants.

When comparing the results of the respondents, we find that social media occupies the highest percentage of how companies announce their vacancies. In contrast, radio occupied the lowest percentage - 0% of the sample. Clearly, the possibility of real action does not exist via the use of radio announcements. When you hear about any job in radio a perspective cannot easily respond and apply for the job. In contrast, social media has a significant impact to attract and motivate when you to click on the link and go to the job application to easily facilitate the process of recruitment.

4.3 Effective Examples of Using a Sustainable Plan

Telecommunication sector is a large share of the market. Hence, 40% of our sample consists of this sector, represented in JAWWAL and OOREDOO Palestine. Telecommunication sector is a competitive one. These corporations are aggressively facing marketing challenges.

Kapse et al. (2012) found in their study that there is no need for promoting to obtain a cell phone or having a sim card from the telecommunication companies. Instead, they are actually promoting what company the consumer should choose from, given this situation, the telecommunication market is an oligopoly market within Palestine. There are two competitors which competing directly against each other in head-to-head competition. Telecommunication market depends on human force because they are applying a recruitment plan. These companies consistently have high demand. When visiting their job vacancies pages you will consistently see the need for employees in all divisions, especially in sales. This division has the highest turnover rate, not just in Palestine but worldwide.

4.4 The Role of HR to Make a Sustainable Plan Using IT and Social Media

The role of HR to integrate with new technology and social media in the recruitment plan can be answered in two steps- internally and externally. The results show that 65.2% of the respondents are using social media. Recruitment plans in organizations should heavily rely on social media and IT solutions. This is accomplished through data collection and internal integration into the organization. For example: by collecting employees' data, knowing what is their preferences and even their birthdays. Personal recognition in the organization is critical. For example, sending messages to employees on their birthdays make them happier.

Any organization that aims to make a sustainable plan should focus on internal employee relationship. A strategy that emphasizes how to use the collected data in an effective way to integrate a relationship with employees as a one-to-one relationship with the management. Management, through the work of HR, can use social media to show that the organization is proud of its employees. For example, when the organization put the employees' picture on social media, the employee will feel that he/she is an important asset and that the organization will be pleased to promote its employees on the public.

Externally, IT is important to oversee and observe the talents around the organization. For example, in LinkedIn, the organization starts to headhunt professionals and see what potential employees are posting in order to reach out to them. LinkedIn is a good platform to socialize with people from your field, know where they work, and eventually ask the professionals to join your organization, fill a CV for example to attract them, this is how it works. The organization can promote itself on social media since it is the most efficient marketing tool in the world, especially in Palestine.

Moreover, to have an effective recruitment plan externally, the organization should have a good public image in social media. Additionally, the information about your organization conveyed through your platforms helps your organization to be attractive and have a high interest between your target segment in the market.

These recruitment strategies are the role of HR. It needs to make at least a connection with the marketing department to work together in an effective way to implement the intended plan. So, HR shouldn't look for the internal environment, but to the external environment in order to create opportunity in the market that works in parallel with the internal environment.

4.5 Internal Environment Questions

The authors used a five Likert scale that consisted of four questions from strongly disagree to strongly agree, the average results for each question as follows:

A (3) response means the average is neither agreed nor disagree which it indicates that the industry has no significant rewarding nor unrewarding benefits in the industry based on the respondent's answers.

The company motivates me to work using many methods: A (3) response means the average is neither agreed nor disagree which it indicates that the respondents can't judge if the industry has motivations or not.

I feel am treated as worthy at my organization: A (3) response means the average is neither agreed nor disagree which it indicates that the industry has no significant treatments practice either positive or negative from the respondent's point of view.

I would recommend my company to other candidates for employment: A (3) response means the average is neither agreed nor disagree which it shows that the industry has no significant recommendations from the respondent's side either positive or negative recommendation.

4.6 Job Satisfaction Questions (Same Approach below, as above)

Authors created a five Likert scale of five questions from strongly disagree to strongly agree, the average results for each question as follows:

I experience job engagement at my work (3.68) which means the average is agreed which it indicates that the industry has a positive correlation from engagement in the internal environment in the industry based on the respondents.

I have clear career growth and development (3.32) which means the average is neither agreed nor disagree which it indicates that the respondents don't know actually if their career growth plan clearly stated or delivered from their top management.

My job gives me the flexibility to meet the needs of my work and personal life (3.42) which means above the average agree that their jobs a little bit flexible to meet the work and the personal life needs.

I have a clear job description with specific tasks (3.54) which means the average agree, that they have a clear job description.

There is two-way communication with my direct management (3.64) which means the average is positive which indicates that there is a positive correlation that facilitates the communication with direct management based on the respondents.

5. Conclusion

Human capital is significant in a corporation because it helps to achieve the corporation's objectives. The more effective human power the organization has the more influence it will have and the more it will achieve. The importance of the research lies in contributing to human workforce investment, just as it does for business investment. Human resource research strategies will help organizations' enduring success and help build their competitive effectiveness in the market.

The research was very important with a historical background full of studies that confirm the importance of this study. The literature review was essential for us to guide the research about putting orientations in the Palestinian market.

As a result of the analyzed data, the findings are 78.3% of the sample have a recruitment plan. Extensive other quantitative data has been analyzed to find valuable directions and ideas for businesses in Palestine, and to indicate pillars for an effective sustainable recruitment plan.

As shown previously, every company should believe that recruitment plan should be considered as marketing efforts or internal capacity building. Studies have shown the importance of this research and how it is important from different perspectives and different aspects. However, many studies don't agree on one definition of the recruitment plan, but what they all agreed for is its importance in any business because it depends on the human power that is essential for building companies and building reputations.

Results in this research have been complementary with previous studies. All the results showed that there is no discrepancy with literature reviews. However, at the meantime the recruitment plan can't be implemented among the Palestinian corporates due to the differences in the core business for each corporate; whereas it is suitable for telecommunication-based corporates in Palestine.

The authors encourage the researchers who want to study this topic to explore other dimensions especially the psychological ones. Moreover, it is worthy to adopt this research as a base to continue other related researches in order to add more value as possible and to go deeper and deeper to reach the exact concept and beneficial results.

6. Limitations & Recommendations

6.1 Limitations

The authors faced challenges during the research work period. Fortunately, these challenges didn't affect the intended outcome of the study. The authors conclude that there is a lack of relevant study within the Palestinian context in order to hold a comparison between similar industries, businesses, practices, and other domains. Furthermore, there is a lack of local experts within the local markets in this field. Additionally, our time frame limits the possibility of testing the efficiency of any plan mentioned in this study.

6.2 Recommendations

Every recruitment plan depends on pillars to have more effective implementation strategies. Three main pillars to any recruitment plan that should be taken into consideration in the Palestinian context are: 1) identify specific goals, 2) provide a consistent measurement index, 3) Time Frame. These Pillars are reflected through various elements that differ from one business to another, according to business type, size, sector, and recruitment process.

Each business should implement the following four elements as the basic components of their recruitment plan:

- 1) Define the corporate's media channels.
- 2) Identify the target audiences' prospective employees.
- 3) Establish a specific budget to meet all marketing and other recruitment needs, and
- 4) Set a specific time frame to accomplish the recruitment plan goals.

From a theoretical standpoint, authors recommend the researchers in finding out a module of a sustainable plan and making a frequent evaluation for a corporate plan. However, there is no fixed plan to fit all type of businesses and organizations. The specific plan needs to be customized to the business context of the corporate.

The findings suggest that recruitment plan should be every 90 days to be effective, depending on the results. Results show that 33.3% of the respondents need 30 days in each trial run to hire a new employee. Consequently, a company should give every recruitment plan at least three rounds to be sure if it will be succeeded or not.

The success indicator for a recruitment plan can be measured for both the short-term and the long-term. As a short-term key measurement, the recruitment rate is the main key indicator that can measure the success of the plan. It provides the number of employees that the company actually hires. For the long run, position demand and employee's turnover are the key measurements. Making a sustainable plan requires a stable employee's turnover. A company needs to attract employees who will stay in the corporate for the long-run. From this point, the study recommends companies to market their employees as they market their products and services to customers. They should attempt to build a long-term relationship with their employees. The companies' strong employee relationships affect the general profit of the corporate and helps to create and maintain their employer branding.

No matter how effective recruitment plan is on paper, if the business doesn't believe in the need of a sustainable recruitment plan that both works to attract employees externally, and maintain the long-term productive relationship with their current employees. This approach needs to be executed as a parallel integration. Which means that the recruitment plan is focused externally toward potential employees. And equally critical, the well-executed plan can be the most important success factor for company retention of its valuable workforce.

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