

METHODS OF RECRUITMENT AND SELECTION OF EMPLOYEES ON THE EXAMPLE OF THE AUTOMOTIVE INDUSTRY

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Abstract: The recruitment process is indispensable to have a reasonable staff that fulfills all needs of a production process. The aim of the paper is to analyze the selection of employees in the industrial organization especially in the context: techniques used in the recruitment process, used selection methods and changes proposed in the recruitment process. Summing up the results of research, one can point out that the most frequent causes of aspirations for the workplace by the respondents were the financial issues and the desire for self-development. The most popular recruitment technique used in the recruitment process was online classifieds. Observation shows that this is a common recruitment technique. Among the selection methods, the most popular was the CV and cover letter, which was indicated by almost all the respondents.

Keywords: recruitment methods, human resources management, production processes, staff recruitment.

METODY REKRUTACJI I SELEKCJI PRACOWNIKÓW NA PRZYKŁADZIE PRZEMYSŁU MOTORYZACYJNEGO

Streszczenie: Proces rekrutacji jest niezbędny aby organizacja posiadała odpowiedni personel, który spełnia wszystkie wymagania procesu produkcyjnego. Celem artykułu jest analiza procesu selekcji pracowników w organizacji przemysłowej, w szczególności w kontekście: technik stosowanych w procesie rekrutacji, stosowanych metod selekcji oraz zmian proponowanych w procesie rekrutacji. Podsumowując wyniki badań, można wskazać, że najczęstszymi przyczynami aspiracji do pracy w przemyśle motoryzacyjnym wskazywanymi przez respondentów były kwestie finansowe i chęć do samorozwoju. Najpopularniejszą metodą rekrutacyjną stosowaną w procesie rekrutacji były ogłoszenia online. Analiza pokazuje, że jest to obecnie powszechna technika rekrutacji. Wśród metod selekcji najbardziej popularne były CV i list motywacyjny, na co wskazywali prawie wszyscy respondenci.

Słowa kluczowe: metody rekrutacji, zarządzanie zasobami ludzkimi, procesy produkcyjne, rekrutacja pracowników.

1. Introduction

The recruitment process is continuous and involves a specific time, which forces the company to plan and prepare it properly. This process is a sequence of successive actions. At the first stage, personal needs are identified based on job analysis. The number of employees needed and their qualification profiles are also determined, as well as the time during which vacancies should be covered. Then it will identify the sources of recruitment. The next stage involves recruiting, followed by selection, i.e. checking the suitability of the candidates for the post and deciding whether to choose or reject them. The penultimate step is to hire an employee, then put him to work, or adaptation. (Walkowiak, 2014) The aim of the paper is to analyze the selection of employees in the industrial organization especially in the context: techniques used in the recruitment process, used selection methods and changes proposed in the recruitment process.

2. Preparing and execution of the recruitment process

The complexity of the recruitment procedures depends on the nature of the company and on the position that candidates are seeking. However, there is a universal set of issues that are addressed when recruiting employees. In verification the very important are: the number of employees to be employed, their type, number and type of vacancies, the length of employment, the place where the desired person can be found, the manner in which they are interested in the work, the way of checking their suitability for work, the contract, the working conditions that should be offered to them, how to adapt the new employee to the conditions of the company as quickly as possible, and the support period necessary for the new job? (Wyrwicka, et al., 2010; Wolniak, 2012; Łuczak and Wolniak, 2015; Wolniak and Burtan, 2010).

The most important element of the structure of the recruitment process is the decision to start it. It is preceded by an analysis of the establishment plan. When deciding on a vacancy, the organization must determine the nature of the position and the requirements for the employee. Their findings include the characteristics of the candidate's profile and workplace. The profile of the candidate is based on analysis and job description (Listwa, 2010).

Employee selection is one of the essential elements of recruitment. This is a set of activities aimed at gaining the right people to fill vacant posts. The selection process should provide the company with the right number of qualified employees at the right time to be able to function effectively (Wolniak, 2017). The high efficiency of selection is determined by the right analysis of personnel needs. Employee selection is linked to many human resources management functions, and therefore requires a preparatory stage and procedures for controlling the selection function in the form of verifying the work of a post-trial employee. The supply of employees is

determined by factors such as the specificity of the labor market, social, demographic, educational, dominant job-specific or payroll trends. Human resource acquisition procedures impose high costs, and in the case of improper employee selection combine with deferred costs (repeat procedures) (Marek, 2008).

3. Sources of employee acquisition

Sources of recruitment are labor markets. Organizations determine where they can find professional groups, their target segments, and create informational channels to help them apply appropriate recruitment practices. The main sources of recruitment are the external and internal labor market.

Recruiting candidates from the internal labor market consists in referring job offers to people employed in a given company. In this way you can very precisely select the desired employees, because it knows who has the competences, abilities, skills, etc. On the other hand, employees have a chance to self-development, fulfill their expectations and remain in the organization for a long time (Wolniak, 2018). This solution may, however, contribute to the deterioration of interpersonal relationships in the organization due to the disruption of existing human relations. Some workers may be reluctant to be employed by another, more advantageous position (Listwa, 2010).

The nature of internal recruitment of employees can be either closed or open. Closed recruitment is said to be when information about a vacancy is not publicly disclosed to the public, but is channeled through informal channels directly to potential candidates. Previously they are selected based on the results obtained, periodic employee evaluations, career development plans, training sessions and achievements. On the other hand, open recruiting occurs when publicity of vacant positions is publicized and all employees have access to them (Listwan, 2010).

The external labor market is the source of employees recruited from all respondents to job offers from outside the organization. The company can thus attract new employees, new potential people who are not compromised in systems that are not good for organizations are beneficial. This is the so-called. "Fresh blood flow", which is very beneficial to company. New employees often motivate already employed people to increase excitement, bring new ideas, etc. Raising employees from the external labor market generates higher costs. In addition, the disadvantage is the longer period of adaptation of the new employee in the organization, the increased risk of making a mistake, and the risk of choosing the wrong person. In addition, there may be a potential failure to accept new employees by the employees (Suchar, 2009).

4. Recruiting techniques

An important stage of the recruitment process is the recruitment of employees. Regardless of whether you use internal or external sources, there is a problem of interest for potential candidates. Recruitment techniques are used to effectively communicate information about a vacant job. It is important to take into account the heterogeneity and complexity of the labor market.

One of the main techniques for recruiting employees is the use of mass media. There are forms such as press releases, information in specialized journals, much less on radio or television, and ads are often placed on the Internet at a variety of websites. Employment agencies often use computer technology, but the Internet is also now a popular recruiting tool among private employers. Information about job offers can be nationwide and local as well as international, especially when employees are looking for positions abroad. Information about candidates' requirements should be clear, legible and accurate, and should include precisely defined employment conditions (Moroń, 2012).

Another technique is "open door", also known as special events. It consists in creating a conducive knowledge of employers with potential candidates for the situation. It is often used in startups. The "open door" consists in providing interested visitors with a chance to explore the company, get acquainted with its character, its atmosphere, its appearance, and in part also with its organizational culture (Moroń, 2012).

Techniques for recruiting candidates for work may also be related to the education system. This happens when companies send their representatives to schools or universities to submit job offers. They are sometimes enriched by the organization with various scholarships. Another technique that stays in this area, is holiday internship for students in the company. The cost of this technique is low and its efficiency is high (Krzemień, and Wolniak, 2015).

The recruitment technique commonly used by organizations is the employment agency employed by the county labor offices and their units. Work offices collect data and keep up-to-date information about jobseekers. They publish magazines and brochures containing this information as well as analysis of local labor markets. Employment offices provide employment counseling, guidance and information, training, support in active job search (Wratny, 2007).

An important recruitment technique is to outsource the selection and selection of specialized staff to external companies (human resources management), also referred to as headhunters. This technique is primarily used when looking for candidates for specialized workstations. Professional consulting firms select candidates for their qualifications. This is a rather expensive recruitment technique, and the payroll system of HR consulting companies is one of its important aspects. It is often dependent on individually negotiated factors. Consulting companies may receive remuneration for the performance of the service. If a candidate finds a contract with a company looking for an employee, then the headhunters will receive

a negotiated percentage of the candidate's salary, which usually covers his first year of employment. The second way of rewarding a personal counseling agency occurs only when the organization hiring headhunters to hire the employee they choose. This is a method used primarily when searching for middle-level professionals. The search period is shorter, usually several weeks (Gajdziński, 2011).

Searching candidates for positions with the help of consulting firms in Poland is a manifestation of foreign trends, as is the case with the next recruitment technique, i.e. employee leasing. It involves hiring employees for other organizations for a fixed amount of money. This includes mainly employees such as: computer scientists, secretaries, hostesses, bodyguards, and physical workers. Employee leases are defined as temporary work. It enables entrepreneurs to use desirable employees without employing them, and therefore also without incurring costs. The entrepreneur reports to the temporary employment agency, i.e. the company that deals with the leasing of employees, the willingness to hire the employee with the required qualification for a specific position. In a short space of time the agency makes it available to verified employees (Sułkowski, and Wolniak, 2018). This arrangement does not require many formalities related to employment contracts because they do not occur. On the other hand, the organization collects employees for a specified period of time. This is a particularly advantageous solution for companies whose activity is characterized by seasonality and the need for more staff increases over time. Maintaining permanent employment in such companies throughout the year is not profitable, so leasing is often a recruiting technique used (Garbacik, 2004).

5. Research results and their discussion

The survey involved 15 respondents. These were people who had successfully passed selection and recruitment procedures for work positions in the automotive industry. Nearly half of the respondents (46.7%) work in the present form from 1 to 2 years. Every third of respondents (33.3%) work from 2 to 5 years, and every fifth (20%) is less than one year. Nearly half of respondents (46.7%) have university education. In turn, 33.3% have secondary education and 20% are vocational. Of the 15 subjects surveyed, slightly more than half were women (53.3%) and the remaining 46.7% were men.

Table 1.
Causes of aspirations for occupied posts

Why did you aspire to your current job?	Min	Maks	M	Me	SD
Financial reasons	1	5	3,00	3,0	1,36
Self-development	1	5	2,93	3,0	1,03
Own interests	1	5	2,64	2,0	1,45
Possibility of fast promotion	1	4	2,43	2,0	0,94
Prestige of the company	1	4	2,36	2,0	1,08

Source: on basis: Koloch, 2017.

Respondents were asked to rate (on a scale of 1 to 5, where it means the smallest and 5 most important) of the individual aspirations for the current position (Table 1). As it turned out two main reasons are the financial issues and the possibility of self-development – rated on average in the area of 3 on a scale 1-5. Slightly less important are: your own interests, the possibility of fast promotion and the prestige of the company, rated on average between 2 and 3 on a scale 1-5.

Table 2.
Techniques used in the recruitment process for occupied posts

What techniques were used in the recruitment process for a job in a company that you employ?	Answers		% observation
	N	%	
Internet classified ads	13	56,5%	86,7%
press releases	4	17,4%	26,7%
employment agency	3	13,0%	20,0%
open doors	1	4,3%	6,7%
placements / practices	1	4,3%	6,7%
Other	1	4,3%	6,7%
Altogether	23	100,0%	153,3%

% of observations do not sum to 100, because the respondents could indicate more than one response.

Source: on basis: Koloch, 2017.

The respondents asked about the technique used in the recruitment process at their current position, most often (86.7%) pointed to internet advertisements (Table 2). Significantly fewer respondents declare that press announcements (26.7%) and job placement (20%) were used. In turn, one person pointed to: open doors, internships/practices and variant "other".

Table 3.
Selection methods used in the selection process for occupied posts

What methods were used in the job selection process in the company that you employ?	Answers		% observation
	N	%	
Interview	15	42,9%	100,0%
CV and cover letter	14	40,0%	93,3%
selective tests - skills tests	4	11,4%	26,7%
selective tests - knowledge tests	2	5,7%	13,3%
Altogether	35	100,0%	233,3%

% of observations do not sum to 100, because the respondents could indicate more than one response.

Source: on basis: Koloch, 2017.

All respondents declare that interviews are currently used in the recruitment process (table 3). Almost all also indicated their CV and cover letter (93.3%). Significantly fewer respondents believe that selection tests were also used - skills (26.7%) and knowledge (13.3%). No one pointed to other methods.

Table 4.
Feelings during recruitment

What feelings and to what extent did you accompany you during the recruitment process?	Min	Maks	M	Me	SD
Stress, nervousness	2	5	3,86	4,0	0,95
Confidence	2	5	3,21	3,0	0,97
Excitement	1	5	2,85	3,0	1,28
Joy	1	4	2,53	2,0	0,83
Discomfort	1	3	1,57	1,5	0,65
Uneasiness	1	3	1,36	1,0	0,74

Source: on basis: Koloch, 2017.

Respondents were asked to rate (on a scale of 1 to 5, where it represents the smallest and 5 highest) of the individual feelings during the recruitment process. As it turned out, the respondents were most likely to experience stress and nervousness - an average score of close to 4 on a 1-5 scale (Table 4). On the other hand, they felt self-confidence and excitement, with an average score of around 3 in the 1-5 scale. Between 2 and 3 should be happy and the least likely to be discomfort and embarrassment – an average score between 1 and 2 on a 1-5 scale.

Table 5.
Changes proposed in the recruitment/selection process for the post

What would you change/change in the recruitment/selection process in which you participated?	Answers		% observation
	N	%	
More information about the position I have been running for	8	38,1%	53,3%
More information on pay	6	28,6%	40,0%
Another type of selection test	3	14,3%	20,0%
More information about the hiring company	3	14,3%	20,0%
Otherly conducted simulation work	1	4,8%	6,7%
Altogether	21	100,0%	140,0%

% of observations do not sum to 100, because the respondents could indicate more than one response

Source: on basis: Koloch, 2017.

Respondents asked about the changes they thought would be worthwhile in the recruitment process (Table 5), in which they indicated they usually indicated more information on the position they were candidates for (53.3%) and more information on remuneration (40%). One in five (20%) is of the opinion that another type of screening test should be used, and one in five (20%) believes that more information should be provided about the hiring company. One person pointed to another simulated work done.

6. Conclusion

Summing up the results of research, one can point out that the most frequent causes of aspirations for the workplace by the respondents were the financial issues and the desire for self-development. The most popular recruitment technique used in the recruitment process was online classifieds. Observation shows that this is a common recruitment technique. Among the selection methods, the most popular was the CV and cover letter, which was indicated by almost all the respondents. The people interviewed during the recruitment and selection process were most often accompanied by stress and nervousness, and least often – embarrassment. Still, more than half of the respondents were positive. The recruitment process allowed the acquaintance of the employing company to get a little over half of the respondents. Nonetheless, however, respondents would like to obtain more information about the company during recruitment, as well as a greater amount of remuneration. Research shows that this area is of particular interest to recruited employees, which should not be surprising, especially since financial issues are one of the most important reasons for aspiring for a job.

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