

Sandra Rafałko

Building employee engagement in the company through recruitment and selection

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Sandra RAFAŁKO

Częstochowa University of Technology, Faculty of Management

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Summary: All kinds of awards, motivations and rivalry have a positive impact on employee engagement. However, the recruitment and selection process aims also at selecting candidates for a vacancy who are equally engaged in the business as in other cases. The aim of this article is to present the aspect of HR policy which affects the engagement of subordinates and successful business operation already in the initial stage, that is the process of recruitment for vacant posts, relying on the impact of the company on subordinates already during growing into the activities of the company in which they strive for a job position.

Keywords: recruitment, selection, business, employee engagement, engagement building.

Introduction

The recruitment and selection process operating on the basis of selection of the appropriate personnel in the companies is of key importance for the HR policy on the vacant position. Human capital is the most important in the company in order to successfully strive for achievement the company's goals, gain competitive advantage, implement new ideas and technological innovations. Recruitment and selection are the basic factors of efficient functioning of the companies on the market, as their key task is hiring the appropriate employee for the vacant post. In such a way that the worker who has been employed in the company has a sense of security and comfortableness at his workstation, what therefore raises the high efficiency in terms of business tasks entrusted. These activities combined together, have an impact on overall employee engagement in company's operations, in such a way that the employee becomes mentally attached to the company and is eager to strive for the development of the company on the market [9].

1. The recruitment and selection as the factor of realization of personal function

Both recruitment and selection of employees begin with the company's planning of the needs concerning the recruitment process for the vacant post. Starting from taking into account the type of recruitment, the costs related to this, selecting the tools needed to select employees, planning of the employment, organizing a new workstation, but above all, taking into account the demand and supply of labor on the market. The process of organizing recruitment and selection takes a lot of effort and companies costs [1].

Another key aspect of Human Resources Management policy in the company is the recruitment and selection of employees, divided into external and internal recruitment. Thus, affecting the staff allocation process, from the very moment of making a decision by the company to hire an employee for the vacant post. Ending with decisions concerning dismissals of subordinators in the company. Allocation is aimed at making the right decisions affecting the personnel function in the company, so that the employees perform their tasks honestly [5].

Table 1. Advantages and disadvantages of external recruitment and internal recruitment

	External recruitment	Internal recruitment
Disadvantages	The costs borne by the company, possible problems with the employee's adaptation, the lack of authoritative knowledge about employee potential, possible lack of cooperation between the new subordinate and old employees, fluctuation, possible dismissals of employees, long time of growing into the job by the new subordinate, the lack of possibilities of promotion of company's employees	Possible prejudices towards employees that candidate for a new vacancy, incorrect assessment of usefulness of subordinate, lack of changes on a larger scale in the company due to the custom of employees, disruption in labor relations, antagonism of subordinates, lack of opportunities for company's development, high costs connected with the trainings, lack of authorities
Advantages	a very wide selection of the appropriate candidate for the vacant post, modern kind of specialist, new qualifications, fresh look of the employee at company's operations, minimal conflicts among subordinates, implementation of new grounds of company's operations, culture, style of work different than the current one, employment according to the actual needs of the company, the opportunity to implement changes in terms of the nature of the business.	well-known employee, knowledge of advantages and disadvantages of the subordinate and the company, morality in the company, improving the motivation of employees, possible development of subordinates, low costs related to the recruitment process, reducing the period of time needed to grow into a job and new business tasks, no expenses associated with increased number of workers employed, simplicity of assessing the labor power connected with a change of the job position, loyalty, the stability in the company.

Source: T. Listwan, *Zarządzanie Kadrami*, C.H. Beck, Warszawa 2004, p. 79.

Recruitment, taking into account whether it is internal or external has many disadvantages and advantages (Table 1), thereby contributing to the engagement of new or old employees towards the overall performance of the company on the market. Every decision concerning the choice of the type of recruitment involves planning the process of recruitment and selection step by step, ending with the implementation of an employee into the business operations, in such a way that the employee performs the tasks entrusted to him in the most efficient way, but also he attaches himself to the job as well as to people in the company [6].

Employers who want to get the best employees that contribute towards the company through their knowledge, involvement in company's activities as well as new views and high qualifications should advertise the company appropriately so that the candidate looking for a job instantly after noticing the company's offer wants to get a job in that particular company. The company that wants to gain the best candidate should inform at the beginning about the perspectives of further employee development, a wide range of tasks in the organization, and an attractive job vacancy which guarantees employees' satisfaction [11].

Table 2. The factors affecting the employment decision

Positive impact	Negative impact
Company which has a good reputation and which invests in public relations	The unknown company or a company which has a poor reputation in the opinion of workersemployed
An attractive salary conditions for candidates	An unattractive salary conditions for candidates
High job security	Low job security
Attractive for candidates, an interesting vacant post	Unattractive for candidates, an interesting vacant post
Tasks may be performed individually and independently	Tasks cannot be performed individually and independently
Good relations at work between workers and management	Bad relations at work between workers and management
The perspective of development and promotion	Low, or lack of the perspective of development and promotion
Attractive location of place of work	Unattractive location of the company

Source: A. Szalkowski, *Podstawy zarządzania personelem*, Wydawnictwo Akademii Ekonomicznej w Krakowie, Kraków 2006, pp. 86–87.

The company that is going to build the employee engagement of both those who have already been employed by the company for a long time as well as the new candidates, should offer the best possible conditions for candidates for a vacant post in the recruitment and selection process. Only arousing particular emotions in workers (Table 2) results in the involvement to the company's operations [5].

2. Selecting the right employee through recruitment

A company that wants to select the best staff should use basic marketing knowledge in its business profile which allows creating high quality and attractive job advertisement, but also to reach potential candidates by placing the advertisement at a particular location. Such activities are called: Job marketing which aims to prepare the job advertisement in such a way as to get as many responses as possible from job-seekers. In the recruitment process it's not just a case of the job advertisement and numerous candidates' responses, but also the job marketing aims to create the ideal profile of a potential candidate for a vacancy offered by the company [2].

Current job advertisements have been evolving for a long time, and due to this, traditional forms of placing job advertisements have become less and less popular in order to find the best candidate for the vacant post. Today, the most popular form of recruitment is Recruitment, which saves a lot of time for both the company which publishes the job advertisement and the employees. The unemployed can check job offers quickly online without going out of the house, but if the candidate finds an adequate job offer, he may send a CV directly to the company as well as other documents required. In addition, thanks to the Internet, candidates who are going to participate in the recruitment process may, before applying for a job, check the company offering employment in terms of opinions of clients, employees as well as the business profile on the market [6].

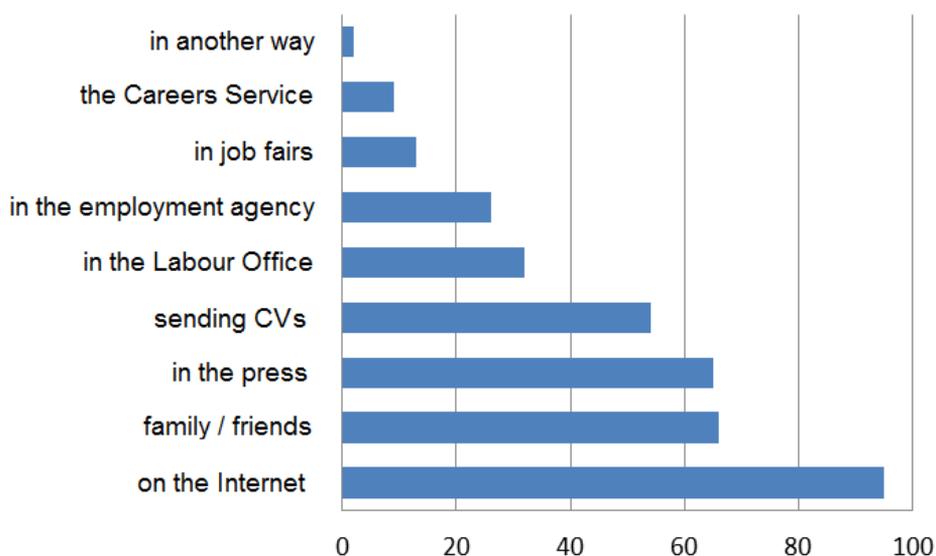


Figure 1. Job-seeking methods by unemployed workers

Source: <http://hrstandard.pl/2012/09/11/gdzie-szukac-pracownikow> [accessed 1.03.2017].

According to a survey conducted in 2012 by the jobexpress.pl portal, the report is estimated as follows: (Figure 1) the most popular method of job-seeking since 2012 is the Internet, the second position is taken by finding employment by using informal connections which people who are applying for the vacant post may have in particular companies. The third position is taken by finding employment through notices in the press, then sending CVs to companies. Instead, the least effective source of searching for employees is a career office, job fairs or employment agencies. In addition, the companies need to remember who they are looking for on vacant posts, as the unemployed will use different sources of job searching because of their age. Older people will use the press or the Labor Office, while young people may use the Internet as a method of job searching so that they can save time and quickly submit their application if they find the suitable job [12].

When looking for candidates for vacant posts, a company with a specific profile of the right candidate must also determine the age or gender that is interesting for the company in order to hire the perfect employee. Each narrow age range of candidates for the vacant post will seek employment in different sources (Figure 2) from another survey conducted by the Institute for Public Opinion Research in 2011, the study identifies other opinions concerning the most popular source of job seeking. In this case, the first position is taken by finding employment by using informal connections, and it is only in second place that we find the Internet. Other sources of job seeking by the unemployed are estimated at less than 10% of respondents. Thus, it can be inferred that recruitment sources such as the third-party recommendation, social networks, notices in the press and the Labor Office are not very effective [13].

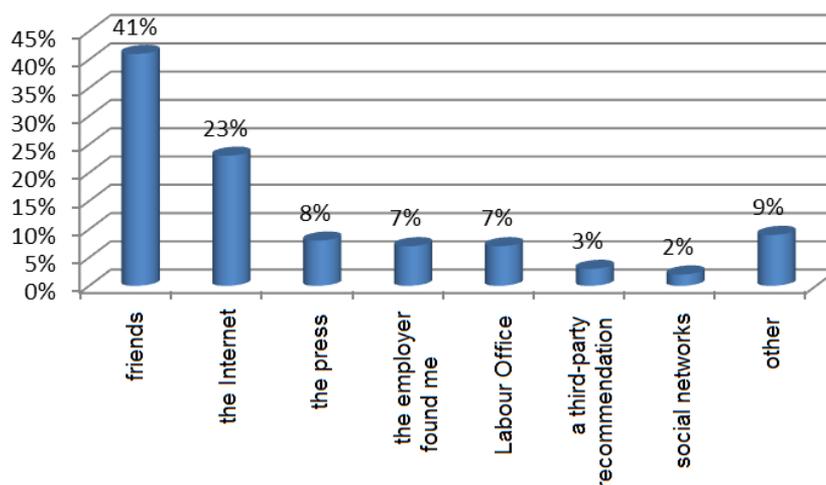


Figure 2. The sources used to find a job

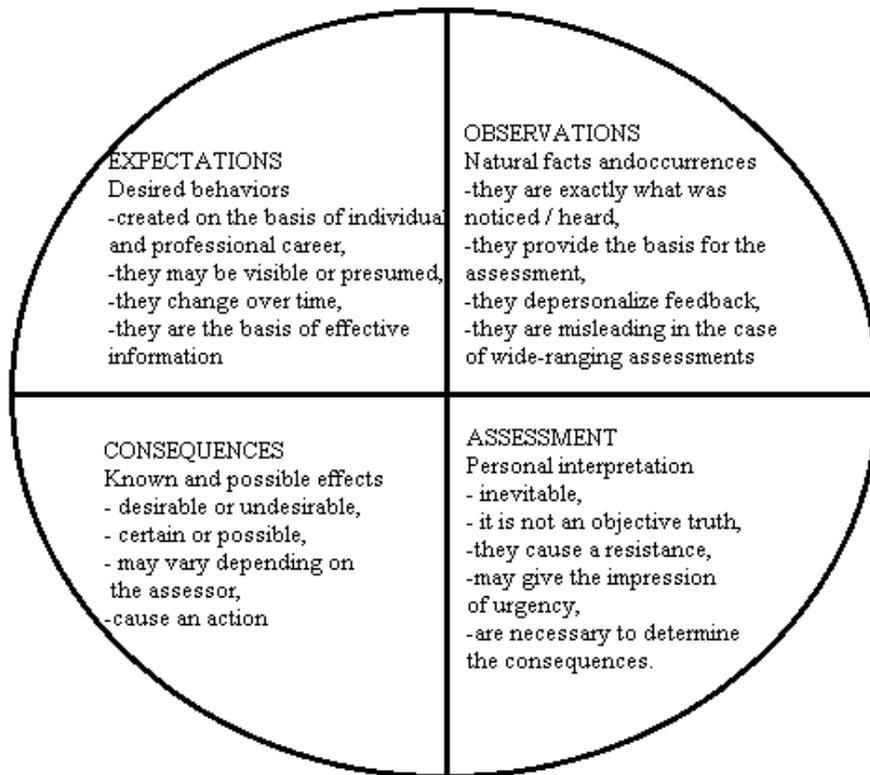
Source: <http://www.egospodarka.pl/art/galeria/71723,Jakie-zrodlo-wykorzystal-a-Pan-Pani-szukajac-aktualnej-pracy,2,39,1.html> [accessed: 1.03.2017].

Any company wishing to build a positive relationship with an employee from the beginning should always review studies concerning the sources of job seeking by the unemployed in order to find a candidate who will later become an engaged employee. The aim of the recruitment in building the employee engagement is to present the company as unattainable for unqualified individuals taking into account the development opportunities for desirable professionals [7].

3. Selecting the perfect employee

The selection, which aims at checking whether the applicant meets the specific requirements, is responsible for identifying the best candidate for a vacancy. In order to conduct the selection process properly, various types of developed methods, techniques, tools are used in the elimination of applicants applying for the vacancy. These activities are designed to quickly eliminate candidates who do not meet the requirements, with a minimal margin of error of the evaluation of employees who are striving for a vacant post, while saving money intended for the recruitment of new staff [1].

Recruiters, while selecting candidates for vacant posts, professionally choose the techniques and tools which allow choosing the best way to select the candidate for a job. In the choice of the most effective selection techniques of the candidates for vacant posts these techniques are used to assess the candidates' ability while both performing the tasks assigned to them and further development opportunities. Candidate selection model is used for responses of people who assess the candidates (Model 1) through the assessment, observation, expectations and consequences. This type of model serves recruiters to eliminate candidates who do not meet the expectations of the vacant post. During the job interview the recruitment team observes the behavior of the candidates on the basis of which the candidates are assessed whether they meet the expectations of the company, consequently deciding to reject the candidates and choose a new employee. The selection may consist of many stages, starting from the rejection of questionnaires sent by candidates, through job interviews ending with the participation of recruits in various skills tests. Despite the models which aim at eliminating selection errors of recruiters, the candidates may also be affected by factors such as stress during the job interview, the individual unwillingness of the recruiter to the recruit, and therefore it is also important for the company to use specialized measuring tools for greater objectivity in the assessment of the recruit [10].



Model 1. Talent assessment model

Source: own study based on: T. Ingram, *Zarządzanie talentami teoria dla praktyki zarządzania zasobami ludzkimi*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2011, p. 122.

Building employee engagement towards the company is also important during job interviews, as the most frequent errors and problems of selection process derive from them. The recruiters must refrain from a hasty opinion with regard to the recruit as the candidate may feel resentment against the company despite the fulfillment of requirements of the vacancy. Misinterpretations of behavior, appearance or utterance, but also attitude, body language, and the way of expression are key errors in the recruitment process and they can influence the opinion of recruiters with regard to the candidates for the vacant post. The incompetence may be indicated by the lack of proper preparation for the candidate's job interview as well as the stress which is caused by such interview. The problems related to the job interview should be eliminated by appropriate people responsible for recruitment and selection in the company through knowledge of sociology and psychology in order to avoid misinterpreting the candidates' behavior and thus to select the appropriate employee for the vacant post. Through a proper behavior of recruits while selecting staff and identifying the right employee they

cause such actions, and thereby they cause that the candidate is involved in company's operations, so that he will be more effective while performing the tasks assigned to him. From the employee's point of view, selection in building employee engagement consists in providing both the requirements related to the work which is going to be done by the subordinates and informing them about development opportunities in subsequent years of employment [3].

4. Aspects that influence the employee engagement in the company

The involvement of employees in the company's operations in itself is very important to the business practice, as each company is well aware that businesses with a high level of engagement among their employees perform significantly better than the businesses with a low level of engagement. The decline in the engagement can be influenced by many factors, thus it is important to monitor subordinates' moods in the company. The process of building employee engagement in the company in terms of all aspects of Human Resources Management policy must be based on the overall vision and mission of the company. Defining the company's strategic goals among the employees, development opportunities and promotion to higher positions also result in higher level of employee engagement. The most important are the recruitment and the company's internal selection which allows proving talents of already employed workers in the company [14].

Both in the process of recruitment as well as in the internal and external selection of employees it is of key importance to select appropriately, taking into account the basic principles:

- schedule – the selection of staff based on the company's employment plans, however, at the very beginning it means taking into account the development of staff already employed by the company, promotions, redeployments, dismissals or degradation of subordinates;
- systemness – the choice of employees should be connected with all personnel policy subsystems in the company, including personnel reserves, motivating subordinates, training and development;
- openness/competitiveness – works by selecting several candidates for the offered position;
- objectivity – necessary for people reliable for recruiting candidates for a vacant post, its main task is not to treat candidates in a superficial way;
- methodicalness and uniformity – it also concerns the assessment of candidates for a vacant post in a successive way of comparing recruits' abilities;
- reliability and fairness – remaining a completely fair-minded recruiter during the selection process of candidates;

- comprehensiveness – using the greatest number of available tools reliable for the professional utility of recruits;
- proficiency – responsible for choosing the right recruiting staff [6].

An example of a company with a great engagement among employees is a Google corporation that mobilizes, gives employees a free hand to solve their tasks and puts great emphasis on creative activities. Thanks to such activities among its subordinates this company continues to thrive, it gains popularity among candidates who are seeking for the vacancy, ending with a productive development and the introduction of technological innovations for consumers. By building a positive image, Google does not need to seek for new employees, because people full of ambition send their applications to this corporation themselves [8].

These types of activities that influence employee engagement are closely related to the vision of the company, which should influence subordinates through positive intentions and generate new, good emotions which tune the employees. In such a way that all actions among employees work for the benefit of the company [7].

Conclusion

Selecting staff appropriately through recruitment and selection is beneficial for all staff. The interpersonal relationships and the offered development opportunities through a promotion into a new position positively affect the whole company. These activities are costly and time-consuming, but because of the overall, they are beneficial for the entire organization. The purpose of this kind of activity is to build the employee engagement from the very beginning through the appreciation of employees' contribution to the company, thus building a positive image, so that new candidates with the required experience are more likely to seek employment in such a company but the company itself also develops and gets more revenues and therefore it becomes competitive on the market. The purpose of this article is to make people aware of that the core of the business are the employees that work in favor of the company, so it is crucial to build the engagement of subordinates in the organization in which they are employed, so that the employees' attachment and willingness are clearly distinguishable in relation to the market competitiveness from the very first moment of taking a vacancy.

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Budowanie zaangażowania pracowników w firmie poprzez rekrutację i selekcję

Synopsis: Wpływ na zaangażowanie pracowników w firmie mają wszelkiego rodzaju nagrody, motywacja czy rywalizacja. Jednakże proces rekrutacji i selekcji również ma na celu wyszukanie kandydatów na wakat, będących w takim samym stopniu zaangażowanych w działalność firmy jak w innych przypadkach. Celem artykułu jest przedstawienie aspektu polityki personalnej wpływającego na zaangażowanie podwładnych w sukcesywną działalność przedsiębiorstwa już w początkowej fazie, którą stanowi proces naboru pracowników na wakujące stanowiska.

Słowa kluczowe: rekrutacja, selekcja, przedsiębiorstwo, zaangażowanie pracowników, budowa zaangażowania.