Authors' Contribution:
(A)   Study Design (projekt badania)
(B)   Data Collection (zbieranie danych)
(C)   Statistical Analysis (analiza statystyczna)
(D)   Data Interpretation (interpretacja danych)
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RECRUITMENT AND SELECTION IN THE OPINION OF SMALL AND MEDIUM ENTERPRISES EMPLOYEES

REKRUTACJA I SELEKCJA W OPINII PRACOWNIKÓW MAŁYCH I ŚREDNICH PRZEDSIĘBIORSTW

Abstract: This article relates to the recruitment of employees for the vacancies. Authors discuss theoretical questions related to employment planning, candidates' identification and their selection, which would lead to employment. Additionally, this article presents a self-study based on the research carried out among employees from small and medium enterprises

of Silesian Voivodship. The aim of this article is to determine theoretical fundamentals of recruitment channels and selection methods used in small and medium enterprises as well as their evaluation with regards to the possibilities of self-presentation and the level of difficulty.

Keywords: recruitment, selection, management, small and medium enterprises

Streszczenie: Prezentowany artykuł dotyczy naboru pracowników na wolne stanowiska pracy. Autorki omawiają kwestie teoretyczne związane z planowaniem zatrudnienia w przedsiębiorstwie, poszukiwaniem kandydatów do pracy oraz ich selekcją prowadzącą do zatrudnia. Dodatkowo w artykule zaprezentowane zostały wyniki badań własnych przeprowadzonych wśród pracowników małych i średnich przedsiębiorstw działających na terenie województwa śląskiego. Celem niniejszego artykułu, poza określeniem teoretycznych podstaw, jest zaprezentowanie kanałów rekrutacji i metod selekcji stosowanych w śląskich MŚP oraz ich oceny pod względem możliwości zaprezentowania się i stopnia trudności.

Słowa kluczowe: rekrutacja, selekcja, zarządzanie, małe i średnie przedsiębiorstwa

Introduction

It is undeniable, that employees drive success of every enterprise. No organisation would be capable to act successfully on the market without human capital. Employee selection in small and medium-sized enterprises can be conducted in a flexible way and in most cases is dependent on one person's decision. However, to find loyal and reliable future employee it is necessary to carry out the recruitment and selection process in considered and careful way. Therefore, more and more companies, even these smallest, decide to professional employees' selection, which includes employment-planning, implementation of the recruitment procedure and carrying out a comprehensive and diverse selection.

1. Employment planning and recruiting new employees

One of the fundamental principles of a carefully conducted recruitment process is to define the employment plan. A manager should define the role of the new employee in an enterprise before they start the recruitment process. When determining the demand for new employment, one should take into account goals of the organisation and the employment structure, which already exists in the enterprise. Moreover, one should pay attention to the fact that the work entrusted within the scope of the position should be possible to carry out[1]. The planning should be therefore approached quantitatively as well as qualitatively. Properly designed, and thus an effective working place, must make full use of the employee's skills and knowledge. On the other hand, it should also be

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[1] M. Dale, *Skuteczna rekrutacja i selekcja pracowników*, Dom Wydawniczy ABC, Kraków 2001, s. 22.

attractive for the new employee as regards salary as well as in terms of the duties to be performed, so that the employee will not lose their motivation for work. Therefore, the first element of the planning process is to define the quantity as well as the quality of the newly created workplaces. Then, the demand for the particular workplace should be determined and complied with the planned supply.

Another step towards recruiting and employee is the recruitment process, which is identifying candidates for work. An experienced manager should begin every recruitment process inside their organisation. Many factors speak in favour of this idea, however, the most important one is that the employee who is already employed in the enterprise knows the rules and has work experience. Moreover, changing a position is a promotion and an extra motivation[2]. Nevertheless, it often happens that there is no adequate candidate among the employees. This is when an external recruitment shall begin. This form of identifying candidates means more work for people responsible for human resources management in the enterprise, as it is necessary to adjust the distribution channels of the job vacancy notice so that it helps in finding suitable people for work in the organisation.

Recruitment channels shall be strongly dependent on type of the vacant post. If the position does not require a great experience, and the employer considers the knowledge of the employee to be important, it is worth checking if there are suitable candidates in nearby higher education institutions. Larger enterprises, when recruiting among students and selecting the university, are mainly guided by the university's reputation and effects of work achieved by its graduates[3]. In case of respected universities, the recruitment for work takes place not only at the time when organisation has a vacant post. The enterprise usually tries to make students interested in the work in particular organisation by delivering lectures or by organising job fairs in cooperation with career service[4]. Students consider as an important the possibility of completing their holiday internship in the enterprise. A different recruitment channel is a District Employment Office (PUP), which runs activity in every larger town. These institutions have a database of unemployed people, including information about their education and work experience. Cooperation with PUP enables the entrepreneur „obtaining" the candidate for work, according determined expectations, with a relatively low work. Similar services are provided by recruiting companies; however, in this case, organisations must face additional costs of the recruitment process, which for most small and medium enterprises is simply unprofitable.

The easiest way to identify candidates for work by own means, is a job vacancy notice. Today it is possible to place an advertisement in the local press, radio or to publish without any charge in the Internet. The recruitment process, which is carried

[2]   A. Wajda, *Podstawy nauki o zarządzaniu organizacjami*, Difin, Warszawa 2003, s. 143.
[3]   J.W. Boudreau, S.L. Rynes, *College recruiting in large organizations: practice, evaluation, and research implications*, "Personnel Psychology" 1986, no 39, s. 729-757.
[4]   B. Jamka, *Kierowanie kadrami – pozyskiwanie i rozwój pracowników*, Oficyna Wydawnicza Głównej Szkoły Handlowej, Warszawa 2000, s. 38.

out this way, has its advantages – most of all, the employer has the possibility to reach a wider audience in a relatively short time. The number of candidates for work can therefore be satisfying; however, the quantity does not always mean quality in this case. Because the advertisement is generally available for everyone, not only people who meet the requirements, but also everybody who wish to work in the organisation respond it[5]. In order to reduce this phenomenon, when the employer has an interest in identifying employees with determined skills and experience, it is advised to publish job advertisements in industry-specific press or websites.

It is becoming more and more popular, especially in case of larger organisations, which recruit for many positions, to organise an open day event. This is the time when a company opens its doors for people from outside – potential employees, who can recognize work conditions and rules of the company

Today, entrepreneurs who wish to find qualified specialists for work are actually forced to use constantly newer recruitment channels. "Prognoza HR 2016" ("HR 2016 Forecast") research shows that 77% of employers have observed signs which indicate that the labour market is changing from the „employer's market" to „employee's market". On the other hand, 39% of these employers have observed that it is difficult to identify candidates for work, and 34% that candidates' demands have increased (fig. 1).

Figure 1. Changes in company in the area of Human Resources Management
Rysunek 1. Zmiany w firmie w obszarze zarządzania zasobami ludzkimi
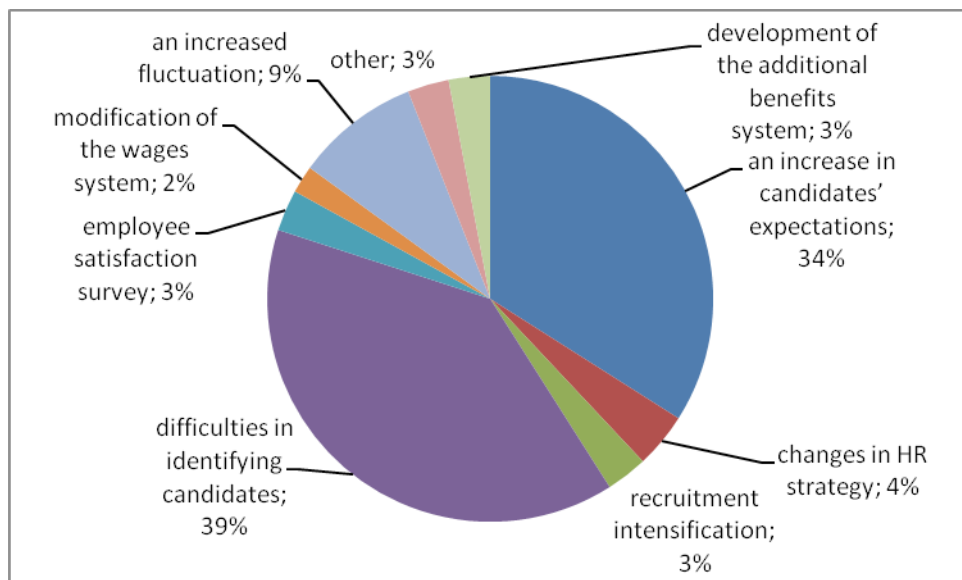
Source: Prognoza HR 2016: Koniec rynku pracodawcy? Raport z badania, Zespół Doradztwa HRM partners S.A., Warszawa 2015, s. 6.

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[5]   Ibidem, s. 45-46.

Respondents of another research titled. „Plany pracodawców" (Employers' plans) done by Randstat research Institute at the turn of January and February 2017, were of a similar opinion. In this case, 72% of all respondents said that today it is more difficult to recruit a candidate, than two years ago[6].

2. Selection

As mentioned at the beginning, the recruitment process is only one element of the selection process. Selection is another step, after pulling together the existing candidates data. This is a process means information gathering, verification and analysis and as an effect it leads to selecting a suitable person for the available job position. The selection includes few stages, among which the following can be distinguished: recognizing the written offer submitted by the candidate, verification of the information, knowledge test and the final interview[7]. Selection tools applied less are such ass personal questionnaire, survey, aptitude tests, psychological tests or assessment centres.

The fundamental and most important document in whole the recruitment process is employee's professional curriculum vitae. This document shall include personal details of the candidate, information on their education, and history of work experience, additional skills, foreign language knowledge and their interests. Such a document is relatively formal, which makes it transparent and easy to be analysed quickly. Moreover, it presents all information regarding the candidature, which is crucial for the manager. Another important document is also a letter of motivation. As opposed to CV, its aim is to present candidate's abilities and to explain why the candidate is suitable for the particular position[8]. Moreover, in the letter of motivation, the candidate should state why they are interested in working in this particular enterprise.

Besides the analysis of professional curriculums and letters of motivation, the interview is a usually applied tool. It is mainly based on receiving answers to questions asked by the employer. During the interview, there is no place for touching personal issues and the roles of the interviewer and respondent are clearly defined. What is more, the efficiency of an interview depends in a large extent on the abilities of the person in charge of it, on their professional preparation to the meeting, ability of creating a friendly atmosphere and asking questions properly, ability of listening and interpreting the results of an interview[9]. Candidate should be serious about the interview and treat in as an occasion to present oneself in the best possible way.

Different types of tests are also more and more often used as a selection method. These are psychological tests, capability tests or knowledge tests. Implementation

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[6]   Plany pracodawców. Raport z badania, Instytut Badawczy Randstat 2017, s. 41.
[7]   M. Kostera, *Zarządzanie personelem*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2010, s. 64.
[8]   M. Dale, *Skuteczna rekrutacja i selekcja pracowników…*, s. 136.
[9]   M. Suchar, *Rekrutacja i selekcja personelu*, C.H.Beck, Warszawa 2003, s. 73-74.

of the first one aims to provide true information on the tested person's behaviour by showing their individual features. Psychological test can be helpful in predicting candidate's future successes in the job position offered by the employer. On the other hand, capability tests usually examine skills, which are necessary for particular vacancy, for example verbal skills, fast enumeration skills, manual skills[10]. The last types of tests used by employers are knowledge tests. Usually managers decide to use them when they try to identify a candidate for a position, which demands strictly defined knowledge, for example related to law.

Employers, especially those who run small and medium enterprises, usually focus on the above-described methods of selection. However, it is important that choosing the appropriate selection technique should be depended not only on the size of the enterprise, but most of all, on the vacancy for a post.

3. Methodology of Research

The presented results have been obtained throughout the course of the project titled *Elementy procesu zarządzania personelem (Elements of the human resources management process)*[11]. The analysis carried out for the needs of this task aimed most of all to help in answering the following questions:

– what kinds of standards of human resources management are used in the surveyed organisation?

– what are the means of realisation of the processes of acquiring, development, evaluation and rewarding employees?

The investigations have been carried out by the questionnaire method. Additionally, in case of chosen subjects, a pilot direct interview has been carried out. This enabled to specify the initially prepared survey. Adopting such techniques enabled gathering statistic data (quantitative and economical data) as well as qualitative data (perception, value judgements, and opinions, views, and facts awareness). The analysis was conducted in the period of August - October 2016 on a group of small and medium enterprises of Silesian Voivodship. The tool used to carry out the research was a questionnaire consisting mostly of closed questions. The questionnaire has been sent to 80 small and medium enterprises with a request to be filled by the employees. 190 complete and properly filled in questionnaires has been accepted for the purposes of this analysis.

The study results presented in this elaboration are only a part of the surveys carried out.

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[10] M. Armstrong, *Zarządzanie zasobami ludzkimi*, Oficyna Wolters Kluwer, Kraków 2007, s. 406-411.
[11] Projekt był realizowany przez pracowników Instytutu Zarządzania i Ekonomii w 2016 roku w ramach badań statutowych Wyższej Szkoły Humanitas ze środków Ministerstwa Nauki i Szkolnictwa Wyższego.

4. Recruitment and selection in the light of own research

A total of 190 employees of small and medium enterprises of Silesian Voivodship voluntary took part in this research. Among these, 35,79% were women and 64,21% were men. Employees aged 36-41 (41 %) and aged 26-35 (nearly 33%) were the most numerous group of respondents (table 1). In terms of respondents' education, the most numerous group was the one with vocational education (slightly more than 34% of all respondents) and with a university degree (slightly more than 24% of all respondents). In terms of the professional experience of respondents, the most numerous were these up to 5 years (nearly 39%) and those between 5 and 10 years (38,43%). Among the respondents, the largest group were physical workers (34,74%) and officers (33,16%).

Table 1 shows the characteristics of a surveyed population as regards age, education, professional experience and the position.

Table 1. Surveyed population characteristics as regards age, education, seniority and position
Tabela 1. Charakterystyka badanej zbiorowości pod względem wieku, wykształcenia stażu pracy i zajmowanego stanowiska

Feature	Structure in %				
Age	up to 25 years	26 to 35 years	36 to 45 years	46 to 55 years	over 55 years
	13,69	32,63	41,05	5,26	7,37
Education	primary	vocational	secondary	Post - secondary	university degree
	7,37	34,21	20,00	14,21	24,21
Seniority	up to 5 years	5 to 10 years	11 to 20 years	21 to 30 years	over 30 years
	38,95	38,42	16,31	6,32	0,00
Position	physical worker	customer service	officer	upper management	management
	34,74	8,95	33,16	11,05	12,10

Source: self-study based on the research.

Among the respondents, 24% started their employment for the first time, and for 76% the job was their another employment. The questionnaire asked the respondents about methods of external recruitment, which are applied in the company. It is important to mention that the respondents could choose more than one response, because most enterprises use more than only one recruitment method. As shown in the Fig 2., the most popular method is the Internet (nearly 63%) and Employment Offices (nearly 46%).

Figure 2. Methods of external recruitment used in the examined enterprises
Rysunek 2. Metody rekrutacji zewnętrznej stosowane w badanych przedsiębiorstwach
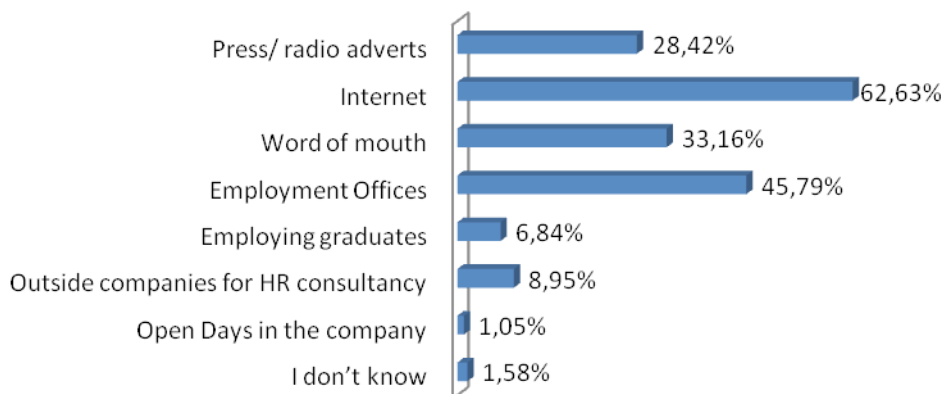
Source: self-study based on the research.

When it comes to the internal recruitment methods, the research shows that most companies do not apply any (56,32% - Fig. 3). In case of this question, respondents could also choose more than one response because most enterprises use more than only one recruitment method. Among the internal recruitment methods, the most popular answers were internal databanks (14,21%) and delegating (12,10%). In is important to point out that nearly 15% of employees do not know what kind of internal recruitment methods are applied in the enterprise.

Figure 3. Methods of internal recruitment used in the examined enterprises
Rysunek 3. Metody rekrutacji wewnętrznej stosowane w badanych przedsiębiorstwach
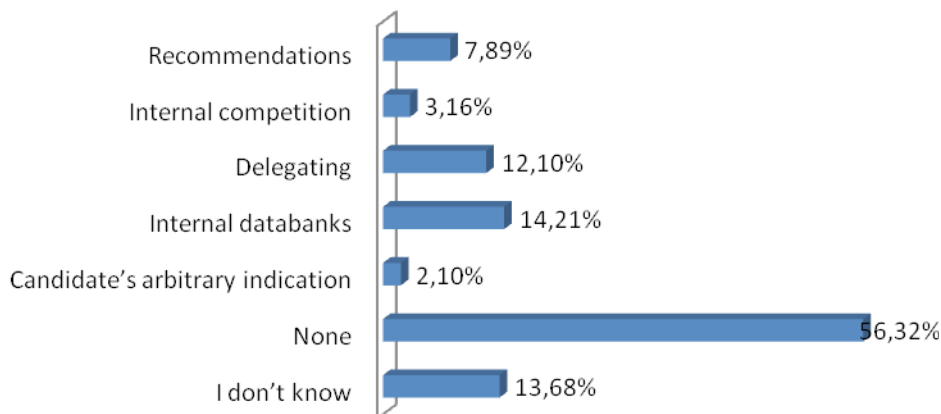
Source: self-study based on the research.

Figure 4 presents recruitment and selection tools which are used in the examined enterprises. Respondents were asked to name all the tools and procedures, which they had to undergo when applying for a job position in the examined enterprise.

Figure 4. Recruitment and selection tools applied in the examined enterprises
Rysunek 4. Narzędzia rekrutacji i selekcji stosowane w badanych przedsiębiorstwach
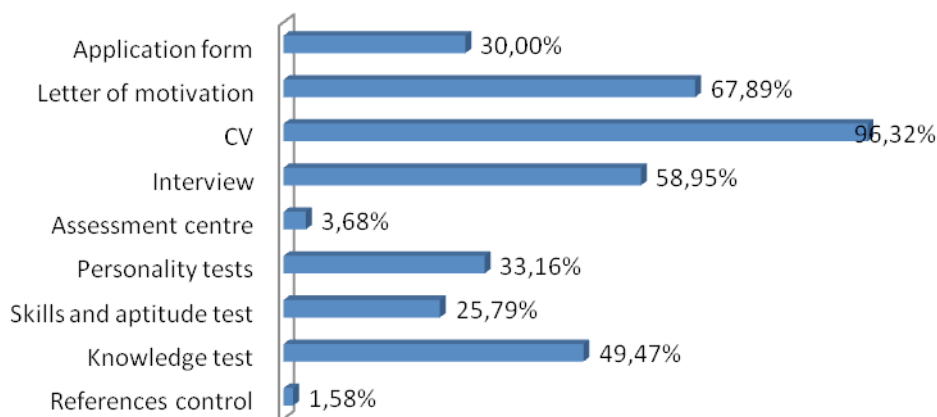
Source: self-study based on the research.

Nearly all respondents (over 96%) when applying for a job vacancy, submitted their Curriculum Vitae. Another popular tool for recruitment and employees selection was a letter of motivation (67,89%) and an interview (58,95%). It is important to mention it is more and more popular for employers to carry out knowledge tests (49,47%) as a help in selection among the potential employees. It happens relatively often that employers take into account also personality tests (33,16%) and skills and aptitudes tests (25,79%).

Table 2 presents an evaluation of the stages of selection with respect to the possibilities of presenting respondents' competences. Respondents think that Curriculum Vitae is the beast mean to present their competences (80%). They also mentioned an interview (nearly 50%) and knowledge tests (nearly 35%). 20% of the respondents think that filling out an application form gives the least possibilities to present their competences as well as the CV (over 16%) and letter of motivation (15,79%) and knowledge tests (slightly over 15%).

Table 2. Assessment of the stages of selection with respect to the possibilities of presenting respondents' competences

Tabela 2. Ocena etapów selekcji pod względem możliwości zaprezentowania kompetencji respondentów

Stages	Assessment				
	Very high	High	Low	Very low	n/a
Application form	6,32	3,68	9,47	10,53	70
Letter of motivation	3,68	12,63	10,00	5,79	67,90
CV	41,58	38,42	14,74	1,58	3,68
Interview	23,16	25,26	10,00	0,53	41,05
Assessment centre	0,00	1,58	0,53	1,58	96,31
Personality tests	12,10	11,05	6,84	3,16	66,85
Skills and aptitudes tests	6,85	11,05	5,79	2,10	74,21
Knowledge tests	18,95	15,26	11,05	4,21	50,53
Other (references control)	1,05	0,53	0,00	0,00	98,42

Source: self-study based on the research.

Table 3 presents the assessment of the difficulty of particular stages of the selection process. Over 56% of the respondents mentioned that the most difficult part of the selection process is writing their letter of motivation, an interview (over 42%) and knowledge tests (nearly 37%). On the other hand, making a CV and filling out the application form were identified as the easiest parts (respectively over 70% and nearly 25%).

Table 3. Assessment of the difficulty of particular stages of the selection process

Tabela 3. Ocena stopnia trudności poszczególnych etapów procesu selekcji

| Stages	Assessment of the difficulty				
	Very easy	Easy	Difficult	Very difficult	n/a
Application form	8,95	14,74	4,21	2,10	70,00
Letter of motivation	2,10	17,89	24,74	31,59	23,68
CV	25,27	45,26	20,00	5,79	3,68
Interview	2,10	14,74	33,16	8,95	41,05
Assessment centre	0,00	0,53	2,63	0,53	96,31
Personality tests	1,05	7,37	20,52	4,21	66,85
Skills and aptitudes tests	4,74	6,84	9,47	4,74	74,21
Knowledge tests	3,68	8,95	30,00	6,84	50,53
Other (references control)	1,05	0,53	0,00	0,00	98,42

Source: self-study based on the research.

28,42% of the respondents mentioned that during the process of their recruitment, some surprising questions occurred. However 71,58% of the respondents did not mention having such an experience. It is rather unsatisfactory that 75,26% of the respondents mentioned that the recruiting person has not committed to inform neither about positive, nor about the negative result of the interview.

In case of over 80% of the interviewed, the recruitment process took from two to three weeks. Figure No. 5 presents an actual time of duration of all stages of the recruitment process in the view of the employed people.

Figure 5. Time of duration of all stages of the recruitment process
Rysunek 5. Czas trwania wszystkich etapów rekrutacji
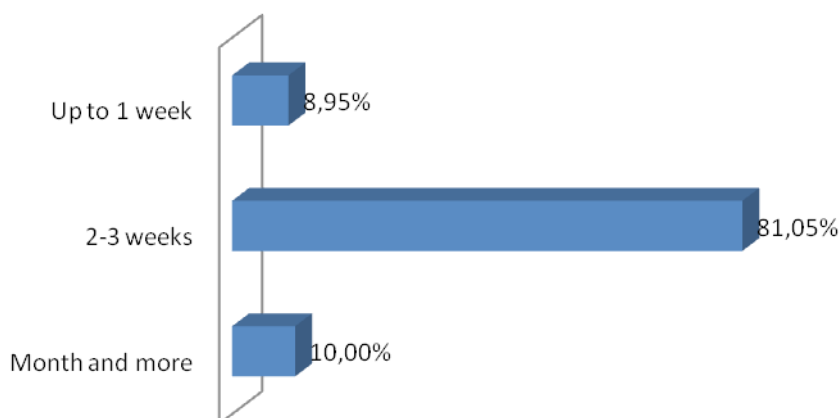
Source: self-study based on the research.

Summary

Recruitment process is one of the elements of human resources management and employees' selection. Presented research applies to small and medium enterprises, where employees' selection can be done in a relatively free way and is depended, in most cases, on one person's decision. Among the different methods of external recruitment, used by employers from small and medium enterprises of Silesian Voivodship, the most frequently used ones are the Internet, Employment Offices and the word of mouth as well as press and radio advertisements. More than a half of the interviewed thinks that employers from small and medium enterprises do not use any methods of internal recruitment and the most frequently used ones are databanks and delegating. It is also important to point out that nearly 14% of the employees do not know what kinds of methods are used.

An analysis of the research shows that the employers from small and medium enterprises use traditional tools for recruitment and selection. Nearly all respondents,

when applying for their job positions, submitted their CV and at the same time, they mentioned that this was the best opportunity to present their competences. Another tool for the recruitment process, which employer used most frequently, was a letter of motivation and an interview. Almost half of the respondents have been subjected to knowledge tests, which are intended to help in the recruitment process among potential employees.

Recruiters tend to be reluctant when it comes to notifying candidates about neither positive, nor negative result of the recruitment process. This has also been confirmed in the research carried out among employees from small and medium enterprises.

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