

METHODS OF RECRUITMENT IN THE CZECH AND SLOVAK ORGANIZATIONS

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Abstract

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In the existing highly competitive environment, every organization's goal is to hire quality employees. To be able to acquire quality employees, the HR processes related to employee hiring must be conducted properly within the organization. This paper uses primary research to identify and assess recruitment methods used by organizations in the Czech Republic and Slovakia, taking the employer's brand building into account. The research was conducted on the basis of a questionnaire distributed among Czech (n = 364) and Slovak (n = 340) organizations. The results showed that employers in the Czech Republic most frequently present themselves to potential candidates via their organizations' websites (43.7%), positive references (38.7%) and media advertisements (32.4%). A similar ranking obtains for Slovakia. Organization websites are used 47.5% of the time, positive references 42.5% of the time and media advertisements 33.2% of the time. In both countries, employees are hired for managerial positions primarily using the organization's own resources, promoting the building of the employer's brand.

Keywords: recruitment, methods of selection process, human resource branding, Czech Republic, Slovak Republic, organization, surveys

INTRODUCTION

In the past, recruiting was often a reactive process organizations engaged in periodically when a position needed to be filled. Today, however, more organizations see the recruiting function as a strategic imperative and, therefore, an ongoing process (Bohlander, Snell, 2013).

Currently, though, the situation has been inverted to create a strategic process thanks to which organizations can build their brands and become more attractive to potential candidates. Werther (1992) and Braeseke *et al.* (2013) state that recruitment helps seek out and attract skilful employment candidates to work in the organization and includes testing (Garcia *et al.*, 2014), evaluation and the selection of potential candidates. Employees may be acquired from within the organization in question or on the job market (Bohlander, Snell, 2013). The recruitment process itself begins by

looking for new employees using these two resource modalities, includes their selection based upon the methods and criteria designated (Zhu *et al.*, 2013) and terminates with the submission of the employment application (Hitka, Balážová, 2015; Pilková *et al.*, 2013; Stachová, Stacho, 2013; Armstrong, 2007). The objective underlying employee acquisition is ensuring the greatest possible selection of candidates suitable for a particular position (Osoian, Zaharie, 2014). In other words, the goal is to attract the maximum number of candidates and select the most suitable candidate with the pertinent level of competency required by the organization (Lišková, Tomšík, 2013; Šujanová *et al.*, 2012; Banasova *et al.*, 2011). The above may be summarized by saying that recruitment is an organizational process which seeks the right employee for the right job. Recruitment may be conducted by an HR specialist in the organization in question or by an

HR agency via outsourcing (Johnson *et al.*, 2014; Vetráková *et al.*, 2013). Such an agency collaborates with the organization and recommends only suitable candidates. Candidates who do not meet preselection criteria do not get interviewed by the organization (Zhu *et al.*, 2013; Bohlander, Snell, 2013). Armstrong (2007) further notes that the first step in obtaining candidates from the external environment consists of analyzing the strong points and weak points present in the organization's employee recruitment process, as well as analyzing the position to be filled. The result of this analysis is then used to create a valuable offer for potential employees (Mohamed *et al.*, 2013), contributing to the employer's good brand building, which is also confirmed by Hurrell, Scholarios (2014).

With regard to the declared importance and the need to focus on human resource recruitment nowadays in the organization in the Czech and Slovak Republic (Stacho *et al.*, 2013), in scientific papers as well as in practice, a survey was conducted at the Department of Management of Czech University of Life Sciences Prague and of School of Economics and Management in Public Administration in Bratislava aimed at finding out what kind of methods of recruitment are used in the organizations operating in the Czech and Slovak Republic, and whether they focus on the human resource branding in practice in area of recruitment.

The first part of the article presents theoretical background together with comparisons of secondary resources. The chapter Results and Discussion includes an analysis and a synthesis of the survey targeted at the application of Human Resource recruitment in the Czech and Slovak organizations and their comparison. Next, there is a comparison of results with results of similar surveys conducted abroad and draft recommendations are also included in this chapter.

Theoretical Background of the Work

Employee identification and recruitment may focus on either external resources, i.e., finding the appropriate person on the job market, or on internal resources by offering the position to existing employees (Dahling *et al.*, 2013; Bohlander, Snell, 2013). Conditions on the job market do not substantially influence employee planning as such but instead impact the manner in which people are acquired. Employee recruitment is influenced above all by the culture and values of the organization (Kachañáková, 2013). All these influencing factors then determine a preference for recruiting employees either by utilizing external sources – finding those who have the required skills, knowledge and personal prerequisites – or by recruiting employees using the organization's internal resources – focusing on employees at the start of their careers, where the organization supports their subsequent development (Urbancová, Urbanec, 2013). Recruitment also includes providing information to potential

candidates, persuading them to take an interest in the position in question, related negotiations with them and acquiring information about the candidates from various sources.

Candidate pre-selection takes place on the basis of information provided by the candidates themselves. This may, for example, consist of data indicated provided in a personal questionnaire, a CV or letter of motivation with references (Zhu *et al.*, 2013).

But the collection of information from various nonstandard questionnaire types and from CVs and employment candidate letters is highly demanding and opens a door for errors to occur – important information, for instance, may be overlooked. Standardized questionnaires for all positions within an organization and for all possible recruitment techniques used by the organization may represent a potential tool for effectively classifying candidates.

Also essential for effective classification is the fact that the classification criteria must be determined in advance, along with the order in which these criteria are utilized and the impact they have on whether candidates continue to progress through the selection procedure. These criteria must comply with Art. 13 of the Labour Code, Act No. 262/2006 Coll., and pertinent European Community directives on equal treatment and non-discrimination (Tomšík *et al.*, 2013). This classification process normally culminates in the creation of three candidate categories: those who meet the criteria (and are allowed to progress to the next selection step), those with borderline acceptability (who usually fall just short of meeting a nonessential criterion and remain on the waiting list as backups should be inadequate numbers of fully qualified candidates), and those deemed unsuitable candidates (who fail to meet a basic criterion for the position in question). Great attention must be paid to reports on the results of the individual employment recruitment rounds. The greater specificity with which the real reasons for candidate success/failure are indicated, the more the organization's reputation will be improved and the employer's brand built in the job market (Tomšík *et al.*, 2013; Bohlander, Snell, 2013).

In current organizational practice, a number of recruitment methods exist (Osoian, Zaharie, 2014): candidates may offer themselves, be recommended, suitable candidates may approach the organization directly, notice boards may be utilized, or leaflets, advertising, collaboration with the schools, employment offices, HR agencies or specialized job portals may be utilized (Nikolaou, 2014). Personnel leasing is another potential method employed in practice, e.g., for seasonal temporary workers (Workmarket, 2014). There are a number of recruiting methods (Garcia *et al.*, 2014) whose use varies. Small organizations employ methods different to those used by large organizations. This relates to factors such as the size of the HR department, funding, the economic sector the organization is in, etc., a fact confirmed by Bohlander, Snell (2013).

Internet social networks present a novel way to actively seek out potential candidates through direct contact (Howardson, Behrend, 2014). They have also become a significant source of information for specialized organizations. This new manner of attracting workers is a trend with potential for use by organizations in the near future.

Another HR focus of no less importance related to recruitment is employee selection. This is a process which must be sufficiently precise, effective and is based upon the process of attracting employees (Klotz *et al.*, 2013; Zhu *et al.*, 2013). Individual steps lead to a gradual reduction in potential candidates and the usual selection ratio ranging from 1:8 a 1:30 requires a gradual reduction over several rounds. Most of the time it is not possible to undertake a long structured one hour interview with each candidate and repeat the interview with selected candidates (Tomšík *et al.*, 2013). For this reason, the methods used in individual steps should be ordered sequentially upon the basis of their efficacy: less costly methods which are less demanding of time are used at the beginning of the process. By combining these methods, the precision level of the entire selection procedure is increased. The selection is not aimed at finding the best candidate but the most suitable candidate for the position in question. Employee selection is thus a process which begins with the preselection of candidates, continues with the selection itself, making use of recommended methods, and usually terminating with a decision to hire a particular candidate.

The employee selection methods used most frequently in the past consisted of using information obtained in a questionnaire, interview and references. In current practice, these three methods are supplemented by psychometric tools and assessment centres to increase the precision of the selection procedure and thereby increase the probability of attaining the anticipated performance that will be required of the new employee (Tomšík *et al.*, 2013; Zhu *et al.*, 2013). Personality questionnaires can be distributed online. Their administration is not time consuming and result processing is automatic. Controlled conditions must be ensured for filling out performance tests focused on cognitive skills and so it is convenient to conduct them at the candidate's first visit in the company—regardless of whether this is an assessment centre or an interview.

An assessment centre is a type of test given to candidates during which they are observed by several evaluators (HR specialist, manager and, potentially, psychologist) to cover all behavioural aspects and candidate work in situations in which a single correct solution does not exist. During this test, candidates are subject to various individual and group situations which usually do not require a single correct solution and thus allow assessment of individual behaviour and individual and team work. These test situations are constructed and changed in a varied manner to allow an overview

of candidates from various angles. The use of assessment centres has been growing especially for midsize and large organizations who can test several candidates in a relatively short period of time. This method, however, is costly for small organizations (Baňasová *et al.*, 2011).

Aaker (2003) indicates that the manner in which the recruitment takes place, i.e., the methods used to approach individual candidates, the way headhunting is conducted and the selection methods preferred can as a whole be considered a potential means of building the organization's brand. The author states that brand building allows for improved information interpretation and processing, reinforcing the trust of existing employees and potential candidates in the organization and reinforcing trust in general. Pop (2008) confirms Aaker (2003) and indicates that quality employees cannot be acquired without internal trust. According to Pop (2008), most employees would, in practice, give preference to a renowned employer who, they presume, will provide better financial remuneration and a greater variety of benefits than an unknown company with five employees. Based upon Van Mossevelde (2014) and Bohlander, Snell (2013) it may be summarized that employer brand building is a promotion process for an organization which aims at the acquisition and maintenance of the employees needed. Brand building thus makes the acquisition and maintenance of ideal employees easier.

Considering the facts noted above, the Results and Discussion Section presents the results of the primary research focused on the use of employee recruitment and selection methods in organizations in the Czech Republic, and, these results are simultaneously compared with those obtained from organizations operating in Slovakia.

MATERIALS AND METHODS

The article presents the results of quantitative survey focused on human resource management, specifically in area of employee recruitment in the organizations operating in the Czech and Slovak Republic. The questionnaire was completed by managers of these organizations on the middle and top management. The formulation of questions has arisen from long-term co-operation with School of Economics and Management in Public Administration in Bratislava (SEMPA).

In the questions there were used specialist terms generally known for middle and top managers. For questions that could lead to the ambiguous understanding the term was explicitly defined (Urbancová, 2013). There is the comparative analysis of the results with the Slovak Republic in chapter Results and Discussion.

364 randomly chosen organizations operating in the Czech Republic participated in the survey. The structure of these organizations was as follows:

- According to business sector: 63.5% from the private sector and 36.5% from the public and state sectors.
- According to organizations' size (number of employees): 37.1% with less than 50 employees, 27.5% with 51 to 249 employees; 35.4% with 250 and more employees.
- According to the research, establishing an HR department in an organization depends upon the number employees. The greater the number, the better the chance the organization has established an HR department. Of small organizations (up to 50 employees) only 10.4% have an HR department. For large organizations, the figure is 79.8%. Overall, the research focused on 45.6% of organizations possessing an HR department. Given the fact that employee hiring concerns all organizations and small and midsize enterprises, which make up 99.8% of all companies in Europe (SME UNION Czech Republic, 2014; European Commission, 2009) and that the same is true in the CR (SME UNION Czech Republic, 2014), it is important that Czech research also focuses upon the situation of small organizations (up to 50 employees), whether or not they possess an HR department.

340 randomly chosen organizations operating in the Slovak Republic participated in the survey. The structure of these organizations was as follows:

- According to business sector: 76.9% from the private sector and 23.1% from the public and state sectors.
- According to organizations' size (number of employees): 65.8% with 51 to 249 employees; 34.2% with 250 and more employees. The Slovak research focuses on midsize and large organizations the majority of which – 74.9% – have an HR department and where other Slovak research leads to the presumption that there is greater sophistication on the part of HR departments in the area of recruitment and a greater variety in the use of individual methods.

The methodology is in agreement with Stachová, Stacho (2013), the systemic approach for the objective evaluation of knowledge and processes and for the understanding of mutual interconnections and their nature, and for the elimination of details resulting from random events was used upon the article creation and the survey evaluation. The analysis was used for information collection from scientific papers or questionnaires. All the knowledge was dealt with in smaller parts in order to enable a more detailed focus. As to statistical methods, distribution characteristics were used to express the median. Most of the collected values were expressed in % upon the results summarisation.

The methods of induction, deduction and comparison were used in the paper upon deriving the conclusions. The method of comparison was used upon the evaluation of the present state in the Czech and Slovak comparing organizations

paying sufficient attention to employee recruitment, human resource branding and organizations neglecting it or not dealing with it at all.

To evaluate the outcomes of the survey methods of descriptive statistics (absolute and relative frequency, testing of dependency between set qualitative characteristics and power dependency tests) have been applied. The Pearson's Chi-square test and Cramer's V have been applied (according to Hendl, 2012). If the p-value calculated by means of the χ^2 test (Pearson Chi-Square) was lower than the selected level of significance $\alpha = 0.05$, null hypothesis was rejected. The analysis was carried out using the Microsoft Excel 2013 and statistical software IBM SPSS 21. There were used acronyms: Management = M, Specialists = S, Administrative = A, Workers = W, SR = the Slovak Republic, CR = the Czech Republic, CSO = Czech Statistical Office, SSO = Slovak Statistical Office, HR = Human Resources.

RESULTS

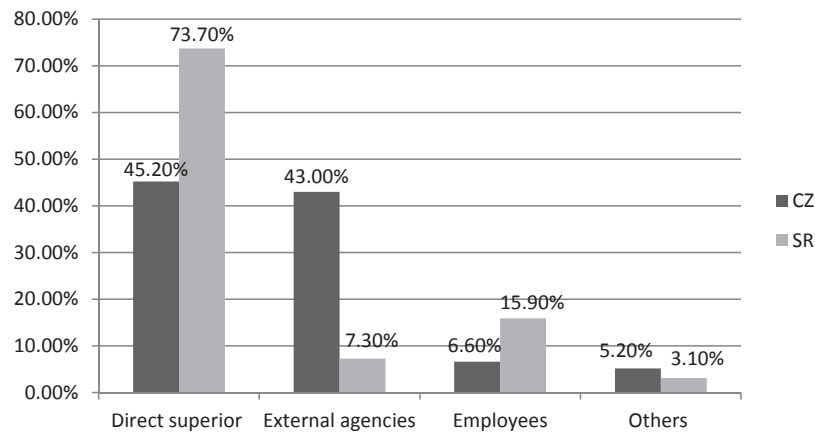
The chapter presents results of the research conducted in the CR and SR which are compared between these two countries. Summaries and recommendations are included as part of the discussion.

39.8% (145) of CR organizations monitored conduct job analyses. But the other 60.2% of organizations unfortunately do not carry out such analyses. For those organizations that do, a determination was made as to the point in time at which the analysis was undertaken. The analyses were most frequently conducted when job descriptions were changed (30.2%), followed by organizations who conduct them regularly (25%), at the time new positions were created (22.0%) and during personnel audits (22.8%). Other reasons for implementing job analyses were indicated by 6% of organizations, most frequently due to organizational changes.

In the SR the situation differs. Job analyses are conducted in 64.7% (220) of organizations monitored; 35.3% of organizations therefore do not carry one out. The organizations which do conduct the analysis do so when new positions are created (51%), when a job description changes (39.8%), during personnel audits (18%) and on a regular basis (14.7%). 3% of organizations indicated another reason for carrying out a job analysis, most often due to organizational changes, also true for the CR.

In the CR and SR, job analyses are most frequently conducted by a direct superior – see Fig. 1.

When it comes to the use of external agencies, the two countries differ. There are a number of renowned external agencies in the CR capable of outsourcing the entire job analysis process based upon the organization's requirements, and companies in the CR utilize this opportunity. One of the reasons for outsourcing and leaving the recruitment process up to an external organization



1: Conducting of job analyses in %
Source: own survey

lies in leaving direct superiors' hands free for other important HR activity (stimulation, employee evaluation, etc.) Further, in practice, the analysis is also carried out by employees who are employed in the position in question or by HR departments and company management.

In the CR, the analysis is most frequently conducted in the private sector (51%). In the CR, there was a dependence between the sector in which a company operates and whether that company conducts job analyses ($p = 0.000$, Cramer's $V = 0.210$, strength of relationship moderate). In the SR, no such dependence was found ($p = 0.237$). In the CR, large organizations with more than 250 employees (55.2%) and midsize enterprises with 50 to 249 employees (25.5%) are most likely to conduct job analyses. In both the CR and SR, the likelihood of a job analysis being conducted was statistically dependent upon organization size. The larger the organization, the more frequently an analysis was carried out (CR: $p = 0.000$, Cramer's $V = 0.361$,

strength of relationship moderate; SR: $p = 0.014$, Cramer's $V = 0.133$, strength of relationship low). In the CR, whether a job analysis is conducted also depends upon whether there is an HR department ($p\text{-value} = 0.000$, Cramer's $V = 0.393$, strength of relationship substantial). In the SR this dependency was not tested because of the prerequisites indicated in the methodology section. In the CR, the job analysis most frequently makes use of the observation method (40.4%), interviews (37.5%) and, subsequently, questionnaires (22.1%).

In the SR, the job analysis is carried out by organizations in the private sector in up to 68.7% of cases. In looking at the job analysis/organization size relationship, the research shows that up to 76.1% of organizations with more than 250 employees conduct job analyses and 62.7% of organizations with 50–250 employees. The most frequently employed method by these organizations was the interview (63.8%), followed by observation (48.1%) and questionnaires (28.0%).

I: Ways of employee's recruitment

Recruitment	Employees category in CR				Employee category in SR			
	M %	S %	A %	W %	M %	S %	A %	W %
Internal sources	77.2	67.3	65.7	33.2	75.4	66.6	59.8	29.9
Former employee records	8.8	15.9	20.1	20.9	10.1	17.2	20.2	22.3
Random applicant records	19.0	29.1	40.1	37.9	18.7	28.4	38.7	38.2
Media advertising	32.4	39.0	40.4	29.1	33.2	41.2	42.0	31.2
Notice boards	11.3	14.3	19.0	17.6	8.9	12.7	17.3	15.4
Personnel leasing	1.1	3.8	2.7	2.2	1.4	5.2	2.4	4.5
Organization websites	43.7	47.0	46.7	30.5	47.5	46.8	51.3	32.1
Intermediary agency websites	14.0	17.9	14.8	8.0	16.1	19.7	15.2	11.0
On-campus contact in schools and teaching facilities	5.8	16.5	8.5	9.3	4.7	14.4	12.3	9.9
Personnel agencies	25.0	24.2	18.1	11.5	22.3	23.4	21.1	13.2
Oral offers	17.6	20.6	22.8	23.6	23.5	22.8	21.7	23.6
Employee recommendations	38.7	52.5	54.9	48.6	42.5	58.6	57.7	42.3
Employment offices	16.8	23.4	36.0	46.7	13.2	19.8	34.8	48.9

Source: own surveys

As part of employee recruitment, a wide range of methods is used in both the CR and SR, which is confirmed by the research results obtained by Osoian, Zaharie (2014). The individual methods are broken down into categories and indicated in Tab. I. Respondents could mark more than one method. The table includes a comparison of results with SR.

The results show that both in the CR and SR, new employees for organization management are primarily recruited from internal resources (77.2% CR, 75.4% SR). With the exception of the "Workers" category, this situation is identical for both specialists and administrative staff. This trend helps employers to build good brands. From the pool of existing employees, talented employees are identified and involved in talent programs where their competencies are developed with an eye to building their career in the organization's management. Of the management employment recruitment methods used in the CR, the most frequently employed are organization websites (43.7%), positive references (38.7%) and media (32.4%). In the SR, identical methods are used most frequently: organization websites (46.8%), positive references (42.5%) and media advertising (33.2%). Recruitment in schools (due to the fact that graduates usually have no experience and must obtain their experience and knowledge working lower positions) and personnel leasing are the methods least frequently used for management employees.

For specialists, the situation slightly differs. Most frequently, employees are recommended to organizations (52.5% CR, 58.6% SR) which is beneficial for all three parties concerned. The applicant gets a job, management saves costs on recruitment and the employee who recommended

the candidate receives financial compensation. Additional methods include organization websites (47% CR, 46.8% SR) and media advertising (39% CR, 41.2% SR). The most frequently used methods to inform the public of open employment positions do not significantly differ for management and specialists. For administrative staff, references are preferred (54.9% CR, 58.6% SR), job agency websites (job.cz, prace.cz, profesia.sk), media advertising and applicant records. For the "Workers" category, the most frequently used are employment offices (46.7% CR, 48.9% SR) and recommendation by a fellow worker (48.7% CR, 42.3% SR).

A wide range of methods is used for recruitment both in the CR and SR. The use of individual methods by employee categories is summarized in Tab. II. Respondents could mark more than one method. The table includes a comparison of results with those for the SR.

The results of the research show that in the CR, employee recruitment most frequently utilizes CVs (M83%; S82.1%; A87.1%; W65.4%) and quality references (especially for employees who wish to work in management). For management and specialists, the emphasis is placed upon interviews with applicants and professional competency tests. Smith (1988) states that graphological tests are used least and this is confirmed by the research.

As in the CR, CVs are the most frequently used criterion in the SR (M61.9%; S72.4%; A71.7%; W68.6%). In all employee categories references and selection interviews are the second most frequently used methods. Based upon the results obtained it may be stated that the situation in the CR and SR is relatively similar. This is also attributable to the fact that a number of Czech organizations

II: Methods of selection process of workers

Methods of selection process	Employees category in CR				Employee category in SR			
	M %	S %	A %	W %	M %	S %	A %	W %
Non-structured interview	28.0	26.1	31.3	31.3	22.4	24.4	27.1	37.8
Structured interview	34.6	37.1	36.3	18.1	29.6	35.0	33.0	22.2
Combined interview	38.2	34.1	29.7	15.9	37.5	38.2	31.8	19.9
Stress interview	9.1	7.7	3.0	1.6	11.2	4.9	2.1	1.3
Problem-solving interview	27.7	26.6	14.6	5.8	24.8	20.1	8.3	3.3
Psychologist interview	12.9	8.5	3.8	3.6	3.8	4.6	4.2	2.9
Questionnaires	36.3	37.1	34.1	26.4	20.6	24.7	26.1	20.6
References	52.5	45.9	40.9	28.8	39.7	32.9	27.3	26.6
Assessment centre	10.4	7.4	4.4	0.8	8.3	8.8	3.9	1.6
CV	83.0	82.1	87.1	65.4	61.9	72.4	71.7	68.6
IQ tests	9.9	9.1	5.5	2.5	8.3	6.4	4.8	1.3
Projective tests	7.4	6.3	0.8	0.5	2.7	3.5	0.6	0.3
Graphological testing	2.7	1.6	1.6	0.8	1.2	1.1	0.3	0.7
Psychological tests	19.8	17.0	7.7	6.9	8.6	3.9	2.7	3.3
Physical tests	7.1	11.3	3.8	9.3	2.7	1.8	0.6	6.9
Professional competency tests	26.1	35.2	24.5	18.1	16.8	27.6	17.9	21.9

Source: own surveys

have subsidiaries in Slovakia and utilize identical employee recruitment and selection methods in both countries. Other reasons include inertia, lack of time, lack of suitable persons to implement change or lack of funding.

DISCUSSION

HR Forum (2014) indicates that under recruitment, methods connected with social networks have been gaining popularity in the CR (e.g., LinkedIn, XING, Joblife). According to HR Forum, one reason consists in the fact that the number of internet users in the CR has been increasing and approaches 54% while in the SR, 46.1% of family homes and 51.8% of apartment building are connected to the internet according to SSO (2014) (for the EU the figure surpasses 60% of households). Slovak HR managers have begun to accept social networks as an employee recruitment tool but still have a conservative, sceptical attitude toward them, confirmed by Kuchárová (2013). The advantages of internet use for employee acquisition have been confirmed by Howardson, Behrend (2014). As HR official websites indicate, educators at universities and higher educational facilities who collaborate on grants or projects related to practical experience may represent a potential source for talented employees in the CR because they can select and recommend talented students while considering the needs of organizations. The collaboration between higher education facilities and universities with practicums may be considered to be healthy in the CR (creation and support of innovation incubators, startups, etc. (MPO, 2006)). Unfortunately, collaboration between universities and organizations in the SR has seen severe neglect. AECD, in its 2012 report, indicates that the SR ranks only in 100th position among 144 countries studied (Tučeková, Geist, 2013). Employment trade fairs where organizations present their employer brands may be considered another potential way in which organizations present themselves to graduates and students. But unfortunately only large international organizations with a high rate of turnover take part in these, while representatives of the small and midsize enterprises which make up 99% of all organizations in the CR, SR and the EU as a whole (CSO, SSO, 2014) do not participate in these trade fairs for various reasons. But support must be provided for the recruitment of talented employees for small and midsize enterprises where functions are more cumulative. The opportunity to support small and midsize enterprises at the regional level in the CR and SR may be viewed as imparting greater quality to the employee recruitment and selection process. The Ministry of Economics of the SR also oversees, among other things, the Európska Vzdelávacia Akadémia, whose role is to support small and midsize enterprises. Via this agency, the Ministry provides education, requalification and language courses related to foreign trade, tourism

and business (i.e., also HR management). Whomever and wherever an organization is recruiting, it wants to be the employer of choice to attract and hire top candidates before its competitors do which confirmed by Bohlander, Snell (2013). Organization need to be sure the brand they promote to prospective employees truly reflects their internal cultures.

Love and Singh (2011) note that building a strong brand by an employer does not result only in a larger number of potential applicants but also impacts on the level of their engagement with their jobs. They confirm the statement by Bursová (2009) that a well managed brand directly relates to organizational performance. Love and Singh (2011) indicated that, based upon the long-term observation of the 20 “Best Employers” in the USA, it became clear that these employers reached 8% higher revenues and 8.2% greater cash flow over a 5 year period than companies not included in the “Best Employers” group indicated above. Research by Hurrell, Scholarios (2014) also confirms the significance of the manner in which employees are recruited in building employer brand.

The research in the CR and SR confirms that organizations combine various means of employee recruitment and selection for individual employee categories. The more positions are related to important competencies, the more difficult it is to acquire quality employees and test their true competency. Research by Osoian, Zaharie (2014) testifies to the differences in the required competency levels in employee recruitment in the public versus private sectors. Czech and Slovak organizations prefer to recruit employees from internal resources, which is in line with the organizational culture set. Of the methods available, organization websites are used, along with recommendations by existing employees. Overall, in both the CR and SR, references and structured interviews are the most frequently used modalities in the selection process; in the “Workers” category, CVs are preferred since less qualified work is concerned. To sum up, the methods used for employee recruitment and selection show no statistically significant differences between the CR versus the SR and using these methods helps to build employer brands and maintain talented employees. Further research into HR may build upon what has been done here and extend it by considering the impact made by organizational culture and associated employee recruitment methods upon employer brand building – currently an HR objectives for most organizations.

Because particularly for the SR, collaboration between the business world and universities is not entirely supported, nor is on-campus recruitment, these results may serve as an opportunity and starting point for further research into how to optimize employee recruitment and harmonize requirements for the competencies organizations demand of students. This also presents the

opportunity to make use of new trends in the recruitment process for talented applicants, such as Talent Management and Recruiting Software and competency centres at universities created with the patronage of large foreign organizations which may select members for their teams and future

employees while they are still in school on the basis of their collaboration with instructors. Applicants may be tested directly as part of the school program, in traineeships or during collaboration on specific projects, with all stakeholders thus seeing better human resources branding.

CONCLUSION

Employee recruitment is one of the strategic activities engaged in by HR. All organizations aim to acquire talented workers who will benefit the organization and become key employees that the organization will retain over the long term. Based upon the primary research, this article aims to identify and assess the recruitment methods currently in use by organizations in the Czech Republic ($n = 364$) and Slovak Republic ($n = 340$) using questionnaires for data gathering and taking employer brand building into account. The results indicate job analyses are carried out prior to employee recruitment by 39.8% of Czech organizations and 64.7% of Slovak organizations. These analyses are conducted most frequently in the private sector (51% for the CR, 68.7% for the SR). A dependency has been shown between the sector in which an organization is active and whether or not a job analysis is conducted (p -value = 0.000, Cramer's $V = 0.210$, strength of relationship moderate). Suitable methods of employee recruitment in most frequent use in both countries include organization websites, positive references and media advertising. Least frequently employed are on-campus recruitment and personnel leasing. In all employee categories studied, the greatest attention in the employee selection process is paid to CVs, quality references and selection interviews. In spite of the statement by Osoian, Zaharie (2014) and Zhu *et al.* (2013) that there are a number of employee recruitment and selection methods in use, this research has shown that Czech and Slovak organizations mainly utilize best practice methods. This points to the necessity of supporting organizational awareness of the opportunities, benefits and pitfalls arising from the use of new trends such as competency centres, Talent Management, Recruiting Software, etc.

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