



Changing the Process of the Employee Recruitment in the Labour Market

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Abstract: *Human resource management is an important managerial function. Finding quality and motivated people represents a challenge for any business. The ways to reach the best future employees have changed with the development of social networks and digitalization in general. To be competitive, every company needs a well-designed approach to human resource management. The company's set goals can only be achieved based on the abilities of employees with certain skills. The reason for choosing this topic stemmed from the many problems faced by the human resources departments due to the transformation that is happening in the labour market. The purpose of this paper is to show a concrete example, of the recruitment of employees when using a modern method using the social network. All the stages that are used to acquire the best candidate who would complete the set tasks will be explained. The data were obtained using the telephone interview research method. This work will be able to serve the other companies or departments that manage human resources as one of the examples of the new concept of recruiting employees and accordingly, contribute to future research. The findings that are stemming from this research will certainly support further studies of human resource management using new technologies and tools that collect analytical data and skills of employees and consequently help companies to select the best candidates.*

1. INTRODUCTION

Skilled management, quality human resources and good organization are the key factors for the implementation of any plan. Modern management implies a high degree of proactivity, always balancing between focus and flexibility, i.e., openness towards new perspectives, by means of thoughtful and quick responses to new opportunities, seeking opportunities in diversity and continuous and systematic learning (Rupčić, 2018).

Managerial work is extremely diverse: it requires productivity, efficiency and effectiveness, and depends on many internal and external factors, including a large number of tasks that are taking place in parallel with cooperation with employees and interaction with them. Today, a manager must possess a large amount of formal and informal knowledge, a plentiful of information, and the ability to communicate, negotiate, plan, organize work, manage human resources, and manage and control all processes.

In the long term, choosing human capital is one of the most important elements of any business in these challenging times. Planning and raising capital require knowledge of the purpose, vision and mission of the company, all in order to timely provide the staff by means of the necessary knowledge, competencies and skills.

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An employee can be a source of income for the organization if he provides the necessary opportunities for that individual (Voicu, 2014). Competence and work performance are extremely important factors when it comes to human resource management. In an organized business system, the employment activity by itself (possible dilemmas on how to obtain quality staff), the method of selection, advertising, or invitation to interested candidates, evaluation of their work and professional motivation can significantly vary from one company to another. The modern company is adapting to new ways of work and listens to the changes that are happening in the environment so there is an increasing orientation towards online recruitment.

As the face of technology changes and becomes more social, it is problematic to compare technologies used today and the ones used in the past (Ruleman, 2012). The modernization of human resource management is undergoing a major evolution as digitalisation infiltrates within work operations (Votto et al., 2021). In this context, this article discusses some of the new ways of attracting and recruiting future employees and provides a basis for a better understanding of new business processes.

2. PLANNING AND RECRUITMENT OF HUMAN RESOURCES

The process of planning human resources is a complex one. It starts with the set goals and with defining needs. Based on the defined goals and strategy, it is necessary to conduct a job analysis: what, who, when, how, where and why it should be done.

Job analysis begins with an analysis of the value creation process by applying a systematic approach, when observing, surveying, and interviewing the existing employees. The collected data are systematized into jobs and job descriptions are made. The job description includes a list of tasks and responsibilities of a particular workplace. Based on the job description, job specifications are made, which include a list of required qualifications, knowledge, skills, and experience, but also the characteristics that are expected from the candidate (Rupčić, 2018).

In order to obtain the desired specter of human resources in the company, during the planning, recruitment and selection of the candidates, the management must have an idea of what type of people they want to hire, what motives and interests drive employees, and what behaviour they want from their employees.

The goal of management of human resources is to create a working environment and professional guidance of employees, in order to enable the achievement of all of the goals of the company, both current, developmental and strategic. Recruitment and selection of staff is a key activity for the present and future successful business of any company. The core indicators of business performance are productivity, efficiency and effectiveness – they all depend on the quality of human potential. The quality of human potential refers to knowledge and skills which human resources dispose of, but also to character properties that create a desirable working environment.

It's possible to achieve business success by developing human potential, but only if staff have the potential for development. The candidate recruitment process begins with defining the need for employees and job specifications. Candidates can be found inside or outside the company, therefore we have internal and external sources of recruitment.

Internal sources of recruitment include filling the workplace using regrouping of existing employees because there may be people in the company who have the conditions for promotion and

it is possible to offer them and reassign them to a suitable vacant position. In this way, it is possible to connect the wishes and capabilities of candidates with the needs of the company, which can also strengthen the motivation of the candidate and guarantee his commitment to work.

In addition to increased motivation and commitment to the company and work, some of the advantages of internal recruitment are better knowledge of the advantages and disadvantages of the candidate - if the candidate knows the company, its goals and organization, the company does not need to invest in its socialization process; stronger perception of the company's concern for the good employees has been created, and also the use of already invested funds in human resources have been used: all of that is much faster and cheaper than external employment.

Potential limitations that can be created by internal employment are the redistribution of good employees to places for which they are not competent, the creation of internal conflicts and decline in motivation and dissatisfaction of other candidates and employees, and the lack of change by which the established way of working is maintained.

The internal competition can be published through the company's internal communication network or newsletter, but also by the recommendation of employees, managers or other key persons.

When the staff are seeking for from external sources, i.e., from the labour market, it is necessary to ensure that information reaches a group of potential workers. We manage this by advertising vacancies in employment agencies, educational institutions or in the appropriate media (such as newspapers, magazines, professional publications and websites that are specialized in employment mediation).

The agencies that offer their mediation services for temporary employment in the Republic of Croatia are Adecco Croatia, Dekra Employment, Demano Temporary Employment Ltd., Trenkwalder, Naton HR, Easy Consult Ltd., and others.

Also, one of the ways to secure staff is the engagement of Headhunting agencies that contact a person with a certain profile when looking for staff for a client. The following Headhunting agencies are present in Croatia: Dekra hr., Hill-croatia.hr, Antal.com, consulteam.hr, Isg.eu, Neumannpartners.com and others (posao.hr, 2020).

Companies can make databases in which inquiries about possible employment are entered, but are also included persons who have done work practice or they have participated in a vocational training program in the company, and this way opportunities for employment are created.

Search for employees can be based on recommendations, prior knowledge, or based on information from online social networks (LinkedIn). Such candidates are probably already working somewhere else, so the company will decide which methods to use to arouse their interest. The advantages of the external method of candidate selection are such that there is a much greater choice of talents who, with new knowledge and skills, can bring new energy, perspective and ideas to the company. Internal tensions, rivalries and conflicts are reduced, and it is possible to change the way of thinking and doing business.

The external method of selection implies attracting, contacting and evaluating the potential candidates, which is much more difficult and expensive and bears the risk that the choice will

ultimately turn out to be wrong. In addition, it is necessary to invest in the process of adaptation and orientation of the new candidate and acquaint him with the goals, organization and characteristics of organizational culture, while in the end causing dissatisfaction and moral problems among existing employees who feel qualified for that particular job.

2.1. Online Recruitment of the Future Employees

Recruitment of future employees has been increasingly done through the use of online platforms that represent the external source of finding the necessary staff. The development of information technology, and unpredictable circumstances in the environment such as the COVID-19 pandemic, have brought some new ways of finding future employees remotely, which are gaining momentum, and have become indispensable in today's circumstances.

One of the more recent ways of finding potential employee are the video conferencing applications that have become an integral part of today's world for attending interviews, classes, meetings, and assorted gatherings, as well in the COVID-19 era (Kathiravan et al., 2021).

Traditional methods of recruiting employees still exist, but they are increasingly being overshadowed by modern, new ways of recruiting staff. Online employment (via the Internet) could complement or replace traditional employment methods. Studies have shown that most adults, for example in the USA (over 80% of them) use the Internet (Perrin & Duggan, 2015), while in the Republic of Croatia, all households use broadband Internet access, while the share of households that use mobile broadband Internet access has increased from 66% to 70%, mostly due to the increased availability of mobile devices such as tablets, mobile phones and USB modems that exploit the 3G / 4G technology (Central Bureau of Statistics, 2019).

Also, there has been recorded an increase in Internet users when compared to the previous years. The largest increase was recorded in the age group from 55 to 64 years of age, i.e., 8% when compared to the previous year. As expected, the youngest population is at the forefront of Internet use, and the number of users is declining in proportion to their age. A similar trend was observed in the structure according to employment status in which pupils and students, as the youngest group, most often use the Internet (Central Bureau of Statistics, 2019).

As the Internet has been increasingly used as a means of finding a job, accordingly, today's advertising for new jobs is done through Internet platforms, where data is submitted electronically and the interview of a future employee is done online, and all communication takes place via computer. This way of candidacy through certain platforms, allows us to apply for a job anywhere in the world, which allows job seekers unimaginable opportunity to present themselves, their knowledge and their skills. On the other hand, the availability and presence on social networks allow the future employer more information about the potential candidate, as well as obtaining information that can be obtained indirectly. It is possible to gather a lot of information about a potential candidate by watching the candidate's posts on social networks and getting to know the profile of the person applying for the job in more detail. Very often this can be an advantage when choosing a candidate.

Thus, according to the portal MojPosao (2021), 49% of employers check the profiles of candidates through social networks, because posts on social networks can help them to create an overall image of the candidate. While a profile found on LinkedIn has a professional orientation

and purpose, profiles set on Facebook, Instagram and Twitter serve personal purposes and have been used for a person to express his views, preferences and the way he sees the world around him. The employer has the right to choose the person he or she believes will best contribute to the company, so the candidate's activities on social media can leave a significant impact on employment. Inappropriate content on the candidate's profile left a negative impression and influenced the decision on (non)employment in 40% of employers, while 51% of them stated that the candidate's profile can positively influence the selection decision.

A large part of the population uses social networks daily, most often *Facebook*, *Instagram*, *LinkedIn*, *YouTube*, *TikTok*, or some others. It is estimated that at the beginning of 2021, that number was 53% or 4.2 billion users (Murgić Novak, 2021). It is quite certain that today social networks should be part of every employer's business plan, with a focus on how to use them best for individual needs to hire new talents.

Today, the model of searching for human capital with the use of the Internet is becoming more frequent and widely used. This method saves a lot of money while saving a lot of time, and a larger number of candidates from anywhere in the world is "at hand". Also, it is possible to contact candidates who are "passive", i.e., do not look for a new job, but if they are offered something interesting enough, it is possible to get them to apply.

LinkedIn is the largest business social network with nearly 800 million members in more than 200 countries. The goal of this network is to establish contacts and business relationships with people around the world, connect professionals and make them more productive and successful. It was founded by Reid Hoffman in 2003 (About LinkedIn, 2021).

Creating a profile on *LinkedIn* pages is free, simple and fast, and strives for the truth of data. Today, some employers even make it mandatory for their employees to be online for greater visibility.

While in a candidate's CV, only basic and scanty information can be found, the space on *LinkedIn* is less limited and a person can detail the job description, skills and knowledge they possess. The keywords on the candidate's profile help speed up the search for the necessary features and staff, as well as a network of contacts that creates additional opportunities for "first contact" with employers or employees.

LinkedIn Learning is an opportunity where you can learn a lot and also develop a range of new skills and add previously completed courses directly to your profile, while *LinkedIn* groups offer a way to find more like-minded people in your business, industry, or area of interest.

Furthermore, both social networks and the Web are places where users connect and communicate with each other by exchanging information, views and opinions, and as such communication has crossed the boundaries of an e-mail and has become a means of communicating, linkage of people, regardless of distance and time, thus enabling socialization and the creation of a new culture that has not been previously seen in the development of human communities (Grbavac & Grbavac, 2014).

Social networks are virtual communities of interconnected individuals who share content, information, files, images, audio and video recordings and cover all types of connections from

work, academic and professional to family connections. Social media has revolutionized the way people communicate and relate to each other and the way they interact with the new tools that information technology offers. In that aspect, they were the turning point in the field of human communication, information flow and immediacy, to the point that the most important issue can be considered as another means of communication ([Enciklopedia - titanica, 2022](#)).

To access the social network, it is enough to open a profile that allows you access to the desired platform. Today, social networks are the crucial channel of communication, regardless of the age you belong, and they are ideal for building a relationship of trust and loyalty with existing members, as well as attracting new ones. With the click of a mouse, we'll get news from any of the segments such as sports, politics, culture, weather, or information pertaining to the local, regional, or global level - a lot of data that are accompanied by images or video media. In recent years, professional social networks and similar concepts have been developed to connect candidates with organizations, so in this way, organizations could realise employment faster and more efficiently, establish professional contacts, find jobs and also check their candidates.

3. SELECTION OF CANDIDATES

The selection of candidates is a long and complex process. Using pre-selection, i.e., by a selection of a smaller number of candidates from the group of applicants who meet the formal criteria of the competition announced for a particular job, candidates who have submitted incomplete documentation or who do not meet the required criteria are eliminated.

The candidate selection process varies from company to company and depends on the required candidate profile. The average validity of various predictors of job success puts mental ability tests in the first place that is followed by a probationary period, followed by personal biography, recommendations, and experience, while the success at the university, a sum of education, candidate's interests and age are placed at the bottom of the scale ([Adamović Topolčić, 1999](#)). After selecting a shortlist of candidates from the pre-selection method, the candidates are interviewed. To avoid costs, the interview may be preceded by a telephone or video interview. The candidate can then be invited in person for an interview at the company.

Analyses of many companies have shown that the most important characteristics of employees are: personal initiative, creativity, communication skills, analytical skills, intrinsic motivation, flexibility, ability to work in a team and the like ([Adamović Topolčić, 1999](#)).

Candidates are selected through interviews and various tests. Interviews are the most commonly used tool when selecting candidates, while the method of conducting interviews varies from company to company; but, their purpose is the same: to check interpersonal, communication and teamwork skills.

According to [Rupčić \(2018\)](#) the interview can be structured, unstructured and semi-structured. The structured interview is conducted in accordance with previously defined questions that were put to all candidates, and the answers are recorded and compared with the answers of other candidates. An unstructured or undirected interview is quite the opposite in approach. The candidate is asked general questions which, according to their content, determine the further course of the interview. This type of interview allows the candidate to present himself independently and without interruption, and can further reveal the candidate's character, behaviour and experience, therefore

obtaining a more complete picture of the candidate. The semi-structured interview is a combination of the first two models. The candidate is asked pre-determined questions, but he is allowed to ask questions or sub-questions that are imposed during the interview.

In addition to interviews, candidate characteristics are tested by various tests, depending on the job for which they are required: abilities and skill tests, personality tests, knowledge tests, physical ability tests, verbal, numerical and abstract reasoning tests, intelligence tests, honesty and integrity tests, and many others.

Employing the abilities and skill tests are put for the assessment of the candidate's existing skills and ability to perform the whole job or certain aspects of the job, as well as the possibility of developing and acquiring new techniques. They are shaped following the skills that are sought and assessed, such as dexterity, strength, or endurance where each test is shaped differently. The personality test measures the basic characteristics of the candidate's personality required for the job, and the degree of compliance of the person with a particular job is determined.

Respondents rate their agreement with the above statements, which identify personal traits such as extroverted ness, conscientiousness, creativity, openness to new experiences, optimism, comfort, stress tolerance, emotional stability and proactivity. Understanding the personality of the employee is especially important if the job on the line requires certain characteristics, but the personality does not ensure the final effect of the job. Knowledge tests are designed to examine technical and professional knowledge and also the specific knowledge of the job for which the candidate applies.

Physical fitness tests use exercises that require a certain level of fitness needed for the job. Strength, speed, endurance and balance can be measured. The test of honesty and integrity is a subtype of the personality test by which are measured honesty, reliability, credibility, and prosocial behaviour. They consist of direct questions about previous experiences to eliminate inappropriate, dishonest and antisocial candidates.

Intelligence tests or cognitive ability tests provide information about the candidate's mental abilities, such as the ability to learn and think quickly, pursue logic and logical reasoning, show analytical skills, reading comprehension and the like. The advantage of these tests is in predicting performance in the workplace and candidates cannot influence the accuracy of the results.

4. ENCOURAGING TO BUSINESS SUCCESS AND MOTIVATION

Successful managers possess ingrained qualities such as organization and perseverance that during further, education, training and work on themselves, do develop and improve. Their job is to direct others to do the job, and they must have the ability to work with different people and also the need to achieve results, success, and experience when working in a variety of positions.

Research has shown that managers have in common: achievement and ambition, the ability to learn from hardships situations, high commitment to work and work energy, inventiveness, skills when working with people, a high level of intelligence, a high level of self-confidence, and also a high level of tolerance for others and interest in economic profits, and from the position of the working values they are: emphasis on the possibility of advancement, strong identification with the organization, interest in salary and status and recognition (Adamović Topolčić, 1999).

Optimal employee performance depends on the company policy and is called compensation. Compensation implies the fee that employees receive for their work: the basic salary as a basis and the incentive part of the salary as a motivation for optimal work performance (bonuses and incentives, innovation fees, knowledge dissemination fees, and flexibility).

Additional employee benefits may include paid sick leave, vacation, Christmas bonuses, gifts for children, holiday regressions, excursions, insurance policies, health check-ups, wellness programs, sharing profit, and others. Material incentives are not the only way to encourage employees and to pursue the achievement of business success. Motivational factors can be intangible, of which we can list the following: job security, good interpersonal relationships, education and training opportunities, creative work, awards, recognitions, reputation, scholarships and tuition fees, study trips, specializations, using of a company car, managerial benefits, etc.

The quality of human resources can be maintained and developed by introducing special benefits that employees value. This can be flexible or part-time work, the possibility of working from home and other locations, the possibility of unpaid leave, or unlimited vacation.

The essence and importance of motivation stem from the following:

- improving productivity, efficiency and creativity of work,
- improving the quality of working life in organizations,
- strengthening the competitiveness and success of the company (Bahtijarević-Šiber, 1999).

Motivation is manifested as any influence that provokes, directs, and sustains the target human behaviour. It is achieved by involving the whole chain of reactions - from the feeling of needs that cause desires to be fulfilled, and otherwise, some tensions cause (re)actions that lead to satisfaction as a final result of this process (Buble, 2006).

Motivation has an extremely large effect on employee work performance. Such a motivated employee can easily become demotivated (in case the superior does not notice and does not react to the achievement of the performance that is above the standard) and vice versa.

5. FINDINGS – TOWARD CONSIDERATION OF RECRUITING EMPLOYEES

The respondent, who was interviewed by telephone gives a clear description of the stages of getting the desired job and then lists all the stages that need to be passed when recruiting, by the desired employer. This is an example of an employer from the IT sector.

1. Representing a person by creating a good profile on a social network. This includes the use of keywords and terms that are relevant to the business. The profile should be representative and politely arranged. The candidate profile is actually a CV that should contain all of the previous business experiences.
2. Employers contact a person's profile if the person suits them. In case the candidate's profile is interesting to the employer, the interview process begins as in any other company when the interview takes place in person ("live"). Recruiting employees goes through several stages.
 - a. First phase - Interview with a person from the Human Resources Department.
 - b. Second phase - The level of communicativeness of the person who is important for the job is checked.
 - c. Third phase - The next phase is an interview with an expert from the department looking for an employee (e.g., IT department, an interview with a person working in

- the IT sector). Often this person is a future colleague, head of the department, etc. Here the level of professional knowledge is checked in detail and it can be immediately seen whether the person has the necessary knowledge or not.
- d. Fourth phase - Another interview is conducted, chiefly with the general manager of the department. The conversation is similar to the one held in the previous phase.
 - e. Fifth phase - Another round of interviews is held, mainly with the human resources manager who was the initiator of the selection at the beginning of the employee recruiting. Salary and working conditions are discussed here. In case the candidate did not satisfy in one of the previous stages, here can also be explained why the person did not get the desired job and why they did not decide to assign him or her a job.
 - f. Sixth phase - In case the candidate has passed all of the previous stages of recruitment, an agreement is concluded between the human resources manager and the candidate when he can start with the work.
 - g. Seventh phase - The candidate becomes an employee of the company and the employment relationship begins, so as the process of socialization in a new work environment.

The previously cited phases may vary from company to company, but in most cases, the recruitment is carried out as it was shown above. The number of phases depends on the size of the company, the pyramid structure itself, and the level of management. An important factor is the matter of urgency of the search for the employees (when some phases are skipped).

In the case where a person applies for a job individually, the stages of recruitment are almost identical, except that in this case, the person contacts the first potential employers through social networks.

6. CONCLUSION

Today, most companies adapt their business to the changes that have occurred in their environment, and also when it comes to finding new employees. Companies recruit employees through social media or websites, after studying the profile of a particular person they think (he or she) might have all the qualifications and skills that are required for a particular job. The described process of recruiting employees by contacting through social networks/websites indicates the importance of a good presentation of the job seeker (good Web profile) that will further rise the interest of the future employer for a particular candidate, and thus allow him to introduce himself. The traditional way of acquiring employees has not disappeared, but it is quite certain that today the influence of social networks has become extremely large because it is easier to find the desired employees. This article can offer a good guide for both employers and employees, and a good foundation for future research on the pros and cons of social media recruitment.

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