INNOVATIVE FORMS OF RECRUITING IN SLOVAKIA

Lukáš Smerek[1]*, Mária Jurášová[2]

[1]Mgr. Ing. PhD., Matej Bel University in Banská Bystrica, Slovakia, lukas.smerek@umb.sk
[2]Bc., Matej Bel University in Banská Bystrica, Slovakia, maria.lenartova95@gmail.com
*Corresponding author

Abstract

The aim of the paper is to analyze the use of innovative forms of recruiting in Slovakia and to identify the advantages and disadvantages of such forms in corporate practice. The paper analyzes the forms of recruiting as an important part of personnel work with the minimal costs and such quantity and quality of employees that are desirable to satisfy the corporate needs of human resources. It points to the recruitment process in order to identify the advantages and disadvantages of innovative forms in this field and to propose measures for their more efficient use in business practice in Slovakia. The subject of the research were innovative forms of recruitment. The object of the research were 284 enterprises operating in Slovakia. The innovative forms of recruiting are mostly influenced by technical progress; the popularity of particular social and professional networks; the availability of virtual workshops; the development of assessment centers and serious games. Both standard and innovative forms are affected by the type of job position and the overall attitude of HR employees and business owners towards modern practices in general. We can say that innovative forms are still in the process of adapting in Slovakia and are not the most used way of recruiting employees. Majority of Slovak enterprises, regardless of any incorporation, most frequently use advertisements, recommendations and direct search while recruiting new employees. Innovative forms of recruiting can be mostly found among advertising and marketing agencies, IT and communication companies. With the arrival of a new generation of employees to the position of HR managers, owners and employees connected to the Internet forms from their early age, we expect the innovative forms to occupy the first positions. We also expect some of the innovative forms, for example serious games or virtual trade fair, to infiltrate slowlier, considering the difficulty of preparation and overall opinion of the society. Development of these innovations is closely connected to popularity of the social networks. If a social network is less popular, firms will stop using it and they will focus on the other social sites or other forms of getting new employees.

Keywords: Recruiting, innovative forms, HRM, Slovak enterprises.

1 INTRODUCTION

One of the most important personnel processes in an enterprise is employee recruitment. For the enterprise to progress and to be more successful among competitors, it needs to get the best possible candidates. At present, the labor markets in almost all of the countries are changing markedly. Migration for work is nothing special because it is much easier for employees than it has been in the past. The general objective of the

enterprises remains minimizing the costs while obtaining the satisafactory amount and quality of employees needed to meet the enterpsise needs of human resources. Traditional forms are, however, in many cases insufficient, and enterprises are constantly inventing new ways to find and select the best possible candidates. While new opportunities are being opened up to the recruitment of employees, they also bring about the need for certain changes throughout the process. Their common feature is a certain innovation of already existing, traditional ways to ensure maximum reach for potential employees and, in the final phase, the right choice on the basis of predetermined specific criteria.

2 THEORETICAL BACKGROUND

2.1 Recruiting

Human resources of an enterprise are employees who activate and use other resources of the enterprise – material, financial, informational and achieve their goals. People enter the system of enterprise resources if a certain part of their human potential, possessing it in the form of human capital as owners, provides the employer with its employees and engages in the work process. From the point of view of development of human resources management, it can be recommended that enterprises need to concentrate on recruiting qualified and experienced workers who will become a competitive advantage (Mura et al, 2017). It means those organizational activities that influence the number and/or types of applicants who apply for a position and/or affect whether a job offer is accepted (Breaugh, 2008). We could add that recruiting begins with identification of needs and ends with signing a contract between the employer and the employee. There are three phases in between – generating applicants, maintaining applicant status, and influencing job choices (Barber, 1998). In other words, it is first necessary to search for and inform the possible employees, and then choose the most appropriate one. The general recruiting process design contains six steps (Münstermann et al. 2010). In the first step "Employer Branding" organizations try to develop a particular image with the help of several marketing activities. Here, it is the companies' objective to be the applicants' employer of choice. Within the next step "Candidate Attraction", organizations try to fill their vacancies within a short time frame. This typically includes the posting of job ads in on- and offline channels. In the "Applicant Tracking" step, organizations manage all incoming applications and the communication with the respective applicants. After the following "Pre-Selection" and "Selection" steps (Laumer et al. 2009, Laumer et al. 2012), the recruiting process ends with the final hire (Laumer et al. 2009).

2.2 Innovative Forms of Recruiting

Human resources of a company are fundamental to the company's well-being. Educated, motivated and talented people within a company may be worth more than any other source. In recent decades, the perspective of human resource management has been changed, and so has the recruitment process. It has obtained complex structure and companies have used and developed modern and comprehensive methods (Yu & Cable, 2013). Enterprises face recruiting challenges arising from intense knowledge work, labor shortages, competition for applicants, and workforce diversity (Ployhart, 2006). The unavailability of certain candidates in many skill areas has long been identified as a major obstacle to enterprises' success and growth even in times of economic downturns (Laumer & Eckhardt, 2010). No longer can recruiting be viewed as a reactive, largely clerical function buried in the human resources department (Cappelli, 2001). Enterprises must approach proactively to employee recruiting. This brings new opportunities such as E-Recruiting. E-recruiting has fundamentally changed the corporate recruiting process from a batch mode into a continuous mode (Lee, 2005). It improves the recruiters' ability to handle job applications and job postings by minimizing paperwork and automating key recruiting activities (Lee, 2011). The individual steps of recruiting remain unchanged, only the ways of their realization are different.

2.2.1 Innovative Forms of Candidate Attraction and Applicant Tracking

Those channels can facilitate and improve the matching between enterprises and employees. However, job seekers also reveal, online, information that would not be easily discovered during the interview process. The rise of Internet and social media services like online social networks has created new channels through which employers and job candidates can find information about each other (Acquisti & Fong, 2012). Social networks and professional networks and their versatile use are the logical culmination of ever-improving technology and today's fast-paced lifestyle. The number of social network users is growing steadily, and it is not just the upcoming generation, so they naturally get into the workplace. Social networks can be used for internal communication in the enterprise between employees, employees and management, but also between enterprise and clients externally. In some enterprises, this approach is welcomed and new opportunities open to them, while others are still reluctant. Social and proffesional networks, considering their

growing trend, help enterprises to become visible to consumers as well as potential employees. Interest in social networks and content sharing are increasing between individual users and enterprises alike (Vetráková et al., 2018). Many companies use registration to social networks as a tool to attract new employees, where applicants can send their questions and receive regular updates on job offers and internships (Vajčnerová & Kloudová, 2014). The most popular social and proffesional networks used by personalists are Facebook (1,393 billion monthly active users), LinkedIn (347 million monthly active users) and Twitter (288 million monthly active users). There are, of course, many other social networks, but for the needs of the enterprise, it is most efficient to use the biggest ones because the most information and potential employees are concentrated in them (Horváthová, Bláha, Čopíková, 2016). In terms of Slovakia, we could add Instagram, YouTube, Google+ and profesia.sk portal.

Employers can use social and professional networks to create new contacts, joining various groups that associate people and companies with the same interests; contribute to discussions; add news and build their overall brand. Even one post can attract many talented people. On the other hand, a well-filled profile may, in the future, bring the job candidate to a job. Newertheless, recruiting potential employees is dependent on the activity of the user of social networks. Nowadays, young people use social networks especially to chat, watch videos and relax (Pajtinková Bartáková et al., 2017). Each type of social media has its own users with mutual relationships among them. When creating content on social networks, it is necessary to respect the principles of user's behavior, be creative, stay on top of the things, and be self-critical, in other words, the attributes that attract attention (Lukačovičová & Vargová, 2015).

2.2.2 Innovative Forms of Selection

The Assessment Center is a form of interviews, assignments and assessment exercises organized by employers for small groups of candidates. Personalists use assessment centers to find out how applicants perform tasks in different situations, which are often modeled on real scenarios for a particular position. Most often they are used by large companies that want to employ a relatively large number of people on a similar job. The term assessment center is used because employers usually perform these assessments in one place at the employer's offices or in third party premises such as a hotel or a functional room. The term assessment day is also used, as the evaluation usually takes place all day or even several days.

Employers can also evaluate applicants through the CVs they send. Writing classical CV correctly is now a matter of course. That's why many employers want the applicants to send a creative CVs. They are not limited to anything, using colors, different types of fonts, graphics, even the type of material. However, not every staff member has an understanding of non-traditional CV, it is also not appropriate to send these creative CVs to each position as they are more suitable for creative jobs or for jobs in tourism, education, marketing or graphics. This tool is most commonly used in the pre-selection phase. Enterprises may include a creative CV request in their job offers.

Both hardware and software have undergone remarkable developments in recent decades that make things unimaginable compared to for example thirty years ago. At present, there is a whole generation who grew up with video games and is very well versed in their use. Certain features of video game fun have proven to be interesting to improve managerial skills. Many strategic games have begun to be used at some universities as a learning aid, improving student skills in resource management, problem solving, decision making, critical thinking, creative thinking, and leadership that are important in workplaces in the real world. As a result, many enterprises are beginning to be interested in this type of video game as an innovative form of employee selection. The game can help the personalists reveal the hidden specific skills and qualities of the candidate such as innovation or leadership. The past few years have shown an increase in the prevalence of serious games, marked by the emergence of various organizations, web sites, and conferences dedicated to advancing this medium (Ratan & Ritterfeld, 2009). Probably, the most common definition of serious games is games that do not have entertainment, enjoyment, or fun as their primary purpose (Michael & Chen, 2005). For a serious game to be successful, an important element is for the game designer to achieve a balance between the fun element and the main purpose of the game which is obviously not entertainment (Laamarti et al., 2014). Serious games can be also used as self-assessment tools in recruiting processes (Laumer et al. 2012).

3 MATERIALS AND METHODS

The aim of the paper was to analyze the use of innovative forms of recruiting in Slovakia and to identify the advantages and disadvantages of such forms in corporate practice. The paper analyzes the forms of recruiting as an important part of personnel work with the minimal costs and such quantity and quality of employees that are desirable to satisfy the corporate needs of human resources. The subject of the research

were innovative forms of recruitment. The object of the research were 284 enterprises operating in Slovakia.

We generally consider forms for employee recruitment to be related to both searching and employee selection. As standard searching form, we consider advertisements, cooperation with labor offices, cooperation with educational institutions, recommendations, direct searching and personal leasing. These are forms that have been used for a long time. As innovative forms we consider virtual work fairs, social and professional networks. Traditional forms of employee selection include testing, interviews, and analysis of classical CVs. Assessment centers, serious games, and creative curriculum vitae are considered to be innovative forms. These forms represent a new way of recruiting employees. We received information from enterprises using a questionnaire (272 enterprises) or personal interviews with business representatives (12 enterprises).

4   RESULTS

Of all addressed enterprises, an advert (31.3%), recommendations (30.5%), and direct search (28.3%), thus the traditional forms, are the most popular while searching for new employees. We analyze the results of the questionnaire survey with regard to the focus and size of the enterprises. In terms of focus, we divided enterprises into manufacturing (39.79%) and non-manufacturing (60.21%). In terms of size, the sample consists of large (5.99%), medium (13.38%), small (25%) and micro-enterprises (55.63%). We will also outline the advantages and disadvantages of innovative forms of employee recruitment and suggest a more efficient way of using them.

4.1   Use of Innovative Forms of Recruiting in Slovakia

As many as 55.75% of manufacturing and 35.67% of non-manufacturing enterprises do not use innovative forms of searching at all, such as social and professional networks, virtual job fairs or job portals. Personalists and business owners do not need to try anything new and prefer to hold a verified form. Only two sectors use more social and professional networks, namely advertising and marketing services and IT and communication companies. Even in these sectors, however, traditional forms of employee searching still prevail.

In terms of enterprise size, microenterprises most often use direct searching (81.65%) and recommendations (72.78%). Up to 82.28% do not use any innovative forms of employee searching. In small enterprises, the most used forms are recommendations (76.06%) and direct searching (73.24%), followed by advertisements (64.79%) and an internal searching (49.30%). The labor offices are used by 32.39% of enterprises followed by professional networks (29.58%) and social networks (28.17%). Personal leasing (5.63%) and virtual labor fairs (2.82%) are used at a minimum. Even with small enterprises, we encounter the fact that innovative forms of employee searching are used less than standard ones. Medium enterprises use ads (86.84%) the most often followed by very similar ranking as for small enterprises, which means recommendations (78.95%), direct searching (60.53%), internal searching (47.37%), labor offices (44.74%), professional networks (28.95%), cooperation with educational institutions (26.32%), social networks (26.32%), personal leasing (13.16%) and virtual job fairs (7.89%). All surveyed large enterprises use professional networks. However, 94.12% of large enterprises use ads as the most common way of searching and 92.86% are looking for candidates from internal sources and/or on social networks. As many as 52.94% of large enterprises use direct searching and recommendations, while 35.29% are looking for employees through the labor offices, 23.53% cooperate with educational institutions, and none of the enterprises use personal leasing or virtual job fairs. Of all surveyed enterprises, the most frequently used networks were professia.sk (64.79%), Facebook (40.49%) and LinkedIn (21.83%). Other portals or social networks use a negligible percentage (<5%) of surveyed enterprises. Profesia.sk is used mostly by IT and communication companies; advertising and marketing services; accommodation and catering services; food production; mining and metal manufacturing; construction and education. The second most popular network is Facebook. It's not a professional network, but because most young people spend most of their time on it, enterprises can use a paid advertisement to publish an image, report, or video that they can engage in and reach out to a large number of potential jobseekers. It is mostly used by advertising and marketing enterprises or by IT and communication companies. On the contrary, it is the least used by construction, wholesale and retail, manufacturing, agriculture, forestry and fishing enterprises. LinkedIn is mostly used by enterprises in advertising and marketing, IT and communication companies and construction. Various industries use LinkedIn to search for specialists and senior managers. The size of the enterprises that use the individual forms varies, so we can not accurately characterize any larger deviations that could be significant.

Compared to the rest of the world, Slovakia is still experiencing few creative CVs, as only 27.11% of the surveyed enterprises received such CV up to now. Creative CVs are more common in small and

microenterprises. In advertising and marketing services sector, 57.70% of the enterprises received this form of CV. Of the enterprises that have received a creative CV, up to 90.82% consider creativity to be decisive in selecting an employee. The four companies (manufacturing) that have received a graphically sophisticated CV have stated that they are eliminating such documents and do not even read them. With such a risk, the jobseeker must consider and evaluate the positives and negatives of this form himself. Assessment centers use only 8.80% of the surveyed enterprises. These centers are more typical for large and medium-sized enterprises. In our sample, however, there are also two micro-enterprises that have their own assessment center, these companies provide education. Serious games are not used by any one of the surveyed enterprises in employee selection process.

4.2 Advantages and Disadvantages of Innovative Forms of Recruiting

Most enterprises find it most beneficial that innovative forms of employee searching are faster than standard forms and the feedback can be received immediately after posting the status, photo, video or ad. Secondly, enterprises consider that they can reach a greater number of potential employees in connection with the reach of candidates who would otherwise be out of their range. Last but not least, they are cheaper compared to the standard forms. All the benefits identified by the surveyed enterprises are shown in Chart 1.

Chart 1 Advantages of innovative forms of employee searching

Source: Own processing.

The disadvantages of innovative forms include the low reach of the older generation, the low impact on potential employees in some professions (manual workers), and the possibility of extinction of advertisements between a lot of other information on social networks. The results are shown in Chart 2.

Chart 2 Disadvantages of innovative forms of employee searching
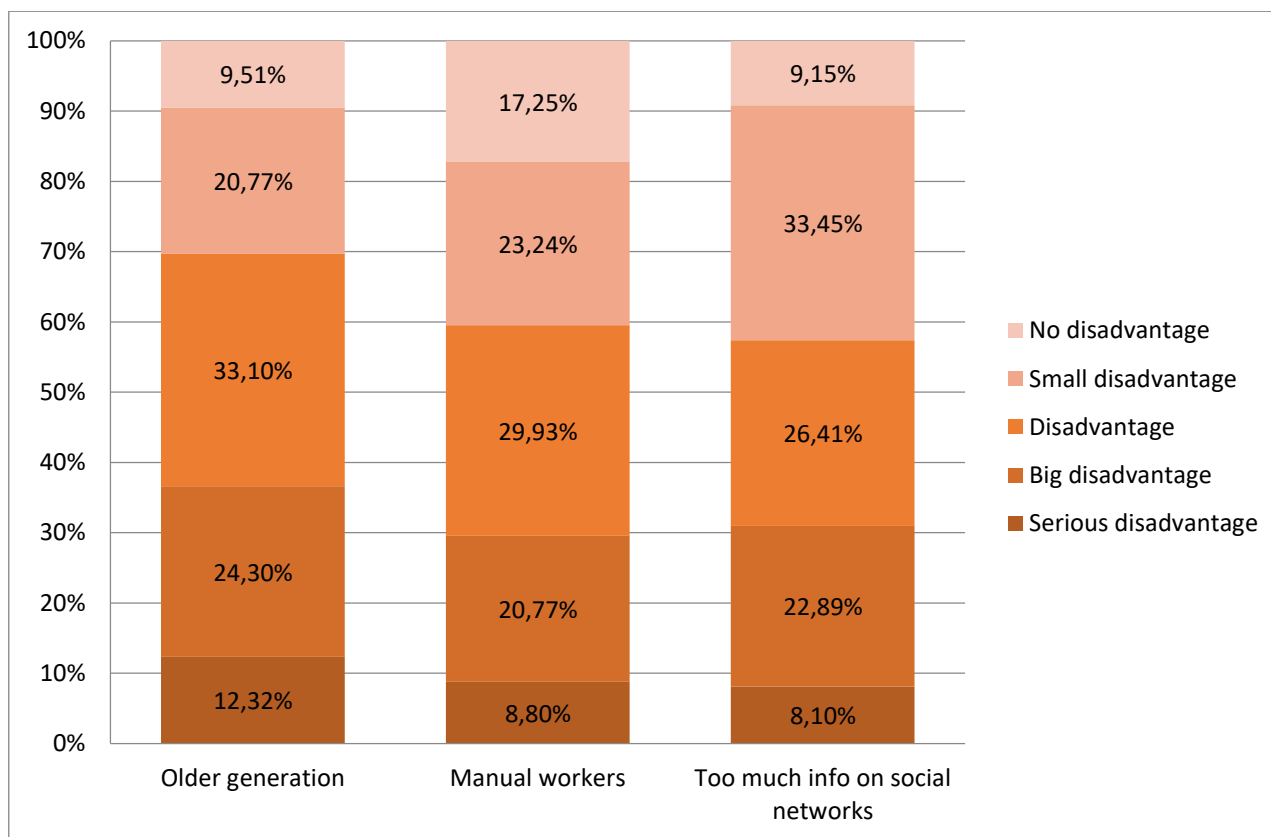
Source: Own processing.

Since assessment centers and creative curriculums are the only innovative forms used by surveyed enterprises, we present advantages and disadvantages only for them. We can consider the advantages of assessment centers as a practical demonstration of abilities, objectivity, tracking the applicant's access to group work and time saving. Among the disadvantages, enterprises consider financial demands, handicap for certain types of personalities, and the difficulty of preparation. The greatest benefits of creative CVs, as the name implies, are their creativity. On the contrary, enterprises find it more difficult to find information in them because they do not have a clear structure, they are inappropriate for some types of jobs, and sometimes they are unsuitable in an effort to be different at all costs. Because only a small number of enterprises received a creative CV (27.11%) and even less used assessment centers (8.80%), we did not consider the graphic representation of their opinions to be relevant.

We consider of great importance for enterprises to use innovative forms or to move into these forms more intensively, to renew the social profile content on daily basis in order to be at the back of mind even of passive jobseekers. If there is a vacancy, the entire enterprise will be in subconscious of people. On social networks, it is best to use pictures and videos that spread much faster and also attract candidates rather than plain text. Through professional networks, it is ideal for an enterprise to create its own profile, in which, in addition to posting advertisements, it will be able to present itself and the jobseekers can find information about the enterprise directly on that portal. When selecting employees who have been thoroughly searched, we recommend using the assessment centers, if that is not possible, at least the simulation of some situations the candidate can meet to see how the jobseeker will respond and select a suitable employee will be very useful. Some of the candidate's skills can also be found through serious games. The company can tailor it to its own, or it can be programmed by a third party. A simple variant of this form can be an online game available for free, and in a simple way, an enterprise can innovate the employee selection process.

Of course, enterprises must consider what employees they are looking for. This should be tailored to the choice of appropriate recruiting forms. In this case, it is important to recognize the advantages and disadvantages of individual forms and to adapt them to the specific requirements of the enterprise. Overall, however, we can argue that the benefits of innovative forms of recruiting employees are indisputable and that enterprises can achieve higher value in the form of better human resources.

5   CONCLUSIONS

The aim of the paper was to analyze the use of innovative forms of recruiting in Slovakia and to identify the advantages and disadvantages of such forms in corporate practice. The paper analyzes the forms of recruiting as an important part of personnel work with the minimal costs and such quantity and quality of employees that are desirable to satisfy the corporate needs of human resources. The subject of the research were innovative forms of recruitment. The object of the research was 284 enterprises operating in Slovakia. The innovative forms of recruiting are mostly influenced by technical progress; the popularity of particular social and professional networks; the availability of virtual workshops; the development of assessment centers and serious games. Both standard and innovative forms are affected by the type of job position and the overall attitude of HR employees and business owners towards modern practices in general. We can say that innovative forms are still adapting in Slovakia and are not the most used way of recruiting employees. Majority of Slovak enterprises, regardless of any incorporation, most frequently use advertisements, recommendations and direct search while recruiting new employees. Innovative forms of recruiting can be mostly found among advertising and marketing agencies, IT and communication companies. The size of enterprises does not affect the forms of searching for employees, as all types of enterprises have searched very similarly. We have also found resembling results in the use of innovative forms of employee selection, where traditional forms were used by the vast majority of surveyed enterprises. Assessment centers and creative curriculum vitae are primarily used by enterprises involved in advertising, marketing and IT and communication companies. Serious games were not used by even a single enterprise. These results are somewhat surprising given that enterprises are aware of the benefits of innovative employee recruitment forms, but their application in practice is not natural to them. With the arrival of a new generation of employees to the position of HR managers, owners and employees connected to the Internet forms from their early age, we expect the innovative forms to occupy the first positions. We also expect some of the forms of the innovative forms, for example serious games or virtual trade fair, to infiltrate slowlier, considering the difficulty of preparation and overall opinion of the society. Development of these innovations is closely connected to popularity of the social networks. If a social network is less popular, firms will stop using it and they will focus on the other social sites or other forms of recruiting new employees.

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