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NEW FORMS OF RECRUITMENT OF EMPLOYEES AS A WAY TO ACQUIRE HUMAN CAPITAL FOR THE ORGANIZATION

Abstract. *The purpose of this study is to determine the role of new forms of recruitment in the conditions of the global economy. In the current situation of Human Capital Wandering, the creation of the value and benefits of the employee and the employer plays an important role. The author analyzed new recruitment directions of Employee Value Proposition which are giving a chance to develop an employee and value for the organization. The objective was realized on the basis of the national and foreign literature query, and global scientific studies remaining in direct relations with the subject of the study. The author presents ways to acquire and build human capital as a basis for the development of organizations and corporations operating in the global economy. The view was presented that the future of economic development of the world will depend on the use of human potential and knowledge exchange of scientific achievements.*

The main objective of the article is to analyze selected aspects of new global forms of recruitment and showing development trends especially in corporations. The role of building values for employee and organization as a set of shared benefits is taken into account. The beginning of a new transformation based on digitization and new rules for employing and acquiring employees was pointed out.

The test method is the method of analysis and criticism of the literature. The article used the following research techniques: analysis of domestic and foreign object literature, analysis of source documents - research desk research, analysis of cases described in the subject literature and method of inference (deduction and induction).

Key words: globalization, recruitment, human resources, human potential, corporations

The dynamics of changes occurring surrounded by a global economy in recent years have caused that modern enterprises facing both numerous opportunities and many related challenges. Turbulent system transformation, the still intensifying process of globalization, migration, as well as technological progress and related changes regarding the sphere of obtaining, processing and transferring information are a challenge of modern development. These changes related to Covid, War in Ukraine require all global participants of the economic game of continuous adaptation. It is necessary to obtain highly qualified human capital for this adaptation. There is a free movement of human capital on a global scale, mainly due to corporations and thus acquiring valuable employees became a global challenge. Progressive digitization will cause unemployment growth and caused a demand for new professions. Just digitization and artificial intelligence start the new transformation of the world's economic development. It should be emphasized that artificial intelligence does not think but is created by man for his needs- it compares, analyzes, provides and presents various virtual visions. This new epoch of digitization accelerated in recent years in connection with Covid and we will look for a global scale of the most talented and creative employees in this industry.

In the era of unlimited possibilities, but also enormous competition and less and less predictable conditions, modern enterprises, as the source of the most valuable capital, focus on the development and acquisition of human potential. The knowledge of employees, their skills and qualifications become the pillar on which organizations can build their success by introducing

innovative and quick solutions, ensuring their customers satisfaction. Therefore, modern forms of recruitment already have a global dimension and require the creation of system solutions in digital form. An important element is to provide the recruited employees with conditions for development and professional development, an example of which is the silicon valley in the USA.

The selection of appropriate and valuable employees is an extremely complex, time-consuming and an expensive process which aims to cover the staffing needs of the company. This process significantly translates into the effects of the functioning of the entire enterprise, affecting the time and direction of its development, as well as its market value and development opportunities. And also for quick and effective responses to all kinds of market challenges. In common understanding, the stage of finding and accepting a suitable employee for a given position is called recruitment. In a broader sense, the recruitment process also includes the process of acquiring candidates for the organization, as well as checking their skills and qualifications, offering them a job and introducing them to a given position.

One of the modern recruitment tools used mainly in corporations is the value proposition for employees EVP /Employee Value Proposition/. EVP is a set of benefits that will be offered to employees in exchange for skills and professional development as well as experience and creativity that they bring to the position they apply. Checking the effectiveness of an employee is also an element of personnel marketing /Employer Branding/, at the same time it is also an assessment of the quality of recruitment by external HR companies.

Recruitment should fulfill three important functions - informative and motivational functions, and play the role of preliminary selection.

The information function, as the name suggests, is to provide potential candidates with the necessary information on employment conditions, salary and possible career development opportunities. The motivational function should arouse the interest of potential candidates, especially when it comes to talented people with high professional competences. On the other hand, the pre-selection function aims to precisely define the employment threshold criteria and working conditions, so that candidates who do not meet these criteria do not apply, thus reducing the costs and time of analyzing submitted documents.¹

The process of recruiting employees begins when a plan of employment needs has been drawn up and it is already known how many employees, about what qualifications and skills, and for what position a given company needs. Then, the source and methods of recruiting employees should be determined - it can be both the internal labor market, when recruitment takes place among already employed employees (if, of course, this market is sufficiently promising and large), as well as the external market, where completely new employees are acquired from outside the company.

A positive aspect of internal recruitment, in addition to lower costs, is also the fact that the person employed for a given position is already known and proven, and this minimizes the risk of selecting an inappropriate candidate. In addition, giving employees the opportunity for promotion increases their motivation to work and provides the opportunity for professional development, as well as gives a sense of trust and loyalty to the employer. Other advantages of this type of recruitment are the significant reduction in effort as well as the shortening of the search time. The negative aspects related to intra-organizational recruitment include, above all, a narrowed field of choice and disturbances in interpersonal relations, and thus a negative atmosphere at work. Internal recruitment may cause the so-called «domino effect» or «ripple effect». This phenomenon consists in the fact that a person who promotes and leaves his position must be replaced by another person, the latter by another, and so on until the next position is taken by an outsider. If this phenomenon is not too large, you can see its beneficial effects, because for many employees it is an

¹ Poczowski A., (2018), *Zarządzanie zasobami ludzkimi*, p. 28, Polskie Wydawnictwo Ekonomiczne Warszawa

opportunity to be promoted and change jobs. However, if the company pursues its professional development policy less well, it may cause significant staffing difficulties.²

External recruitment gives the employer more opportunities to search for employees, as it takes place outside the enterprise. Thanks to this, the newly recruited employees can bring innovative, fresh perspective and new, creative solutions to the company, and it can also have an impact on the improvement of interpersonal relations in the company. The negative side of external recruitment are higher costs, as well as a longer period of searching and the process of introducing a new employee to the position. Hiring a new employee from outside the company may also have a negative impact on the atmosphere at work and demotivate present employees who have been deprived of the possibility of promotion. In addition, there is also a greater risk in selecting the right candidate for a given position.

The following methods are most often used in external recruitment³:

- cooperation with personal counseling agencies, employment agencies or head hunter,
- independent search for candidates on business social networks,
- self-reports,
- database of previously unemployed candidates (due to the entry into force of the RODO on May 25, 2018, i.e. the regulation on the protection of personal data, the candidate must consent to the storage of his personal data and possible use of them in future recruitment processes), internships, apprenticeships, workshops,
- searching among people known personally or among recommended people.⁴

Both the form of external and internal recruitment, as well as their methods, have good and bad sides, so in practice, when looking for new employees, the company often uses both sources, taking into account mainly the time and costs that recruitment for a given position generates.

Nowadays, the most common recruitment of employees takes the form of the e-recruitment, especially during the COVID 19 period, in which Internet technologies are used. It is a method that has an advantage over other forms of searching for employees, due to the general possibility of access to the Internet and an unlimited number of candidates who are present on the global labor market. There are four stages in the development of tools and methods that are used in e-recruitment:

- Web 1.0 recruitment, in which the network is used primarily to publish job advertisements on various job, career and recruitment portals. These portals may also contain information on the labor market, practical advice or simulations of situations that may arise in the recruitment process. On some of the portals it is also possible to analyze the CVs of candidates by the employer;

- Web 2.0 recruitment, for which social networks and search engines are used (including LinkedIn, Facebook, Twitter, Instagram or YouTube), and the parties involved in the process can establish contact with each other and conduct a dialogue with each other in real time;

- Web 3.0 recruitment, this is where the development of multilateral communication takes place. The company shows an active attitude on various types of social networking sites and uses, for example, blogs, simulations or games to build a better image;

- Web 4.0 recruitment is the use of an innovative crowdsourcing method, which involves attracting candidates to the organization by specific companies appointed for this purpose, which are entrusted with certain recruitment tasks, such as searching social networks or giving recommendations to their users. The advantage of this method is the ability to reach a wide group of network users.

² Oleksyn T., (2017), *Zarządzanie zasobami ludzkimi w organizacji*, p. 258-261, Wolters Kluwer, Warszawa

³ Ibid.

⁴ Oczkowska R., (2019), *Zarządzanie zasobami ludzkimi – uwarunkowania, instrumenty, trendy*, p. 166-167, Wydawnictwo Naukowe PWN S.A., Warszawa

The above division of methods used in e-recruitment is a conventional and inseparable division, therefore in practice you can often find solutions that contain elements typical of all these methods.⁵

In addition, there are also alternative solutions other than recruitment, such as:

- overtime work, which is the most common method,
- contract-mandate, which consists in entrusting a specific task to an external employee,
- additional staff,
- employee leasing, offered by special companies, where employees are «loaned» to other companies that report their needs.⁶

Employee Value Proposition as the value for the Employee

Due to the increased phenomenon of imitation and the reduction of production costs thanks to modern technologies, many companies are forced to implement new, more optimal strategies aimed at increasing their value and providing them with an advantage on the market. Nowadays, it is recognized that employees are the key and most valuable element and they are largely responsible for achieving goals. At the same time, marketing is increasingly focusing on a relational rather than transactional approach, assuming that it is necessary to build more lasting and long-term relationships with customers. The values offered to customers should be more individualized and tailored to their needs, and their experiences, which they acquire during the widely understood interaction with a given product or service, should be unique. Beneficial relationships with customers occupy an important position in the strategies of modern enterprises and, as a result, help them create and maintain a lasting competitive advantage.

Similarly, it can be considered that employees constitute a group of internal clients for the company, and therefore the employer should make every effort to create his image as attractive to current and potential employees. The activities undertaken by the company aimed at building this image and building the company's identity are called the concept of employer branding.

Employer branding is an important element of corporate strategies, and the image-building process itself is complex and time-consuming. It can be focused on employees already associated with the company (internal employer branding), or on potential candidates and the company's surroundings (external employer branding).

One of the tools used to build employer branding is EVP (employee value proposition). EVP is nothing more than a unique set of values that employees receive from employers in return for their work. These values should be based on the real resources of the enterprise. They are constant and universal, and make the company attractive, thus attracting the most desirable talents to them. These values can take both material and non-material form, and their attractiveness affects the level of employee satisfaction with employment in a given organization. Satisfaction increases when the benefits offered are proportional to or greater than the labor input, or vice-versa.

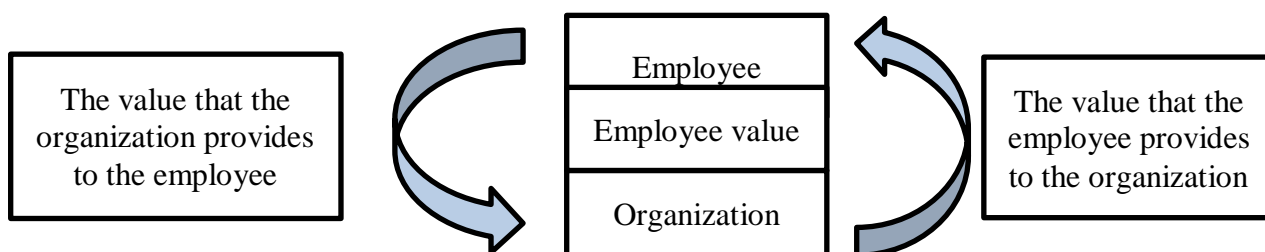


Fig. 1. The concept of employee value in the enterprise.⁷

⁵ Poczowski A., (2018) *Zarządzanie zasobami ludzkimi*, p.25, Polskie Wydawnictwo Ekonomiczne S.A., Warszawa

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⁷ https://wneiz.pl/nauka_wneiz/sip/sip39-2015/SiP-39-t2-393.pdf, access 27.01.2022

Creating and communicating EVP requires a lot of time and money, but if done effectively, it undoubtedly brings benefits. The company will only be able to notice these benefits in retrospect, assessing e.g. how effectively the recruitment and selection process is carried out, what is the level of employee involvement and loyalty, and whether it was able to attract and retain talents.

When creating EVP, the company should take into account the expectations of potential candidates and what makes the already employed employees want to stay, as well as how current trends affect and will affect the brand and the direction in which the company intends to develop. It should be taken into account that each enterprise is distinguished by its specific and typical features and that each person has individual expectations as to the values offered. An in-depth analysis of these issues will allow the employer to identify the appropriate EVP.

From the point of view of a potential candidate, it will be helpful to acquaint yourself with several areas relating to a given enterprise in making a decision regarding the choice of a company with which he or she would cooperate. An important aspect, apart from the economic aspects, will also be getting to know the strategy, mission, vision and plans of the organization, as well as its image, identity and loyalty of its members. In addition, an extremely essential element that may determine the value of the enterprise is the atmosphere prevailing in it or the way of organizing work, as well as the clarity of the employer's intentions. Currently, the use of a form of personnel marketing aimed at training and development of employees outside and inside the organization / Employer Branding /, inside creates a decent working environment, a friendly working atmosphere and the possibility of employee development. Outside, activities creating the image of the company as an attractive employer.

The construction of EVP should be based on several important pillars, which are:

- Honesty - the employer should clearly and honestly communicate his offers to employees and provide to the promised values. Otherwise, employees will lose confidence in him.
- Stability - every employee appreciates the safety and stability of work.
- Attractiveness - the offer should be attractive and have a positive impact on potential candidates and encourage employees already employed to stay in the company.
- Emotionality - the emotional message is related to the interest of the recipient.
- Uniqueness - each company should ensure that its offer is unique and stands out from other offers.

There are three groups of values offered to employees, they are:

- Economic attributes, which include: the level of remuneration (as one of the most important), offered benefits and non-wage benefits (including co-financing for courses and training, private medical care, business telephone, company car, various types of entry cards or gift cards e.t.c.).
- Functional attributes, such as e.g. job security, attractive workplace, flexible working conditions, work-life balance, i.e. the concept of work-life balance, a clear path of promotion, development opportunities, attractive, challenging tasks at work, inspiring management, possibility of international cooperation, etc.
- Emotional attributes, that is: organizational culture, friendly atmosphere, job satisfaction, work with well-known authorities, respect, appreciation of work, etc.

Thanks to modern digital technologies and new opportunities to contact with potential candidates, there are several forms of communication values developed by organizations, namely:

- Internal communication (including workshop meetings, competitions for employees, intranet, events, posters);
- External communication (including website, blog, social media, advertisements, recruitment websites, PR activities, conferences).

Although the creation and communication of EVP is a time-consuming process and generates significant costs, when used effectively it becomes an asset and can bring tangible results,

and attracting new candidates and retaining valuable employees can be crucial for the company in the war for talents.⁸

Man becomes a value and a factor of global economic development, and the ways of investing in the development of human capital and recruiting the most talented on the global labor market are already a tool of competitive struggle.

Conclusion

We are in the period of searching for a new model of social communication and the development of human potential. To date, our recruitment systems, especially in the post-Soviet countries, are ineffective. We are unable to recruit and then keep the recruited creative employee. It depends on creating the conditions contained in the offer of value for the EVP employee inside and outside the organization.

As previously mentioned, capitalism enters a new era in which our brains are on the end of acquiring knowledge and cannot absorb more, there are limits to the possibilities. So the demand will be only for the best. We begin to enter a world more and more detached from real life. We come to a situation of no contact with the real world and other people. The search for new cadres is a global problem and the requirement of the moment.

Science proposes new systems for the development of economic management, and these depend on the global wandering human capital. The implementation of new system solutions in transforming human potential into human capital, i.e. using / capitalizing / it on the free market of science, business and social policy, gives the organization an opportunity to compete on the global market. Therefore, the above-mentioned modern methods of acquiring candidates for work and the process of building the expected values for them in organizations will set new challenges in human resource management and global recruitment.

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