

SECTION: SECTION: STRATEGIC MANAGEMENT AND ENTREPRENEURSHIP

NEW APPROACHES REGARDING THE RECRUITMENT AND SELECTION OF THE EMPLOYEES

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Abstract:

Performing employees are energetic and optimistic, flexible and creative, curious and interested in what is new. They do more than it's required in the job description, think in perspective, are constantly exploring and know to ask questions. Are daring and eccentric, are out of the team pattern when it comes to innovation but also know to comply, when the circumstances require so. They have initiative, are autonomous and always ready to involve themselves.

We are in a constant labor market dynamic.

Whether it's about a multinational company or a small one, the first thing that a company has to do nowadays is to win the battle on the talent market.

The companies that understood this and the fact that traditional recruitment methods don't have an effect anymore and have chosen innovative methods and more efficient recruitment methods, are now in the top economic development, having more talented, energetic and creative employees.

This paper aims to find answers for some questions as: What does the company do? What leaders do to develop talents and employee involvement? Which are the problems and the possible solutions that lead to performance the employees?

Key words: *millennials, creative recruitment, engagement, performing employees*

JEL Classification : J63, M52, M54

1. INTRODUCTION

Employee motivation, retention and engagement are currently the common concern of HR managers. Company's performance depends on the competition and employee involvement.

The goal of HR to find, develop and assign the right candidate at the right place becomes more complex because the classic recruitment methods and selection are not efficient anymore.

Today, more than ever, in order for the business to achieve success, talented people are needed, creative ones, willing to continuously learn and for this, new approaches in the recruitment and selection are needed.

2. THE REALITY THAT THE RECRUTEURS FACE ON THE LABOR MARKET

In present, Human Resources Department is facing with major changes. Nowadays, the HR department is not perceived anymore as an adjacent service which companies use, it is now a main part of the business.

Employers are starting to have difficulties in finding ideal candidates, implying there design of recruitment and selection process in a way that fits any change that appears on the labor market.

More than that, the fact that different generations perform together at the same work place, makes the HR managers' misión difficult.

The majority of conflicts are between employees of generation Y and Zoomers, that prefer to work under well-established hierarchies, based on the rules that they implement, without sharing their knowledge to their younger colleagues. On the other hand, generation Y

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do not agree with hierarchical organizations based on seniority or time spent at the office, preferring performance.

Cheryl Cran, consultant and author of four books, including “101 Ways to Make Generations X, Y and Zoomers Happy at Work”, considers that Zoomers generation must become more flexible, more adaptable, and those from generation Y must accept the fact that a certain structure must be implemented in a company (Mirea, 2013).

Generation X is having the mediator role between Zoomers and Y generations. They lived and worked in a structured environment created by Zoomers, but are wishing for a flexible environment, more family time and challenges at work, the same as generation Y. It is estimated that generation X is the one that will change the paradigm of workplace.

Recently, more and more challenges have appeared at the work place, especially regarding the way of working. Generation X does not want to work in a very structured manner, based on an individualist model. They are focused more on work based on projects, model which generation Y is accepting, but is very hard to be accepted by Zoomers. An interesting fact is that the most difficult generation to manage is not generation Y, the generation of which managers are afraid of, because they are not loyal or hard workers, but it is the Millennials generation, those who are up to 19 years old, because they will start to work from an early stage and will be even faster, more curious and better negotiators, and will know for what and also why they are working.

For the question: “How can we capture the attention of those who live their lives online?”, a possible answer can be: friendly technology!

Passionate about technology, generation Z is reinventing it, upgrading it day by day and depends on it. Therefore, working on Skype, Google Hangouts and other social media is a “must have”. When taking on new technologies in order to make HR departments more efficient, the companies must look for intuitive solutions, easy to use and accesible from any device. This will help to increase younger employee’s involvement and will lead to a better retention rate. Millennials are usedwoinstantly look and find information they need, to have control over them and not wait long to receive answers. They will be satisfied if they can find on their own information about company’s culture or benefits.

3. HOW DO WE RECRUIT MILLENNIALS? HOW CAN WE HAVE AN ENGAGED MILLENNIALS GENERATION?

On the mobile device. It is a reality: nowadays, teenagers spend the majority of their hours of their day and sometimes of their nights on their mobile devices. Nine out of ten job searchers say that they have used a mobile in their research. Therefore, the HR department can develop recruitment apps or a software that helps to create a dedicated site for recruitment (Enea, 2016).

Through recruitment personalization. Millennials do not want to be seen as numbers. The company must show that it is really interested in them, in their aptitudes and that they can bring added value to the company. Millennials want to develop a close relationship with the company, accepting questions related to their personal life, as their hobbies or special interests, this leading to a closer relationship.

Through non-conventional recruitment techniques. Millennials are attracted to companies that are “outside the box”. For them, standard interviews, face to face, with classic questions, are not attractive. Millennials expect job interviews to be conducted through mobile or video calls, having questions that puts the candidate in difficulty and provokes him/her.

Through elements related to organizational culture. When looking to be hired by a company, young people are interested in the way it keeps the balance between personal and professional life and how much it is active in community. More than half of employees are

more interested in flexible schedule, the possibility to work from home, medical and sports subscriptions than they are in a salary increase. Consequently, companies will have to take all these aspects into consideration, that can make the difference, when a candidate chooses the company that he/she wants to work for.

Regarding the involvement of Millennials in objective achieving, the HR manager's solutions take into account:

The formation of professional groups. According to Deloitte Millennial Survey, one out of four Millennials wants to show his/her aptitudes.

A good example would be the Coca-Cola company, that launched Cole Yung Professionals or CYP program. This program offers young employees the possibility for development, to collaborate and put into practice their strategies. Through this innovative program, a series of ideas have been generated that the company used and young employees had the possibility to affirm themselves and develop their leadership and mentorship abilities in front of seasonal employees.

Unexpected and unforgettable experiences. 78% of Millennials choose to spend their money on unforgettable experiences (Source: Eventrite). Square, mobile pay company, organizes an annual competition for its worldwide employees, namely "Square Games". The competition offers teams the possibility to compete not only physically, but also intellectually, strengthening the relationships among employees. The event includes a picnic, games such as: football, dodgeball, Scrabble and dance contests.

Flexible schedule and "Work-Life Balance". For half of Millennials, flexible work program is more important than salary (Source: Millennial Branding). Rior, a start-up from Atlanta, won in 2014 the award for "The best work place", for its policies related to the schedule, which is based on some simple principles: "You can work from anywhere, anytime!" or "You can have a vacation anytime you want!". This way, the company has developed among its young employees a relationship based on trust, because Millennials are loyal to those organizations that offer freedom and flexible work time.

Intrapreneur and innovation. The majority of Millennials choose to work in a company based on its innovation level (Deloitte Millennial Survey). LinkedIn, for example, has a program that allows young employees to come up with new ideas, which can be put into practice. The employees have at disposal three months to transform their "dream" into reality, in the company's benefit. Therefore, young people are encouraged to create, contribute to company's development and to innovate, the idea of entrepreneurship inside the company - INTRAPRENEURSHIP- is everything that they wish for.

Career development programs. The nr.1 reason why Millennials leave their jobs is the lack of career development (Source: Forbes). Zappos, online clothes and shoes shop, owned by Amazon, created a training and mentorship program through which they offer their employees the possibility to become senior leaders in 5-7 years. The company also has a skill set system, which offers employees the possibility to receive some certifications on some domains and salary increases, depending on their newly gained abilities. Millennials are known as the generation that wants to climb quickly into hierarchy and become CEOs in just a few years. The companies that offer this kind of opportunities can be sure that they attract and retain talents.

4. ATTRACTING AND RETAINING PERFORMING EMPLOYEES

It is important that employees that have valuable results, attitudes and abilities for the organization to be identified in order to receive the recognition and appreciation they deserve.

When a company knows its employees, knows what motivates them, it should be simple to develop C&B policies that are perfectly tailored to employee's needs. What is extremely important is the fact that these C&B policies must be a continuous updated process and not a sum of isolated actions.

•How do we find out which are the employees who achieve performance?

Employees with performance are energetic and optimist, flexible and creative, curious and interested about what's new. Do not limit only on the job specifications, think into perspective, are in a constant exploration, know to ask questions. Are daring and eccentric, stand out from the team when there is need for innovation, but know how to comply when the situation requires so. Have initiative, are autonomous and seek involvement.

Employees with performance feel involved when they can adapt and be guided by company's values and strategy. Are focused on organization's ethics and need to work for a company that acts with integrity and has social sense of responsibility when it comes to community. Employees with performance have high expectations regarding the company, wishing it to be innovative and ready to anticipate market's requirements. Being themselves innovative, dynamic and competitive, they need bigger resources to be efficient in their work.

•What does the company to grow employees' talent and involvement?

Nowadays, we are facing with an increasing need for efficient management teams, what has the right abilities and knowledge to identify and form talents. It is proven that the performing employees will involve in its activity if they have the chance to came up with ideas, to make recommendations, use their talents and perform at the level they are capable of.

Currently, the company's mission has new valences. The need for new instruments, resources and work conditions rises in order to generate results, as well as the need to create and develop communication programs that encourages feedback and exchange of ideas, mentoring programs, coaching, job shadowing, long-term development programs, with clear objectives, which should be revised and adjusted under mentor's or leader's guidance.

•What do leaders do to develop employee's talents and involvement?

The way in which leaders interact with their employees influences the long-term success of the organization. Leader's attitude regarding their employees can convey to them a sense of self-confidence in their potential, work with positive effects on the level of involvement and problem solving in the company.

Talents need opportunities. Leaders will have to actively listen to their employees, to offer support in their approach to performing. Managers must offer employees the opportunity to benefit from different leadership models- within and outside the organization. Sometimes they can exceed these boundaries. It is important to let them shine in a way that their performances will positively impact company's performance.

Employees need role models. Leaders must be present and available to offer guidance and provide a balance for employees on managing their own resources. Performing employees need guidance not to overuse their strong points, in order not to become a risk for organization. For example, too much empathy may affect judgment and the decision-making process. Passion may lead to intolerance and impatience. Employees that excel must know how and when to use their strong points in a way that maximizes their success and their own, but without generating excessive negative consequences.

Employees do not need to feel appreciated to the same extent. This way, they will understand their place in the organization and will strive to perform better. It is important that the organization disposes of a highly diverse talent pool, whose abilities are harmoniously developed. This way, the team power can exponentially increase.

4. ACTUAL PROBLEMS REGARDING THE RECRUITMENT PROCESS IN ROMANIA

86% of Romanian employers, participants at a study conducted by e-Jobs, the majority being small and medium businesses, are facing with an actual lack of valuable candidates when recruiting. e-Jobs study (Alexe, 2017) was conducted in August-September 2017 on a sample formed by 180 companies, 60% having under 100 employees and 28% between 100

and 500 employees. At the study 1.794 candidates responded, out of which 62% women and 38% men, the majority (83%) aged between 26 and 55 years old and without a managing position (63%).

58% of the participant companies in the study claim that, for every open position they have, they have less than 50 candidates, while 26% receive between 50 and 100 CVs. Only 7% of the companies receive up to 200 candidates for an open position, and 9% have over 250 candidates, the majority of them being big and very big companies. However, even the candidate's offer in the market, in perspective, lowered in recent years, claim 77% of the respondent companies. Almost half of the participant companies at the study claim that the recruitment processes have become too long and in the same time more difficult compared to previous years.

Recruitment time for open positions is comprised, for almost half of respondents, between 30 and 60 days, and 14% claim that they manage to hire over 90 days and even more. One third of the companies, especially the small and medium ones, claim that the recruitment process does not exceed 30 days, and only 5% fulfill a position in less than two weeks.

When they start the recruitment process for a new position, companies rely mainly on online recruitment platforms as e-Jobs (93%), on the recommendations from the existing teams (67%), on social networks (40%), and also on direct applications on the company's website (26%).

However, in order to find valuable candidates, companies started to make the attractions methods more diverse. Half of the participant companies in this e-Jobs study look for potential candidates from a different city from that which they are recruiting and 49% look for candidates even in fields of activity related to the open job. In the same time, almost a quarter of them say that they offer a salary above the market level, and 9% invest in development programs to create an attractive employer brand.

The hardest to recruit are candidates for positions such as qualified workers (37%), IT specialists (26%) or sales specialists (26%). Managers, accountants or finance-banks specialists are, on the other hand, the categories that create the smallest problems for recruiters.

In the recruitment process of a new employee, employers place professional abilities (60%) in the top of the most convenient aspects when they evaluate a candidate, followed by their domain passion (44%) and level of involvement in their daily life (40%).

At the bottom of the ranking of aspects that employers find most convincing in a candidate, we find criteria such as studies and courses of specialty, the companies for which the candidates previously worked or professional plans.

In turn, candidates believe that their professional abilities are their main advantage (58%), followed by their gained experience in the labor market (54%) and the level of involvement in their daily activities (52%). In correlation with recruiter's opinions, candidates also think that aspects as previous jobs, professional plans and the previous companies for which they worked for are less important.

Even though employers complain about lack of candidates, 89% of them are interested in new job opportunities, according to e-Jobs' survey. The majority of them have ages between 19 and 45 and currently work in companies with maximum 10 employees or even companies with more than 1.000 employees.

The reasons that determine respondents in e-Jobs' survey to wish for a new job are the salary package (60%), lack of professional development (48%) and lack of motivation (43%).

The salary is not always an eliminatory criterion when it comes to choosing a new job. Therefore, half of respondents would not change their job only for monetary gains their career that makes them happy.

19% of them would place second the passion for the current job only if it is the case of doubling their current salary, and 14% would leave for an increase of 50%-80%.

•Young people from Romania and entry level Jobs- problems and solutions

A question rises more and more often among employers: Why nowadays more and more young people, especially those who are entering their career path, occupying entry-level positions, are less and less prepared?

Those who analyzed the situation (Human Resources, 2017) have reached the conclusion that the main reason is the Romanian educational system. It is an ineffective system, not suited for the dynamic changes in the business environment.

The fact that youngsters rapidly loose their interest for information received at school, information which is not related to what is happening, in everyday life, should raise concern among those responsible for education in Romania. There are cases in which young people are motivated to learn differently. This is the case of friendly school, school without constrains that comes with new learning experiences, inspirational, of communication, diversity and innovation in the educational plan. Young people are encouraged to work on projects, to believe in their ideas and put them into practice.

In the context of more and more youngsters being totally lost with regard to their career, a correlation is needed between employer's demands and what the educational system is delivering. This way, employers could find in young people, that are entering now the labor market, a package of abilities and attitudes that can form and develop competencies required by companies.

5. ORIGINAL EMPLOYEE RECRUITMENT CAMPAIGNS. THE IMPACT OF NEW GENERATIONS ON LABOR MARKET

Beside these aspects known by employers regarding current employee's needs, the presence of generation Z will stand out on the labor market. Born after 1995, they have grown up with technology. Therefore, employers will have to offer the kind of jobs that this generation is looking for. According to "WeAreHR" magazine (Dumitra, 2018), employers will have to consider some aspects related to the profile of generation Z.

One aspect is directly related to technology. The employer will have to find new ways that attract this new generation because they are always connected to technology. Always searching for new and getting bored fast, the new generation is hard to keep on a job. Recruitment strategies must be focused towards technology, apps or video content, that attract young people towards the work place.

Another aspect is related to the way young people tend to mix personal life with professional one. Most of the time, the new generation posts on social media almost everything about their lives. Previous generations are looking not to show off everywhere. In the same time, classic work spaces become less and less sought after and working from home becomes increasingly appreciated. Companies are starting to adopt „unlimited free time" type of work.

New generations take into consider authenticity and transparency of a company. Digital generation, finds really fast every answer to any question on Google. Generation Z prefers video presentations instead of classical texts. The employer brand is being taken more and more into account and how they manage this instrument in order to attract and retain new talents.

This generation is characterised by preferring individual work instead of team work. Open-spaces are becoming less and less attractive. The way to approach generation Z is through individual discussions and 1 to 1 coaching.

An important aspect that has to be taken into consideration is offering well-argued feedback. Young people are always looking for fast feedback, annual reviews becoming insufficient. They want monthly meeting with the manager because it related the relationship young people need. Generation Z wants an authentic relationship which they can trust and a work place that facilitates their career development.

•Employee diversity implies new creative recruitment methods

The effort that companies put into creating new innovative products and services ideas that they offer on the market should also be done when they intend to increase the number of employees.

There are many companies that pays special attention to recruitment process, believing that traditional hiring method is not sufficient anymore. Unique recruitment campaigns appear and unusual recruitment ideas that attract energetic and enthusiastic ones.

Starbucks campaign is one of the best examples. In a constant development, the company comes up with new creative recruitment campaigns. Therefore, to create a pleasant atmosphere and to avoid traffic and stress that appear inevitably in such situations, the interviews that Starbucks specialists organize, eliminates the formal elements as much as possible.

At Starbucks, meetings with possible employees include coffee tastes sessions, sessions in which seniors of the company discuss with job applicants the advantages and disadvantages of different coffee types. Moreover, those who applied for an interview, company's decision is communicated through telephone calls or hand-written letters, instead of standard form.

The deadline to receive an answer is predetermined, and those responsible for recruitment are encouraged to send applicants certain symbols, as a sign of cordiality, regardless if the person got the position or not.

Another example comes from Volkswagen company. The company needed mechanics. In order to find them, it had an unusual idea. It started to distribute damaged cars in some shops in Germany, leaving job ads on the car's chassis. Not long after that, those who were good at repairing cars seen this initiative as a professional challenge and were interested to take part in it. The best of them were hired by the company.

For jobs that require creativity, companies can think of interactive exercises to see which are the most creative candidates. A unique idea would be opening a company stand at an event and showing a problem at the stand. The persons that are interested in solving the problem and come up with unique ideas can be eligible for a job in the company.

An IT company from Romania found an unusual idea to approach candidates: through lyrics that have words such as: PHP, .NET, Agile, ITL, +CC, Drupal. The answers came immediately, IT specialists continued to communicate with recruiters through lyrics. Even though some of them denied the job offer, the company gained a level of notoriety (Human Capital, 2015).

6. CONCLUSIONS

Paraphrasing a Google advertisement: „...it is easier to find what you're looking for if people are really interested in it. We are looking for the best engineers in the world and you are here! We can say that, lately, a fierce battle for talents appeared. Regardless if it's a multinational company or a small one, the first thing that a company must do is to win the battle on the talent market.

It is a reality: we are in a constant change in the labour market.

The companies that understood this concept, especially that the traditional recruitment methods have no effect, and choose innovative and more efficient methods are now in top economical development, having very talented, energetic and creative employees.

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