


MODERN METHODS OF IMPLEMENTING RECRUITMENT

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ABSTRACT

Active recruiting is built as a recruitment strategy using computer technology in HR management. The electronic recruiting system improves the quality of interaction between candidates and company managers. Web sites, social networks, and messengers allow building communication with a potential employee on-line. The choice of recruiting methods should be as relevant as possible and formed according to the results of the analysis of the selection funnel. Based on the conversion of the selection stages in the funnel, one can calculate how many candidates are needed to close the vacancy and identify the selection problems. Optimization of the recruitment and selection process using modern methods and tools will allow the company to attract the most qualified and efficient employees. A well-developed staff recruitment system will increase the personnel potential and achieve the strategic goals of the company.

Keywords: Recruiting. Electronic recruiting. Modern personnel technologies. Instant messengers. Social networks.

MÉTODOS MODERNOS DE IMPLEMENTAÇÃO DE RECRUTAMENTO

MÉTODOS MODERNOS DE IMPLEMENTACIÓN DEL RECLUTAMIENTO

RESUMO

O recrutamento ativo é construído como uma estratégia de recrutamento usando a tecnologia da informática na gestão de RH. O sistema de recrutamento eletrônico melhora a qualidade da interação entre candidatos e gestores da empresa. Sites, redes sociais e mensageiros permitem a construção de comunicação com um potencial funcionário on-line. A escolha dos métodos de recrutamento deve ser o mais relevante possível, e formados de acordo com os resultados da análise do funil de seleção. A partir da conversão das etapas seletivas no funil, é possível calcular quantos candidatos são necessários para o fechamento da vaga e identificar os problemas de seleção. A otimização do processo de recrutamento e seleção com métodos e ferramentas modernas permitirá à empresa atrair os colaboradores mais qualificados e eficientes. Um sistema de recrutamento de pessoal bem desenvolvido aumentará o potencial do pessoal e alcançará os objetivos estratégicos da empresa.

Palavras-chave: Recrutamento. Recrutamento eletrônico. Tecnologias modernas de pessoal. Mensageiros instantâneos. Redes sociais.

RESUMEN

El reclutamiento activo se construye como una estrategia de reclutamiento que utiliza tecnología informática en la gestión de recursos humanos. El sistema de contratación electrónica mejora la calidad de la interacción entre candidatos y directores de empresa. Los sitios web, las redes sociales y los mensajeros permiten establecer una comunicación en línea con un empleado potencial. La elección de los métodos de reclutamiento debe ser lo más relevante posible y formarse de acuerdo con los resultados del análisis del embudo de selección. Con base en la conversión de las etapas de selección en el embudo, se puede calcular cuántos candidatos se necesitan para cerrar la vacante e identificar los problemas de selección. La optimización del proceso de reclutamiento y selección mediante métodos y herramientas modernos permitirá a la empresa atraer a los empleados más calificados y eficientes. Un sistema de contratación de personal bien desarrollado aumentará el potencial del personal y logrará los objetivos estratégicos de la empresa.

Palabras-clave: Reclutamiento. Reclutamiento electrónico. Tecnologías modernas de personal. Mensajería instantánea. Redes sociales.

INTRODUCTION

The high level of inter-company competition and technological development has contributed to major changes in personnel management. Currently, recruiting is an important subsystem of personnel management since it is with the recruitment and selection of personnel that the formation of the workforce capacity of a company begins. The most important role among the main tasks of the personnel management department is played by the recruitment and selection of personnel since this personnel recruitment process ensures a continuous flow of effective and competitive personnel.

The traditional tools of the recruitment and selection process used by HR managers for several decades do not meet the needs of companies in modern economic conditions. As a result, companies had to abandon traditional methods of working with personnel in order not to lose their positions in the labour market. Company executives and HR managers had to adapt to the new reality of online recruiting. The rapidly developing field of electronic recruiting is characterized using communication technologies, such as websites and social networks, to search for and attract potential job seekers to vacancies, to maintain their interest in the company through the selection process, and to influence their decision to choose a job. Many researchers address important aspects of personnel management, but do not consider the level that they have reached in the practical field of recruitment and selection in recent years. If the process of recruitment and selection of HR managers relied on intuition earlier, now they treat the election of instruments very carefully, as they can facilitate the work and give a positive result.

METHODOLOGY

The shortage of highly qualified personnel in recent years has contributed to an increase in interest in recruiting research (ALLEN et al., 2012). Recruiting is a process of continuous attraction of a sufficient number of people with the necessary qualifications to work (NEDOLUZHKO; VARKULEVICH; BATURINA, 2016). Recruitment is an activity aimed at identifying and attracting potential employees, who have the necessary skills, talents and competitive advantages. Selection is defined as the process of deciding who will be accepted by the company (HENEMAN; JUDGE, 2009).

Recruitment is seen as a process in the field of personnel management, while recruitment and staffing are key processes for the development of the company's human capital (MONDY; NOE, 2008). The selection is fraught with a counter-process: whether the company will be chosen by the right candidate. The choice of the candidate will be affected by the value proposition of the employer as the core of the formed HR brand of the company. An employer's value proposition is an employer brand concept implemented using communication tools to transmit to the target audience the functional, emotional and social benefits and attributes of the organization.

Structurally, the value proposition consists of six basic blocks, including information about the organization, people, and characteristics of activities, remuneration, opportunities and working conditions. Each block is subdivided into attributes of attraction: the reputation of the organization, the scale of tasks, and the specifics of activities, which leads to an increase in the market capacity of potential candidates (TERENTYEVA; KORNEYKO, 2017).

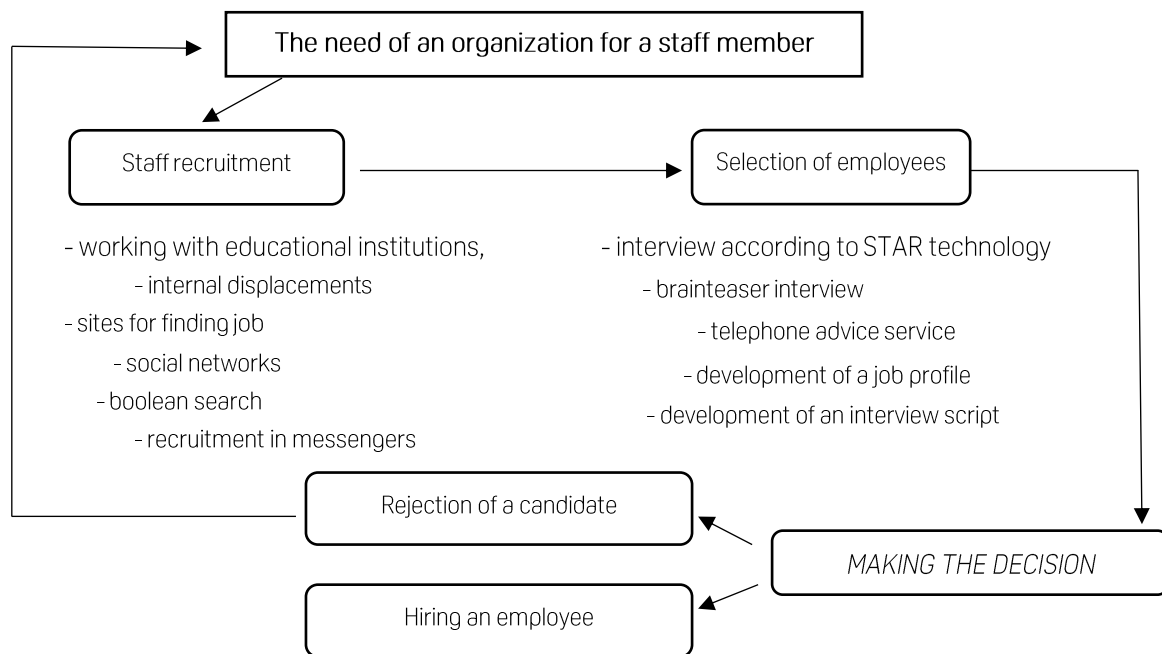
Reactive and active recruiting types are identified now. In the first case, recruiting problems are solved in the recruitment process; the result is a long vacancy closure. Active recruiting is implemented by conducting a constant analysis of the situation on the labour market and its sound forecasting. Active recruiting involves the use of new personnel recruitment technologies and personnel selection tools. Electronic recruiting involves computer screening interviews and statistical forecasts to reduce the costs of recruiting, hiring and retaining staff (SMITH; RUPP, 2004). An electronic recruitment system is effective for both job seekers and employers. The electronic recruiting system provides the opportunity to:

- Send invitations to interviews and check for feedback;
- Track all the actions, the selection process and their cost;
- Create custom email notifications for active and passive candidates;
- Quickly create job pages and inform job seekers;
- Analyse the skills and experience of candidates (SMITH; RUPP, 2004).

In the recruiting process, they use new methods to study how candidates navigate websites. For example, eye-tracking technology and verbal protocol analysis (VPA) have shown that candidates are more oriented towards the navigation structure and links of recruiting sites (ALLEN, 2013).

Recruitment messages that evoke emotions are more effective at attracting candidates than those that reflect only facts (KRAICHY; CHAPMAN, 2014). When recruiting candidates, recruiters use various tools (figure 1).

Figure 1 - Methods for the staff recruitment and selection of personnel



Source: Search data.

Studies have shown that the choice of methods by a recruiter depends on the number of applications, the quality of applicants, the speed of closing vacancies, the performance of a new employee after employment, and the satisfaction of the employee with the head of the department (FISHER et al., 2014). Thus, personnel selection technologies are one of the ways to manage the qualitative and quantitative composition of personnel, thanks to the consistent implementation of actions using special methods, tools, and technologies.

RESULTS AND DISCUSSION

When recruiting, communication tools play an important role in attracting potential applicants. Candidates find job information in the media (HIGHHOUSE; HOFFMAN, 2001). Choosing the personnel recruitment methods should be as relevant as possible. The cost of the vacancy will vary, as well as the format for searching candidates depending on the type of vacancy and the stated requirements. Each electronic source has certain audience coverage in Russia and is characterized by a certain number of visits (table 1).

Table 1 - Number of visits to electronic sources per month

Sources	Visitors for April			Average time spent in April		
	2018	2019	2020	2018	2019	2020
Search engines	274 783 650	319 140 100	382 468 500	10h 04min	10ч 57мин	11ч 55мин
Social networks	164 000 000	173 000 000	193 000 000	6h 49min	6ч 42мин	6ч 43мин
Job Search Sites	14 100 000	20 013 450	16 230 450	33min	52мин	38мин

Source: Compiled by the authors according to the statistics of the site Yandex.radar.

Audience coverage is increasing every year. Based on this, we can evaluate where it is better to place an ad or targeted advertising. With increasing competition in the labour market, personnel selection methods should be as effective as possible to form the possibility of selecting the best. Recruitment in messengers opens many possibilities. According to statistics, WhatsApp ranked first in terms of the number of messengers mentioned, Viber ranked second; and Telegram is third. We can search for resumes on popular hashtag channels. Another way is Boolean search. We can use only some logical symbols for each vacancy and depending on the activities of the company, since the rest may not produce results.

Using social networks in recruiting allows us to close vacancies very quickly at the lowest cost (FISHER et al., 2014). Creating a company page on a social network allows us to create a positive HR brand of the company and create a significant incoming flow of candidates. Many social networks have the ability to place targeted advertising, it can be sent to a specific place on the map, choose the interests of the employee, indicate age, and choose a place of study and much more. Depending on the type of open vacancy and the specifics of the company, this method will be the most effective and less costly. Recruitment social networks help one to find talents that are currently not available for job portals (GIRARD et al., 2013).

Currently, all companies use work sites for recruiting. According to Yandex.Radar, at the end of 2019 in Russia there were about 60 sites for publishing vacancies and resumes. For an effective search, it is necessary to study work sites, analyse the cost of posting a vacancy and a database of resumes. One should not buy a database if less than 10 resumes were found, since only 30% of the total number of candidates agree to an interview. Using the CV database, one can attract both active and passive candidates. Another recruitment method is a preliminary. Working with educational institutions allows increasing the recognition of the company in the labour market and contributes to the expansion of the personnel reserve and allows one to quickly close vacancies at lower costs. In addition, an invitation to an internship allows students to free employees from routine work. Students most quickly adapt to changing conditions and many are ready to give themselves completely to work.

After a recruiter was able to find candidates who fit all the criteria, the selection stage begins. There are two main approaches to the selection process: psychometric and social (BOLANDER; SANDBERG, 2013). The psychometric approach assumes that each work has separate tasks, and the candidate and the work can be evaluated independently. Meanwhile, the social approach suggests that selection tools may be unreliable, tensions can be established between candidates and the organization. Therefore, an organization should focus on the relationship between an organization and an individual (HERRIOT, 1993). To achieve its strategic goal, the company must choose the most suitable candidate (SEARS, 2003; GATEWOOD et al., 2015). Organizations cannot always objectively approach the selection process. Although supportive decision-making tools have long been available, organizations still make decisions based on the personal preferences of the recruiter (HIGHHOUSE, 2008). In fact, managers most often believe in their ability to select candidates, rather than rely on readily available and effective tools (MILES, SADLER-SMITH, 2014).

The development of the job profile allows one to not miss the main requirements for the candidate and make the selection system more standardized. When creating a profile, the characteristics of the profession, the personal and professional qualities of the candidate, the necessary knowledge, skills, and the nature of the functions performed should be considered. All candidates are evaluated on a scale, which makes it possible to visualize the profile of an "ideal candidate". Writing a script and a time limit for a telephone interview allows them to get all the necessary information without missing the most important things. At the end of the conversation, information is sent to instant messengers indicating the place and time of the interview, a list of necessary documents, contact details, and a link to the vacancy.

There are three main types of interviews: unstructured interviews, regular structured interviews, and behavioural structured interviews (SALGADO; MOSCOSO, 2002). Unstructured interviews do not have a fixed format regarding the content of questions and the assessment of answers. A study of the reliability and validity of a hiring interview determined its almost zero effectiveness (MOSCOSO, 2000). A structured interview is carried out considering the following principles:

- Questions are based on the analysis of the main parameters of a job;
- The same questions and procedure are used for all candidates;
- Candidates' answers are graded using scales;
- The decision is made after interviewing all candidates (SALGADO; MOSCOSO, 2006).

A structured interview reduces the likelihood of a subjective assessment and reduces the requirements for the competence of a recruiter. At the interview, it is worth using the technique of conducting an interview by STAR competencies, sequentially building a dialogue according to the following structure: situation, task, action, result. This allows one to identify the presence of the competencies stated in the resume of the candidate. For example, the Brainteaser interview method should be used for the candidates, who come to positions that require analytical thinking and well-developed logic.

An analysis of the personnel recruitment and selection process should be carried out using the selection funnel: this is a visual tool for identifying problems; it helps to assess the required number of candidates to close a vacancy and calculate the time spent, as well as the cost of closing one vacancy (table 2).

Table 2 – Funnel for the selection of an assistant director on distribution development and a cashier

Stage of the recruitment and selection process	Assistant director			Cashier		
	Number, persons	Transition, %	time, min	Number, persons	Transition, %	Time, min
Number of Resumes	120	100		110	100	
Resume Selection	44	36	120	32	29	90
Telephone interview	27	61	110	23	71,8	105
Job interview	5	18,5	150	7	30	140
Job offer made	1	20	30	2	28,5	10
Taken jobs	0			1	50	

Source: Search data.

According to the selection funnel, the selection system for an assistant director on distribution development should be optimized since a transition of less than 20% indicates the inefficiency of the process. In the first case, the total conversion is 0: none of the candidates taken the job, although about 7 hours of work was spent for the process. We can calculate how many candidates are needed to close the vacancy based on the conversion of stages depending on the vacancy. We could select a personnel search method that allows us to make the necessary selection based on the number of resumes needed to close the vacancy.

CONCLUSION

When managing personnel, it is necessary to achieve a balance between people and their work. Currently, HR managers have at their disposal many different methods and technologies that facilitate effective personnel management and the functioning of the company. The effectiveness of the process for recruitment and selection of candidates depends on its choice. It is important to build the system in such a way that it is possible to close vacancies with quality staff in a short period of time. Now, not all proposed technologies are widely used, but the need for them will increase with the development of technology, software, the growth of a variety of electronic resources. The effectiveness of the application of these technologies is characterized by the availability of information support due to increasing in the reach of the audience, the availability of a personnel service endowed with the authority to implement these technologies and providing material and technical resources.

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