

Chapter 7

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RECRUITMENT OF GENERATION Y EMPLOYEES BY MEANS OF SOCIAL NETWORKS

Abstract: In this chapter the authors deal with the latest trends in the process of employees' recruitment based on application of possibilities provided by the modern informative and communication technologies (ICT). ICT substantially change the shape of world people were accustomed to. Due to their massive development different areas of lives, e.g. personnel work and employees' recruitment get an impersonal or virtual form. ICT mostly influence the way of life of younger generations (i.e. Y generation or Millennials generation) since they grew up in mutual connection with them and consider them as a natural part of their personal and working life. The authors use the secondary data of Statistical Office of the Slovak Republic concerning ICT utilization in Slovak households and the results of analysis of Institute for Public Affairs concerning the social networks in Slovakia. The authors use primary research to identify the relation of Y generation towards ICT modern mediums. They point out possibilities to address potential employers from this generation by companies by means of social networks they prefer.

Key words: employees' recruitment, generation Y, informative and communication technologies (ICT), social networks.

7.1. Introduction

Modern informative and communication technologies considerably change the image of the world in which people were used to live. Due to their massive development different areas of living, e.g. education, trade, communication with public authorities, but also health care – get an impersonal or virtual form. Their development continues to rise and

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a very fast speed of their growth is predicted. Informative and communication technologies (hereinafter ICT) mostly influence the way of life of younger generations (so called generation Y and Millennials generation) since they grew up in mutual connection with them and consider them as a natural part of their personal and members of generation Y also working life. Modern ICT media are utilized to communicate with friends, families and relatives, to present opinions, experiences or to establish new contacts.

Nowadays a lot of research is focused on generation Y and its specific features since this generation is supposed to change the world significantly through its attitudes and behaviour from the long term point of view. Marketing managers also noticed its birth, size and potential and this generation presents a desired target group for them. Changes which are necessary to be carried out to adapt to the needs of the generation are also performed in the area of personnel work (KUCHÁROVÁ MAČKAYOVÁ V., BALÁŽOVÁ V. 2011). Managers cannot expect that young people will become adapted to existing corporate culture, applied values, corporate philosophy and will support existing personnel strategy. It is a must to change all the areas of management and to adjust to the needs of people of generation Y. If this is not the case a company will not acquire talented people it is interested in. The starting point to determine a suitable personnel strategy and optimal ways how to address young talented people with potential is to identify and analyze their relation to modern ICT medium.

In this chapter attention is paid to the analysis of ICT utilization in Slovak households and companies and secondary data acquired from Statistical Office of the Slovak Republic from 2012. Then we point out possibilities of companies to address potential employees from generation Y through social networks. We are also interested in relationship of the youngest generation which exists on Slovak labour market i.e. generation Y to the modern ICT media. To identify the above mentioned relationship we carried out sociological enquiring by means of electronic questionnaire.

7.2. Utilization of ICT in Slovak households and companies

At the beginning with the aim to find out which ICT media are utilized most frequently we focused on Internet utilization in Slovakia. In 2012 Statistical Office of the Slovak republic (hereinafter SO SR) researched ICT application in Slovak households – the reference period was the first quarter of 2012. At first the research was centred on the level to which the Slovak households are equipped with informative and communication technologies. In the second part the questions were oriented on utilization of personal computers, buying and selling via the Internet, ability to work on the personal computer (computer skills). The questions were answered by a selected member of the household. Sample of respondents presented 4,500 households from the whole Slovakia. In each household one member older than 16 was selected (VLAČUHA R., KOTLÁR J., ŽELONKOVÁ V. 2012). The results of the research are aggregated based on primary sociological and demographic attributes (sex, age, education, social activity).

As many as three quarters of households (75.4 %) out of total households in Slovakia have an access to the Internet. During last three months a personal computer was used by 77.6 % of Slovaks older than 16 years out of total population. 15.5 % of Slovaks older than 16 years have used it yet. During last three months Internet was used by 76.7 % out of the total population. As many as 23.8 % Slovaks tried to find a job via Internet during last three months. Classification of interest in seeking for a job via the Internet according to the age groups is stated in Table 7.1.

The most important group of people who used the Internet as a way to find information about free working positions was the group of young people - we suppose they were the graduates of secondary schools and universities, who were actively seeking for their first job after finishing their studies.

Table 7.1. Finding a job and sending job applications via the Internet on the part of SR citizens

Finding a job and sending job applications via the Internet	Age group (relative frequency f_i)						Average
	16-24	25-34	35-44	45-54	55-64	65-74	
Positive opinion	31.6	29.8	21.2	16.5	10.1	0.0	23.8

Source: Statistical Office of the Slovak Republic, 2012.

In the same period i.e. in the first quarter of 2012 SO SR carried out similar research aimed at findings concerning ICT in companies and in a financial sector. The basic set for sample selection was from the register of SO SR organizations (LÜTTMÉR DINGOVÁ, J., HAMANOVÁ, I., PÁLINKÁSOVA, M. 2012.). Data concerning computers utilization in companies, their access to the Internet, existence of company website and its utilization to attract employees (Table 7.2.) were selected from the research results.

Slovak companies which employ more than 10 employees use computers in 98.4 % at their work. Out of them almost all the companies have access to the Internet (99.4 %). The only exception is 0.7 % of small companies. Most frequently companies use the Internet for interaction of company with public authorities (92.8 %), e.g. to obtain information, forms, return of filled in forms, complete electronic tasks and to carry out automated exchange of data. As much as 77.6 % of companies present themselves on the Internet through their own websites and we consider this fact to be very positive one. Free access to products catalogues and price lists and services is declared on websites by 56.2 % companies. Almost a quarter of companies uses website to advertise free working positions or enable people to send job applications online.

Results of researches done by SO SR confirm preparedness of both main interest groups which exist on labour market, i.e. job candidates and companies which offer vacancies, for more intensive utilization of ICT, especially Internet.

Table 7.2. Utilization of computers and Internet in Slovak companies

Researched object	Companies size according to the number of employees			
	10-49	50-249	250+	Σ
Does your company use computers? (% of the whole population)	98.0 %	99.5 %	99.8 %	98.4 %
Does your company have access to the Internet? (% of all using PC)	99.3 %	100.0 %	100,0 %	99.4 %
Does your company have its website? (% of all with access to the Internet)	76.4 %	81.2 %	86.4 %	77.6 %
Utilization of website of your company to advertise vacancies sending on-line job applications (% of all having website)	20.1 %	36.9 %	61.1 %	25.0 %
Total number of companies	14 041	2 432	573	17 047

Source: Statistical Office of the Slovak Republic, 2012.

Three quarters of Slovak households have access to the Internet. When looking for a job socially weaker groups which cannot afford Internet access can use for example libraries which offer it for free. Situation of Slovak companies from the point of view of ICT utilization and their actual and future application in personnel work can be valued as the high one.

7.3. Opportunities to address potential employees by means of social networks

Recruitment of employees - by means of new tools of informative and communication technologies - is currently considered as the exceptional one, but in the future it will become a natural and common part of personnel work. More and more frequently situations when

employees were taken on through the application of virtual communities and social networks arise. These informative and communication media are the most frequently used means of communication of generation Y in relation towards other people. New forms of recruiting in virtual world let the companies open the doors to get to the people who are often highly qualified and creative and who they would not have addressed by means of traditional ways (JAROŠOVÁ G. 2007).

„Complicated virtual social organism which is hidden under the term Internet nowadays reminds us of a big “clone“ of traditional social structures. Moreover it seems that it is qualitatively developing itself” (VELŠIC M. 2012). While at the beginning of the 21st century most frequently visited websites of the Internet were searchers – especially Google, Safari from Apple or Mozilla Firefox, recently their leading positions have been threatened by social networks (primarily Facebook and YouTube).

Social networks belong among so called technologies Web 2.0, and present further stage of Internet development. The term Web 2.0 was for the first time used by D. DiNucci (1999) in the paper titled "Fragmented future" to define steady identification of web development stage in which the constant content of web pages was replaced by space for sharing and common content determination. According to the definition provided in the open electronic encyclopaedia Wikipedia (2012) social networks (called also social, community networks) present the Internet service which enables its registered members to create personal (or company) public or partially public profile, communicate, share information, photographs, videos, operate chat and other activities. Sometimes also Internet discussion forums – where users exchange their opinions and knowledge concerning specific topics - are considered as social network. Communication among the users of social networks can be private between two users or (most frequently) on a mass scale between a user and a group of mutually connected users.

Social networks currently present phenomena hitting almost each younger Internet user through different familiarization portals, various

chats, blogs and systems supposed to be utilized directly in personnel work. More and more people use them in their personal life and so it is natural that they find their position also in human working sphere. Social networks are not used only as a place for having fun. Also companies start realizing their potential and start building their own closed but also open communities there.

Social networks are suitable to fill special working positions as a modern way of headhunting. To attract talents professional talents headhunters use a worldwide known social network LinkedIn – the aim of this network is to build contacts among professionals from different areas. LinkedIn is an American network created in 2003, which currently gathers more than 100 million members worldwide and they are open to new challenges and changes. In Slovakia this network is still not explored and used enough for attracting and recruiting employees. Slovak personnel managers start to accept social networks as a tool of attracting and recruiting employees but the attitude towards them is still conservative and sceptic. This alternative tool is used only in situations when they fail in filling vacancies and have to address potential candidates specifically with an interesting and attractive offer. One of the main advantages of LinkedIn network is the structure of its members. Mostly they are experts from IT area, middle and top managers from financial, trade or marketing areas. Next advantage is that it presents a discrete tool of employees' recruitment in case when companies do not want to advertise vacancies on occupational portals or in newspapers and magazines. G. Jarošová (2007) states that „if companies browse these networks they can find talented people who they would not find on occupational portals. For example also because these people are satisfied with their current job or they have not decided for a change“.

Social networks of Facebook type offer human resources managers the opportunity to place advertisements about vacancies there and people may actively respond to them. American companies which support innovation in the process of recruiting employees do not ask applicants to send standard curriculum vitas. Apart from previous working positions

employers want to know if an applicant would fit among the other team members or what he is interested in. Human resources managers more rely on videos, blogs and social networks Facebook, Twitter or Google+. They ask applicants to send videos or contributions publicized on social networks or blogs. They are interested in a real character of candidates, how they think, what it means to cooperate with them. Profile may specify applicant's image and help find out if he/she is really interested in the job.

7.4. Results of the research aimed at identification of Slovak generation Y attitudes towards to modern ICT media as an assumption to utilize them in employees recruitment

In 2012 carried out the research whose aim was to identify working behaviour of generation Y. Partial piece of the research was directed to finding attitudes of working Slovak generation Y towards modern ICT media. Partial results of this partial piece present the subject of the paper. Recognized results may help personnel managers in the area of potential employees' recruitment. ICT media which are in communication preferred by Slovak generation Y may present for companies a direct approach to address them with an offer for free working positions.

7.4.1. Research sample

Object of the research were members of Slovak generation Y, who already work. To identify the members of generation Y we applied exerted profiles of American generations publicized in the book of P. Kotler and K. L. Keller (2007) which can be applied also in Slovak conditions. The group of people who were born from 1978 to 1994 is considered as generation Y. To determine the size of generation Y in Slovakia we processed the data publicized on informative portal of Statistical Office of the Slovak Republic. We use the last data from 31st December 2012 (Table 7.3.).

Table 7.3. Frequency of Slovak generation Y

Years of birth	Generation Y frequency			
	Absolute frequency n_i ^{1/}	Relative frequency f_i on the total number of citizens (%)	Out of it working generation Y	
			Absolute frequency ^{2/} n_i	Relative frequency f_i on the total number of working citizens (%)
1978 – 1994	1 407 299	26.00	772 900	33.18

Source: Statistical Office of the Slovak Republic, 2012.

Note: ^{1/}Population age composition in SR on the date 31.12.2012

^{2/} Working people in SR according to age groups on the date 31.12.2012

Generation Y presents in Slovakia demographic top. On 31st December 2012 it formed more than a quarter of inhabitants (26.00 %). One part of younger generation Y still studies but on the labour market approximately 54.92 % of the members of the whole generation Y are already employed. Out of the total number of working inhabitants generation Y presented one third (33.18 %) on Slovak labour market on 31st December 2012.

Due to its size it is similar to the generation Baby boomers whose older members are already retired but younger ones still work. Their places are taken by people from generation Y. The previous generation X whose members are now in productive age is in its relation to generation Y by more than one quarter smaller. Clear disproportion in size can be seen in the generation of teenagers and children who would gradually get into the productive age. The youngest generation so called Millennials makes only 58 % out of the older generation Y.

People from generation People from generation were addressed by means of electronic questionnaire. 420 people were engaged in the research but 2 of them did not fill in the questionnaire completely and

were excluded from the research sample. So the research sample included 418 respondents. The youngest of them was born in 1992 and the oldest one in 1978. One of conditions to address potential respondents was to achieve approximately identical frequency of older and younger generation Y. The older generation Y born in 1978-1985 was represented by 206 respondents (49.28 %) and frequency of respondents of younger group Y born in 1986-1994 reached the figure 212 (50.72 %). Division of respondents into two age groups was used in some cases as the most important identification attribute. From the point of view of sex 47.13 % men and 52.87 % women participated in the research. Respondents provided their attitude towards modern ICT media, level of their utilization in communication in their personal life, their ability to become involved in members of social groups, frequency of their utilization, etc.

7.4.2. Research results as the base for human resources managers in the area of employees' recruitment

The most important worldwide change by which the generation Y was influenced was start of ICT. The most critical objective difference compared to previous generations is the fact that children of generation Y were the first who were growing up with Internet and that is why they are said to be so called digital natives. They control communication technologies intuitively and this is their advantage compared to their older colleagues. They represent the generation for which the latest communication media are vitally important. By means of modern ICT media, mobile phones and Internet their friends, relatives but also parents are always close to them.

Almost 84.93 % respondents perceive the benefit of communication technologies from the point of view of simplification of their lives. They especially appreciate the fact that ICT enable more effective time utilization (64.35 %). Some young people consider the time to be a key factor when they decide if they should ask a potential employer for a job. J. Miller (2006, p. 14) based on discussions with students reminds that „if a process of on-line application takes more than five minutes applicants

give it They feel that the employer applies very supervisory and restrictive process which does not show the values they were looking for in their job“.

Utilization of digital communication technologies brings also unpleasant consequences. One negative feature which especially an older generation becomes aware of - is too extensive inclusion of ICT to a common life and consequent living of “virtual” lives. Almost 13 % respondents claim that they sometimes feel like that. Around two thirds of respondents (64.12 %) point out another negative feature and it is isolation of people, no interest in personal meetings or communication with friends, and at work with business partners. The feeling of constant need to contact the surrounding world by means of ICT is declared by more than a half of respondents (52.15 %).

Liquidation of limits between private and public, personal and working life, relaxation and work can be seen among members of generation Y. A fifth of them admit that they like releasing personal information and photographs on web or social networks.

In the next part of the research our plan was to identify relation of generation Y to utilization of ICT media. Above mentioned communication media are used to save time, to connect with their families, friends, colleagues and business partners very quickly and to present their personal information and photographs (Figure 7.1).

All the respondents actively use mobile phones and computers, most frequently they communicate over the mobile phone (93.06 % respondents use it for making phone calls), they like communicating their ideas, attitudes and feelings on the social networks (83.25 %), they send text messages (73.92 %), impersonally communicate via chats (71.05 %) and by electronic post (64.11 %) or share their experiences by means of MMS (37.56 %). Above mentioned media are about equally used by older and younger members of generation Y, differences are not higher than 10 %. Less preferred are discussion forums (27.75 %), they are more popular among young people and standard phone connection of people living at different locations (13.88 %).

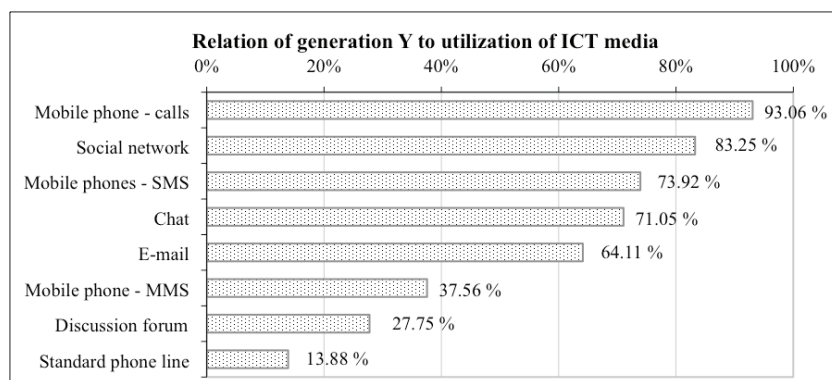


Fig 7.1. Relation of generation Y to utilization of ICT media.

Source: own study

Opportunities offered by social networks and high rate of their utilization in personal communication of generation Y should become an impulse and increase their interest to use them more often in personnel work. Communication via social networks became the most frequent activity on the Internet. Out of the research sample as many as 94.50 % respondents have their profile on one of the social networks. Only 23 respondents do not utilize social networks offer. One respondent wrote that she registered herself in a social network but only by a single application with the aim to get known with somebody. But since then she did not use its services and for research purposes she belongs among people who do not have their profile on social networks. Nineteen respondents were from the group of older and four from the group of younger members of generation Y. Most frequently provided reasons were mistrust of data misuse, possibility to lose privacy, time and preference of personal contact. In Figure 7.2. inclusion of generation Y to individual social network is stated.

On Slovak social networks market two networks dominate – Facebook and Pokec. Worldwide leading position of Facebook on the market of social networks is confirmed also by the results of our research. As many as 97.72 % respondents have created their profile on Facebook.

The second position belongs to the regional network Pokec, whose aim to serve as media for getting to know people, to write with friends or to entertain with people whose interests are similar to ours. More than a half of respondents have their profiles on both social networks.

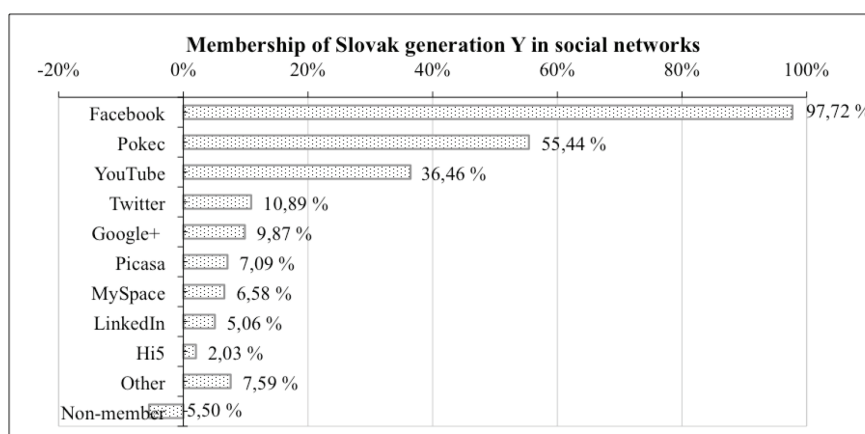


Fig 7.2. Membership of Slovak generation Y in social networks.

Source: own study

From the group of next direct Facebook competitors the social network Twitter is much less represented (10.89 %). Another attempt of Google to establish its own social network competing with Facebook arrived by the transformation of social network Google Buzz to Google+. 9.87 % respondents trust it. On contrary quite important (36.46 %) belongs to another Google network - YouTube oriented on videos sharing. Also next Google product found its supporters in Slovakia – we mean Picasa which is used to organize and modify photos. Less interest was shown by respondents in MySpace (6.58 %). Low interest was monitored in a global network LinkedIn aimed at searching so called “passive professionals” who currently are not looking for a new job, but based on their network profile a new employer might become interested in them.

Interesting findings present data concerning frequency of social networks utilization by the respondents. Seven out of ten respondents (72.70 %) use social networks every day and four of them (44.13 %) even several times a day. Next 22.45 % respondents visit Facebook or Pókec several times a week and only 4.85 % are on social network less frequently than once a week. This data confirm the high dependence of generation Y on social networks.

7.5. Summary

Social networks like e.g. Facebook, Twitter or specific LinkedIn might move working communication to a much faster and more effective level. Nowadays some companies use Facebook as their Intranet. They determine own company profile and only their own employees can get among their “friends”. Smith Group for example uses Facebook for internal communication and informing about their employees’ activities. In this way stronger relations and connections among colleagues arise and it leads to employees’ lower fluctuation and higher loyalty (SOCIÁLNÍ 2011).

Other companies use them for communication with external environment, for example to communicate with potential candidates. Social networks provide human resources managers the opportunity to get information about applicants from external informative systems into which their users willingly but often unknowingly enter data about their personality. Human resources managers may find often hidden personal candidate’s characteristics which needn’t be mentioned during standard job interview.

Slovak human personnel managers more frequently use new ways to recruit employees which might become ways to get young talented people. Assumptions for that are created on both sides – on the side of candidates and on the side of companies.

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