

University of Economics, Prague

International Business – Central European Business Realities



**Assessment of recruitment and selection
process at logistics company**

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Academic year: 2016/2017

Declaration:

I hereby declare that I am the sole author of the thesis entitled “Assessment of recruitment and selection process at logistics company“. I duly marked out all quotations. The used literature and sources are stated in the attached list of references.

In Prague on

Signature

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Acknowledgement

Foremost, I wish to express my appreciation and gratitude to the supervisor of my thesis, *Ing. Zuzana Křečková Kroupová, M.A., Ph.D.* for the continuous support of my master thesis, for her patience, motivation, enthusiasm, and immense knowledge. Her guidance helped me in all the time of research and writing of this thesis. I could not have imagined having a better supervisor and mentor for my master thesis.

Furthermore, I would like to thank the experts from the logistics company, especially the Czech and also the French Personnel Manager, who were involved in the research for their excellent guidance, caring, patience and providing me with an excellent atmosphere for doing research. I would also like to thank the participants in my survey, who have willingly shared their precious time during the process of interviewing.

Finally, I must express my very profound gratitude to my parents, my younger sister and my relatives for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis. This accomplishment would not have been possible without them.

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Introduction

In many companies the work of employees can have big impact on the firm's success as well as on its failure. The behaviour and performance of an employee, his feelings as well as his decisions can affect not only the basic everyday activities of a firm, but possibly its existence. Sometimes, one wrong step of one person can lead to negative perception of the company, loss or even bankruptcy, while a right step might increase revenues, improve firm's reputation or its position at the market. Therefore, it seems to be important to have the right person doing the right work at the right place and time. It can be problematic to ensure all of this, and thus it might be important to focus on people a company is hiring. When a person is recruited and selected that suits the job position and fits to the company culture, both the company and the person can benefit from this match. Both parties might be satisfied, motivated and the cooperation can have positive effects, e.g. on the profitability of the organization and development of the employee.

This thesis is addressing the topic of recruitment and selection process and aims to critically assess the process done at logistics company in the Czech Republic. To fulfil this aim, it can be relevant to see how the whole process should look like per the literature and what are the current trends of recruitment and selection process in the Czech Republic. Therefore, information concerning what the process is about, how it works and when it is needed might be crucial. However it can also be important to understand where organizations can look for candidates and what are the tools that they can use to choose the best candidate. Furthermore, it may be essential to discover how the recruitment and selection process is done in a selected logistics company to realise if the literature suggestions are followed and if not, why is that so. Moreover, it may be useful to understand how the process is seen by both the human resources department and the candidates and what are the improvements the company can arrange in order to create a more efficient recruitment and selection process.

This thesis could prove to be beneficial to the selected company as it shows the possible improvements of the recruitment and selection process. However, it can also be of use for other companies who are interested in discovering how the process looks like in other organisations, how it should be like according to the literature and analysing the possible improvements the competitors could apply.

The key point that this thesis addresses is hiring employees in times of low unemployment rate. It can be especially intriguing to see how companies need to be agile and adapt according to the market situation. It is possible that in one year a company receives many applications for a vacancy and has difficulties to choose among many suitable candidates and in the next year, the same company cannot find enough candidates that would wish to apply, yet choose the most suitable candidate among these few people. And such a change can be caused by one single aspect, namely decrease of unemployment rate. Such problem is addressed in this thesis and the improvement points identified take the effects of the change into consideration.

The first chapter of the thesis describes the suggestions of literature on the topic of recruitment and selection process. It involves the alternatives of that can be sometimes considered and that allow to solve the situation without any need of recruitment and selection process. When these alternatives cannot be applied, the process is described. Firstly, the specifications of a job position are identified based on which recruitment process can take place. Sources, which the company can use in order to find suitable candidates, are described. These can be either internal, that means such which are based on company's employees or external, which are the people outside of the organization. Then, the selection process is described. One can see several selection tools that a company may apply, e.g. relevant documents like curriculum vitae, assessment centre, employment interview, different tests and checking references. After that, the final decision is mentioned, which the company should follow based on these selection tools. Furthermore, the current trends in the Czech Republic are addressed.

The second chapter focuses on the evaluation of the recruitment and selection process at a selected logistics company. This part is based on the research that took place from June 2016 until March 2017. Firstly, the analysed company is introduced. Then, the whole process the company uses is described, including sources and selection tools used. The identification of the process is done by observing the organization and interviews with company representatives. After this, the Czech part of the international company is compared with the French one and several similarities as well as differences are identified. This comparison was enabled by an interview with a French human resources manager responsible for the recruitment and selection process in France. Later on, the process at the Czech organization is evaluated from the view of both the company representatives as well

as candidates, both successful and unsuccessful in order to achieve reliability and validity. Company representatives were interviewed and candidates were asked to fill in detailed questionnaires.

The third chapter deals with comparison of the first and the second chapter and aims to identify discrepancies between the theoretical and practical part of the thesis as well as negative aspects of the recruitment and selection process done by the company.

The fourth chapter defines several suggestions, based on which the analysed company may improve its recruitment and selection process. These improvement points are identified based on the comparison of research outcomes with the theoretical backgrounds and current trends.

1. Recruitment and selection

Recruitment and selection is a process an organization needs to undertake when it decides that there is a need for a person to fill in a job vacancy. This usually happens when an employee working at a position leaves or if a new job position needs to be created (Koubek, 2007, p.66). The crucial part of the recruitment and selection process is to find a person who will fit the job position and the company the best and who will therefore participate in the company's success. If this is not achieved, it can be very expensive to replace the hired employee (Mondy & Mondy, 2014, p.134). The process can vary among countries and companies, but it also depends on the circumstances, like for example the macroeconomic indicators. These indicators can among others have an impact on who feels powerful during recruitment, because if the unemployment rate is low, candidates can choose from many job offers and can thus feel more powerful, while in case of recession, the number of job vacancies is limited and the firm's power is higher (Bratton & Gold, 2012, p.212).

1.1. Alternatives to recruitment

Nevertheless, when a company determines a need for an additional employee, there are several other options the firm should consider before starting the recruitment process. Considering these alternatives can lead to avoiding the whole recruitment and selection process, which can be a cheaper and a quicker solution to the given situation (Mondy & Mondy, 2014, p.134; Koubek, 2009, p. 133). These alternative options include temporary employments, outsourcing, offshoring, onshoring and overtime.

Temporary workers

Some companies have to face seasonality or increased demand which cannot be predicted. During these times, an organization may need a person, who helps to overcome this period, but will not be hired fulltime (Gómez-Mejía et al., 2004, p.165).

Outsourcing

Outsourcing is an option thanks to which an organization can transfer some work to an external company (Koubek, 2009, p.133). This is a widespread practice nowadays, which

can help companies focus on the key parts of their business rather than e.g. on IT or other non-core activities and services.

Offshoring

An alternative similar to outsourcing is called offshoring. They both include transfer however offshoring means relocation or moving a part of the business (for example development) to a foreign country. Abroad is this part of business either maintained by an own firm or a third party. Offshoring can often lead to cost saving but also quality increase.

Onshoring

Another possibility that also includes transfer and is similar to offshoring is called onshoring. The difference is that the relocation of a part of the business is done inside the country, not abroad. In the USA the work is usually moved to other American cities, in which the production is cheaper.

Overtime

Sometimes an organization may use this option to overcome short-term lack of labour force. One or more employees work overtime, for which they are paid. Even though this method is widely used by companies, there are several problems connected with this option. Employees may be tired after a period of time working overtime, and this lack of energy may result in lower labour productivity. An employee may also get used to the new higher salary they are receiving while working overtime, which can be problematic once he is working the regular hours again (Mondy & Mondy, 2014, p.134-135; Koubek, 2009, p.133).

If all the alternatives are considered but none of them is possible, the company comes to the recruitment process itself.

1.2. Recruitment and selection process

According to Maund (2001, p.155), there are three stages of the recruitment and selection process. In the first phase the firm decides how many new employees should be hired and what will be their roles. Then comes a phase in which the company tries to attract the attention of current employees who wish to change the position (internal sources) and also

the attention of other job seeking people (external sources). After that comes the stage of choosing one candidate that fits the vacancy and the company the best. This phase may usually require several tests and interviews and the goal is to make a final decision for one candidate, who is offered employment.

Before the company proceeds to these recruitment phases, it should consider the following factors, which can help to better understand what options are possible. It is important to know how much money can be spent on recruitment. If the company's budget is tight, it is possible that the recruiter's options are limited and that they cannot take advantage of some sources of candidates. Furthermore, the company should think about how much time there is available to fill the vacancy. If a job vacancy emerges unexpectedly, it might need to be filled very quickly. In this case it may be appropriate to go through the human resources files rather than to organize a fair. A company should also know if it wishes to reach as many people as possible or only a specific segment of people, which may be the case if the position has to be filled with people who are endowed with special knowledge or qualification. In this case the service of a recruiting firm may be needed (Arthur, 2001, p.94).

1.2.1. Specification of a job position

During the first phase, the job position should be analysed in order to find out who should be the person the company is looking for. For this exploration, method called job analysis, and documents called job description, role profile or job specification are usually used. Some companies use only one of these documents or integrate for example job specification into job description. If there is a vacant position, which is not newly created, there might be already a job analysis and a job description or a role profile. In this case the organization should only review if these are still applicable or if they must be reviewed and changed (Mondy & Mondy, 2014, p.106; Maund, 2001, p.158-163).

Job analysis

Job analysis is a method which enables a company to create a job description, prepare criteria for assessment of work, originate performance tests or do restructuring of a job. Job analysis as a tool should provide information about the content of the position, its purpose, what is expected from the employee, what are their responsibilities, what should be their

results and what competencies does the person need, how much decision making power they have, how many people does this employee supervise and who supervises the employee (Maund, 2001, p.158).

There are many methods of creating a job analysis. A company should choose one that suits the best the purpose of the job analysis (Mondy & Mondy, 2014, p.106). Among the most widely used methods belong questionnaires, observation, interviews, employee recording, checklists and focus groups.

- Thanks to **questionnaires**, employees may express the job activities they are performing. This method can be very effective if number of the job positions is high. However it may take a lot of time to create the questionnaires and to evaluate them (Maund, 2001, p.162). Some employees may also exaggerate their role in the company or the level of their verbal communication skills might not be sufficient (Mondy & Mondy, 2014, p.106).
- **Checklists** have similar form like questionnaires. The employee receives a list of tasks and crosses those which they find effective for performing the job.
- **Observation** is a method during which an analyst is watching an employee performing his job. The analyst is making notes about this observation and can define which activities are important to successfully complete the work. This method can be time consuming and is only effective when observing manual working people (Maund, 2001, p.162-163).
- During **interviews** an analyst is asking questions connected to work performance to both an employee and their supervisor. Usually, employee is the first being interviewed and the supervisor's answers serve as a check of correctness.
- **Employee recording** allows a job holder to keep a diary in which they write the activities they perform during a working day (Mondy & Mondy, 2014, p.106-107). However, employees often do not have sufficient time to complete the recordings, so the data may be inaccurate.
- **Focus group** is a method in which an employee and other people are interviewed. Again, work performance is discussed, but this time the group also focuses on impacts the assignments have to other connected activities (Maund, 2001, p.163).

Job description

Job description is created based on the job analysis. It is an important document as it is an appendix to a working contract. This also means that every employee must have a job description, no matter what his position is. Job description itself however states information about the job position only and not about an employee (Verboncu & Zeininger, 2015, p.605). Job description contains detailed information about the position, that means job title, working department, number of job position holders and who is their supervisor, performance objectives, duties and responsibilities including details about how to accomplish the tasks and time planning in percentage for each duty, equipment, materials and supplies used to perform the work and working conditions (Bratton & Gold, 2012, p.224; Mondy & Mondy, 2014, p.108; Maund, 2001, p.164).

According to Mondy and Mondy (2014, p.109), there are usually four main parts of a job description – job identification, date of job analysis, job summary and duties performed.

- **Job identification** is ordinarily the first part of job description and includes information about job title, department, number of employees fulfilling the job and whom do they report to. The job title can be very important and it is essential to choose it wisely. From experience one can say that the titles do not always correspond to the real content of the job.
- **Date of a job analysis** may be important for the company as the job information usually changes with the time. Tasks, skills and information required to be able to successfully fulfil the job can be adapted to other factors or changes in the company. An analysis that was conducted one year ago may not be relevant anymore today. Therefore it can also be helpful to write an expiration date on the job description.
- **Job summary** is usually a very short part of the job description and summarizes the work an employee performs.
- **Duties performed** usually make up a major part of the job description. This section describes all the tasks an employee is expected to do. Generally these activities are described in a sentence starting with an action verb. It is possible that requirements for successful fulfilment of this job are included in this part, for example the level of education, skills or experiences needed.

Job specification

Job specification, also called person specification or recruitment specification is a document that is often included in job description (Mondy & Mondy, 2014, p. 110; Armstrong, 2012, p. 220). Job specification describes the requirements and qualifications a position holder should have to perform his job. Job specification should include knowledge, abilities and skills needed, role-specific types of behaviour, qualifications and training, experiences and other specific requirements demands expected from the employee (Armstrong, 2012, p. 220-221).

When creating a job specification a company should define the minimum qualifications, not the ideal or maximum. This is advised in order to avoid potential problems, which could be for example reducing the number of candidates, (for example women would not apply if a job would seem to be too physically demanding), too high compensating cost (as highly qualified workforce should be better remunerated) or difficulty to fill the vacancy (Mondy & Mondy, 2014, p. 110; Armstrong, 2012, p. 221).

Role profile

Role profile is a document very similar to job description. It states why the job position is needed, explains reporting relationships and defines intended outcomes the employee should achieve. However role profile focuses on explaining how exactly to perform the job, it is therefore oriented on ensuring specific working levels and achieving results (Armstrong, 2007, p.250). For example in a primary school teacher's job description could be stated: teaching children mathematics. While in this teacher's role profile could be defined: teaching children mathematics 45 minutes every school day. It is possible to write a more detailed information into the role profile in order to ensure successful recruitment. For potential candidates it might be important to know the remuneration and other benefits (paid holiday, sick days, luncheon vouchers, paid training, company car, computer or mobile phone, special offers concerning company's products/services, paid insurances), working hours (unsocial hours, possibility of flexibility, planning), other requirements like travelling, training and promotion possibilities (Armstrong, 2012, p.220).

After a job position has been analysed, the company should know how many and what sort of people are needed. Based on this it is possible to start searching for potential candidates.

1.2.2. Recruitment process

According to Mondy and Mondy (2014, p.134), recruitment is “the process of attracting individuals on a timely basis, in sufficient numbers, and with appropriate qualifications to apply for jobs with an organization”. In the second phase of the recruitment and selection process, a company may search for candidates inside the company as well as outside of the company. Some companies use both sources simultaneously and sometimes candidates from internal sources are preferred and only if no suitable person is found, the organization uses the external sources. According the type of source a company uses, methods for attracting candidates, documents needed from them and also selection tools are chosen (Koubek, 2007, p.79).

Internal sources

a) Current employees

Hiring an employee who is already working for the company can be beneficial. It can increase the employee’s loyalty, motivation and devotion to the organization. The company already knows the staffer and may well define if they are suitable for the position. The employee also knows the company, its culture and its working atmosphere, so there is no need for organizational adaptation. Furthermore, this firm has already taken care of the jobholder and has provided him with trainings and experiences. Therefore hiring a current employee contributes to the return of these investments (Koubek, 2007, p.75). Today, employees may find open positions on noticeboards, firm’s intranet or other web-based applications a company is using. Commonly, employees are also advised by their superiors about a possibility of filling a vacancy. Employees, who fill in the requirements of the job position, may then easily apply (Arthur, 2001, p.103; Mondy & Mondy, 2014, p.138-139; Koubek, 2009, p.136-137). The disadvantage of this source is that promotion of one staffer results in need to fill his previous position (Gómez-Mejía et al., 2004, p.164; Arthur, 2001, p.103). However, this lower position may be filled more easily (Arthur, 2001, p.103). Furthermore, promoting a current employee may lead to loss of new ideas and experiences which could have been brought by an employee coming from external sources (Koubek, 2007, p.75).

b) Employee referrals

Another widely used method is using the referrals of employees. An employee of the firm doesn't apply himself but recommends a friend or another well-known person as a candidate for the position. The employer usually offers incentives if the recommended person is hired. It is mostly a financial reward in a form of a bonus, but it can also be a saving bond or a gift certificate. The amount of this reward usually depends on the position and the higher the level of the position is, the greater is the incentive (Arthur, 2001, p.97). Employee referrals tend to be very advantageous for companies as many costs are saved and the recommended person is usually very motivated and productive (Arthur, 2001, p.97; Mondy & Mondy, 2014, p.139-140). Sometimes this is considered the best way to find a suitable candidate because the current employee probably would not recommend anyone of whom they would not be sure. Many companies find the best performers using to this method (Mondy & Mondy, 2014, p.139-140).

External sources

An external candidate may be needed in case there is no suitable candidate within the company, or the company wishes to create diversity at the working place (Mondy & Mondy, 2014, p.140). Also, if an internal candidate is chosen for a vacancy and is thus promoted, his former job position has to be filled with someone else (Arthur, 2001, p.103). This can result in a chain of promotions leaving the entry-level job empty. In this case, the organization would search for an external candidate to fill this empty position (Mondy & Mondy, 2014, p.140).

People from external sources can bring new experiences and ideas into the company. Using external sources is connected with a larger pool of applicants, who may better fit the job requirements. However, this method is usually more time consuming and more costly. When selecting a person from external sources, a company must rely on the information provided by the candidate and on the findings collected during the selection process. This means that the firm does not know the person well and the risk of hiring an unsuitable candidate is higher (Koubek, 2007, p.75-76). Employees coming from external sources often have to be trained and must adapt to the organisational culture (Dvořáková et al., 2007, p.134).

a) Media advertising

Media advertising is a traditional method for reaching the wide public. A company can decide to advertise in television, radio, print media (newspapers and magazines) or billboards (Mondy & Mondy, 2014, p.146). Using mass media can be expensive, however, cost per thousand can be low. While television, radio and billboards may be more expensive than newspapers and journals, they tend to lead to a higher response rate. A firm should consider whether to advertise in one media only or whether it should use more types of media. The second option is advisable if the searching time of a company is limited and the vacancy needs to be filled as soon as possible (Machková et al., 2010, p.168-170).

Newspaper advertisement is a source that is inexpensive and can reach wide range of people (Mondy & Mondy, 2014, p.146-147). A company advertising should aim to get job seeking people's attention. This can be done using attractive job title, style of graphics and also the content of the advertisement, which should include relevant information about job responsibilities and working environment and at the same time it should not provide answer to every question one may have. This gives the reader space and opportunity to contact the organization for further information (Arthur, 2001, p.98). The popularity of this type of advertising has decreased during the recent years as the number of people searching for job offers in the newspapers has declined. Some other sources also seem to be less expensive. However, a company can try to target selected readers by choosing the right type of newspapers or journals, e.g. to advertise in local newspapers or automotive newspapers for car industry related job positions. This can increase the possibility that interested and qualified workers are reached and apply for the position. Sometimes, however, these readers are satisfied with their current job and do not wish to transfer (Mondy & Mondy, 2014, p.146).

Radio can allow precise targeting of people but focuses on sound only. Outdoor media like billboards can achieve high reach, nevertheless the length of message may be limited as the reader's time for the advertisement can be restricted, for example if the reader is driving a car or the advertisements on the billboard change after a while. Television advertising can reach many people while focusing on sight, sound and movement. However, the quantity of television advertisements is usually very high, so that some viewers can refuse to watch

the advertisements. Also, repetition of the message is very important (Machková et al., 2010, p.168-169).

b) The internet

Searching for potential candidates online is a widely-used technique these days (Mondy & Mondy, 2014, p.143-146). It is considered to be efficient and a low-cost method. Not only can recruiters search for future employees by putting up an advertisement but it is also possible that job seeking people search for employers. People can easily search on career websites and filter job advertisements per their preferences, e.g. according to their location, education, experiences or skills. Job seeking people may also create an account, which is usually free (Gómez-Mejía et al., 2004, p.165). Companies may also use their own web site to insert notification about hiring new employees (Mondy & Mondy, 2014, p.144). Another advantage is that compared to other advertising possibilities, a company has enough space to indicate detailed information, including organization, working conditions, job position and its requirements. Furthermore, internet allows connecting other recruitment steps directly to the advertisement. An applicant may communicate with company's representative, ask all questions and they can send all the documents needed for the application, for example filled questionnaire, CV or motivation letter (Koubek, 2009, p. 142). Even though it can be very advantageous to use this source, there are also some disadvantages. One of them is impersonal attitude, which the internet has brought. Furthermore, as companies receive many applications thanks to this method, it seems that many of them are submitted by unsuitable candidates. Therefore, it can take companies a lot of time to sort out the applications that do not fit (Dvořáková et al., 2007, p.135). Internet can be very useful if a company is looking for highly qualified people and also young graduates, who widely use internet (Koubek, 2007, p. 86-87).

c) Recruiting firms

Recruiting firms are either search firms or employment agencies. They are usually used by companies if firms need to reach many job seeking people and also if the search should be quick. The services of recruiting firms are however costly (Arthur, 2001, p. 98-99). A recruiting firm is ordinarily paid based on the future employee's salary (Gómez-Mejía et al., 2004, p.165). In order for such a recruitment to be successful, a company needs to have clear job requirements and be sure the recruiting firm will only send applicants who fulfil

the requirements. The organization should therefore provide the recruiting firm with sufficient information about the job position and the firm itself. It is also advisable that an organization signs a written contract with the recruiting firm in which a fee is stated (Arthur, 2001, p.98-99). While employment agencies focus on white collar employees, search firms aim to find executives and professionals. The advantage of using search firms is that they search also among passive candidates, which means people who do not actively search for a job (Mondy & Mondy, 2014, p.147).

d) Job centre

This method requires cooperation between the company and the job centre. The firm has to define requirements precisely. Job centre searches for suitable candidates and does preselection based on the requirements. This method is usually suitable if a firm is looking for less qualified workers and is very cheap as job centres provide these services for free (Koubek, 2007, p.85).

e) College recruitment

Successful and well-known companies may assume that college students would like to work for them (Arthur, 2001, p.99). These firms can cooperate with selected schools and universities. Many educational institutions dispose of an office which helps students to find an employer by providing useful contacts. These offices usually also advise students on how to create a CV or may organize various seminars, for example about preparation for an employment interview (Gómez-Mejía et al., 2004, p.166-167). This method can be very cheap as some educational institutions often do preselection for the companies. However, students often lack practical experiences (Koubek, 2007, p.84-85).

f) Internships

Internships are time limited job offers, usually for students. They give no obligation to the student or to the employer to continue in the cooperation after the end of the internship. Internships are typically jobs lasting few months, either full-time, for example during semester break or if the student interrupts temporarily his studies, or also part-time, for example few days a week while the student is studying on the remaining days of week. Internships can be valuable for students because they gain practical experiences and can better connect theory, which they learn at the university with practice. Students can also

make better image about the job and find out if they would like to perform such work in their lives. Furthermore, they get to know the company that they work for. The experience is also advantageous for the company. The firm gets more time to get to know the intern better and can decide whether it would be suitable to offer the student a permanent job position, after he/she is finished with the internship and his studies. The internship can be either non-paid or paid, which is appreciated by the students (Mondy & Mondy, 2014, p.148).

g) Job fairs

Job fairs can be seen as time saving and cost saving source of recruitment because a company can meet and also interview many job seeking people during a short period of time, usually one or two days. An organization can either arrange an own fair or it can take part on a fair organized by a third party (Arthur, 2001, p.100; Mondy & Mondy, 2014, p.148). The disadvantage of this method can be that candidates meet high number of employers. Job fairs are often held at universities as these educational institutions want to help students find a job (Mondy & Mondy, 2014, p.148).

h) Applicants offer themselves

Prestigious companies, for which many people wish to work, often passively receive many job inquiries. Applicants contact these companies electronically or come directly to the firm in order to ask whether there would be a suitable position for them. This method can save the company a lot of time and money as they do not have to publicise any advertisements. However there are many disadvantages because most of these applicants are not suitable for any position. Often these people establish contact with the company in a moment when the organization is not searching for any new employees. A firm's representative must however always take time and respond to the applicant and even negative answers have to be nicely formulated so that they do not harm the company's reputation (Koubek, 2009, p.135-136).

i) Former employees

Nowadays it is common that people switch companies during their life, so if an employee decides to hand in his notice, they commonly are not perceived as being someone who does not see the values of the firm anymore. Furthermore, the organization the employee

leaves should try to stay in contact with them. It is therefore not unusual that a company rehires their former employees. It can be advantageous, as the former employee already knows the company and at the same time the organization knows the ex-employee. This method has also impact on current employees, as they are more motivated to stay in the firm (Mondy & Mondy, 2014, p.142).

j) Human resources files

Human resources files refer to the company's previous recruitments and candidates. Sometimes, when filling a vacancy, it is possible that there are several good candidates who fit into the position. If a company has only one job position available at that time, it might be a good option to save the information about unaccepted candidates for further recruitments. Once doing a new recruitment the firm may contact these people again and use them as a source of candidates (Arthur, 2001, p. 103).

k) Flyers inserted in post boxes

This method is especially used if a company is looking for less qualified workers. Flyers with job offer are inserted in post boxes in a given geographical area. An organization may use the service of a post office or other organizations providing these services. This method is expensive; however, all the people are directly confronted with the flyers and thus forced to acknowledge the job offer (Koubek, 2007, p.84).

l) Competitors

Firms that compete within the same business area can be a source of highly qualified and experienced employees. An attempt to convince an employed person to work for another company and thus practically steal the employee is called poaching (Mondy & Mondy, 2014, p.141).

m) Clients and customers

As additional sources of candidates can be also seen clients and customers. These people already know the company well and probably like it, as they are loyal to the organization (Arthur, 2001, p.103). Hiring customers as employees can be very advantageous, because they can be highly motivated and spread enthusiasm. They can also enrich the company and help it to improve (Gómez-Mejía et al., 2004, p.167).

Some companies may choose to use only one source that suits the best according to the analysis of the job position. Usually, however, companies combine more sources to increase the number of candidates and thus to increase the possibility to find a person that could fulfil the best the role profile. Methods used should be chosen according the level of qualification a firm is looking for, financial resources and time available for the recruitment and selection process (Koubek, 2007, p.73-74).

Rules for advertising a job offer

According to Koubek, there are several rules which should be considered in order for job advertising to be successful:

- advertisements are supposed to incorporate information about name of the job position, its location, brief job description, name and address of the firm, requirements (education, practical experiences, skills), working conditions (salary and other benefits, working hours), possibilities of further training and development, documents needed to apply and instructions regarding how, where and until when to apply
- confirmed form of an advertisement should be used – attention should be paid to size of the advertisement, type of font, location on the page/website and day and time of publishing the advertisement
- it is advisable that advertisements are attractive, interesting for candidates, brief, true, well written, non-discriminatory and include honest name of the position and job content
- appropriate source shall be used – local media (for manual and administrative jobs) or national media (for managers and experts), television advertising should be well considered as it can be expensive
- records about advertisements used should be kept – especially about the source used, form of the advertisement, location in the source, date of publishing, names of candidates who responded, of those who were selected for the interview and who were successful in the selection
- efficiency of advertisements in different sources should be analysed
- rejected candidates shall be as soon as possible and politely informed (Koubek, 2007, p.88-91).

1.2.3. Selection process

The aim of the recruitment and selection process is to choose one candidate that suits the company the best. During the selection company aims to select one or more candidates (depending on the position), who will be offered a job. Knowledge, skills and experiences are important but another essential factor is called organizational fit. This is described as a cultural match of a potential employee and a company and defined as “management’s perception of the degree to which the prospective employee will fit in with the firm’s culture or value system” (Mondy & Mondy, 2014, p.160). This means that nowadays, human resources department’s employees do not simply look for people who are suitable for the job position and its fulfilment, more likely do they search for someone who would also fit in the organization and in the team of employees. Therefore, personal characteristics have become important and companies consider them during the selection process, especially if they are looking for people to fill white collar vacancies (Koubek, 2007, p.70). Organizational fit is relevant for selection as recruiters often make final decision based on their perception of a cultural match (Mondy & Mondy, 2014, p. 160).

To choose the best candidate is also important as firms perceive that employees contribute to success or failure of the company. Therefore it is important that these employees create competitive advantage and that the finances an organization spends on the employees result in accomplishment of strategic targets (Maund, 2001, p.171).

Responsibility for selection

A company has several options when deciding who will be responsible for the selection process. Usually it depends on the size of the company and on the type of vacancy. The selection process can be managed by a company itself, either by human resources/personnel department but also by other employees of the organization. For example the selection can be done by the senior manager if the vacancy is at higher level than junior manager. A firm may also hire an external recruitment company or so called head hunters and thus outsource the selection. Head hunters are executive consultants, who focus on recruiting people for key positions (Maund, 2001, p.173). If external company is hired to master the selection, a firm usually receives a shortlist of candidates, from which a firm may choose one – usually by interviewing him. However if the company is taking care about selection on their own, it has to screen the applicants and make shortlist of

candidates, who will be invited to the interview and from which the final person, who will be offered the job, will be chosen (Armstrong, 2012, p.227).

Reliability and validity

When doing a selection, there are two important statistical factors that should be considered. Reliability is the degree to which two or more results of the same repeated process would be the same. This means, for example, if the selection process was done again, by a different recruiter, the same person would still be hired (Bratton & Gold, 2012, p. 229). Validity describes the level of suitability, appropriateness and applicability (Koubek, 2007, p. 109).

Documents needed from candidates

If attracting candidates is successful, company usually receives many applications, which they have to scan. Applicants usually send the employee, who is responsible for recruitment in a given company, their application through e-mail or mail. This application ordinarily includes their CV, sometimes a company asks for a cover letter (This letter explains why the candidate is interested in the position and is suitable to estimate applicant's personality and communication skills.) (Koubek, 2007, p.97). Some companies also use so called application forms or questionnaires. They represent a standardized form in which a candidate fills in his working experiences, education and contact information. This method can help companies to better compare between applicants, sort out applications and eliminate unsuitable applicants already in the beginning of selection (Armstrong, 2012, p.227). Other documents a company may need are references from former employers, certificates of education or experiences (Koubek, 2007, p.92). There are several selection tools which can be used, the most common methods are interview, assessment centre and various tests. Every company may choose a different method to use or they can also use combinations of these methods.

1.2.3.1. Selection tools

When selecting the best candidate, a company should usually proceed as follows: first it should scan the documents received from the applicants, then it is advisable to test candidates using various tests or assessment centre, after this a firm should do employment interview and scan references, later-on do medical testing, if it is necessary, and finally

decide for one candidate and inform all the applicants about the choice. A company does not always need to follow all these steps, it always depends on the position and the company. After each step a preselection can be done, so that the number of applicants decreases. Applicants should be evaluated based on their ability to fulfil the working requirements but also candidates should be compared with each other in order to find the best one (Koubek, 2007, p.107).

a) Curriculum vitae

Curriculum vitae, also referred to as résumé in some countries, is a structured document an applicant submits, which states information regarding their working experiences, education, skills, achievements, interests and contact information. As there are no clear regulations regarding the form and style of a CV, this document may often tell companies a lot about one's personality (Dvořáková et al., 2007, p.139). Based on the CV, a company can already reduce the list of candidates, which can be the case if the information provided in the CV do not correspond to the requirements of the job position (Bratton & Gold, 2012, p.229). Résumé is often a starting point which allows the recruiter to prepare questions for interview (Dvořáková et al., 2007, p. 139).

b) Assessment centre

According to Garavan and Morley “an assessment centre is a structured combination of assessment techniques that are used to provide a wide-ranging, holistic assessment of each participant. However, in practice, each attribute is analysed out of the whole” (Garavan & Morley, 1997, p. 207). Therefore, assessment centre is not a place, neither is it a single exam. In an assessment centre several people are assessed at the same time using various tasks that candidates are supposed to fulfil (Garavan & Morley, 1997, p. 207.) These should be related to the working tasks as the recruiter usually wants to test skills connected to job performance (Mondy & Mondy, 2014, p.169). Assessment centre is usually used only for important positions, like for those of managers and other key workers. It is a proven method to estimate person's work performance. During the whole assessment centre candidates are usually observed by experts, future supervisors and psychologists (Koubek, 2009, p.177-179). Evaluation of participants is done based on indicators that study social and communication skills and personal characteristics (Dvořáková et al., 2007, p.141). Typical assessment centre tasks are individual as well as team activities such as:

- In-basket exercises – simulations of general tasks which a candidate is expected to be confronted with in the job, for example telephone conversations or negotiations (Koubek, 2009, p.178).
- Leaderless discussion groups – each candidate is given a role to play but all candidates are equal. Candidates are encouraged to discuss together based on the assignment (Garavan & Morley, 1997; Dvořáková et al., 2007, p.141).
- Management games – those are simulations of organizations, in which candidates are encouraged to solve some problematic situations or make decisions according to conditions (Koubek, 2009, p. 178).
- Mock interviews – during this task there is information asymmetry as the interviewer has less information than the interviewee. Interviewer is then supposed to solve a problem or to give improving suggestions with the use of additional information he/she needs to get from the interviewee (Garavan & Morley, 1997, p.213).
- Business presentations – each candidate is given a topic and some time to prepare his presentation. Then participants present their presentation and deliver their written notices to the assessor (Garavan & Morley, 1997, p.213).

Reliability and validity of information is higher when using this method and is therefore considered as a suitable method for selecting candidates (Mondy & Mondy, 2014, p.169; Koubek, 2007, p.109). Therefore, even though this tool can be expensive, it can be very efficient (Koubek, 2009, p. 178).

c) Employment interview

Interview is a very traditional and very widely used selection tool, in which a candidate and an interviewer exchange information that help to select the most suitable person for the job position. Interview helps the recruiter to get to know the candidate personally, to gather more information about them and to find out whether they would fit into the organization. On the other hand, an interview also gives the candidate possibility to get familiar with the company and to find out whether he would like to work for it (Armstrong, 2012, p.230).

Even though interviews are usually essential for many companies, their validity and reliability have been showed as poor (Arvey & Campion, 1982). The validity can be improved if more people are present during the interview and not only recruiter and

candidate. Also, a structured interview has showed much higher validity than the unstructured one. While unstructured interview achieved correlation coefficient of only 0,31 in Smith's research, which cannot be taken as a valid indicator, structured interview achieved correlation coefficient of 0.62, which can be taken as a valid indicator (Smith, 1988, p.6-8). Furthermore, it is important that the interviewer is well trained and can actively listen (Armstrong, 2012, p.230). According to Mondy & Mondy, several biases can occur during interview, for example:

- **Stereotyping bias** occurs when interviewer automatically judges a person based on some feature without knowing further information. This can also happen unconsciously.
- **Contrast bias** explains the situation in which recruiter's perception of a candidate is improved or worsened based on interviewing other people who are in contact with the applicant.
- **Halo error bias** happens when recruiter's first impression, which is positive, remains for the whole interview positive in such a measure that they overlooks all the negative features,
- **Horn error bias** is the opposite to halo error bias and arises if recruiter perceives the candidate negatively from the first moment and does not change this perception even after hearing positive information (Mondy & Mondy, 2014, p.175).

It sometimes happens that the interviewer gives too much value to the first impression and decides about the applicant within first three minutes of the interview (Springbett, 1958).

According to Koubek, there are several advices which can help companies reduce the biases which can occur during an interview. A company should:

- not attach big importance to the first impression which is usually achieved already during the first minute
- firstly interview all candidates and then decide about acceptance of one candidate and all these candidates should receive same amount of attention
- be open towards candidates, explain them in the beginning the course as well as the time schedule of the interview; these should be afterwards kept
- smile, avoid any negative facial expressions and use humour if it helps

- ask simple, unambiguous questions and do not ask too personal or discriminatory questions
- make notes, show interest, react in convenient moments but give the candidate enough space to talk (Koubek, 2007, p.116-117)

According to paragraph 316, article 4 of the Labour Code of the Czech Republic No. 262/2006 Coll., the interviewer must not ask questions that are not directly related to the job. Therefore the recruiter is not allowed to ask questions, whose purpose is to find information about pregnancy, family background, property background, age, nationality, ethnicity, sexual orientation, religion, physical or mental disability, clean criminal record, membership in a political party, membership in trade union. (Pregnancy, clean criminal record and family and property background do not apply if it is required by the job position.)

Methods of interviewing

There are several methods of interviewing – one-on-one interview, group interview, board interview, multiple interview, video interview, stress interview and realistic job preview. These methods are characterised as follows:

- While during **one-on-one interview**, candidate meets only one recruiter, during **board interview**, there are several representatives of a company. One-on-one interview can make the candidate feel more comfortable however board interview usually brings more viewpoints and increases validity.
- In a **group interview**, more applicants take part at the same time, so that the time can be saved. Also this can be a good way to see how candidates behave in a group of people.
- **Multiple interview** allows candidate to be interviewed by many representatives of the firm, particularly by subordinates, peers and superiors.
- **Video interview** can be used if the applicant and the interview are located far away from each other.
- In a **stress interview**, applicant is exposed to unpleasant stressful atmosphere. For some job positions, it can be important to know how stress resistant the applicant is.
- **Realistic job preview** focuses on telling the candidate not only the positive but also the negative job information. This results in better match of an applicant and the

company so that hired candidates do not leave the company so often (Mondy & Mondy, 2014, p.173-174; Armstrong, 2012, p.230-231).

Types of interview

Interviews may vary from very structured (recruiter has prepared questions which are answered) to unstructured ones (free expression on some topics with little control for the recruiter). In the practice, usually a combination of these two structures is used (Bratton & Gold, 2012, p. 230).

a) Unstructured interview

Unstructured interview is still one that needs to be prepared in advance. Most of the talking is done by candidate, who is asked open-ended questions. This type of an interview can be very time consuming and supports the problem of poor reliability, because usually different information are gathered from different candidates (Armstrong, 2012, p. 230; Mondy and Mondy, 2014, p. 172).

b) Structured interview

Structured interview may increase reliability of interviews as the interviewers ask the same job-related questions to every candidate (Gómez-Mejía et al., 2001, p.178-179). Thanks to this applicants can be compared more easily and it also increases the fairness, which often results in higher probability that the best candidate will be selected (Mondy & Mondy, 2014, p. 172).

c) Behavioural interview

Behavioural interview focuses on candidate's behaviour in the past, which is supposed to reveal the future and bring higher success when recruiting. Candidates are asked job related, open-ended questions, which focus on some problematic situations in their life and on the way how the applicant handled them (Mondy & Mondy, 172-173).

d) Competency-based interview

During the competency-based interview, candidates are asked questions related to different job situations and they should answer how they would behave or what they would do in a given situation. Thanks to this type of interview, interviewers have a better idea about how

the candidate fits into the company and if they have similar values. Also, their behaviour at work may be better identified, which can be very important for some job positions (Armstrong, 2012, p.231; Mondy & Mondy, 2012, p.173).

Tests

Different tests can be used as a selection tool. Tests are used in order to gain more reliable information about candidates and thus to be able to eliminate unsuitable applicants. There are many different forms of tests, varying from those that identify characteristics of a person and their interests to those, which focus on intelligence, skills, knowledge, precondition for successfully fulfilling the job activities and to medical tests.

a) Online testing

Online testing is a method which can eliminate unsuitable applicants already in the beginning of the selection process. The advantage of online testing is that candidates can do this test no matter where they are located as these tests are conducted through computer. However, the disadvantage is that they can also get help from another person (Bratton & Gold, 2012, p.237-238).

b) Intelligence tests

Intelligence tests measure candidate's mental skills in the way that they examine person's ability to successfully deal with intellectual tasks. The result of an intelligence test is in a form of an intelligent quotient, IQ, which is a ratio of applicant's mental age to his actual age. If the IQ is higher than 100, person's mental age is higher than his/her actual age and the other way around. Thanks to this quotient, candidates can be easily compared to each other (Armstrong, 2012, p. 231).

c) Ability tests

Ability tests include testing of physical and mental skills. For example they can test communication, analytical skills or speed of typing on the computer (Maund, 2001, p. 234).

d) Job-knowledge tests

This type of tests examines the knowledge of job related tasks the applicant will be about to perform if he/she is accepted for the position (Mondy & Mondy, 2014, p.168).

e) Aptitude tests

These tests, also called work-sample tests focus on a job related activity and examine how well a candidate can fulfil it (Armstrong, 2012, p.232; Mondy & Mondy, 2014, p.168).

f) Psychomotor abilities tests

Such tests can be especially used in manufacturing sector because some parts of a product are so small that the employee assembling the product needs special skills like dexterity, coordination or strength. These skills are tested by psychomotor abilities tests (Mondy & Mondy, 168).

g) Honesty tests

The goal of honesty tests is to find out whether the applicant could steal something from the company or behave in any other unwanted manner. In the past, polygraph tests were used but nowadays these tests have many different forms (Gómez-Mejía et al., 2004, p.176-177).

h) Personality tests

The aim of these tests is to have more information about person's behaviour that is likely to occur during performing the job. If these tests are of high quality and are conducted by reputable psychologists, they usually reveal reliable information that are not biased as it could be in the case of employment interview (Armstrong, 2012, p.232).

i) Psychological tests

Psychological tests can help to determine job related information like the candidate's motivation or attitude to responsibility. They should be used with caution because no personal questions should be asked if they do not relieve something what is important for job performance. Furthermore, all the candidates should answer the same questions in order to be able to compare between them (Gómez-Mejía et al., 2004, p.176).

j) Vocational interest tests

Some companies believe that if an employee is very much interested in his job, they will be more productive. Vocational interest tests define an occupation a candidate is most interested in and indicate if a job position can satisfy him/her (Mondy & Mondy, 168).

k) Graphoanalysis

Analysis of handwriting can assess over 300 factors, for example the height or slope of letters (Gómez-Mejía et al., 2004, p.183-184). Studies on graphology however, have shown that handwriting analysis cannot be taken as a valid test of candidate's performance at work (Rafaeli & Klimoski, 1983; Cox & Tapsell, 1991; Smith, 1988). Therefore it should not be taken as selection tool (Bianchi, 1996).

l) Medical examination

If it is job relevant, a medical examination can be undertaken in order to assess if the candidate is physically capable of fulfilling the job content or in order to protect other people, which can be the case for example in food industry (Koubek, 2009, p.183). If the results of the examination show that the applicant's job performance would be negatively affected, a company can exclude the applicant from selection (Mondy & Mondy, 2014, p. 179). However, this type of examination can be taken as a discriminatory tool (Koubek, 2009, p.183).

m) Drug tests

It has been shown that drug tests' results have impact on the performance of an employee. Employees, whose drug test has been positive, are more likely to be more absent at work or to be fired (Wessel, 1989). Therefore, it can be seen as reasonable by employers, to do a drug test already during the process of hiring people.

References

Checking references which were given to the candidate by their former employers can be very advantageous as it tells the prospective employer a lot about applicant's previous work and can help decide which candidate to hire. In a reference, there can be however only such information provided, which are truthful, job-related and are not in contrary to

discrimination information. That means for example information about age, ethnicity, family background, religion or sexual orientation shall remain hidden (Brown, 1991).

1.3. Final decision

The end of the selection process is to evaluate which candidate fulfils the best the requirements for the job position and fits the best to the organization. After a company choses one candidate, they should be informed immediately, preferably in both oral and written form. If the selected candidate confirms his/her interest in working for a company, they should be offered a working contract. All the other candidates, that were not selected, should be also contacted (Koubek, 2007, p.117). A company should not forget that unsuccessful applicants can be used as an external source during future recruitments.

1.4. Trends in the recruitment and selection in the Czech Republic

Current difficulty for many companies is the very low rate of unemployment, which is 3,7% in 2016. The unemployment rate in the Czech Republic is at the moment the lowest within the European Union (Eurostat, 2017). Firms often complain that they are unable to find suitable candidates. This is caused due to the lack of people searching for a job and also due to the discrepancy between the people companies are searching for and people who are available on the labour market.

Experts agree that it is very important to be active. The traditional way of advertising a job offer and waiting for candidates to apply is not efficient anymore. Firms have to search for possible candidates by themselves, often using social networks. HR managers therefore should be able to address suitable people and try to sell them the available position. Appropriate presentation and promotion of the company is essential to lure potential candidates. This can be done for example thanks to interesting company websites, blogs, videos or social networks (Zemanová, 2016; Hansen Čechová, 2016). It can be also very important to focus on employer branding. Every firm should make sure that people know and understand its vision, goals, functions and are aware about what type of employees is the company looking for and what is offered to them. Companies who are known for offering non-financial benefits to their employees, for example flexibility of working hours, child care system or comfortable working place, might profit from higher interest of

people in filling their vacancies (Hansen Čechová, 2016). Firms should therefore analyse satisfaction of current employees as these jobholders may affect (for example through social networks) decisions of people interested in a position whether to apply or not (Zemanová, 2016).

During the selection process, current trends are apart from the traditional employment interview, CV and cover letter also various tests and video questionnaires. These tests can be done on the internet, are often submitted from home and take approximately 15 minutes. Most used types of tests are personality, ability or psychological tests. Video questionnaires are also done from home and thanks to a computer. The main difference is that candidates are answering the questions using a microphone and for the whole time of answering they are being recorded by a web camera. Even though the video questionnaires can make candidates feel uncomfortable, companies speak well of them as they can also reveal a lot about candidate's personality (Videoquestionnaires and psychometrics, 2017).

2. Evaluation of the recruitment and selection process at selected company

2.1. Introduction of the company XY

The analysed company is an international logistics organization that is active in 220 countries and territories and engages more than 500 000 employees. The company consists of more divisions and every division focuses on a different job content. Together all these divisions enable their customers, both other businesses as well as private people, to transport anything they wish in a very short time for a very favourable price. The company offers all kinds of transport, from road to sea and air transport. The company furthermore offers warehousing services connected with preparation of final shipments and distribution to final consignee. Apart from standardised services, the company offers also specific logistics solutions tailored to the customer's needs. The goal of the company is to increase the yearly revenue and the number of satisfied and loyal customers. The strengths of the company are especially their reliability and customer service, which has helped to create their world-wide popularity.

The human resources department is one of the key departments within the company. This is due to the variety of offered services and the size of the company. As the company wishes to offer high quality services and have increasing portfolio of customers, it is essential to ensure highly qualified and experienced employees. The importance of the human resources department is therefore not only for the education and development of current employees but also in the recruitment and selection process, that needs to be of high quality.

2.2. The research

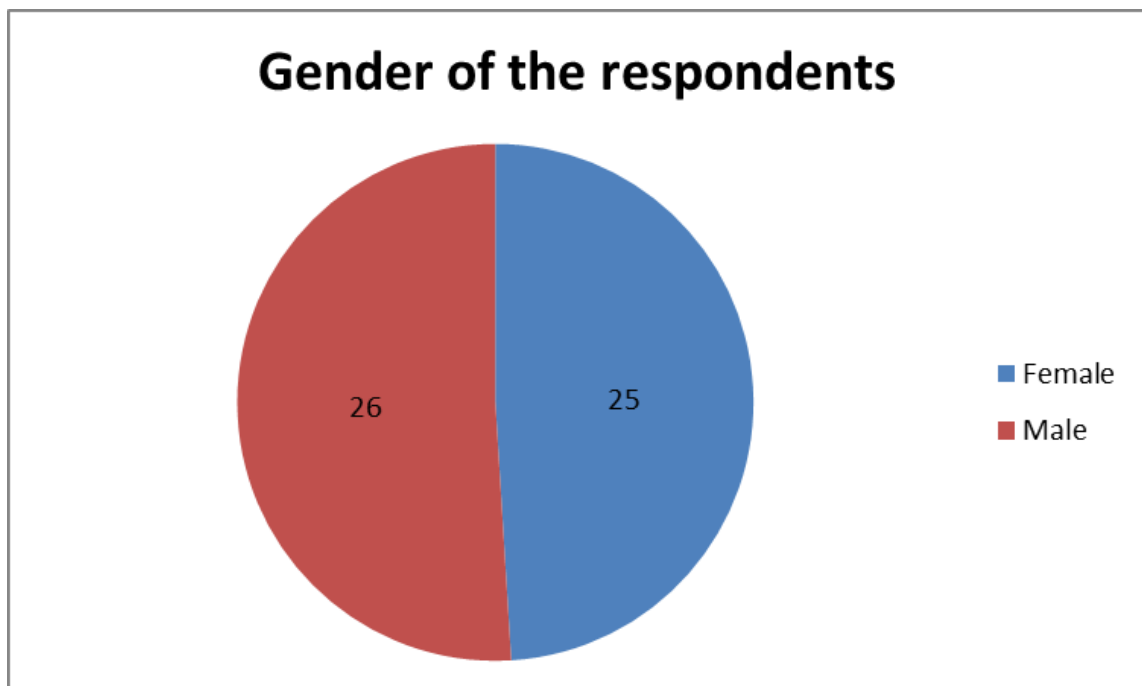
The research took place gradually from June 2016 until March 2017. Firstly, the recruitment and selection process of the analysed Company XY was observed. The company wished to stay anonymous and thus will be referred to as "the company" or "Company XY". This was done, among others, by attending employment interviews for a range of positions in different cities. Furthermore, the company representatives were interviewed. This interviewing process focused mainly on recruiting a human resources

manager and future supervisors. The observation improved the understanding of how the recruitment and selection process is done in the organization and made it possible to study the human resources management's point of view.

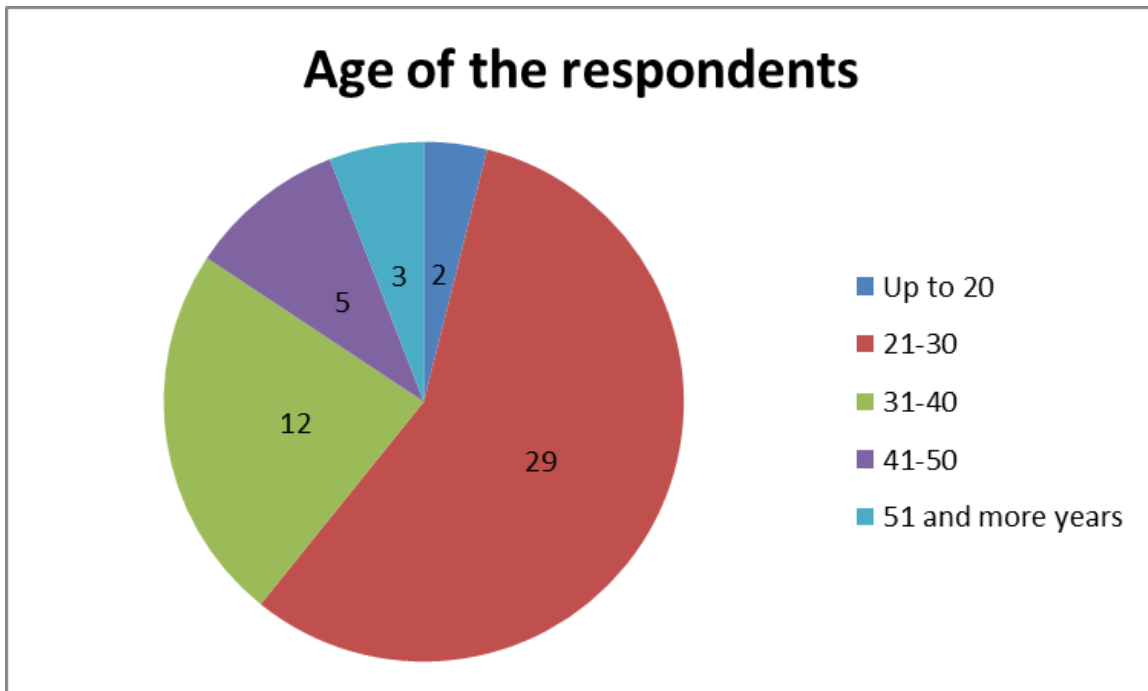
In February 2017 a human resources manager from the French part of the company was interviewed. This allowed the comprehension of the similarities and differences between France and the Czech Republic and facilitated creation of an international comparison of the processes.

To better understand the candidate's view on company's recruitment and selection process, candidates, both successful and unsuccessful were asked to fill in a questionnaire. The questionnaires were completed by 51 respondents from January-March 2017.

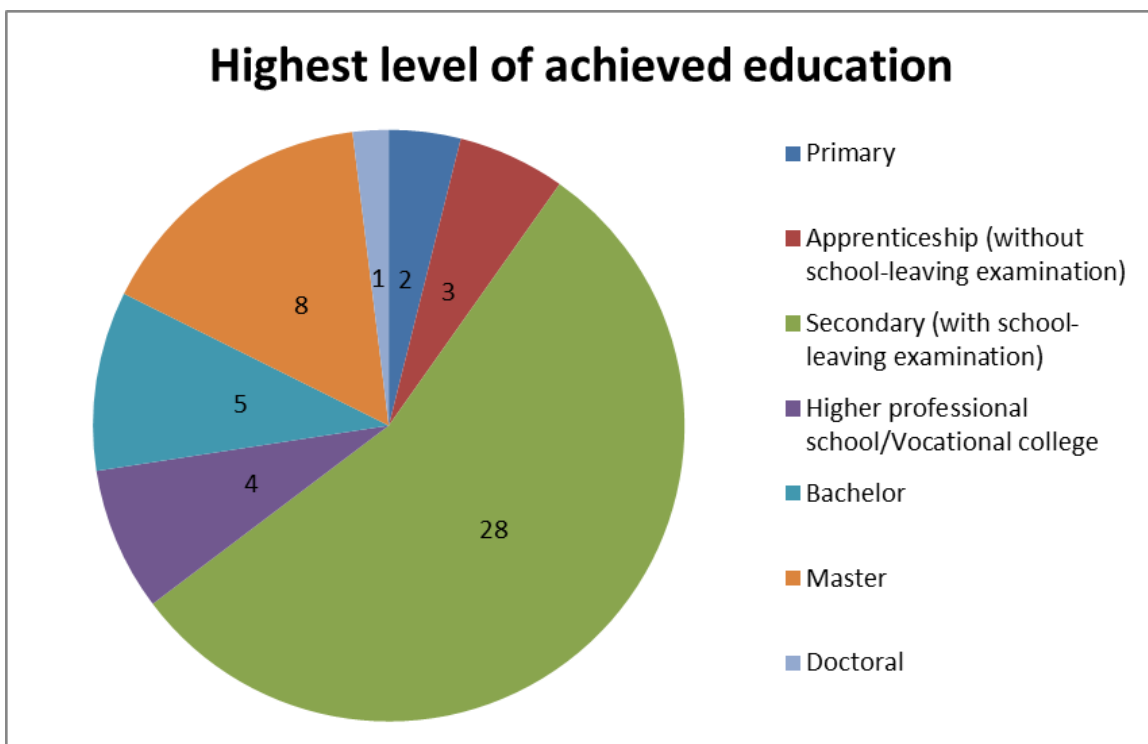
Most of the candidates needed 10-30 minutes to answer all the questions. The ratio of female and male respondents was proportionate (26 men and 25 women). Most of the respondents were aged between 21-30 years (29 respondents), followed by the 31-40 group of age (12 respondents) and 41-50 (5 respondents). Most of the candidates achieved secondary level of education and have passed a school-leaving exam. Tertiary education has been completed by 35% of all respondents (18 candidates).



Graph 1 Gender of the respondents
Source: own research



Graph 3 Age of the respondents
Source: own research



Graph 2 Highest level of achieved education
Source: own research

2.3. Recruitment and selection process at the company XY

The analysed company is mostly searching for candidates to fill the following jobs positions: messenger, warehouse keeper, customs officer, sales people and customer service jobholders. These are also the positions with the highest employment fluctuation. While messenger is a key occupation for a logistics company and recruitment process is usually very simple and quick, to fill the vacancy of a sales person or a customer service worker might be difficult and time consuming. Even though there are few sales position available, it can be challenging for the human resource department of the organization to find the right employee for the job. Especially current macroeconomic situation, specifically low unemployment rate, which is 3,7% as of 2016, causing a limited number of unemployed people who are actively searching for a job (Eurostat, 2017).

Before addressing people with an offer for a fulltime job position, the selected firm is firstly considering other options of managing the situation. Many job openings can be covered with part-time workers, for example students. Sometimes also redistribution of work can be a solution which causes no need for recruitment at all. If none of these alternatives can be applied, the company starts a search for full-time candidates.

2.3.1. Identifying the need for recruitment

There are usually two cases in which there is a need for recruitment, replacement and creation of a new job position.

Replacement can happen if an employee temporarily or permanently leaves the company or the position he/she performs. This can for example occur if an employee would like to leave the selected company to change employers. There can be many reasons for such action, for example the person is moving to another city or realizes he/she wants to engage in a different occupation. Furthermore, replacement can also occur if an employee only changes his position within the firm or leaves for maternity leave – in this case the analysed company only needs to search for a temporary replacement. Another possibility is that the company dismisses an employee. This occurs mainly if the organization is unsatisfied with the work of the employee over a longer period, because several improvement attempts, in most cases, precede this decision. In this case information about the job position have already been gathered before and are recorded in a Role Profile.

The second case occurs when a new job position is created. This usually happens when there are administrative changes within the company. For example, the size of a department is increased or new department is established and there has to be created a new job position as a consequence of these changes. Another possibility is that the work requirements from a job position changes and one employee is not able to manage and fulfil all the tasks alone anymore.

If an entirely new job position is created, it needs to be approved before proceeding further. The approval process is called justification. First, all the information about the position must be gathered and stated in the Role profile. In this document, one can find detailed information concerning the name of the position, the company, role purpose, responsibilities, accountabilities including typical measures, results, skills and qualifications a candidate should have. The position has to be approved on an international level. If the job position is approved, a recruitment process follows just like in the case of replacement.

Replacement is much more frequently used in practice as there is only rarely the need for creation of a new job position.

2.3.2. Recruitment process

The selected company uses both internal and external sources of candidates. However, the human resources department usually prefers to find suitable candidates inside the company.. Especially managerial positions are often filled by people already working for the organization. Yet in some cases there is no possibility to find a suitable applicant, e.g. when filling a vacancy in a small department.

Internal sources

The possibility of internal job change is given to every employee of the Company XY, no matter which department they are working for. The offers are published on the internal communication platform, so that every employee may see them and apply. The problem is often that not many current employees fulfil all the requirements of the newly open job position. Sometimes however, lack of these requirements can be compensated by familiarity with the company (managers know what the applicant is like and how he/she is working). This can represent such a great advantage for the company that all the

employees interested in the position offered are welcome to visit the human resources manager for evaluation in case the applicant could be accepted even despite not fulfilling all the job requirements. Sometimes it can also occur that the manager already has a specific employee in mind, who could be a potential candidate for a given position. Usually the manager should wait if this employee applies for the job on his own. If he/she does not do so and no one else has applied either, the manager can ask the employee directly and encourage them to apply.

Even though workers are encouraged to search for new internal job opportunities on their own, there are two programmes within the company that are oriented to help the eventual promotion of employees – these are called ‘Talent Program’ and ‘Sales Academy’. Both programs are open for those employees, who are seeking promotion in the future, no matter which department they are currently working for. While the ‘Sales Academy’ aims to develop sales skills, and is designated for employees who wish to become a salesperson, ‘Talent Program’ is a general program in which selected employees, chosen based on the annual evaluation, prepare for their promotion during a two-year program. On the other hand, ‘Sales Academy’ is a ten-month-long program, for which every employee may apply. During these ten months, participants spend 14 working days improving their hard and soft skills. Even though both programs are costly for the company, they serve as way of educating their employees, and the company considers them beneficial to the company and successful.

If no internal candidate has been found, the company encourages its employees to recommend a friend, family member or any acquaintance suitable for the position. If they pass the selection process and are hired, the employee recommending them receives a financial reward. This method is considered by Company XY as motivating and cost saving.

If recommendation is unsuccessful, the company’s human resources manager starts to search for candidates outside the company.

External sources

The logistics company XY is using advertisements widely when seeking potential applicants. The H.R. manager firstly publishes an advertisement online. According to the

firm a Czech career platform called www.jobs.cz is a webpage generating the highest response rate in general. Nevertheless, the advertisement is usually advertised on many other webpages, namely www.prace.cz, www.inwork.cz, www.jobdnes.cz, www.jenprace.cz, www.volnamista.cz, www.agentka.cz, www.easy-prace.cz, www.businessanimals.cz and www.expats.cz. Posting on some of these websites generates a fee. Social networks represent another option of how to increase awareness about vacancies within the company, the most often used networks are LinkedIn and Facebook. Social networking is used when there is low response rate from online ads and the H.R. manager has to personally start looking for candidates. The problem with social networks is that these people are probably not searching for a job at the moment of recruitment and would only consider changing their current employer if the company XY's offer was attractive. Press is generally not used as an external source as it is not perceived as an efficient scouting source anymore. In some exceptional cases, however, regional newspapers are used to advertise manual job vacancies, like the jobs of storemen. This is done especially in more urban areas of the Czech Republic. Courier cars offer another advertising option that is often used. People who are interested may then directly send their CV to the e-mail address advertised. The services of recruiting firms are occasionally used, usually if the vacancy focuses on manual labour. The company also cooperates with schools and universities but not on a regular basis. Sporadically, representatives of the company attend job fairs or visit selected educational institutions – for example schools of economy, universities or language schools and schools focusing on transport and logistics education – to search for young candidates for fulltime positions. During 2016, the organization attended three job fairs organized by universities. Internships and trainee programs are offered only rarely and there is no process established in which the company would engage students or recent graduates in order to develop their potential and later win them as employees. For the company this is very costly and not effective enough as a fulltime employee would have to spend excessive time communicating with the intern.

Vacancies are usually advertised online. The firm X aims to create an advertisement that attracts attention of people who are searching for a job. It is common that one vacancy is advertised more than once, even on the same webpage. There are little differences among these advertisements as a verbal variation is usually used. The H.R. department changes the name of the position or the words in the advertisement to reach as many people as possible. The name of the position is something that is widely changed if the advertisement

is unsuccessful because it is the key thing that decides whether a person clicks on the link to see the whole advertisement or not. As an example a role of telesales people can be mentioned. In many companies these employees talk to clients or potential clients over the telephone using a call script that is given by the . At the selected company telesales positions consists of almost the same work as the positions of salespeople, except for no face-to-face contact. Therefore, the names of the positions can be modified.

2.3.3. Selection process

When candidates apply for the job, they often only have to fill in an online application and send their C.V. Sometimes they can add a cover letter however this is not crucial for the company XY. Human resources department finds the online questionnaire very helpful to get some basic, but relevant, information about the candidate.

Based on the vacancy, a discussion between a H.R. specialist and the future supervising employee takes place about the most suitable tools of selection.

Logistics company XY is very often hiring manual workers like storemen. The fluctuation of employment of these workers is high and recruitment for such vacancies is very often needed. The selection process for these vacancies, however, is not time consuming. If the organization is attempting to fill lower level vacancies, usually only an employment interview takes place. To save time as it is difficult to fill such positions, often more candidates, for example ten people are invited together to one interview where they exchange information with representatives of the analysed firm. Candidates usually first introduce themselves and then the H.R. manager explains what the company can offer them. If they feel the offer is attractive, they receive a proposal of a working contract.

Other vacancies the organization is usually filling are salespeople (telesales, field account manager, major account manager, key account manager), dispatchers, manager of a subsidiary or employees of customer service.

Before the selection process itself begins, there is sometimes a preselection. Whether this preselection is performed or not, depends on the position offered as well as the number of applicants. Preselection is a phone interview that serves to recognize whether the candidate could fit the position they are applying for. The H.R. manager talking to the candidate asks about the candidate's experiences and foreign language skills, their salary expectations in

more detail and discuss the date on which they could start working for the selected firm. At the same time, the candidate's communication and expression skills are tested. If the manager notices that the candidate does not meet some important requirements of the job in question, they are directly removed from the list of candidates and cannot participate in the selection process anymore.

Assessment centre

When filling vacancies of salespeople and customer service workers, often an unemployment interview by an assessment centre precedes. Assessment centre is used when more than 3 candidates show interest in a vacancy. All the potential candidates are invited, however in almost all cases that of them fail to show up. Regularly there are about 6 – 8 candidates and 2 – 3 representatives of the company (1 - 2 human resources manager(s) and the future supervisor) attending the assessment centre. The assessment centre in the company XY usually takes about 5 hours during which collective, as well as individual, tasks take place. Firstly, candidates introduce themselves, meanwhile one can observe their self-presentation skills and the ability to attract others' attention. Collective tasks like management games or leaderless discussions test candidate's ability to express their thoughts, to negotiate or defend their opinions and also focus on the candidate's behaviour in a team. Individual tasks focus on skills and abilities that are related to the position. The assessment centre observes the sales skills or sales potential for candidates in the sales sector. This is usually done through so called in-basket exercises or mock interviews, practice-oriented tasks in which a candidate leads a dialogue with a client or any other relevant person. Other tasks the company uses during the assessment centre are language, personality and mathematical tests. During all the tasks of the assessment centre candidates are observed by representatives of the selected firm (implies that applicants are not observed during the breaks) who make notes and evaluate the applicants' key skills and abilities. For each task, there is a scale from 1 to 5, where 1 is the worst, 5 is the best. The points from every task are summed and the higher the number, the better. However, notes made during the observation, especially some surprising or very positive key factors noticed by the representatives, can also have great importance when making decision about the best candidate. The analysed organization sees it very advantageous to watch candidates interact with others over several hours to see how they handle demanding assignments, which they might not be used to. Thanks to this tool company representatives

have the possibility to get to know the person better than during a regular employment interview. Often some candidate's weak points are revealed, so that the company knows what would be needed to be worked on if the candidate is accepted for the position. However, there are also some disadvantages, for example some candidates are afraid of the assessment centre and do not come. Furthermore, it can seem that assessment centres are overused as the tasks are usually very similar to those used by other different companies. This can cause that some candidates, who have gained many experiences during assessment centres are better prepared than others.

There is usually one round of assessment centre and then employment interviews follow.

Employment interview

If an assessment centre preceded interview, the same company representatives take part in both selection tools. Sometimes, however, if there were two H.R. managers taking part in the assessment centre, only one takes part in the interview. According to the position, there may be 1-2 rounds of interview used. Almost every interview in the selected firm lasts around one hour.

During the first round of interviews, a structured interview is used for most parts. For some positions a combination of structured, behavioural and competency-based interview is used. Questions asked during an interview vary according the position. Apart from the usual questions regarding applicant's professional and academic experiences, their skills and abilities, hobbies, remuneration expectations or date of start, in some cases attention is paid on applicant's behaviour and competencies. Therefore, also questions regarding candidate's behaviour in a given situation, either theoretical or from their own experience are common. The selected firm wishes to know how specific situations or problems were or would be solved, what impact these solutions caused or would cause and how the candidate evaluates them.

During the second round of interviews, candidates are asked in advance to prepare a presentation which they hold during the interview. Then a discussion follows.

The second round of interviews is usually used if no assessment centre preceded employment interview. However, it can also be used in case the performance of candidates was not consistent during assessment centre and the first round of interview.

Tests and reference checking

Depending on the position, the company XY may apply several tests. The role of these tests is to have a complete impression about the candidate. Therefore, the results themselves do not decide about acceptance or failure of the candidate. Usually personality tests are used, for example the MBTI 16 Personalities or Belbin Team Roles. Other tests can be mathematical, language, aspirational, test of attention and ability to study. These tests are usually part of an assessment centre. However if no assessment centre takes place, candidates may be tested during employment interview or online. Every newly hired candidate needs to undergo a medical examination. Randomly, also a drug test might be used. The organization is always checking references after the interviews. It is especially important if the job content focuses on communication with clients.

2.3.4. Final decision

The final decision can be done within days after the last selection tools were used. Sometimes it can take only a few hours. This decision is based on how candidates match the requirements. Usually the human resources manager gathers information and gives recommendations, however, the final decision is done through the future supervisor/manager of the employee. Ordinarily, the manager receives two recommendations, where both candidates are suitable for the position. Then, the supervisor may decide who fits the working team the best. It is always advantageous to have one candidate as a reserve, in case the chosen candidate does not wish to proceed with the job anymore.

The chosen candidate is informed via phone. If they accept the offer, they receive a full job offer, which is adapted to state the person's name, date of birth, place of work, subsidiary, working hours, trial period, financial evaluation, other benefits and the date of job start. If the candidate accepts this offer, the company sends them two documents, personal questionnaire and so called proposal for hiring. While in the personal questionnaire, the person fills in their personal information, for example address, other contact information and insurance information, proposal for hiring gives the candidate information about the job position, for example salary and other benefits, working hours and job content. These two materials serve as bases for the preparation of a working contract.

Other candidates that were not selected are usually contacted via e-mail. If they wish to, they can get feedback from the company.

2.4. Comparison of the Czech Republic and France

When comparing the recruitment and selection process in the two countries, two facts might be important. The Czech Republic is a smaller country with population of 10 553 843 as of 2016 and it is currently experiencing very low unemployment rate of 3,7%. On the other hand, the population of France is 66 759 950 and the unemployment rate is much higher – 9,5% (Eurostat 2016; Eurostat, 2017). Therefore, although it seems to be difficult for the Czech human resource managers to find enough suitable candidates, the French managers experience the opposite problem and receive many applications.

Recruitment process

The company XY France perceives it as uncomplicated to fill vacancies of operational positions, e.g. drivers or warehouse officers, however it can be more demanding to find suitable employees for sales, customer service and executive positions. In contrary to operational positions, which are typical for a logistics company, the firm is not well known as the optimal employer among sales people, customer service staffers and executives. Therefore, the company tries to focus on employer branding in order to attract suitable applicants for these positions. This is done, among others, by ensuring employees and candidates are aware about the stability of the company, its position on the market, low employee turnover rate (about 5%) and career development opportunities as well as many training opportunities for employees.

Both Czech and French parts of the company prefer internal sources to external sources. In France 2/3 of vacancies are filled with internal candidates. This gives the employees chance of career progress and increases their motivation. Due to this system, new vacancies of lower positions are created. However, it ensures that most employees get the possibility to progress higher and the lowest positions are mostly filled externally. In France, internal mobility is also the most common reason for a recruitment process.

The recruitment process is similar in both countries. Internal platform is used for communication with internal candidates while many external sources are used to attract external candidates. The job offer is presented at the same time to both internal and

external candidates. Career websites are widely used by both parts of the company. The French company XY, however, uses websites famous in France. This is for example www.indeed.fr, www.monster.fr and www.apec.fr, which are very successful in searching for candidates from big cities like Paris and Lyon. Furthermore, local websites are used to attract candidates from smaller parts of France. This is for example www.regionsjob.fr. Apart from these websites, job centres may be used by the French recruiters if a vacancy needs to be filled quickly, or if the search itself would be too complicated. Just like in the Czech Republic, the French part of the company XY also tries to search for candidates on LinkedIn, which has been shown as successful especially in the last months.

The cooperation with business schools and universities is more widely used in France. While the collaboration is rather sporadic in the Czech Republic, there is a program called “alternance” in France. This program is supported by the French government and is a type of internship offered to students. The structure of this program depends on the company’s contract with the educational institution. As an example, a student can have university classes for two weeks and then go to work for another two weeks. This program takes usually 1-2 years. ‘Alternance’ is preferred to a regular internship as internships are regulated in France and their period is limited to 6 months. Thanks to ‘alternance’, students can work longer for the company. However, only about 10% of all ‘alternance’ students continue working for the analysed company after the end of their studies.

Selection process

In order to apply for a position, applicants need to send their CV to the company in both countries. In contrary to the Czech Republic, a cover letter is usually required in France. While the preselection is done only sometimes in the Czech Republic, it is crucial for the French part of the company. This is due to the high number of candidates in France. While for the Czech positions, there are usually few to few tens of candidates, the number of applicants can reach 150 in France. The preselection in France is sometimes done through a phone interview, however a new method called video questionnaire has become widely popular. Recruiters are very satisfied with this new method and especially appreciate the fact, that such videos save time. It is possible to watch the video at any time the recruiter wishes to do so. Furthermore, it allows watching the video again if needed. These video questionnaires have also been perceived as a good connection to the new ‘digital’ generation of candidates.

In both countries, when filling a vacancy of an operational worker, candidates are chosen based on an employment interview. When filling a vacancy of a sales person, executive or a customer service staffer, assessment centre usually precedes the interview. Assessment centre and the employment interview usually take place together within one day in France, while these two rounds of selection are usually separated in the Czech Republic, as the interview takes place on another day. The number of candidates attending the assessment centre is higher in France than in the Czech Republic, commonly there are about 12 applicants in one session. Just like in the Czech Republic there are 2-3 company representatives. While the Czech assessment centre starts with a little introduction and then are the candidates asked to fulfil individual and collective tasks, the introduction in France is much longer and takes one hour. During this introduction, the company is described as well as the job opening the applicants are interested in. After that, candidates present themselves and a case study follows, in which candidates are asked to prepare an individual presentation. They usually have 20 minutes for preparation and afterwards are expected to present a solution to a problem. For sales positions, a sales case is used, in which the applicants may attempt to sell services to another company. In contrary to the Czech Republic, tests are not part of the assessment in France. They are usually done in advance online, from the candidate's computers and often only psychological tests are used as English skills are tested by communicating in English during the assessment centre or the interview. At the end of the assessment centre in France, around 30% of candidates are selected and attend employment interview, which is structured and done in a similar way as it is done in the Czech Republic. At the end of the day, one candidate is chosen for the position and if they accept, other candidates are acquainted with their unsuccessful application and are always given feedback. In the Czech Republic, the company sometimes needs more time to select the right candidate and after they accept, other candidates are informed via e-mail and given feedback only if they wish to.

2.5. Mapping the recruitment and selection process at the company XY

2.5.1. Human resources point of view

Human resources department of the company XY is generally satisfied with the recruitment and selection process. The officers of the department as well as managers do their best to find suitable candidates to select the best one of them. They analyse and assess very carefully the application of every candidate, make efforts to be fair, honest and nice to everyone. The company however complains about the present situation on the market which makes it difficult to find enough suitable candidates.

The low unemployment rate causes problems especially when searching for external candidates. Even though many different sources are currently used, the analysed firm tries to use some new ones. The question however is whether a new source correlates with higher rate of responses. Therefore, the human resource department risks that the search for candidates will become more expensive without any positive effect. As the outcomes are not known in advance, the efforts of the company can be compared to a lottery. The H.R. department has however experienced rather failures trying to use new sources. There is a tendency to return to more traditional sources, for example by using press, specifically monthly magazines that are delivered to every household. This has however proven to be unsuccessful. Furthermore, people that move within a selected area are chosen using a mobile application and are then addressed with an employment offer. Yet, even this method has proven to be quite unsuccessful. Officers of the human resources management feel frustrated at the moment as they believe they're doing their best without getting enough positive outcomes.

In regards to the selection process, the company feels it must adapt frequently, be benevolent and offer more than in the past. The situation has changed and candidates express more authority. Therefore, the company needs to be very agile, in reacting promptly to the candidate's application and choosing wisely among the applicants. Nowadays the organization often needs to consider thoroughly the imperfections candidates show and decide whether they can be eliminated during work. For example, for some positions, a candidate that does not know how to use Microsoft Excel would not have

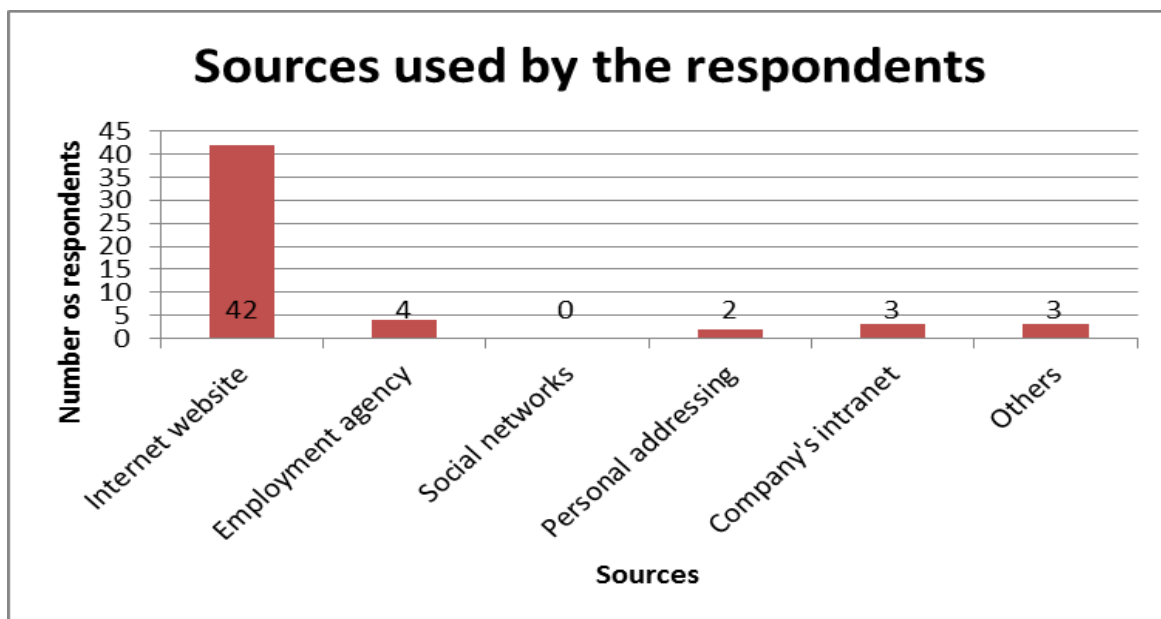
probably been considered as a potential employer in the past. Currently, however, they might be accepted and the company must teach them the skills needed.

Apart from the macroeconomic situation the human resources department can sometimes experience difficulties caused by the harmonization of dates. This harmonization does not only concern the dates of assessment centre or employment interviews but also internal deadlines for future supervisors. If these supervisors do not react quickly, the whole effort of the human resources management can vanish.

The company XY would also like to use some more sophisticated tests which could be used for every selection and not only randomly. Nowadays, however, the organization must make the selection process easy, to motivate candidates to complete it, and cannot therefore use tests if there are not enough candidates. This is like the use of assessment centre as it is applied only if there is higher number of candidates. However, the human resources department sometimes decides to apply assessment centre despite the low number of candidates to create rivalry.

2.5.2. Point of view of successful and unsuccessful candidates

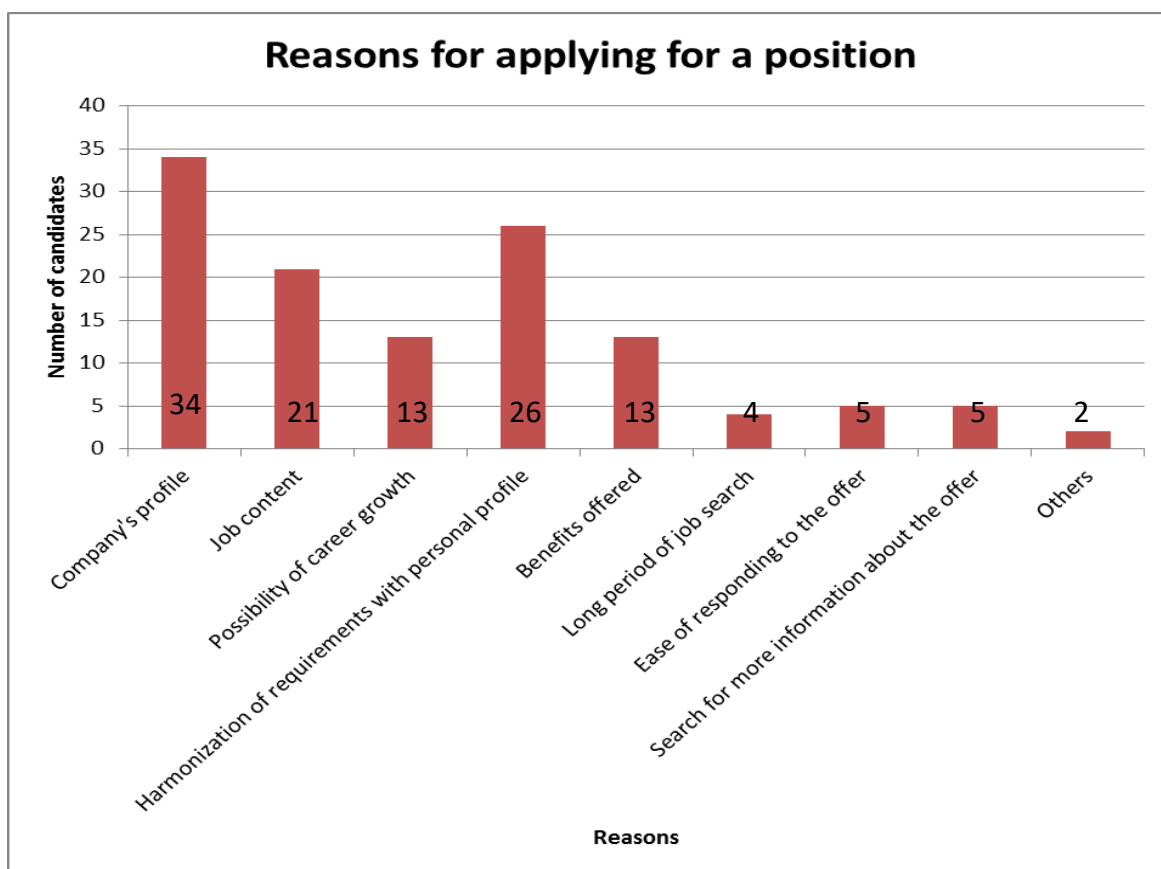
Majority of the respondents, both coming from external and internal sources, reacted to a job offer that they saw online, either on a career website, company's website or its intranet. Other sources that were used by respondents were employment agencies, personal addressing and recommendations, both family members and friends. Candidates felt that the company XY is using many sources which makes search for a job in the organization easy. Some of them would however like to be informed by e-mail or via LinkedIn if a new vacancy is available.



Graph 4 Sources used by the respondents

Source: own research

Respondents that have seen the advertisement of a job offer felt mostly attracted by the position's name (62,5% of all candidates) and the name of the company (50% of all candidates), followed by the location of the job offer (45,8% of all candidates).

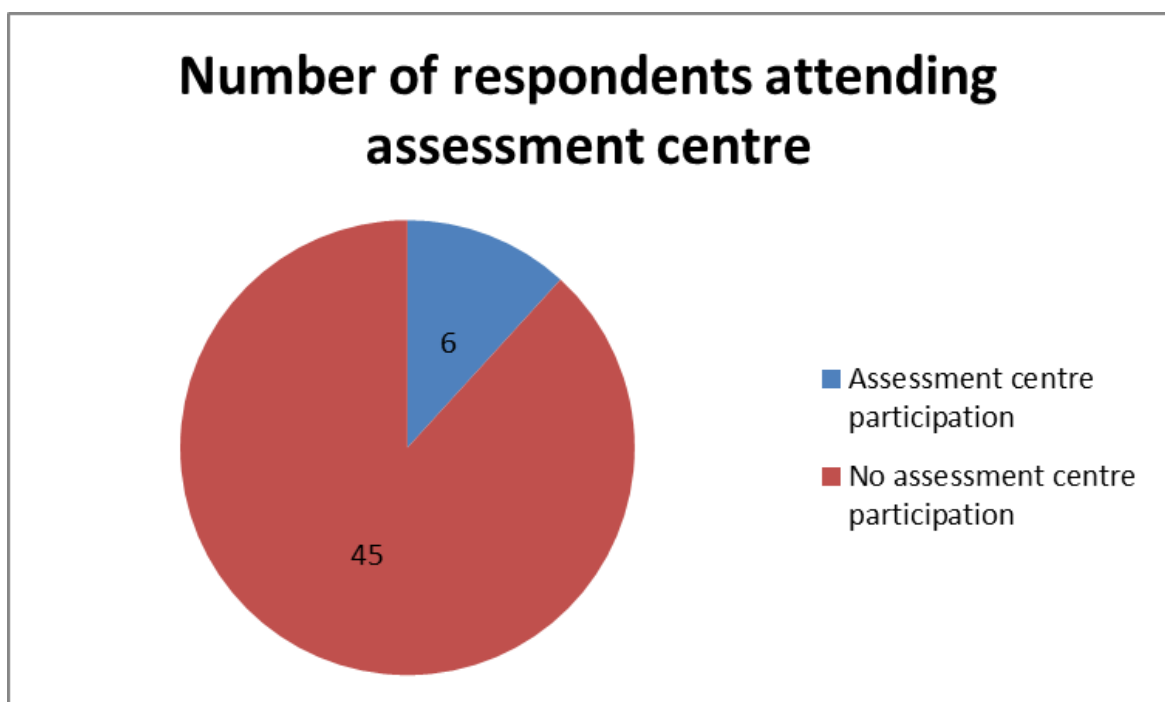


Graph 5 Reasons for applying for a position

Source: own research

The advertisement of the job position was perceived by the candidates as well-done, accurate, very clear, well-structured, brief and sincere, yet containing sufficient information about the vacancy. Respondents furthermore liked the graphics and the style of the advertisement and especially the advertised job content and benefits offered. However, many respondents indicated they would welcome to have some information about the remuneration (29% of all respondents), they would appreciate to know at least its range. Furthermore, some of the candidates missed more precise information about working hours. The company's profile was the biggest reason to apply for the position followed by the harmonization of requirements with the applicant's background and character.

Most of the respondents were promptly contacted by the company and received clear information about the selection process. The attitude of the company representatives was seen as professional and polite.



Graph 6 Number of respondents attending assessment centre
Source: own research

Six out of 51 respondents were asked to attend assessment centre, which was highly valued amongst the participants. They especially appreciated the atmosphere of the assessment centre, which was described as non-stressful, informal and even funny.

The activities done during the day were perceived as clear and adequate for given position with enough time for preparation. The organization of the assessment centre done by company's representatives was seen as very well managed. Participants felt they received all the information they needed and if they had any questions, these were always attentively answered. After the end of the assessment centre, candidates were clear about the following process of the selection and the announced time scope corresponded to the reality.

Employment interview has also been very positively assessed by many candidates. Respondents appreciated primarily the space for their own questions (56,5% of candidates assigned 10 points out of 10), the way these were answered and the space for self-presentation. As well as during the assessment centre, the employment interview atmosphere was seen as pleasant and friendly, yet still very professional. Questions asked by the company's representatives were seen as adequate, suitable and non-discriminatory. The quality and the course of the interview were evaluated worse than other perspectives. This was caused by the location of the interview and also, for example, by the fact that candidates were firstly asked to talk about themselves before the position itself was introduced. This time, two candidates have indicated they did not receive any information about further process of selection and six respondents complained that the time scope did not correspond to the reality.

Evaluation of the employment interview (in number of respondents)											
		Scale of evaluation (1=lowest, 10=highest)									
		1	2	3	4	5	6	7	8	9	10
Perspectives	Simplicity of finding the location of interview	3	0	1	1	1	3	1	6	11	19
	Introduction and received information	1	1	1	2	1	2	4	10	5	19
	Course of the interview	4	0	0	1	2	3	3	11	4	18
	Quality of the interview	3	2	0	0	3	2	6	8	7	15
	Leading of the interview by company's representative	2	2	1	1	3	2	2	7	6	20
	Choice of questions	3	0	2	3	1	1	0	8	6	22
	Space for self-presentation	1	0	0	2	4	2	1	7	6	23
	Space for candidate's questions	2	0	1	1	1	1	1	7	6	26
	Answering candidate's questions	2	0	0	2	0	0	4	8	5	25
	Fulfilment of expectations	4	1	1	0	3	2	2	7	8	18

Table 1 Evaluation of the employment interview

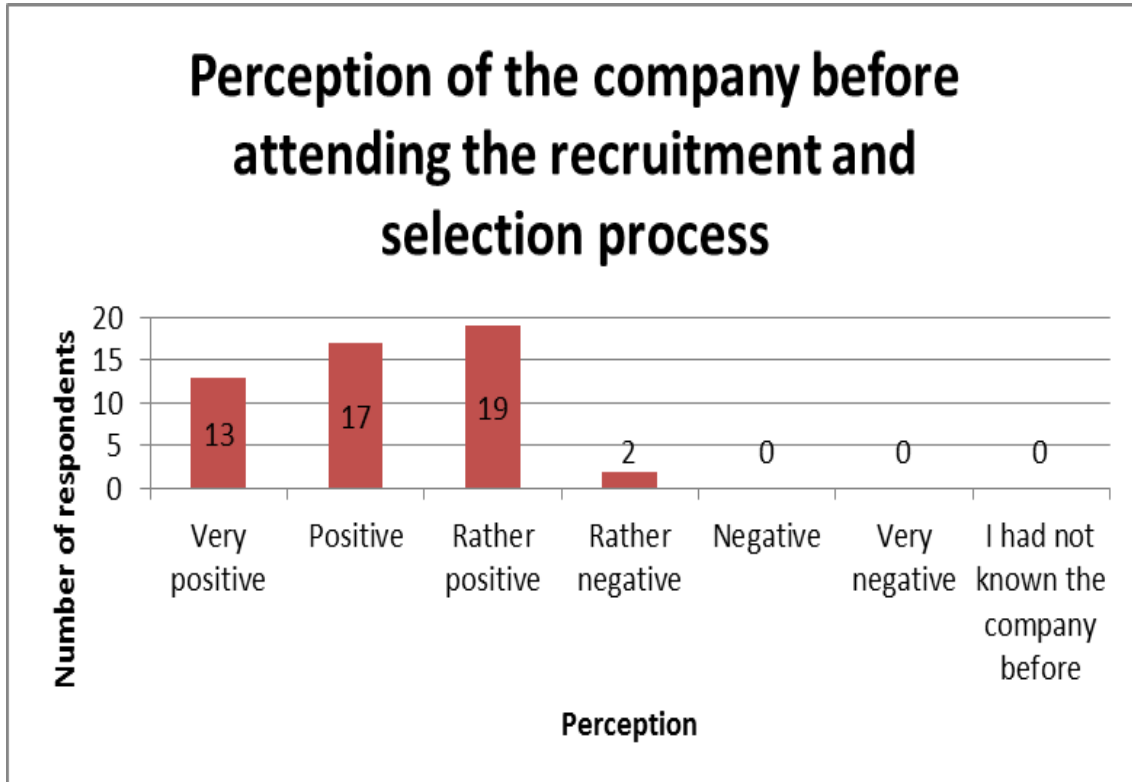
Source: own research

Even though, the analysed company always gives feedback when candidates wish to have it, 25,5% of respondents indicated they did not get any feedback. This perception can be caused by the method which the analysed company uses. Human resources department officers always try to give feedback to candidates. However this is usually not done automatically. When unsuccessful candidates are contacted, they are asked to turn to the company if they wish to get feedback.

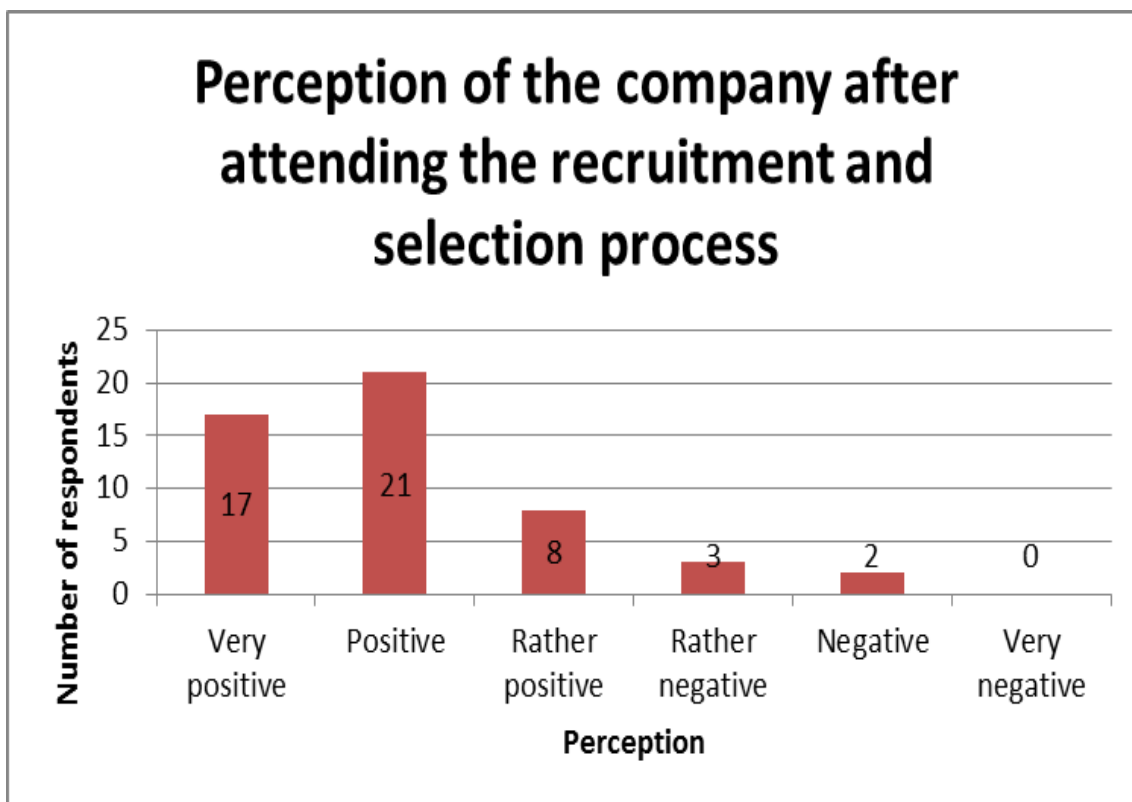
Most respondents (42 out of 51) would participate in another selection process done by the analysed company in the future. Among the candidates that would not participate again are mostly women who have high level of education, predominantly master's degree. The reasons for not willing to attend the process again were different. Some of the candidates stated that they did not feel as suitable candidates based for example on company's culture or other feelings they perceived during the process. Some of them however also said they were satisfied with their current life and only felt attracted by the specific job offer that they responded to.

Overall perception of the company is generally positive among the public. However thanks to experiencing the selection process at the analysed organization, the impression people have, has improved. The improvement has specifically reached the average value of 4,94 out of 6, while it was 4,8 out of 6 before taking part in the selection process.

The recruitment and selection process at selected company was seen as very professional, efficient, clear and comprehensible. The respondents said the company's representatives had great attitude, were very kind and friendly which made candidates feel well. Furthermore, even though the process consisted of more rounds, it was evaluated as fast. Therefore, when comparing with other companies, the process at analysed company was perceived to be less stressful, more natural and giving candidates more space for self-presentation.



Graph 7 Perception of the company before attending the recruitment and selection process
Source: own research



Graph 8 Perception of the company after attending the recruitment and selection process
Source: own research

3. Comparison of research outcomes with the theoretical background and current trends

The recruitment and selection process is currently highly influenced by the low unemployment rate in the Czech Republic, which has caused some changes and difficulties for the analysed company. Candidates feel they gained power and can choose among many companies. Therefore, the company XY must be very agile and lower its demands to find new employees.

There are two possible occasions when the need for recruitment is determined and the selected company has encountered both. However, replacement occurs much more often, because creating new positions is rarely needed. Furthermore, new job openings require many administrative procedures and the organization wishes to avoid it.

Before starting the recruitment process, the company tries to determine whether an alternative solution could be applied in order to avoid the whole recruitment and selection process. This step can be very advantageous for it is cost and time saving. If it is possible, the organization uses the option of temporary workers. For example, students might be hired for a part-time job to fulfil the job of a full-time worker. The company XY might also use the skills of part-time workers to cover seasonality, e.g. during Christmas. Even though it can be beneficial, use of this option greatly depends on the position and cannot be always applied. Therefore, it is used rather for manual and administrative positions. Nevertheless, it cannot be applied for example if there is a managerial vacancy. Even in the situations in which part-time workers can be used, the company prefers to find someone full-time. The organization realises risks connected with part-time workers, namely some contracts allow workers to quit the job immediately. Therefore, even though recruitment and selection process for a full-time position might be more demanding and may take more time, it can be more beneficial in the long-term. Sometimes, working overtime is inevitable. This is however rather used as a provisional method used until a new employee is hired. The logistics company XY however does not wish to or sometimes also cannot use other options like outsourcing, offshoring or on shoring.

Because the selected company does not create new job positions very often, there is no need to do job analysis. This analysis has in most cases already been done. Only, if a wholly new position is created, the job analysis needs to be done. The selected company does not use job description and neither does it use job specification. All the details about a job position are stated in a more complex document called role profile. This document covers all the essential information that should be stated in a job description plus information about the employee (their skills and qualifications). In contrast to a job specification, role profile used by the company also includes result-oriented responsibilities.

When comparing recruitment process of the company with literature recommendations, one can see that many sources are used, both internal and external. When using internal sources, both current employees and employee referrals are used. The analysed company clearly sees the benefits employees from internal sources can bring, for example increased motivation and knowledge of the company and its culture. Furthermore, the organization encourages its own employees to develop further in order to be promoted. The selected company also uses many external sources. It tries to focus on modern sources (online advertising, social networks, LinkedIn) and on such sources that show high rate of response. Internet is widely used by people when searching for a job in the Czech Republic and the selected company advertises an online job offer on several websites. The majority of candidates that undergo selection process at the company have been acquainted with the job offer thanks to an advertisement. This shows the great importance of an advertisement and that it might be essential to focus on it when doing recruitment. The company is doing its best in order to respect the rules for advertising a job offer that literature suggests. This has been confirmed by the candidates as the advertisements have been very positively evaluated. The advertisements do not include some information that are important for candidates, information about remuneration and working hours are the most significant ones. The company, however, does this on purpose as the remuneration and all other job information are discussed during the employment interview.

The selected company also sporadically uses almost all the other external sources that literature suggests and the number of sources has been evaluated as sufficient by the candidates. Yet especially nowadays, given the macroeconomic situation, the organization aims to try new sources in order to find enough prospective employees. Many of them,

however, have not been successful enough. Therefore, the company might try to invent some innovative methods or rather concentrate on the successful sources, firm's promotion and employer branding. Furthermore, some sources that are not often used could be used more frequently and even show higher efficiency in this turbulent time. College recruitment, for example is used only sporadically and internships are rare. The analysed company does not consider cooperation with universities and hiring students effective. The arguments against the cooperation might be convincing, however, it might be useful to revise the exceptional usage of this source. Students might bring new insights, high motivation, theoretical knowledge and they often wish to stay in the company after their graduation. Furthermore, many national as well as international companies might tend to cooperate with students and the analysed company XY might 'lag behind'.

The selection process is managed by the selected company itself, and is usually done by the H.R. department in cooperation with managers that would be the future supervisors. The documents needed from candidates are those that literature suggests. The selected company also uses online application, which allows higher reliability of the selection process thanks to the comparability to other sources. The company tries to make the selection process as efficient and brief as possible therefore the company's representatives select the selection tools according the position. Thanks to this, the company does not lose time by creating an assessment centre for manual workers. The preselection in the Czech Republic is done via phone and the organization does not use video questionnaires like in France. It allows to reduce the number of candidates, even though nowadays there might be no need for such a step as there are usually only few candidates. First contact between a candidate and the company is very important and creates an impression on both sides. Therefore, the organization tries to react quickly to every application and give every candidate sufficient information about further process, which is also perceived by the candidates as very positive.

The company uses assessment centre for important positions and usually only if the number of candidates is higher. The company uses all the tasks that are suggested by literature and their use depends on the position offered. The selected organization aims to test the skills and abilities needed for the given position in order to be able to select the best candidate. Individual tests are usually also a part of the assessment centre. Even though assessment centres are usually unpleasant for candidates, make them nervous and

stressed, this is not the reality at the selected company. On contrary, this selection tool is perceived as very positive especially because of its nice atmosphere. Furthermore, well-done organization and behaviour of company representatives including respecting the candidates, answering all their questions and giving them enough time positively contributes to natural and honest behaviour of candidates during the assessment centre. This can allow selecting the best candidate for the given position. The employment interview does not take place on the same day as the assessment centre. Even though it may be problematic for the candidates to come again on other day, they have not expressed this as inconvenience. Candidates understand that the company needs some time to decide who will be selected for the employment interview and respect that.

The selected company uses predominantly structured, board employment interview which increases validity of the selection process. The organization also tries to reduce biases that could occur by following the advices literature suggests. Not only the company representatives but also candidates have confirmed that the atmosphere was pleasant, the recruiter and other representatives were nice, smiling, explaining the course of the interview, giving the candidates enough time for answering the questions and also for asking their own questions, showing interest and respect, presenting only simple and relevant questions and avoiding discriminatory questions. As well as the assessment centre, the employment interview can be very natural and thanks to this allowing the company representatives to discover the candidate's true personality.

The organization might apply some tests, however usually not many tests are used. For sales, customer service and executive positions tests revealing the candidate's personality are usually the most important which allows the company to estimate the person-job-fit. Aptitude tests, psychomotor abilities tests, honesty tests, graphoanalysis and vocational interest tests are on the other hand generally not applied. Medical examination might be required but in most cases only the selected future employee is asked to undergo it. Even though the literature suggests many types of testing should be used, the analysed company believes to have sufficient amount of tests which reveal all the important information about candidates. As the literature recommends, reference checking is also done by the selected company.

Final decision can take up to several days which is not seen negatively by the candidates. Candidates, however, complain that they do not receive any feedback. Even though the

company always offers to give feedback to the candidates, it is not done automatically. As shown in the research, the feedback is usually the last contact of unsuccessful candidates and the company, and if applicants do not receive it, they might perceive this very negatively. As a consequence, the perception of the whole company may be influenced.

4. Recommendations for the company

The recruitment and selection process at selected company can be evaluated as efficient and successful. The organization follows the recommendations of literature exemplary and the process has been positively assessed by candidates. Furthermore, the employees of the H.R. department give their best efforts and are open to new options and methods, which they try especially now, when the company lacks suitable candidates. The following points have been identified as possible improvement suggestions that might help the company to find more candidates, make the process less time demanding for both candidates and the company representatives and eliminate aspects of the process perceived negatively.

Employer branding

The organization could focus more on its reputation not only as a company, but also as an employer. The selected company should create such a working place, that people wish to work for it. This method might bring more candidates.

Deeper focus on current external sources

As experts suggest, it is very important to be active when seeking for more candidates these days. The selected company does not rely on advertisements only, and tries to find candidates by themselves. The recruiters try to search for more candidates on social networks, especially on Facebook and LinkedIn and they say it is very difficult to find someone as these people usually do not search actively. Even though social networks represent a source the selected company is using, there was no candidate among the 51 respondents stated they were recruited thanks to this source. The company XY might therefore concentrate more on this source and try to attract candidates by employer branding.

Furthermore, the analysed company does not generally offer internships or trainee programmes. Even though these methods have been identified by the organization as ineffective, the company might rethink about students and recent graduates as possible employers and reanalyse the efficiency of this method. Nowadays it might be very natural for many companies to propose internships and trainee programmes to young people as it might be beneficial in the long-run.

Students might develop employer branding by sharing their experiences with others who will be searching for employment after their graduation. When this generation feels attracted by the selected company, it might be possible that they will apply for a position. Additionally, interns often wish to stay working for the company after their graduation. The company might complain that it is costly to hire an intern or a trainee because there has to be an employee that dedicated their working hours to the student. As a solution, the company might propose only internships for a longer period, for example for 6 months and more. Students usually learn their job quickly and after several weeks, they might know what is expected from them well and work independently. Therefore, the additional work done by the employee might be repaid graciously if the internship lasts longer.

Trainee programmes usually last longer than internships and can take up to several years. The intended outcome is that the trainee stays in the company as a regular full-time employee after the end of the programme. The main advantage of this programme is that trainees try to work on several positions and can therefore choose the one that fits them the best after the end of the programme. Therefore, this method may decrease turnover rate and have also positive effect on employer branding.

Complete advertisement with important details

Even though the advertisement has been very positively evaluated, there are some information missing that candidates would like to know. In order to get them, they have to contact the company or apply for the position. It is possible that this discourages many people interested in the position. If the company added those details into the advertisement, more candidates might consider the application. Especially some information about the remuneration could be stated in the advertisement even though nonfinancial benefits are mentioned in the advertisement. Even though many companies might not wish to publish the remuneration in the advertisement, it might be useful for the candidate to know at least the remuneration range. Furthermore, more details about the working hours could be advertised. These information might help people interested in the job position to decide to apply for it.

Using video questionnaires

The company should consider using video questionnaires as a part of the preselection process. Despite that there might not be so many candidates nowadays and the company might not need to do preselection so often, it could be useful to apply this method especially in the future when there will be more candidates. Using video questionnaires instead of telephone interview with candidates could be a greatly advantageous method. As seen on the example of France, these questionnaires may save time and it is possible for the recruiter to review them as many times as possible in order to be sure about the decision who to eliminate directly.

Quicker selection process

The selection process in the Czech Republic could consist of more rounds, especially if the job offer is related to a sales, customer service or executive position and when there are many candidates. As the outcomes of the research show, candidates do not perceive this negatively. However it might be time and cost saving to shorten this procedure and get inspired by the way the selection process is done in France. In the French part of the company, the employment interview follows directly the assessment centre that means it is done in one day. Usually at the end of the day, the selected person for the position might already be known. Furthermore, the tests are not usually part of the assessment centre or the employment interview. Tests are done online from candidate's home and they take place before the assessment centre. If the Czech company applied this method as well, it might shorten the assessment centre and it might be possible to do the assessment centre and the interview in one day as well.

Giving feedback automatically

The current way of giving feedback seems to be inefficient. Even though the analysed company tries to give feedback to every unsuccessful candidate that is interested, it is not done automatically and the candidate needs to ask for it. Usually candidates are informed by e-mail where it is written to contact the company representatives in order to get feedback. Many candidates might simply not see this remark. It has been shown that candidates perceive it very negatively if they do not get any feedback. Therefore it might be advantageous to give feedback to every unsuccessful candidate automatically which can

be done for example either by telephone or via e-mail. Even though this can be time consuming, candidates would appreciate it and it can help building the employer branding. As a consequence, candidates might apply for a job position at the analysed company again in the future.

Conclusion

The goal of the thesis is to identify how the recruitment and selection process should be done according to the literature and to evaluate how is the process done in a selected company. In the background of the assessment, current trends in the Czech Republic and macroeconomic situation of low unemployment rate are taken into consideration.

The first chapter focuses on theoretical knowledge. This chapter is created using literary sources, mainly books and also some online sources. Literature for this topic is very extensive. First, it describes alternatives to the recruitment and selection process, which are temporary employments, outsourcing, offshoring, onshoring and overtime (Mondy & Mondy, 2014, p.134; Koubek, 2009, p. 133). Then it focuses on description of the recruitment and selection process (Maund, 2001, p.155; Arthur, 2001, p.94) and specification of a job position. In this step a company should cover all the dimensions that are relevant for the work. These information should be gathered based on job analysis and can be stated in documents like job description, job specification and role profile (Mondy & Mondy, 2014, p.106-134; Maund, 2001, p.158-164; Verboncu & Zeininger, 2015, p.605; Bratton & Gold, 2012, p.224; Armstrong, 2012, p. 220-250; Koubek, 2007, p.79). Then this thesis describes the recruitment and explains where to search for possible candidates. They can be found either inside or outside the organization. Internal sources can be current employees or employee referrals (Koubek, 2009, p.75-137; Arthur, 2001, p.97, 103; Mondy & Mondy, 2014, p.138-140; Gómez-Mejía et al., 2004, p.164).

External sources can be various kinds of media, for example television, newspapers, billboards, radio or, nowadays very popular, internet that can be costly however may quickly find suitable candidates, job centres, whose cooperation with the company is for free, college recruitment which is based on collaboration of an educational institution and the company and can be very cheap and advantageous if a company wishes to attract young people, internships offered to students based on which they might wish to work for the company after their graduation, job fairs thanks to which a company can meet many job seeking people within a short period of time, applicants who might offer themselves automatically, former employees that might be interested in working for the company again, human resources files thanks to which a company can re-contact unsuccessful candidates and inform them about a new job offer, flyers inserted in post boxes which

might be especially relevant if a company is looking for manual and less qualified workers, people working for competitors that can be convinced to switch employer and clients and customers (Mondy & Mondy, 2014, p.141-148; Gómez-Mejía et al., 2004, p.165-167; Koubek, 2009, p. 73-142; Dvořáková et al., 2007, p.135; Machková et al., 2010, p.168-170; Arthur, 2001, p.98-103). Afterwards, rules for advertising a job offer are identified that help companies to create an advertisement with high response (Koubek, 2007, p.88-91). After this, the thesis focuses on selection process itself and different tools which can be used in order to select the final person who will be offered a working contract. Responsibility for the selection processes can be forwarder to an external company if needed but it is important to achieve reliability and validity of the selection process (Bratton & Gold, 2012, p. 229; Armstrong, 2012, p.227; Maund, 2001, p.173; Koubek, 2007, p. 109). The most widely used selection tools are probably curriculum vitae, that contains information about candidate's background, assessment centre and employment interview (Garavan & Morley, 1997, p. 141-213; Mondy & Mondy, 2014, p.169-175; Koubek, 2009, p.116-179; Arvey & Campion, 1982; Armstrong, 2012, p.230-231; Smith, 1988, p.6-8; Dvořáková et al., 2007, p.139-141; Bratton & Gold, 2012, p.229-230; Springbett, 1958; Gómez-Mejía et al., 2001, p.178-179). Some companies also might want candidates to do some tests. Literature suggests many of them, some of which are widely used, for example psychological test, intelligence test or ability test as well as some that are used rather rarely, for example graphoanalysis or drug test (Armstrong, 2012, p. 231; Bratton & Gold, 2012, p.237-238; Maund, 2001, p. 234; Mondy & Mondy, 2014, p.168-179; Gómez-Mejía et al., 2004, p.176-184; Rafaeli & Klimoski, 1983; Cox & Tapsell, 1991; Smith, 1988; Bianchi, 1996; Koubek, 2009, p.183; Wessel, 1989; Brown, 1991). The thesis further describes current trends in the Czech Republic, which are steps that need to be undertaken because of low unemployment rate and also video questionnaires (Eurostat, 2017; Zemanová, 2016; Hansen Čechová 2016; Videoquestionnaires and psychometrics, 2017).

The second chapter of this thesis focuses on evaluation of recruitment and selection process of a selected company. Firstly, the whole process done by the company is described based on the interview with company representatives. The process of the selected company is similar to what the literature suggests. The main difference is that the organization does not use all the tests proposed and also not all the external sources mentioned, even though the firm uses extensive number of sources. Further on, comparison

between the Czech and the French part of the company is made which is enabled thanks to the interview with French human resource manager. From this one can see that even though the name of the company is the same, some processes are not unified. Especially the length of the selection process is different as it is shorter in France. Furthermore, video questionnaires are widely used in France replacing online questionnaires that are used in the Czech Republic. The French part of the company also focuses a lot on employer branding. The remaining differences are mostly caused by the different rate of unemployment in both countries as it is much lower in the Czech Republic. Afterwards, the recruitment and selection process in the Czech Republic is evaluated by more parties. Firstly the human resources department is interviewed in order to be able to understand their view on the process. Company representatives are satisfied with the process the company is doing however they are not satisfied with the low rate of unemployment which currently makes their job difficult. Therefore, they have to apply new sources which were not used in the past and also be very benevolent towards candidates. Later on, candidates are questioned. Both successful and unsuccessful candidates were asked to respond in order to get more accurate data. The results of the questionnaires show that the recruitment and selection process at selected company is very positively evaluated. Some candidates miss information about remuneration and working hours in the advertisement and some also complain they did not receive any feedback.

The third chapter focuses on comparison of the first and the second chapter and compares literature suggestions on how to do the recruitment and selection process and current trends with the evaluation of the process done by the company.

Based on the third chapter, several recommendation points are identified which are stated in the fourth chapter. Probably the main point is development of employer branding thanks to which the selected company would be considered as an ideal employer and people would feel more attracted by job offers the company publishes. In order to find enough suitable candidates, the company should also be active and focus more on searching for candidates on social networks as well as think about hiring students and recent graduates by offering them internships or trainee programmes as both of them can create long-term cooperation and support employer branding. Besides, video questionnaires might be used instead of the telephone preselection method that is currently used in the Czech Republic. This modern way might save time and bring advantageous especially as the company

representatives may review the video as many times as they wish to in order to fairly compare the candidates. Furthermore, the selection process might become quicker which would be cost and time saving for both the company and the candidates. If candidates do the selection tests online, the assessment centre and the employment interview might take place on one day, which would simplify the process. Another recommendation is to give feedback automatically to every unsuccessful candidate. Currently the candidates are encouraged to ask for feedback if they want to have one in the same e-mail in which they are informed that they were not successful. Many of them however might not notice that and feel disappointed that they did not get any feedback. Therefore, it can be beneficial for the company to provide feedback automatically to every candidate. This method might support development of employer branding for the company.

Limitation of the research is mainly the scale of the sample. The practical part of the thesis focuses on one company only which does not provide any information about how the recruitment and selection process is done generally in the Czech Republic. When looking at the candidates questioning, the number of respondents is 51. Therefore, the answers may differ if the sample was bigger. Majority of respondents are aged between 21 and 30 years and have achieved secondary education with school-leaving exam. This sample might reflect the overall sample of candidates that attend selection process at the selected company however this sample might not correspond to the overall reality as the questioning was done from January until March 2016. Therefore, it is possible that if the questioning was done in a different time period, the answers may differ. Another very significant limitation of the research is the current low rate of unemployment in the Czech Republic. This aspect has had strong impacts and the outcomes might be different if the research was conducted in times of high unemployment rate, for example during the financial crisis.

Therefore, further research could be conducted to compare the recruitment and selection process of more companies, e.g. from the same sector, which is in this case logistics. Furthermore, there could be another research conducted in different time with different sample of candidates or company representatives in order to increase the reliability and validity of the research.

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Appendix

Candidates' questionnaire

1. Which sources informed you about the offered position?

- ☐ Internet website
- ☐ Employment agency
- ☐ Social networks
- ☐ Personal recommendation
- ☐ Company's intranet
- ☐ Others
- ☐ Please specify

2. What other sources would you use in the future?

.....

3. What encouraged you to click on the advertisement?

- ☐ Name of the company
- ☐ Name of the job position
- ☐ Location of the job performance
- ☐ Curiosity
- ☐ Others

4. How do you evaluate the advertisement on the scale 1-10 (1=the worst, 10=the best) from the perspective of:

- Structure
- Clarity
- Stated information
- General evaluation

5. What did you especially like about the advertisement?

.....

6. Which information did you miss in the advertisement?

.....

7. Do you have any comments about the advertisement?

.....

8. What were the reasons for applying for the job position?

- ☐ Company's profile
- ☐ Job content
- ☐ Possibility of career growth
- ☐ Harmonization of requirements with personal profile
- ☐ Benefits offered
- ☐ Long period of job search
- ☐ Ease of response to the offer
- ☐ Search for more information about the offer
- ☐ Others

9. How do you evaluate the first contact with the company's representatives on a scale of 1-10 (1=the worst, 10=the best) from the perspective of:

- Professionalism of the human resources department.....
- Rapidity of answer/reaction to the sent CV
- Received information
- General first impression

10. Were your questions clearly answered?

- ☐ I did not have any
- ☐ Yes
- ☐ No (please specify)

11. Based on the first contact, was the following procedure clear to you?

- ☐ Yes
- ☐ No (please specify)

12. Do you have any comment to the first contact with the company?

.....

13. Did you participate (within the selection process) in so-called assessment centre?

- ☐ Yes
- ☐ No

14. How do you evaluate the assessment centre on the scale 1-10 (1=the worst, 10=the best) from the perspective of:

- Ease of finding the location of assessment centre.....
- Introduction and received information
- Comprehensibility of assignments
- Adequacy of time space for assignments preparation
- Adequacy of assignments selection for given job position
- Space for candidate's questions
- Answering candidate's questions
- Course of the assessment centre
- Quality of the assessment centre
- Atmosphere of the assessment centre
- Leading of the assessment centre by company's representatives
- Fulfilment of expectations

15. What did you like about the assessment centre?

.....

16. What did you dislike about the assessment centre?

.....

17. Was there something that you missed during the assessment centre?

.....

18. Did you receive enough information about further process after the end of the assessment centre?

- ☐ Yes
- ☐ No

19. If yes, did the time scope correspond to the reality?

- ☐ Yes
- ☐ No (please specify)

20. Were you selected to proceed to the next round of the selection process?

- ☐ Yes
- ☐ No

21. How do you evaluate the employment interview on the scale 1-10 (1=the worst, 10=the best) from the perspective of:

- Simplicity of finding the location of interview.....
- Introduction and received information
- Course of the interview
- Quality of the interview
- Leadership of the company's representatives during the interview.....
- Choice of questions
- Space for self-presentation
- Space for candidate's questions
- Answering candidate's questions
- Fulfilment of expectations

22. What did you like about the interview?

.....

23. What did you dislike about the interview?

.....

24. Was there something that you missed during the interview?

.....

25. Did you receive information concerning further process after the end of the interview?

- ☐ Yes
- ☐ No

26. If yes, did the time scope correspond to the reality?

- ☐ Yes
- ☐ No (please specify)

27. Based on the selection process, was the job position offered to you?

- ☐ Yes
- ☐ No

28. Did you receive feedback?

- ☐ Yes
- ☐ No

29. Based on this experience, would you attend another selection process done by the company XY?

- ☐ Yes
- ☐ No (please specify)

30. How did you perceive the company before attending the recruitment and selection process?

- ☐ Positive
- ☐ Rather positive
- ☐ Rather negative
- ☐ Negative
- ☐ Very negative
- ☐ None/not familiar with the company

31. How is your perception of the company after attending the recruitment and selection process?

- ☐ Positive
- ☐ Rather positive
- ☐ Rather negative
- ☐ Negative
- ☐ Very negative

32. How do you generally evaluate the recruitment and selection process at the company XY?

.....

33. If you have already attended a recruitment and selection process at other company, what was your impression in comparison with the impression of the process done by the company XY?

.....

34. What did you like the most about the recruitment and selection process?

.....

35. What did you dislike the most about the recruitment and selection process?

.....

36. Do you have any other comments or objections that you would like to state?

.....

37. What is your gender?

- ☐ Female
- ☐ Male

38. What is your age?

- ☐ Up to 20
- ☐ 21-30
- ☐ 31-40
- ☐ 41-50
- ☐ 51 and more years

39. What is the highest level of education you have achieved?

- ☐ Primary
- ☐ Apprenticeship (without school-leaving examination)
- ☐ Secondary (with school-leaving examination)
- ☐ Higher professional school/Vocational college
- ☐ Bachelor
- ☐ Master
- ☐ Doctoral