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Contemporary trends in the area of recruitment of employees as internal stakeholders of the organization

Współczesne trendy w obszarze pozyskiwania pracowników jako wewnętrznych interesariuszy organizacji

Abstract: *In the era of increased competition for employees, and deepening the deficit of specialists in the labour market (brain drain) businesses are looking for new forms and tools of recruitment and their optimal compilation to win the most valuable specialists. Prospective employers must act quickly and be flexible; otherwise they lose valuable talents to other companies. This forces change in the approach to recruitment and results in the emergence of new forms and tools to attract valuable candidates, seen as internal stakeholders of the organization and encourages them to apply for a position.*

Keywords: recruitment, stakeholders, gamification, crowdsourcing

Streszczenie: *W dobie rosnącej konkurencji na rynku pracy oraz pogłębiającego się deficytu specjalistów (drenażu mózgow) przedsiębiorstwa szukają nowych form i narzędzi rekrutacji oraz ich optymalnej kompilacji, aby pozyskać najbardziej wartościowych pracowników. Potencjalni pracodawcy muszą działać szybko i być elastyczni, w przeciwnym razie tracą cenne talenty na rzecz innych przedsiębiorstw. Wymusza to zmianę podejścia do rekrutacji i skutkuje pojawieniem się nowych form i narzędzi przyciągania wartościowych kandydatów, postrzeganych jako interesariusze organizacji, oraz zachęcania ich do ubiegania się o pracę.*

Słowa kluczowe: rekrutacja, interesariusze, grywalizacja, crowdsourcing

Introduction

In a knowledge-based economy, growth-oriented companies seeking to maintain competitive advantage must strive for high quality human capital. Employing valuable employees is one of the most important activities that contribute to the value of each organization. In the process of gaining valuable candidates, recruitment plays a key role, as this is the most visible element of the company's activities on the labour market. However, the contemporary labour market – like the whole economy – is subject to profound and dynamic transformations, which makes effective implementation of this stage of the human resources process

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more and more difficult. Opportunities to acquire the right number and quality of human capital remain under the influence of macroeconomic trends, of which the demographic changes observed in recent years deserve particular attention. The aging process of the population, together with the escalating migration processes, lead to shrinking labour resources. Even today, many employers find it difficult to find suitable candidates, and attracting talented individuals is becoming increasingly challenging. Generative changes related to the labour market entering of the Y and Z generation are also of great importance. Young generation representatives have different expectations for potential employers and prefer other forms of contact with them. The above conditions force the evolution of the recruitment approach and result in a broadening of the recruitment tools, in order to increase the attractiveness of the company's offer, attract the attention of the candidates and encourage them to apply for employment.

This article is of a theoretical nature. The purpose of this paper is an attempt to explain the essence of the contemporary external recruitment by identifying the key trends observed in this area aimed at shaping relationships with employees as stakeholders in the organization. For its implementation, the method of critical analysis of literature was applied.

Employees as stakeholders of the organization

In literature on the subject, the concept of stakeholders is interpreted differently and the selection of these groups in particular organizations is increasingly widespread. In the last decades of the 20th century, the word "stakeholder" has become more commonly used to mean mostly "a person or organization that has a legitimate interest in a project or entity". In discussing the decision-making process for institutions, also including large business corporations, government agencies, and non-profit organizations, the concept has been broadened to include everyone with an interest (or "stake") in what the entity does.

Generally, stakeholders are "groups or units that can influence or are influenced by an organization"³ or "groups or persons directly or indirectly interested in the organization's activities in pursuit of its objectives"⁴.

The basic assumptions of the theory are as follows⁵:

- the organization is a network of relationships with many stakeholders who influence and are influenced by its decisions;
- the nature of these relationships is crucial, taking into account both processes and effects for organizations and their stakeholders;
- the interests of all groups with authority are of considerable value⁶;
- The key theoretical aspect of practice is to define the conditions for managing decisions in terms of the impact of stakeholders.

³ R.E. Freeman, *Strategic Management: A Stakeholder Approach*, Pitman, Boston 1984, p. 21.

⁴ J. Stoner, R.E. Freeman, D.R. Gilbert, *Kierowanie*, PWE, Warszawa 1997, p. 80.

⁵ T.M. Jones, A.C. Wicks, *Convergent Stakeholder Theory*, "Academy of Management Review" 1999, vol. 24, no. 2.

⁶ T. Donaldson, L.E. Preston, *The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications*, "Academy of Management Review" 1995, vol. 20, no. 1.

In the case of a precise description and definition of interest groups, there may be several more or less detailed divisions, directly or indirectly related to the organization concerned, but the exact definition of the stakeholders depends on the sector in which the entity is active⁷. However, it is important to link the role of relations with stakeholders in the organization to the confidence-building process between the different groups, since the level of trust decreases year by year due to the prolonged economic crisis and the problems faced by business individuals and public businesses in a turbulent environment every day. The major interest groups of each organization include (so called primary or active stakeholders):

- shareholders,
- employees,
- management staff,
- customers,
- financial institutions (i.e. banks),
- suppliers,
- local communities,
- others.

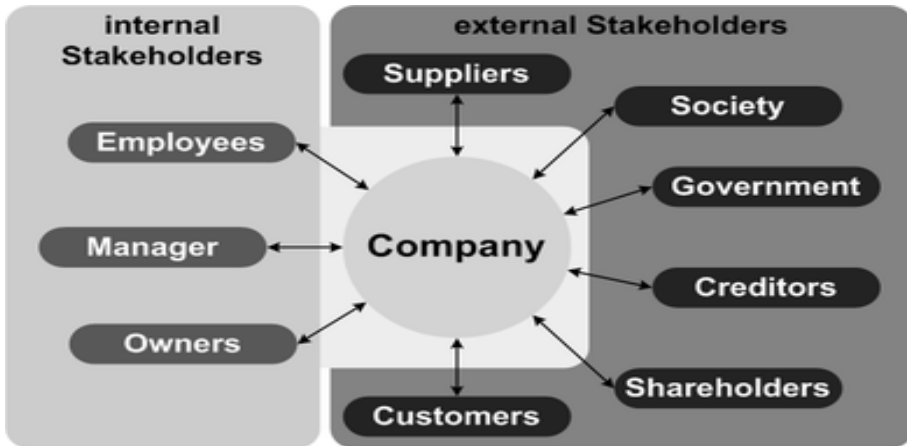
According to a broader mapping of an organization, stakeholders may also include (so called secondary or passive stakeholders):

- labour unions,
- government regulatory agencies,
- government legislative bodies,
- government tax-collecting agencies,
- industry trade groups,
- professional associations,
- NGOs and other advocacy groups,
- prospective employees,
- prospective customers,
- local communities,
- national communities,
- the public at large (global community),
- competitors,
- schools,
- future generations,
- analysts and media,
- alumni (ex-employees),
- future employees,
- research centres,
- each person⁸.

⁷ W. Wereda, *The nature of stakeholders in changing environment of the organizations*, [in:] *Organization in changing environment. Conditions, methods and management practices*, B. Domańska-Szaruga, T. Stefaniuk (eds.), Wydawnictwo Studio Emka, Warszawa 2014, pp.117-126.

⁸ More in: W. Wereda, *Orientacja na zaufanie a budowanie relacji z interesariuszami w organizacji*, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu, nr 376, Wrocław 2015, pp. 228-230.

The main division of stakeholders present two aspects: internal and external (picture 1). Due to the fact of being in a group of employees, everyone can be transferred from external to internal (future employees, from internal stakeholders (regular employees, managers, top management, owners) to external ones as alumni (ex-employees, competitors, and partners).



Picture 1. General division of stakeholders
Source: own study.

One of the most important stakeholder groups of any company are its employees. The rank of this group is due to the fact that human capital, owned by employees, is the main component of intellectual capital, which is the primary stimulator of the organizational value creation in the knowledge economy. In this context, acquiring valuable professionals and building their trust in the organization becomes one of the most important areas of personnel policy. In turn, the growing expectations of candidates lead to the evolution of forms of searching and attracting them to the organization.

Traditional versus new forms of recruitment

Recruitment is a phase that initiates one of the key stages, from the point of view of the functioning of an organization in a knowledge economy, of the human resources gaining process, the process of selecting employees. Its essence is searching for and attracting candidates who meet the expectations of the employer. Factors determining the effectiveness of this process are the appropriate preparation of the job offer and its effective dissemination in the labour market among the target group of candidates using the most effective means of communication. In literature on the subject one can find indicated information, motivation and the pre-selection function of recruitment⁹. But nowadays, its mar-

⁹ A. Poczrowski, *Zarządzanie zasobami ludzkimi. Zarys problematyki i metod*, Antykwa, Kraków 1998, p.74.

keting function seems to be a priority. The marketing function of recruitment is reflected in shaping the image of the company through the form, content and manner of communication of recruitment messages. The process of acquiring human capital is one of the most visible external activities of the company forming part of the strategy of shaping the image of the employer. In this context, the development of relational recruitment, which is a combination of recruitment practices and relationship marketing, is increasingly being discussed. Such recruitment is based on the 5I model¹⁰:

- identification – gathering information about the needs and expectations of candidates;
- individualization – adapting the job offer and the means of communication to the needs of the candidates;
- interaction – initiation of the dialogue with often passive candidates at this stage;
- integration – treatment of recruitment as part of the HRM system;
- integrity – fair presentation of the job offer and care about the safety of personal data.

The main trend observed in the process of raising human capital, aimed at increasing speed, economy and flexibility, and building relationships based on partnership and interactive communication, is to transfer the recruitment process to the virtual environment. The use of the Internet leads to the development of new forms of recruitment. Table 1 presents both traditional and current forms¹¹.

Table 1. Traditional and new forms of recruitment

Traditional forms of external recruitment	New forms of external recruitment
<ul style="list-style-type: none"> - Press release - TV and radio advertisements - Recommendations - Own databases - Labour offices - Consulting companies - Labour exchange - Open days - Universities - Open recruitment 	<ul style="list-style-type: none"> - Social media - Gamification - Scouting - Crowdsourcing - Guerilla recruiting - Viral recruiting - Networking - Virtual labour exchange

Source: own study.

The traditional approach to recruitment using forms such as posting job advertisements in newspapers, looking for job candidates in employment offices, and personal databases was based on preference for paper documentation. It required the involvement of additional people and the allocation of special spaces for its collection. Designated employees were responsible for the analysis

¹⁰ K. Wojtaszczyk, *Zewnętrzny employer branding i rekrutacja relacyjna jako przykład wykorzystania marketingu w zarządzaniu zasobami ludzkimi*, „Organizacja i Kierowanie” 2015, no. 4(169), p. 186.

¹¹ This paper focuses on the analysis of the solutions used in the recruitment process from an external source, as the most visible changes in the approach to the recruitment process can be seen in this area.

of personnel documentation, which often took up to several days for a large number of applications and lengthened the recruitment process. It was also necessary to individually notify candidates of the results of the pre-selection. The whole process was exposed to many mistakes. Consequently, the traditional approach, if still used, generates significant costs and does not correspond to the expectations of the majority of candidates, especially those representing the younger generation. At present, they are considered to be ineffective from the point of view of achieving the recruitment objectives. In this context, it is necessary to diversify the ways of attracting candidates by supplementing (or replacing) traditional solutions with more modern and flexible ones. Also in recent years we have seen the dominance of recruitment in cyberspace, termed e-recruitment. It is based on the widespread use of the Internet in the process to attract candidates¹² and support the recruitment process by providing¹³:

- wider reach and lower costs than traditional recruitment,
- quickly reaching the target market,
- flexibility,
- possibility of on-line updating of online information,
- interactivity and individualization of the message,
- a convenient form of application for candidates,
- easy to monitor recruitment activities.

This form is obviously not devoid of defects. Among the main, until recently, was the influx of large amounts of applications. Today, thanks to the use of IT solutions to facilitate the selection of applications, this is no longer a problem. The downside is still the cost of investing in IT systems and the risk of confidential data leakage. The balance of strengths and weaknesses of e-recruitment seems to fall into its favour, especially if it compares the time and total cost of implementing a traditional recruitment process with a modern approach based on the use of the Internet. It is impossible to overestimate the opportunity to build the image of the employer as an organization that uses modern technologies in communication with potential employees.

The scope of using the Internet in the recruitment process is not only constantly increasing but also evolving. There are four main stages of it¹⁴:

- Recruitment 1.0 – based on unilateral communication between the candidate and the company. The scope of the use of the Internet is at this stage on the company's web pages and the posting of advertisements on the job portals.
- Recruitment 2.0 – the company tracks communication among candidates using social media, online forums and blogs.

¹² A.B. Holm, *E-recruitment: Towards an Ubiquitous Recruitment Process and Candidate Relationship Management*, "Zeitschrift für Personalforschung" 2012, no. 26(3), p. 245, G. Fallery, *Human Resource Management on Internet: New Perspectives*, "The Journal Contemporary Management Research" 2010, no. 4 (2), p. 1.

¹³ T. Listwan, T. Kawka, *Dobór pracowników*, [in:] *Zarządzanie kadrami*, T. Listwan (ed.), Wyd. C.H. Beck, Warszawa 2010, p. 121, D. Buchnowska, *Ocena wykorzystania firmowego serwisu www w rekrutacji pracowników przez największe przedsiębiorstwa w Polsce Ocena wykorzystania firmowego serwisu www*, "Zarządzanie i Finanse" 2016, no. 1, p. 32; <http://www.praca.ego-spodarka.pl/5858,Rekrutacja-internetowa-zalety-i-wady,1,46,1.html> [access 12.01.2017].

¹⁴ See J. Woźniak, *Crowdsourcing – IV etap rozwoju rekrutacji*, "Zarządzanie Zasobami Ludzkimi" 2014, no. 1, p. 44; D. Buchnowska, *Ocena poziomu e-rekrutacji wśród największych firm w Polsce – projekt BADANIA*, "Współczesna Gospodarka" 2015, vol. 6 Issue 4, p. 27.

- Recruitment 3.0 – based on multilateral communication with candidates.
- Recruitment 4.0 – outsourcing of recruitment jobs to a wide group of people using social networking sites.

The analysis of the stages illustrates that e-recruitment has evolved from the most basic forms of supporting the process of raising human capital, i.e. posting job advertisements on websites, and the transfer of recruitment tasks to the communities centered on the employer. Currently, it is not limited to completing online application forms. Numerous recruitment portals offer extensive technical and technological support for employers in the talent acquisition process. In addition to posting jobs and sending job offers to prospective candidates, they also have the ability to access CVs, pre-selection or application selection¹⁵. Candidates are increasingly participating in the virtual pre-selection process by filling out the test while logging on to the portal or by participating in an interview in a virtual room (cloud room) or through an instant messenger.

Web 4.0 recruiting is linked to three main trends: emphasis on profitability of recruitment activities, use of gamification and crowdsourcing¹⁶. Its essence is the use in the recruitment process of social media. Examples of such activities include dedicated corporate applications placed on various platforms or social services (Facebook, LinkedIn, GoldenLine or Twitter). Recruiting campaigns use social media to enable them to reach the target groups precisely defined by criteria such as industry, location, position or education. It is also one of the more effective ways of reaching passive candidates, i.e. people who are not currently looking for a new job. Usually they are specialists appreciated by current employers. Recruiting using social media is referred to as Social Recruiting¹⁷. It also involves the concept of viral recruiting, the idea of which has grown on the ground of viral marketing. The essence of this form of recruitment is reduced to the creation of a specific social circle (for example, travel and history lovers when we search for pilots) through thematic posts. This increases the chance that the recruitment process is widespread to a given audience, we are interested in a person whose tastes coincide with the subject or nature of the job we want to offer¹⁸.

Networking is another form of recruiting candidates which has developed on the grounds of e-recruitment. Its essence is the use of a network of contacts, relevant from the business point of view, to mutual exchange of information and mutual recommendations¹⁹. These contacts can be used to acquire suitable candidates. The larger the number, the sooner you can reach the candidates you seek from the so-called recommendations, thus saving time and costs associated with the publication of the job portals²⁰. For this purpose, business portals are

¹⁵ M. Wawer, P. Muryjas, *E-rekrutacja w realizacji strategii e-biznesu w Polsce*, „Zeszyty Naukowe Uniwersytetu Szczecińskiego. Ekonomiczne Problemy Usług” 2011, no. 68, pp.113-114.

¹⁶ J. Woźniak, *Rekrutacja: teoria i praktyka*, PWN, Warszawa 2013.

¹⁷ E. Olszak, *Nowoczesny dobór personelu – kierunki rozwoju metod i narzędzi rekrutacji i selekcji*, Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu nr 349, Wrocław 2014, p. 20. See also: *Socialrecruiting, czyli jak ogarnąć rekrutację w mediach społecznościowych*, <http://kosztypracy.pl/rekrutacje/social-recruiting-czyli-jak-ogarnac-rekrutacje-wmediach-spolesznosciowych> [access 12.01.2017].

¹⁸ <https://immoqee.wordpress.com/2016/01/08/rekrutacyjna-niespodzianka-viral-recruiting-i-scouting/> [access 19.01.2017].

¹⁹ M.L. Tullier, *Networking. Jak znaleźć pracę i odnieść sukces zawodowy dzięki tworzeniu sieci kontaktów*, Wyd. Wolters Kluwer, Kraków 2006, p. 23.

²⁰ E. Olszak, op. cit., p. 289.

also used where individuals present their professional competence profile. Among the most distinctive forms of Web 4.0 recruitment are crowdsourcing and playing. Crowdsourcing is a term derived from the combination of the English words crowd and outsourcing. The term was defined by Jeff Howe as the outsourcing of tasks traditionally carried out by a specialized subject to an undefined, usually broad group of people in the form of an open invitation²¹. Crowdsourcing in recruitment, also referred to as "crowd recruiting"²², is creating a community of people around a particular employer²³ and thus use the created network of links for recruitment purposes, i.e. to search for suitable candidates and encourage them to apply²⁴. Crowdsourcing exploits the activity and involvement of Internet users. It's putting the process of recruiting to the community. Considering the importance of communication in crowdsourcing, it is important to note that social media is of great importance here. The distinctive feature of crowdsourcing is the rewarding of the community for its involvement in a material (monetary) or non-material (recognition) way. The employer can set a specific amount of goods that will then be given to the referrer - but only if the nominated candidate is accepted to work and will sign the contract²⁵. In addition to achieving the recruitment target, building an image of an employer open to dialogue at various levels is an additional effect²⁶.

In turn, the play, also called gamification, means the use of game-specific mechanisms such as rivalry, collaboration or quick feedback for non-entertainment purposes²⁷. Used in the recruitment area it is reduced to the specifics of work in the enterprise in the form of computer games, to test the candidate's ability in the virtual world²⁸. Recruitment games aim at verifying the specific skills and abilities of candidates. Satisfaction of the challenges is to increase their commitment. Marriott International utilized the game "My Marriot Hotel" recruiting process. Only after reaching a high level in managing a virtual hotel and restaurant could they participate in the final recruitment phase. Siemens, in the recruitment process, used the Plantville game in which the candidates performed the tasks of factory manager²⁹. An example of the application of the playability can be implemented in the personal consulting company Hays Poland application Gamfirecruiter. Candidates are embodied in the form of a person who saves

²¹ J. Howe, *Crowdsourcing: How the Power of the Crowd is Driving the Future of Business*, Random House, London 2008; H. Kościelniak, K. Brendzel-Skowera, *Crowdsourcing w zarządzaniu organizacjami*, „Zeszyty Naukowe Wyższej Szkoły Humanitas. Zarządzanie” 2014, no. 2, p. 148.

²² https://www.crowdrecruiting.com/crowd_source_recruiting.html [access 11.01.2017].

²³ R.C. Ford, B. Richard, M.P. Ciuchta, *Crowdsourcing: A new way of employing non-employees?*, "Business Horizons", July-August 2015, vol. 58, Issue 4, pp. 377–388.

²⁴ J. Woźniak, *Crowdsourcing – IV etap rozwoju rekrutacji internetowej*, „Zarządzanie Zasobami Ludzkimi” 2014, no. 1, p. 42, D. Buchnowska, op. cit., p. 30.

²⁵ <http://businessinsider.com.pl/technologie/firmy/startup-lepszapraca-wprowadza-rekrutacje-40-dopolski/tdy3c5n> [access 10.05.2017].

²⁶ A. Amdt, *Crowdsourcing, czyli nowy wymiar HR*, <http://blog.goldenline.pl/2014/07/23/crowdsourcing-czyli-nowy-wymiar-hr/> [access 9.01.2017].

²⁷ S. Deterding, D. Dixon, R. Khaled, L. Nacke, *From game design elements to gamefulness: Defining "gamification"*, [in:] *Proceedings of the 15th International Academic MindTrek Conference: Envisioning Future Media Environments*, A. Lugmayr, H. Franssila, C. Safran, I. Hammouda (eds.), ACM, New York 2011, pp. 9-15.

²⁸ J. Woźniak, *Grywalizacja w zarządzaniu ludźmi*, „Zarządzanie Zasobami Ludzkimi” 2015, no. 2, pp. 27-28.

²⁹ *Kreatywna rekrutacja: tak to robią najlepsi!*, https://europa.eu/youth/pl/article/57/27734_pl [access 20.01.2017].

humanity from extinction and performs various missions. The best candidates may receive an internship or even work in a company³⁰. The recruitment process was also used by L'Oreal in offering the "Reveal" game, where participants took part in a campaign launching a new product on the market³¹. Recruiting games are perceived as effective tools for verifying skills such as logical thinking, creativity and teamwork. The best players are invited to the next stages of recruitment.

The deeper deficit of specialists in the labour market causes employers to draw their attention more and more frequently to increasingly unusual forms such as scouting or guerilla recruiting. Scouting is the search for candidates in their natural environment (e.g. current work, shop, restaurant) when they are in their comfort zone³². Potential employees do not know that they are involved in the initial stage of the recruitment process, which allows them to behave naturally. This gives the recruiter better opportunities to know their strengths and weaknesses. Guerilla recruiting, in turn, involves unconventional forms of communication (such as spraying on the walls or organizing freestyle basketball events) to attract as many candidates as possible at relatively low cost³³.



Picture 2. Examples of unconventional recruitment messages

Source: <https://woilmilchsau.de/personalmarketing/guerilla-kampagne-strassenmagazin-flaschen> [access 11.12.2016], <http://www.secretsites.de/joblog/guerilla-recruiting/> [access 11.12.2016].

Due to the intense competition of job advertisements on the Internet, employers are looking for other solutions to reach potential candidates. Selected examples of atypical forms of recruitment are presented in table 2.

In conclusion, it can be said that the characteristic feature of recruitment 4.0 is the use of the Internet not only as a tool to attract candidates, but also increasingly in their initial selection. This allows us to conclude that the modern approach to human capital is slowly blurring the boundaries between these two

³⁰ M. Młynarczyk, *Gamifikacja w zarządzaniu zasobami ludzkimi*, [in:] *Game Industry Trends 2013*, NoNobos.pl, <http://spoti.pl/dokument/10688/raport-game-industry-trends-2013> [access 15.09.2016].

³¹ K. Domaradzki, J. Naduk, *Gra o pracę*, <http://kariera.forbes.pl/grywalizacja-gra-o-prace,artykuly,176911,1,1.html> [access 15.05.2014]; <http://www.chip.pl/news/wydarzenia/trendy/2014/10/grywalizacja-scouting-a-nawet...-paczki> [access 2.12.2016].

³² <http://www.chip.pl/news/wydarzenia/trendy/2014/10/grywalizacja-scouting-a-nawet...-paczki> [access 2.12.2016].

³³ <https://www.experto24.pl/firma/marketing-i-komunikacja/czym-jest-marketing-partyzancki-guerilla-marketing.html#WEc9ttXhA2w> [access 8.12.2016].

phases. Use of the Internet also increases the potential for the recruitment marketing function. The modern approach to recruitment is characterized by marketing orientation, according to which the stage of acquiring employees is not only supplying the company with personnel but primarily marketing influence on the labour market. The marketing function of recruitment is reflected in shaping the image of the company through the form, content and manner of the communication of recruitment messages. The process of acquiring human capital is one of the most visible outside activities of the company forming part of the strategy of shaping the image of the employer. In this way, modern recruitment becomes a tool of employer branding. It is difficult to imagine a smooth working relationship in large organizations without IT support. Their use is in a turbulent and volatile global environment, forcing the flexibility and speed needed to effectively recruit employees. Transferring recruitment to the virtual world is facilitated by the development of mobile technology.

Table 2. Examples of application of atypical forms of recruitment in practice

Company name	Recruitment form
Google	In order to recruit developers on the billboards, the following recruitment announcement was posted: {the second 10-digit prime in consecutive digits of e}.com. Candidates who have solved the algorithm (7427466391.com) could log on to the appropriate website. To proceed to the next recruitment stage, the following equation was required „f(1)=7182818284f9(2)=8182845904f(3)=8747135266f(4)=7427466391 f(5)=....”
Saatchi&Saatchi	When looking for employees in the IT department, the company made a selection based on their performance in Diablo III. This method was to verify teamwork and creativity.
Jung von Matt (Warsaw)	When looking for a copywriter in Brief magazine, a crossword was generated, which was a QR code solution. His/her scans and the transition to the right website ensured the next stage of recruitment.
LuxsoftPolska	In Cracow's skyscrapers and offices, free donuts were distributed with a letter in which information about the searchers was distributed. Also the recommendation of the right person was paid a gratuity of 4 thousand PLN.
Wrocławska Fabryka Volvo Polska	As part of the "Volvo Way - Work Stop" campaign, recruitment specialists provided information on the proposed employment by providing special bus services.
Jung von Matt (Germany)	In order to obtain the best art directories from competing advertising agencies, the basic photographers provided their agencies with a discreetly hidden recruitment message.

Source: Developed on the basis of: *Creative recruitment: so do the best!*, https://europa.eu/youth/pl/article/57/27734_pl [access 20.01.2017] and <https://statisticallyinsignificant.wordpress.com/2011/05/09/googles-billboards-and-other-maths-trickery/> [access 20.02.2017].

Recruiting in “the Cloud”

Increasingly, the process of recruiting employees is based on cloud computing services. Applications offered in the cloud are ready-made IT systems that support the recruiter in running the recruitment process smoothly: from application management and publication of advertisements to the selection of candidates who meet the expectations and the ongoing communication with them until the candidates are informed of the completion of the recruitment process³⁴. The systems available in the cloud are fully integrated with recruitment advertisements, marketing advertisements, employer profiles, and other elements of the recruitment campaign³⁵. Cloud computing is an alternative to your own data centre. Among the main advantages are listed³⁶:

- cost-effectiveness thanks to the ability to reduce IT infrastructure costs (license purchase and infrastructure development costs typical of traditional solutions replaces a fixed monthly subscription);
- high level of security (professional service companies invest in a professional security system);
- fast deployment (work with the cloud platform can start almost immediately after signing up);
- flexibility (ability to increase or decrease “on demand” resources depending on the organization's current needs);
- mobility (applications in the cloud are available from anywhere and any computer);
- scalability and hybridization (the choice of almost any solution, combining them, and providing information on business continuity).

Applications available in the cloud include:

- automatic posting of advertisements and forms on the website;
- application management (collection and selection, database creation, grouping of candidates, real-time search, correspondence);
- fast information exchange between the candidate and the recruiter and between the various staff responsible for evaluating the candidates;
- comprehensive review of recruitment projects conducted in different geographic locations;
- conducting online survey among candidates, which is particularly useful for the Candidate Experience;
- conduct advanced analytics and reporting, to verify the effectiveness of recruitment sources;
- data protection support (data encryption, automatic destruction of the application after a specified period of time).

Modern recruitment tools available in the cloud model are multifunctional.

³⁴ http://erp-view.pl/rozwiwania_hr/jak_nowoczesne_rozwiwania_tehnologiczne_wspieraja_procesy_hr.html [access 11.01.2017].

³⁵ I. M. Kutzner, *Wykorzystanie Visual Basic w procesie rekrutacji i selekcji pracowników na przykładzie Instytutu Edukacji Gospodarczej Sp. z o.o.*, „Informatyka Ekonomiczna”, 2014, no. 2(32), p. 142.

³⁶ D. Pałka, W. Zaskórski, P. Zaskórski, *Cloudcomputing jako środowisko integracji usług informatycznych*, „Zeszyty Naukowe Warszawskiej Wyższej Szkoły Informatyki” 2013, no. 9, year 7, p. 68-69 and E. Bombiak, *Funkcja personalna w chmurze – korzyści i zagrożenia*, „Marketing i Rynek” 2017, no. 4, p.12-19.

They provide comprehensive support for recruitment processes, enabling them to be simplified, accelerated and optimized. They allow for effective management of recruitment processes irrespectively of the number of vacancies, candidates or recruiters, and facilitate the monitoring of the effectiveness of recruitment projects.

It can therefore be said that today, the technology available in the cloud can, to a large extent, support the effective implementation of recruitment processes leading to their optimization, automation and standardization. They are undoubtedly an element of professionalization of the HR function and are the response to the need to adapt the human capital management system to the turbulent environment.

Consequences of virtualization of recruitment processes

Recruitment 4. 0 challenges new HR professionals and generates many dilemmas. In the context of the above considerations, the question is whether the recruitment tasks based on the gameplay can be an effective tool to verify the potential of the candidates, and therefore whether winning a game can be a sufficient criterion to employ a new employee? When trying to answer them, it is important to note that rivalry can be useful when verifying competencies such as creativity or teamwork, but it would be risky to say that these competencies will effectively fulfil the professional tasks of an employee even though they are desirable in many positions. Considering the above, it can be said that the new approach to recruitment generates new sources of risk for the recruitment area. Its factors can be:

- underestimating the cost of the recruitment process using modern IT solutions,
- improper positioning of the offer on the labour market,
- using inadequate forms of recruitment,
- lack of competence of recruiters in the management of the company's image and recruitment in the virtual environment.

It is important to note that the primary consequence of the virtualization of the recruitment process is the modification of the competency profile of the current recruiter so that effective recruitment processes can be effectively implemented. In addition to the fact that he or she should have a background in the field of labour law, organization and management, psychology and developed interpersonal competences, additional orientation is needed in the technologies supporting recruitment processes³⁷. Taking into account the marketing aspects of the contemporary process of recruiting employees, apart from communication skills, relationship building and analytical thinking, the key skills are the sales skills needed to persuade a candidate to apply for a vacancy³⁸. Virtualization of

³⁷ <http://erecruiter.pl/centrum-prasowe/rekrutacja-rekruterow/> [access 12.02.2017].

³⁸ Ross Rich, *What Skills Do I Need in a Recruiter: HR or Sales?*, http://www.selectionstrategies.com/PDFs/SSI_Article_Wha%C9a%20Recruiter.pdf [access 21.02.2017]; M. Hoogvelt, *8 Skills Recruiters Should Have*, <https://www.ere.net/8-skills-recruiters-should-have/> [access 21.02.2017].

recruitment processes also forces the development of completely new competencies called virtual ones. They include³⁹:

- virtual social competences i.e. skills related to building relationships online,
- virtual efficiency, i.e. individual performance in computer maintenance (software knowledge and information management) and individual performance in remote mode (ability to cooperate with others in the distance).
- the ability to use social media tools.

New challenges also include the use of modern solutions to handle the recruitment processes available in the cloud. In addition to the advantages presented, there are certain risks which should be considered by the public prior to their application. Among the main risks can be mentioned⁴⁰:

- unauthorized access of unauthorized persons to the confidential data and the resulting risk of lawsuits from injured individuals whose data have "leaked",
- the possibility of partial or complete loss or damage of data due to failure,
- lack of ability to quickly recover data,
- interruptions in delivery of services,
- risk of dishonesty of the service provider.

The most real threat from the list above is the issue of data security. The knowledge resources accumulated in cloud by service provider data centres are undoubtedly an attractive target for cybercriminals. However, these risks are underestimated. It is formulated that the problem of data security and cloud computing services is the result of a more psychological barrier to the concerns of potential users, and the level of security guaranteed by the cloud computing service provider is higher than the security level of the average enterprise with an internal data centre⁴¹.

Summary

Given the importance of human capital in a knowledge-based economy, it can be said that the recruitment process is one of the most important steps in the management of this capital, so it is important that it is conducted with the principles of rationality and efficiency. Economic growth leading to increased demand for workers on the one hand, and the ageing of the population and the outflow of professionals abroad, on the other, are causing employers more and more problems in acquiring valuable human capital. The marketing orientation of the recruitment process presents new challenges to human resources professionals who cannot just wait for candidates, but must actively seek and encourage them to apply. This is where advanced information technology and new forms of internet based recruitment; scouting, crowdsourcing, guerilla recruiting and viral recruiting come in. They provide greater opportunities to reach a wider group of potential employees than traditional ones, which are becoming increasingly less effective in the face of

³⁹ Y. Wang, N. Haggerty, *Knowledge transfer in virtual settings: the role of individual virtual competency*, „International Systems Journal” 2009, November, pp. 571-593.

⁴⁰ E. Bombiak, *Funkcja personalna w chmurze...*, op. cit., p.12-19.

⁴¹ D. Pałka, W. Zaskórski, P. Zaskórski, *Cloudcomputing jako środowisko integracji usług informatycznych*, „Zeszyty Naukowe Warszawskiej Wyższej Szkoły Informatyki” 2013, no. 9, p. 73.

changes in the generations and the slow-moving market of the worker. Simplifying, however, it should be emphasized that in a properly recruited game, winning in the game cannot be the only condition that decides to hire a new employee. It is mainly focused on the implementation of the marketing function of recruitment.

Using a marketing approach in the process of acquiring human capital seems particularly useful in the perspective of the returning employee market. The use of marketing techniques can increase the effectiveness of recruiting processes and facilitate the attraction of talented individuals. At the present time, the choice of the employer largely determines his/her opinion on the labour market. New forms of recruitment are unquestionably characterized by the great potential of attracting candidates, especially those representing the younger generations, making them an effective tool to support the process of creating an employer's image. It should be borne in mind, however, that the effective process of acquiring human capital should involve several stages based on the use of different methods of verifying competencies of candidates. Each of them is a source of additional information to assess their potential, thus increasing the chances of employing the best candidate.

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