Master Thesis

Recruitment of Employees in an International Company

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Master Thesis Assignment Form

Recruitment of Employees in an International Company

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- BEARDWELL, Julie a Amanda THOMPSON, ed., 2017. *Human resource management: a contemporary approach*. 8th ed. Harlow: Pearson. ISB 978-1-292-11956-4.
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Získávání zaměstnanců v mezinárodní společnosti

Anotace

Tato diplomová práce se zaměřuje na oblast získávání zaměstnanců v mezinárodní společnosti Lasvit s.r.o. Hlavním cílem této diplomové práce je analyzovat současný stav procesu získávání zaměstnanců v mezinárodní společnosti Lasvit s.ro., identifikovat problémy současného procesu a následně navrhnout doporučení spolu s jejich ekonomickým zhodnocením pro zlepšení náborového procesu společnosti. Teoretická část práce začíná úvodem do problematiky řízení lidských zdrojů, jeho vývoje, definice, cílů a hlavních činností, zejména v mezinárodním prostředí. Poté se zabývá celým procesem získávání zaměstnanců, počínaje plánováním, analýzou pracovních míst, zdroji a metodami získávání zaměstnanců, požadovanými dokumenty, inzercí pracovních míst a předvýběrem, s pokračujícím důrazem na mezinárodní prostředí. Praktická část práce analyzuje proces mezinárodního náboru ve společnosti Lasvit s.r.o., identifikuje slabá místa stávajícího procesu a navrhuje doporučení k jejich odstranění včetně ekonomického zhodnocení.

Klíčová slova

Lidské zdroje, management, mezinárodní, proces, získávání zaměstnanců

Recruitment of Employees in an International Company

Annotation

This master thesis focuses on the recruitment of employees in an international company named Lasvit s.r.o. The aim of this master thesis is to analyse the current state of recruitment in the international company Lasvit s.r.o., to identify the challenges of the current recruitment process and then to propose recommendations along with their economic evaluation to improve the company's recruitment process. The theoretical part of the thesis starts with an introduction to human resource management, its evolution, definition, objectives, and main activities, particularly in the international environment. It then covers the entire recruitment process, starting from planning, job analysis, sources and methods of recruitment, required documents, job advertisement, and pre-selection, with a continued emphasis on the international environment. The practical part of the thesis analyses the international recruitment process in Lasvit s.r.o., identifies the challenges in the current process, and proposes recommendations proposes recommendations for their elimination, including an economic evaluation.

Key Words

Human resources, international, management, process, recruitment

Acknowledgement

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List of Abbreviations

CV   Curriculum Vitae

GDPR   General Data Protection Regulation

HCM   Human Capital Management

HR   Human Resource/Human Resources

HRIS   Human Resource Information System

HRM   Human Resource Management

IHRM   International Human Resource Management

Introduction

Effective international recruitment practices are paramount in today's global economy, as organisations must recruit talent worldwide to stay competitive. Effective international recruitment practices involve building bridges between cultures, promoting inclusivity, and tapping into a globally dispersed workforce's collective genius. This helps organisations overcome geographical barriers, enter emerging markets, and stay ahead of the curve in an increasingly interconnected world. International recruitment is a transformative force that propels organisations towards global success and sustainability.

This master thesis deals with the topic of recruiting employees in an international company, which is a topic of current importance. The aim of this master thesis is to analyse the current state of the recruitment process in the international company Lasvit s.r.o., to identify the challenges of the current recruitment process, and then to propose recommendations along with their economic evaluation to improve the company's recruitment process.

The master thesis is divided into three main chapters. The first chapter provides an overview of human resource management, including the stages of its evolution, its definition and objectives, its main activities, and international human resource management.

The second chapter delves into the recruitment process, describing in detail all the steps involved, such as planning, job analysis, recruitment sources and methods, required documents, formulating, and publishing a job advertisement, and pre-selecting suitable candidates. The master thesis also covers the topic of international recruitment.

The last chapter examines international recruitment in Lasvit s.r.o. In the beginning, for a better understanding of the whole context, attention is paid to the labour markets of the individual countries where Lasvit s.r.o. operates. Next, the international recruitment process in Lasvit s.r.o. is discussed in greater depth. Based on the evaluation of the results, recommendations for improving the current recruitment process and their economic evaluation are suggested.

1 Human Resource Management

The first chapter of this master thesis outlines the fundamental concepts of human resource management (further HRM), including the stages of its evolution, the concept, and objectives of HRM, and its main activities. Furthermore, it touches the topic of international human resource management (further IHRM).

HRM is essential for business owners and managers in the current business environment. This applies to both managers and HR managers, who are expected to adopt a strategic, business-oriented, customer-focused, and analytical approach. Their role is to ensure the overall operational success of the business in the face of increased competition and a rapidly changing external context that demands organisational agility. The significance of this shift in management practice is of utmost importance, as organisations must maintain their competitiveness by enhancing their flexibility and efficiency. Therefore, HR managers need to strategically evaluate how to optimally utilise their organisation's human resources (further HR) to compete with their rivals. (Lussier and Hendon, 2022)

According to Das Gupta (2020) and Lussier and Hendon (2022), the recognition that people are the most valuable asset for any organisation and the direct impact of HRM on business performance underscore that HR are a primary way to gain competitive advantage in today's businesses. A company's ability to outperform its competitors in terms of productivity and profitability depends on its effectiveness in managing its workforce (Das Gupta, 2020; Lussier and Hendon, 2022).

Furthermore, in the broader organisational context, the operation of any business depends on the effective gathering, linking, mobilising, and utilising of material, financial, human, and information resources. While material and financial resources require activation, HR are the driving force that propels the organisation forward. Information resources, rooted in human capabilities, serve as the driving force behind HR. (Ježková Petrů 2021)

1.1 Evolution of Human Resource Management

The role of the HR professional is constantly changing due to the dynamic interplay of changing social, economic, and political environments and technological advances. This evolving field reflects a dynamic landscape in which the methods and responsibilities for managing the HR function are changing and evolving. Influenced by changing organisational needs, external circumstances have reassessed the relative importance of different HR tasks. (Foot et al., 2016)

The evolution of HR work does not occur in isolation but is aligned with changing perspectives in organisational management theory and practice. The concepts and stages of the evolution of HR work reflect the increasing importance of people and HR functions to organisational success. This evolution is particularly evident in the context of constantly changing business and management conditions in international markets. The main drivers of these changes are increased competition and changing customer needs driven by the forces of globalisation. This transformation is further supported by the growth of information and communication technologies, coupled with the removal of trade barriers, which contribute to the continuous evolution of HR work. (Šikýř, 2016)

The historical development of human resource management, as shown in Figure 1, which both Dvořáková (2012) and Koubek (2015) refer to as personnel administration, personnel management, and HRM, reflects different levels and concepts within the organisational management hierarchy. It also highlights the progression from administrative support to strategic management (Dvořáková, 2012; Koubek, 2015). Although Šikýř (2016) mentions that each term has a specific historical context, their use in HR work varies in different companies today, highlighting these terms' adaptability and contextual flexibility.

Personnel administration	Personnel management	Human resource management	Human capital management

Figure 1: Development Stages of HRM
Source: Own processing according to Šikýř (2016)

The historical roots of HR lie in the concept of personnel administration. This phase focused primarily on administrative tasks related to employee documentation, information management, and organisational support. In this era, HR was supportive and passive, especially in weakly empowered organisations with authoritarian management styles. Today, some companies still embody this approach and underestimate the potential of HR. (Das Gupta, 2020; Dvořáková, 2012)

As organisational management became more dynamic and forward-looking, the concept of HRM evolved. This phase emphasised the strategic role of a well-selected, developed, and motivated workforce in achieving competitive advantage. HR departments developed, creating organisational policies and procedures, and HRM became professionalised, with specialists taking the lead. Despite significant development, HR in this phase focused more on intra-organisational staffing and operational management, often neglecting long-term strategic workforce issues. The power within HR departments increased, and operational management remained the main focus during this phase. (Sanghi, 2014; Šikýř, 2016)

The most recent development is HRM, which has gained prominence in wealthy countries. Here, HR are recognised as the foundation of an organisation and the most crucial element and position for all managers. This phase represents a shift from administrative tasks to a conceptual and truly management-oriented approach. HRM places a high value on people and their work as a critical production component, marking a transition to a more strategic and integral role in organisational success. (Sanghi, 2014)

Human capital management (further HCM) is the latest approach to HRM. It recognises that intangible assets, particularly employees' skills, knowledge, and motivation, are an organisation's powerhouse of value creation. HCM involves accurately assessing talent, motivating employees, and placing them in positions where they can contribute effectively to the organisation's goals. The aim is to retain capable employees whose activities are vital to the overall operation of the business and to ensure that every employee contributes to overall productivity through their skills and knowledge. In addition, HCM involves implementing policies and practices to maintain and enhance the value created by people, both as individual contributors and as teams. (Kuchaříčková, 2021; Mayo, 2016)

1.2 Definition and Objectives of Human Resource Management

Beardwell and Thompson (2017) define human resource management as a comprehensive set of policies designed to structure the employment relationship, focusing on managing work and the people involved. It includes various aspects such as recruitment, selection, learning and development, reward systems, communication, employee involvement, teamwork, and performance management (Beardwell and Thompson, 2017). Watson (2010) offers an extended definition, characterising HRM as a management approach that aims to channel the efforts, skills, and commitment of individuals to secure the prospective future of the organisation.

According to Ježková Petrů (2021), a key feature of HRM is its strategic approach, which integrates all HR activities within a strategic framework. It emphasises external factors in workforce development, transforming HR work from the exclusive domain of HR managers to an integral part of the daily responsibilities of all managers. HRM establishes a robust relationship between HR work and the organisation's strategies and plans. HR has become the backbone of the organisation's management, with the head of HR often occupying a key leadership position within top management. HRM emphasises people development as a critical tool for organisational adaptability and change readiness. It also emphasises the importance of work-life balance and employee satisfaction. In addition, it promotes participative management and employee ownership of the organisation. The overall aim is to build a positive employer reputation for the organisation. (Ježková Petrů, 2021)

Šikýř (2016) believes that the overall objective of HR is to ensure that an organisation has enough competent and motivated employees who can deliver the expected performance and contribute to achieving strategic goals. Achieving this requires proactive management and leadership of people, as it is through these efforts that one can successfully influence the skills, motivation, circumstances, and overall performance of individuals, which in turn has a positive impact on the organisation's performance (Šikýř, 2016).

According to Armstrong and Taylor (2015), the main objective of strategic HRM is to develop and implement a HR strategy that is aligned with and supports the achievement of the organisation's strategic objectives. It also aims to contribute to creating a high-performance culture within the organisation. Another key objective is ensuring the organisation has a talented, skilled, and committed workforce. At the same time, strategic HRM seeks to foster positive working relationships among employees, emphasising building mutual respect. Finally, it encourages using ethical methods in managing people. (Armstrong and Taylor, 2015)

1.3 Main Human Resource Activities

Through a structured system of HR activities, a company can consistently attract, use, and develop competent and motivated people, ensuring the successful execution of agreed work and achieving desired performance results (Šikýř, 2016).

Various HR activities represent the main activities of HR work illustrated in Figure 2. According to Gilbert (2020), managerial activities include critical functions such as planning, staffing, directing, controlling, and organising.
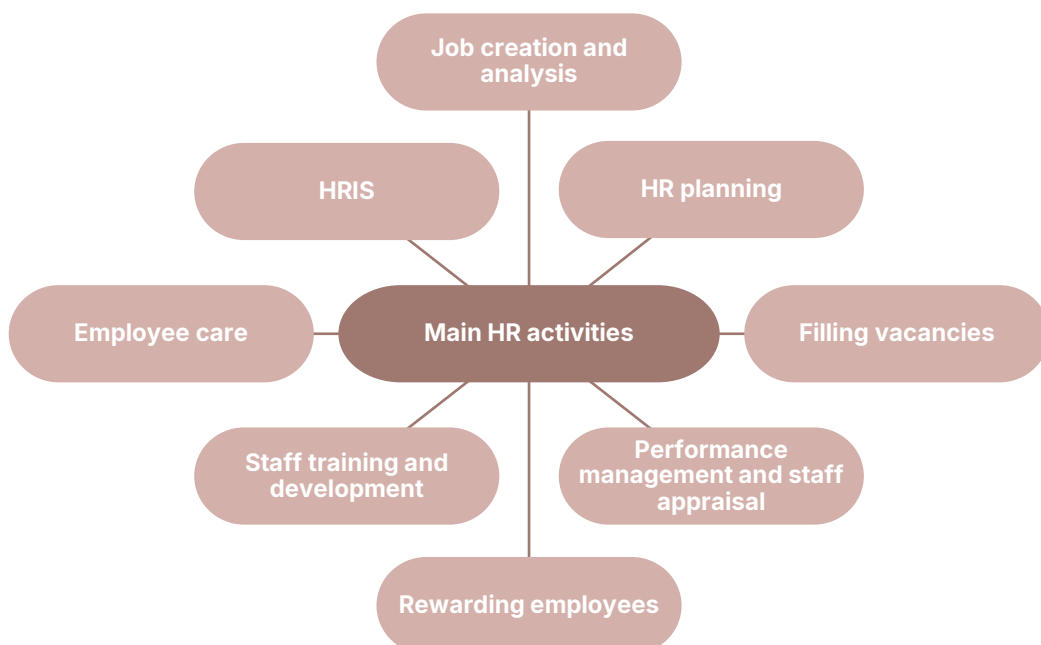
Figure 2: Main HR Activities
Source: Own processing according to Gilbert (2020) and Šikýř (2014)

Šikýř (2014) lists the operational activities as job creation and analysis, HR planning, filling vacancies, performance management and appraisal, rewarding employees, training and development of employees, employee care, and use of the human resource information system (further HRIS). At the same time, Ježková Petrů (2021) states that recent observations suggest that activities related to survey techniques, information gathering and processing, compliance with labour and employment legislation, and employee health care have been added as distinct HR activities.

According to Koubek (2015), the foundational activity in this system is job development and analysis, a critical step that sets the stage for the efficient performance of all other HR functions. Once jobs have been created, HR needs are planned and met through recruitment, selection, and hiring. This is followed by an assessment of the nature of the job and the work involved, which forms the basis for evaluating job performance - a key step in the deployment of employees, termination of employment, reward systems, training initiatives, employee development, and the establishment of positive working relationships. The interconnectedness, alignment, and mutual supportiveness of the objectives and guiding principles used in different HR operations are crucial. (Koubek, 2015)

The size of the HR department must be sufficient for all of the above HRM activities to run smoothly. Bláha (2013) states that the size of the HR department should depend on the number of employees. Up to 150 employees, one HR manager may be sufficient; up to 250 employees, there could normally be up to three HR managers. Up to 500 employees, there could be up to four HR managers, and above that, a benchmark of 1.3 HR managers per 100 employees could be used. (Bláha, 2013)

Understanding the HR system as an integral part of organisational management, aimed at achieving the expected performance of the organisation in line with the competitive strategy, taking into account the business environment and addressing the interests of stakeholders, is essential for effective management and leadership of people in an organisation (Šikýř, 2016).

1.4 International Human Resource Management

The globalisation of business creates significant complexities for individuals navigating the expanding global environment. International operations involve crossing economic, regulatory, and legal systems that profoundly affect organisational activities. At the centre of the global business landscape are transnational corporations, entities that operate abroad and employ individuals in multiple countries. (Taylor and Perkins, 2021)

IHRM is emerging as a systematic approach to managing individuals within international organisations operating in different countries. It encompasses the principles and practices necessary for the effective management of HR within global organisations. The overall objective of IHRM is to ensure that a global organisation can attract, deploy, develop, and integrate high-calibre individuals to achieve its strategic objectives. The challenge lies in the increased complexity and the need to navigate diverse cultures and business landscapes with cultural sensitivity. (Armstrong and Taylor, 2017)

When IHRM is compared to domestic HRM, fundamental differences emerge. The complexity of managing HR in international organisations arises from their transnational nature, involving multiple nations with different cultures and institutions. Managing a heterogeneous group of individuals that includes the parent company's headquarters and overseas subsidiaries adds another layer of complexity. The challenge is determining the extent to which subsidiaries should align themselves with the HRM policies of the parent company, requiring decisions about centralising or decentralising HR decision-making within international companies. Effective management of expatriates requires specific selection, training, and career management strategies, focusing on facilitating their adjustment to working abroad and addressing challenges on their return to the parent company. International organisations are playing a more active role in the personal lives of expatriates. (Wilkinson et al., 2019)

Operating within a defined framework that considers the global context, IHRM employs various approaches tailored to managing HR internationally, considering cultural and institutional differences. A key issue within IHRM is the degree of alignment or divergence in HRM policies and practices. In the international context, policies deal with the conflicting forces of global standardisation and local diversity. Standardisation, or convergence, reflects the extent to which subsidiaries adhere to the HRM policies and practices of the parent company. (Armstrong and Taylor, 2017)

Pattanayak (2020) determined that the four main areas of IHRM are compensation, repatriation, performance management and recruitment and selection.

IHRM involves the coordinated efforts of companies to efficiently manage the workforce across their entire structure, which includes employees at the headquarters of the parent company as well as those employed in overseas subsidiaries. This workforce consists of a mix of local employees, expatriates, and workers from different countries. HRM within subsidiaries is subject to influences such as local labour laws, collective labour relations practices, and cultural norms and may also be shaped by policies from headquarters. (Armstrong and Taylor, 2017)

Despite the influence of local factors, there are specific areas within HRM where the parent company can have a significant impact. The centralisation of HR planning can be used strategically for senior management and to ensure the security of HR, including parent company employees and international workers. Centralising talent management and oversight of top executives and expatriates is also a viable approach. While subsidiaries manage the implementation of work performance management, headquarters ensures that processes are aligned with the organisation's best practices and provides guidance on talent management and workforce decisions. A global HR function can adopt strategies to foster a multicultural working environment that is integrated throughout the organisation. (Armstrong and Taylor, 2017; Lazarova et al., 2021)

The first chapter of this master thesis presents an overview of HRM, discussing its evolution from personnel administration to contemporary HR practices. It emphasises the strategic importance of HRM, describing its broad scope, objectives, and critical activities, as well as emphasising the alignment of HR practices with organisational strategies to achieve competitive advantage. Additionally, this chapter delves into the topic of IHRM, addressing the complexities of managing a diverse workforce across cultures and nations, as well as the strategies involved in managing expatriates and affiliate employees within global organisations. It emphasises the importance of balancing global HRM policies with local influences and cultivating a multicultural working environment for the organisation's success.

2 Recruitment

The second chapter of this master thesis is dedicated to the recruitment process itself, explicitly describing all the steps in the recruitment process, such as planning, job analysis, identifying sources and methods of recruitment, determining the required documents from candidates, formulating and publishing a job offer, and pre-selecting suitable candidates. International recruitment is also covered in this chapter.

The process of finding and hiring the people an organisation needs is referred to as recruitment by Armstrong and Taylor (2017). Following recruitment, the selection phase determines which applicants or candidates should be hired for specific positions, with a keen awareness of the potential challenges, particularly in the case of senior staff, where recruitment costs can become a significant issue (Armstrong and Taylor, 2017).

Foot et al. (2016) state that organisations recognise their workforce's significant role in achieving and sustaining competitive advantage. Attracting and retaining talent are critical elements contributing to an organisation's success. While talent management focuses primarily on developing and retaining employees, the first step is to recruit and select individuals with the right competencies to align with the organisation's strategic goals. As a result, selection and recruitment processes take on strategic importance in organisational planning. (Foot et al., 2016)

The recruitment and selection processes are closely related. Both share the common goal of recruiting individuals with the necessary skills and attitudes. By providing a pool of candidates, recruitment activities lay the groundwork for the subsequent selection process. Although closely related, each process requires specific skills and knowledge and requires different people to carry out the tasks in practice. In particular, the recruitment process can sometimes be outsourced to an agency, although not typically the selection process. (Hook and Jenkins, 2019)

According to Foot et al. (2016) and Kocianová (2010), recruitment aims to attract a diverse pool of qualified candidates, ensure fairness, and demonstrate procedural fairness. It seeks to conduct operations cost-effectively and efficiently while aligning recruitment efforts with organisational goals and cultivating the desired organisational image. (Foot et al., 2016; Kocianová, 2010)

The recruitment process, presented in Figure 3, involves a series of interrelated steps to ensure a systematic and informed approach. It begins with assessing recruitment needs and preparing a comprehensive job description and specifications. Alternatives for recruitment are then considered, and specific attributes from the job specification and description are selected as the basis for the subsequent recruitment and selection process. This is followed by the identification of potential sources of candidates and the selection of appropriate recruitment techniques. The process includes determining the documentation and data required from candidates, formulating the job advertisement, and publicising it. At the same time, emphasis is placed on gathering information from and communicating with candidates. The preselection of candidates based on the information and documents provided follows this. The final step is to draw up a list of candidates to be invited to the selection process. Each step in this comprehensive process contributes to the overall effectiveness and efficiency of the recruitment effort. (Koubek, 2015)
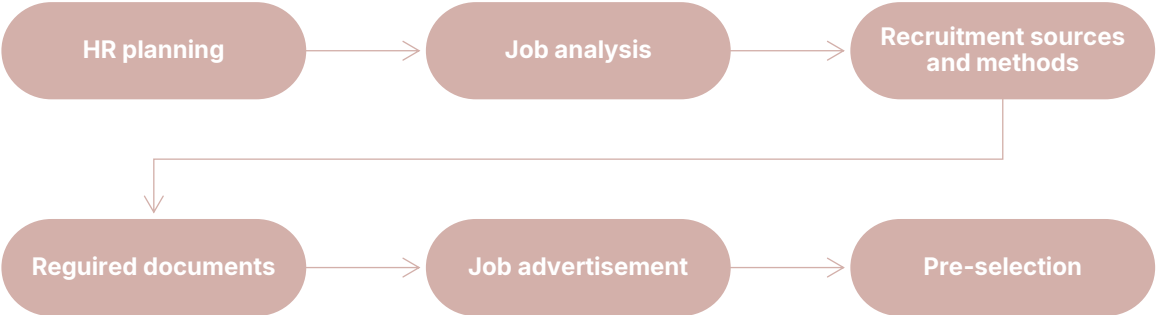
Figure 3: Recruitment Process
Source: Own processing according to Koubek (2015)

Several factors influence the recruitment process, and, as Durai (2010) points out, these factors can be divided into two groups: internal and external. It should be noted that internal factors are those that are easily controlled by an organisation. The recruitment process can be influenced by various internal factors, such as the organisation's HR policies, the nature of the job, the organisation's reputation, and shared knowledge. On the other hand, external forces refer to elements that are beyond an organisation's control. When designing the recruitment policy, it is important to consider these variables, such as socio-economic variables, legal requirements, and labour market conditions, as they may affect an organisation's labour supply. (Durai, 2010)

2.1 Human Resource Planning

Workforce planning is a critical element of an organisation's operations, serving as the foundation for various HR activities and overall business planning. By comprehensively understanding HR needs, including the number of people required, their skills, and timing, workforce planning becomes integral to organisational success. This strategic workforce planning involves four key factors: quantitative, qualitative, temporal, and geographical considerations. The number of people required is indicated by the quantitative dimension, often expressed in terms of full-time equivalents. The skills required are indicated by the qualitative dimension. The temporal dimension determines when individuals are needed, while the locational dimension identifies the location of the office or department. (Troger, 2021)

Troger (2021) states that the primary objective of workforce planning is to maximise value for the organisation through the optimal use of HR, ensuring fair workloads, flexibility, and adaptability to unforeseen changes. This proactive approach anticipates events, sets goals, and implements strategies to ensure that the organisation can operate with an adequate workforce now and in the future. (Koubek, 2015; Troger, 2021)

2.1.1 Planning Process

The planning process, as defined by Koubek (2015), includes forecasting, which is critical for determining workforce needs and potential sources of labour. The accuracy of workforce planning relies on accurate forecasting, which requires a thorough understanding of the current state of phenomena and processes, as well as careful data collection. The structured process, represented in Figure 4, includes information gathering, analysis, forecasting, and planning. (Koubek, 2015)

Information	Analysis	Forecast	Plan

Figure 4: Structure of Planning Process
Source: Own processing according to Koubek (2015)

2.1.2 Areas of Planning

Workforce planning involves three fundamental areas: staffing needs, staffing requirements, and staff development. Staffing needs anticipate the demand for staff aligning with the organisation's objectives. The process considers both internal and external sources of employees. Internal resources, including current employees with evolving roles, contribute to faster matching and selection but can lead to losing external talent. External resources offer diversity and fresh perspectives but require additional recruitment and integration efforts. (Šikýř, 2014)

Successful organisations often prioritise internal recruitment to maximise their initial investment, relying on external sources when internal resources are insufficient. Career and succession planning plays a crucial role in HR development, determining the professional development of employees and the likelihood of filling leadership positions from within. HR development planning includes recruitment, assessment, rewards, and training, ensuring a strategic approach to career and succession planning for employees. (Šikýř, 2014)

2.2 Job Analysis

Formal workforce plans outline the specific numbers and types of people required and provide the basis for detailed recruitment plans. Ad hoc requirements, often arising from new roles, expansion into new businesses, or the need for replacements, may require rapid recruitment, putting pressure on HR to deliver suitable candidates quickly. (Armstrong and Taylor, 2017)

Kocianová (2010) and Mensah (2020) agree that defining these requirements is effectively achieved through job description and job specification. These formats provide the necessary details for writing job advertisements, working with recruitment agencies or consultants, posting vacancies on different platforms, and assessing candidates through interviews and selection tests. (Kocianová, 2010; Mensah, 2020)

Within organisations, job analysis is the core process used to describe the tasks and working conditions associated with each position. Focusing on a workflow segment, this analysis provides comprehensive insights into the tasks, responsibilities, required skills, knowledge, outcomes, working environment, and potentially other elements. (Picardi, 2020)

The job analysis process model, shown in Figure 5, involves a comprehensive examination of a specific job role, including identifying relevant job-related data from appropriate sources, followed by the organisation and analysis of this collected information. A careful job evaluation is then carried out to assess various aspects of the role, considering factors such as responsibilities, skills required, and level of complexity. This evaluation process forms the basis for structuring the job description and specification, where the data gathered is systematically organised to describe the duties, qualifications, and expectations of the role with precision and clarity. (Picardi, 2020)
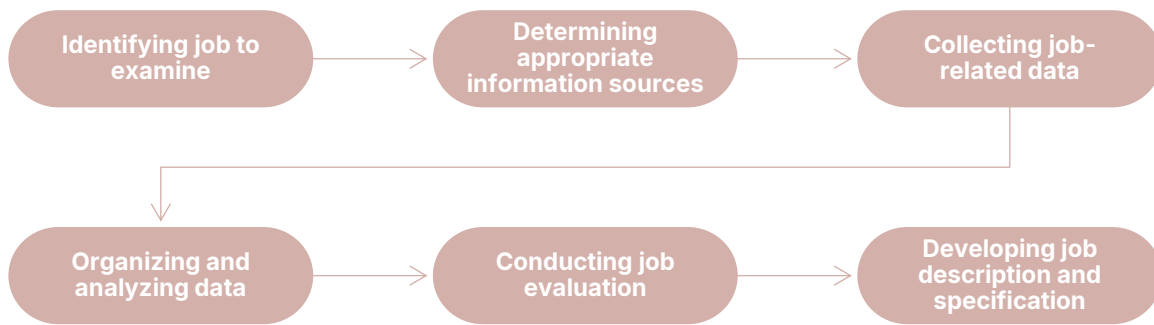
Figure 5: Job Analysis Process Model
Source: Own processing according to Picardi (2020)

This methodical approach provides a comprehensive understanding of the requirements and characteristics of the role, facilitating effective recruitment, selection, and management practices within the organisation (Picardi, 2020).

The main outputs of a job analysis are the job description and the job specification, as can be seen in Figure 6. While the job specification outlines the qualifications required to perform the tasks detailed in the job description, the latter identifies the key tasks, duties, and responsibilities that are integral to the job. (Lussier and Hendon, 2022) Job analysis not only informs the creation of job descriptions and specifications but also aims to improve the effectiveness of the job itself. It considers changes in product offerings, work structure, and technology, often leading to job redesign and reassessment of tasks, roles, and responsibilities. This iterative process ensures continuous alignment with evolving organisational needs. (Mensah, 2020)

Figure 6: Outputs of Job Analysis
Source: Own processing according to Lussier and Hendon (2022)

2.2.1 Job Description

The job description serves as a comprehensive document that outlines the purpose of the job, its key responsibilities, and its links to concurrent, upstream, or downstream operations. It not only clarifies the information, skills, and characteristics required of the candidate but also details how the position will be modified, trained, developed, evaluated, and compensated. (Barták, 2023)

According to both Barták (2023) and Stredwick (2014), critical components of the job description include the job title, its classification within the organisation, its relationship to other positions, the purpose and objectives of the job, essential tasks, performance requirements, and organisational considerations such as working conditions and benefits. Together, these elements provide potential candidates with a complete understanding of the position. (Barták, 2023; Stredwick, 2014)

Hook and Jenkins (2019) agree with Wilton (2022) that fundamental aspects of a job description include the job title, reporting structure, a statement of the purpose of the position, and a description of critical responsibilities. The job title itself encapsulates essential details about the position, highlighting the importance of choosing clear and unbiased terminology. The reporting structure section allows candidates to assess the position's place in the organisational hierarchy and identify any supervisory responsibilities. In addition, relevant information about terms and conditions is crucial for candidates to make an informed decision about their willingness to accept the position. (Hook and Jenkins, 2019; Wilton, 2022)

2.2.2 Job Specification

The existence of a job specification underlines an organisation's efforts to bring objectivity to a potentially subjective process. Employers who use job specifications follow a more consistent and transparent process and document their decisions in writing. Many organisations now share this information with applicants, ensuring transparency and potentially providing a written record for employment tribunals investigating complaints of unfair treatment. (Foot et al., 2016)

The job specification, also known as the person specification, describes the knowledge, skills, and abilities required for the role. It also outlines the behavioural competencies expected and the training, education, and experience required to acquire the necessary knowledge, skills, and abilities. Listing requirements and specifications play a crucial role in the selection process. (Barták, 2023; Marchington et al., 2016)

Balancing job requirements is essential to avoid unfair disqualification of candidates and potential indirect discrimination. More relaxed requirements may disproportionately affect underprivileged groups, making it more difficult for them to meet specific criteria. Careful consideration is needed to ensure the requirements do not result in unlawful direct discrimination. (Foot et al., 2016)

The knowledge, skills, and abilities outlined in the job description become central to the selection process, moving from a job-based to a person-based approach. These elements form the basis of organised interviews and guide the selection of proper methods, such as psychological testing or assessment centres. (O'Meara and Petzall, 2013)

2.2.3 Effective Job Description and Specification

Due to their complexity, navigating the nuances of job definitions and descriptions during the recruitment process can be challenging. Presenting a full copy of these documents in a job offer could lead to confusion, especially given that specific skills are in short supply in the labour market, and many can be acquired on the job. Comprehensive disclosure could overwhelm potential candidates and discourage highly qualified individuals from seeking room for advancement. It is, therefore, crucial to identify which requirements in the job description are essential for a potential candidate to understand the realistic nature of the position. Identifying the critical qualifications that make a candidate fit or unfit for the job is influenced by the nature of the position, team priorities, and organisational goals. (Koubek, 2015)

Stredwick (2014) emphasises a few parts of the job description and job specification. Key components from the job description include the job title, job function, conditions of employment, types of work activities, location, training opportunities, working conditions and salary details. Key components of the job specification include education, qualifications, skills, talents, work experience, and personality traits. (Stredwick, 2014)

As per Wilton's (2022) view, employee requirements can be classified as either necessary or desirable. Koubek (2015) further expands this classification to include a category of welcome and marginal requirements. Necessary requirements are non-negotiable and essential to the job. Desirable requirements contribute to successful performance and can be addressed through employer-sponsored training. Welcome requirements enhance an employee's usefulness in the organisation, while marginal requirements are easy to provide but optional to the job. It is advisable to include all necessary, desirable, and welcome requirements in the job offer, following a hierarchical sequence in the pre-selection and selection of personnel. (Koubek, 2015; Wilton, 2022)

2.2.4 Recruitment Alternatives to Consider

Modern HRM focuses on workforce management and the continuous reduction of labour costs. A strategic evaluation of options is essential, considering different approaches such as eliminating jobs altogether, redistributing work between positions, using overtime, using part-time or contract work, using activity or performance agreements, using external contractors, and addressing tasks that require full-time positions. (Koubek, 2015)

Other authors, such as Lussier and Hendon (2022) and also Stredwick (2014), add that when assessing the need for additional staff, it is important to explore alternatives, especially in situations where hiring freezes or assignment policies may limit recruitment. A well-defined policy should guide the decision-making process, specifying the circumstances for each option. (Lussier and Hendon, 2022; Stredwick, 2014)

The recruitment process only proceeds if it is determined that the work cannot be done by existing staff through overtime or temporary arrangements. However, the choice between part-time, temporary, or full-time employment significantly influences subsequent recruitment steps, including selection criteria and techniques. (Stredwick, 2014)

2.3 Recruitment Sources and Methods

Ježková et al. (2015) state that focusing on internal, external, or a combination of both sources for recruitment is critical for any organisation. Identifying internal labour resources is more straightforward, while external labour market research often requires the organisation to conduct its own research to understand the number and structure of available resources. Similarly, obtaining information about external candidates presents its own challenges. (Ježková et al., 2015)

The choice of recruitment strategies depends on effectively informing qualified individuals about internal vacancies and encouraging them to apply. Several factors influence the choice of recruitment methods, such as the organisation's decision to recruit internally or externally, candidate specifications, local labour market conditions, budget constraints, and the urgency of filling the position. (Koubek, 2015).

Recruitment methods vary in activity level, with some being more passive than others. For internal recruitment, intranet postings, company magazines, or regular workplace announcements may be sufficient. A personal approach or communication through managers is also effective. External recruitment offers a broader range of methods but tends to be more expensive. A balanced approach combining internal and external strategies is often the most effective. (Bauer et al., 2020)

2.3.1 Internal Recruitment

Internal recruitment involves filling positions with current employees or people known to existing employees. This method has two main types: promotion from within and employee referral. In the case of promotion from within, the organisation advertises vacancies through physical or electronic bulletin boards, company newsletters, etc., and allows current employees to apply for available positions. On the other hand, employee referral involves encouraging current employees to recommend friends and family for job opportunities. (Bauer et al., 2020; DeCenzo and Robbins, 2010)

Internal recruitment offers different options, and organisations can adopt open, targeted, or closed recruitment strategies. Open recruitment involves publicly advertising job opportunities within the organisation and allowing anyone who meets the requirements to apply. Targeted recruitment, conversely, is more discreet, with line managers nominating people they think would be suitable for the job. HR evaluates these nominations and forwards the best candidates to the hiring manager. In some cases, managers may have the authority to promote or transfer people within their department without involving HR. While targeted recruitment offers flexibility, it requires careful consideration to avoid bias in the process. (Lussier and Hendon, 2022) It is also important to note that internal recruitment has its advantages and disadvantages, as mentioned in Table 1 (Barták, 2023).

Table 1: Advantages and Disadvantages of Internal Recruiting Sources

Advantages	Disadvantages
Possibility of career advancement	Limited options often
Using a participative management approach	Assimilation-based selection methods
Low demand from the economy	The possibility of maintaining current working methods
The candidate's familiarity with the surroundings	The tendency of less successful people to choose cooperation above rivalry
The candidate's aptitudes and dispositions	Being unduly critical of the new employee
Management based on competencies	The chosen person's performance in their current role does not ensure that they will succeed in their new role
Using talent management techniques	Subjective talent evaluation risk
A strategic HR policy	Emotional obstacles
Reaffirming one's dedication to talent and personnel reserves	Costs for retraining
Enhancing the atmosphere and the motivation of particular people	
Flexible staffing arrangements	
Quickness in assigning people to jobs	
Lowering absenteeism, turnover, and other undesired behaviours	

Source: Own processing according to Barták (2023)

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Internal recruitment offers many benefits to organisations, including providing employees with career development opportunities and fostering loyalty and commitment. Using a participative management approach empowers current employees and requires fewer resources than external recruitment. Internal candidates bring familiarity with the organisation's environment and insight into their aptitudes and dispositions, enabling a better match with role requirements. By focusing on competencies and talent management techniques, internal recruitment supports a strategic HR policy and promotes organisational stability. (Barták, 2023)

However, it can limit the diversity of perspectives and skills, leading to stagnation and a lack of innovation. Selection methods based on assimilation can encourage conformity and discourage diversity of thought. Internal hiring can perpetuate current working methods, and there's a risk of unfair criticism from colleagues, affecting morale and performance. Success in a current role doesn't guarantee success in a new one, and subjective talent assessment and emotional barriers can complicate the process. In addition, retraining costs may be required, increasing the financial burden on the organisation. (Barták, 2023)

2.3.2 External Recruitment

External recruitment, the process of attracting individuals from the labour market outside the organisation, plays a crucial role in influencing the success of an organisation. This process can be open or targeted depending on the organisation's approach. In an open recruitment scenario, details of vacancies are available to anyone interested, while targeted recruitment involves identifying specific individuals with the required skills and encouraging them to apply. To be effective in external recruitment, an organisation must clearly define the type of employee it is looking for and explore sources where potential candidates can be found. (Lussier and Hendon, 2022)

One option is walk-ins, where candidates approach the organisation directly to express their interest in a role. This approach, initiated by the candidates themselves, can be efficient and cost-effective as it eliminates advertising costs and speeds up recruitment. (Bauer et al., 2020)

Another way to recruit externally is through educational institutions, such as universities and high schools, which often offer career advice and placement services. These institutions can be valuable sources for recruiting people with minimal experience or those with a degree and a broad range of skills but no experience. (Kocianová, 2010; Pattanayak, 2020)

A third option is employment agencies, including temporary, public, and private ones. Temporary agencies provide short-term help and can be useful for addressing staff shortages or meeting peak demand. Public agencies provide government employment services and match job seekers with employers, while private agencies, which operate as for-profit businesses, may specialise in specific job categories. Organisations must be careful when using agency workers to avoid legal problems. (Bauer et al., 2020)

Advertising, the fourth option, is crucial in attracting suitable candidates. Companies should choose the right medium to reach their target audience: newspapers, magazines, or online platforms like Facebook or LinkedIn. Regardless of the medium selected, companies should be wary of potential scams or misinterpretations of advertisements. (Pattanayak, 2020)

As a final option, the Internet provides a broad platform for recruitment, particularly for technical roles. While only suitable for some vacancies, the Internet can be a valuable tool for reaching various candidates. Companies need to carefully manage the inflow of applications and consider the preferences of different professional groups when using online platforms for recruitment. (Lussier and Hendon, 2022) It is also important to note that external recruitment has its advantages and disadvantages, as mentioned in Table 2 (Barták, 2023).

Table 2: Advantages and Disadvantages of External Recruiting Sources

Advantages	Disadvantages
The ability to select from a larger pool of applicants	More significant costs connected with the services of a recruitment agency
Ensures recruiting agencies the quality of the selection	The risk of disrupting established practises, behaviour, and conduct, corporate climate, culture
Easier adaption of the new employee and acceptance by the environment	Demotivation of dissatisfied personnel reserves
Newcomer's neutral attitude towards standards, schedules, working processes, and customs	Difficulty of socialisation
The newcomer's efforts to establish a positive reputation	Enculturation, and personalisation, losses associated with new employee adaptation
	Criticality of existing employees towards the new employee
	The newcomer's failure risk
	The duration of the selection procedure at the agency
	Wage disparity in comparison to the pay of existing workers in equivalent positions
	Various objectives, desires, and expectations, as well as adapting to the new workplace culture

Source: Own processing according to Barták (2023)

External recruitment offers many benefits to organisations, including career development opportunities, promoting participative management, and providing a larger pool of candidates during economic downturns. External hires bring fresh perspectives and diverse skills, complementing existing teams and enabling strategic talent management. They can improve the working atmosphere, motivate employees, and speed up recruitment, reducing absenteeism and turnover. (Barták, 2023)

However, there are challenges to external recruitment. Organisations may face limited options for specialised roles and risk overlooking candidates who don't fit the existing culture. New hires may struggle to adapt to current processes, leading to resistance to change. Existing employees may be critical of external hires, and past performance doesn't guarantee success in a new role. Subjective biases in talent assessment and emotional barriers between employees can further complicate the process. In addition, external hires may require costly retraining to assimilate into the organisation's culture. Despite these challenges, effective use of external recruitment sources can bring valuable talent and fresh perspectives to an organisation. (Barták, 2023)

2.4 Required Documents

Němec et al. (2014) believe that the choice of documents and data required from applicants significantly impacts the depth and relevance of the information an organisation gathers about potential candidates. Commonly requested documents include a cover letter, curriculum vitae (further CV), references from previous employment, a questionnaire specific to the organisation, a criminal record, and a medical certificate (Němec et al., 2014).

CVs are often the most requested documents and come in three formats: accessible, semi-structured, and structured. In a free CV, applicants have complete control over the organisation of the content, while a semi-structured CV provides a general guideline for inclusion. A structured CV resembles a questionnaire with specific instructions on content and order. (Koubek, 2015)

Employers often prefer structured CVs because they allow for a logical and chronological arrangement of information, which makes it easier to process and evaluate the candidate's data. Although there is no standard format, recruiters should inform applicants of the required format in advance, which streamlines the evaluation process and allows for simultaneous verification of candidates' computer skills. (Dvořáková, 2012; Šikýř, 2016)

The required documents containing personal data are used to identify and contact job seekers, assess their qualifications for the required work, and meet legal requirements. Job applicants are not required to provide excessive personal information, and discriminatory details based on the factors listed in   the Anti-Discrimination Act are not used. Collected documents containing confidential information must be either destroyed or returned in accordance with Act No. 101/2000 Coll. on the Protection of Personal Data (further GDPR), and future processing can only be carried out with the consent of job applicants. (Šikýř, 2016)

2.5 Job Advertisement

A job advertisement is the primary and essential method for employers to engage with potential employees during the recruitment process. The creation and distribution of a job advertisement aim to provide potential employees, as well as other job seekers inside and outside the company, with clear, accurate, comprehensive, and truthful information about the opportunities, requirements, and conditions of employment. (Leatherbarrow and Fletcher, 2019; Šikýř, 2016)

2.5.1 Formulation of Job Advertisement

The job advertisement based on the job description and specification is influenced by factors such as internal or external recruitment, the challenge of finding suitable candidates, the social profiles of the candidates, the recruitment methods chosen, and the documents and information required from the candidates (Leatherbarrow and Fletcher, 2019).

Short job descriptions may be sufficient for low-skilled jobs with a shortage of qualified candidates. However, jobs requiring high skills or specialisation, especially organisation-specific ones, warrant more detailed offers, including benefits. Familiarity with the job position is assumed for internal recruitment, but comprehensive information is crucial for external recruitment. Creating a compelling yet informative job advertisement tailored to specific recruitment techniques is   cost-effective but requires careful consideration to encourage suitable candidates, discourage unsuitable ones, and ensure self-selection. (Koubek, 2015)

In addition to the content, the location and format of the vacancy are critical. Following guidelines will increase effectiveness, including specifying the job title, role description, organisational details, requirements, working conditions, training opportunities, required documents, and application guidelines. Tailoring the advertisement to appropriate media, such as trade journals or local or national media, contributes to optimal results. (Leatherbarrow and Fletcher, 2019)

Recording advertising is essential for future analysis and optimisation. Details such as type of communication, date of publication, media, form of advertisement, names of respondents, interviewees, and selected candidates should be documented for a thorough evaluation of advertising effectiveness in different contexts. Effective communication with unsuccessful candidates is crucial, and prompt, courteous notification will help maintain the organisation's reputation and positively influence responses to future advertisements. (Koubek, 2015)

2.5.2 Publication of Job Advertisement

Following the recruitment process, the company follows the procedure by publishing the job offer. For internal recruitment, the job offer is distributed by   e-mail or posted on the intranet, local or official notice board, or bulletin board to ensure accessibility to qualified candidates within the organisation. On the other hand, when seeking external candidates, the company spreads the job offer via online platforms, local or official notice boards, television, radio, the press, or directly to qualified candidates not currently employed by the company. (Šikýř, 2016)

Determining the most appropriate method of publishing the job offer depends on several factors, including the nature of the position, the choice between internal and external recruitment, the requirements of the position, labour market conditions, the attractiveness to potential applicants, and the reputation of the organisation as an employer. (Leatherbarrow and Fletcher, 2019; Šikýř, 2016)

2.6 Pre-Selection Process

The pre-selection phase is a vital component of the recruitment process. This stage involves identifying individuals considered suitable for further consideration in the final selection process, primarily based on the documents they have submitted. The assessment is done by comparing the candidate's documents with the specific criteria for the position. In particular, the evaluation focuses on the individual's suitability rather than directly comparing with other candidates. In some organisations, a preliminary interview may be conducted during the pre-selection process. Candidates deemed unsuitable based on the assessment of their written materials do not proceed to this preliminary interview. (Pande and Basak, 2015)

According to Koubek (2015), the effectiveness of the pre-selection interview often depends on the clarity and comprehensiveness of the job advertisement. A lack of sufficient information may result in the submission of inappropriate candidates, who might have refrained from applying with more detailed information. Conversely, a broader pool of candidates can facilitate a more nuanced selection process, potentially offering alternative employment within the organisation to individuals initially perceived as undesirable. (Koubek, 2015)

The pre-selection process classifies candidates into three groups based on their suitability: highly suitable, suitable, and unsuitable. Exceptionally suitable candidates are invited to the selection process, which usually involves at least one selection interview. Candidates may be interviewed more than once, if necessary. If there is a need for more highly qualified candidates, additional selection procedures are used. Those who do not meet the requirements are politely turned down and thanked for their interest in employment. (Koubek, 2015)

The final stage is to draw up a list of potential candidates for the selection procedures. The desired number of applications per vacancy may vary depending on the number of highly qualified candidates, job characteristics, or organisational practices. An optimal range, which balances a responsible selection process with budget and team constraints, is typically between five and ten candidates per vacancy. For managerial or highly qualified positions, it is advisable to invite more candidates. (Pande and Basak, 2015)

The list of candidates is in alphabetical order, as the pre-selection process does not prescribe any order. Any form of ranking based on limited assessments is discouraged, and the ranking of candidates is best determined by a comprehensive evaluation of all selection procedures used. (Koubek, 2015)

2.7 International Recruitment

HR allocation within an international organisation involves the recruitment of key employees for both the organisation's headquarters and its subsidiaries (Armstrong and Taylor, 2017).

Dowling et al. (2013) assert that as organisations internationalise, they face workforce challenges that either need to be addressed in a domestic environment or exacerbated by the complexity of the international framework in which they operate. Özbilgin et al. (2014) add that when preparing for international recruitment, it is vital for HR managers in international companies to consider various factors, particularly cultural or national differences between the company's parent country and the host countries in which the company has subsidiaries. These differences can affect international recruitment due to differences in labour laws between countries, a larger pool of candidates applying for positions abroad, and the need for a comprehensive and specific job analysis even for similar positions offered abroad (Dowling et al., 2013; Özbilgin et al., 2014).

2.7.1 Approaches to International Recruitment

When an international company wants to fill a vacancy, it has three options: nationals of the home country, who are of the same nationality as the company's headquarters; nationals of the host country, who are citizens of the country in which the company's subsidiary is located; and third-country nationals, employees who are not from either the home or host country (Dowling et al., 2013).

Hurn (2014) and Pattanayak (2020) argue that international organisations can adopt four main orientations influencing workforce selection: ethnocentric, polycentric, geocentric, and regiocentric.

Ethnocentric organisations make key decisions centrally at headquarters, limiting subsidiaries' autonomy. Subsidiaries are supervised by headquarters staff, often expatriates. While this increases control over subsidiary operations, it also presents challenges in managing expatriates and potential dissatisfaction among local staff. (Pattanayak (2020); Wilton, 2022)

Polycentric organisations view subsidiaries as autonomous entities and grant them considerable independence. Local employees typically manage subsidiaries, ensuring continuity and mitigating issues related to expatriate exploitation. However, this approach can result in headquarters staff being isolated from other overseas subsidiaries, transforming a global company into a federation of autonomous national divisions. (Dowling et al., 2013; Hurn, 2014; O'Meara and Petzall, 2013)

In regiocentric organisations, subsidiaries are interconnected and overseen by a regional centre. Regional HR policies may be aligned with global corporations that take a polycentric or geocentric approach. (Hurn, 2014; Pattanayak, 2020; Wilton, 2022)

Geocentric companies link headquarters and subsidiaries globally, forming a worldwide team of international managers. As global managers, they can be assigned to any branch or subsidiary, thus cultivating a broad international perspective. However, building and managing an international management team can be challenging. (Hurn, 2014; O'Meara and Petzall, 2013; Wilton, 2022)

There are several approaches to international recruitment. It is important for an international company to carefully consider and select a general approach to international recruitment before designing its recruitment procedures. Each approach requires the international company to focus on a particular group of foreign workers. (Özbilgin et al., 2014)

2.7.2 Determinants of International Recruitment Choice

A combination of external and internal variables influences the recruitment decisions of an internationalising firm. These factors include contextual specificities such as the cultural and institutional framework, the availability of labour in the local market, and the nature of the specific industry in which the firm operates. Entity specificities also play a crucial role and include factors within the enterprise itself, such as the structure and strategy of the international company, its level of international experience, corporate governance practices, and the prevailing organisational culture. Local unit specificities refer to the specifics of the local unit, including the establishment technique, strategic function, importance in the overall structure, need for control, and locus of decision-making. In addition, IHRM practices significantly impact recruitment decisions, encompassing various aspects such as recruitment strategies, training programmes, reward systems, and career development opportunities. (Dowling et al., 2013; Pattanayak, 2020)

2.7.3 International Assignments

Given the challenges associated with expatriation, it is logical to ask why international companies continue to use expatriates. Undoubtedly, there are fluctuations in the number of people sent worldwide. There is a common belief that expatriates will become obsolete as companies embark on localisation initiatives, replacing expatriates with host country nationals to save on labour costs. (Pattanayak, 2020)

Organisations use different forms of international assignments for three main organisational reasons: position filling, management development, and organisational development (Dowling et al., 2013).

In the context of position filling, organisations address specific needs by either recruiting locally or transferring a suitable candidate based on the type of position and its level within the organisation. In the management development framework, employees are often transferred to the organisation for training and development to cultivate shared values. This involves the movement of employees between headquarters and subsidiaries or between subsidiaries. Assignments vary in duration and include project assignments and internships. The perceived link between overseas experience and career advancement can motivate individuals to accept such transfers. In organisational development, the company's strategic objectives come into play. These include considerations such as the desire for control, the dissemination of knowledge, skills, processes, and practices across locations, and the pursuit of opportunities in the global marketplace. The overall outcome is the development of organisational capabilities that enable the firm to compete effectively in international markets. (Dowling et al., 2013)

According to Armstrong and Taylor (2017), different types of international assignments can be categorised into diverse groups, including short-term, extended, commuting, rotational, and virtual assignments. A short-term assignment addresses a specific problem, completes a project, or acts as a temporary solution until an alternative is found. In contrast, an extended assignment, which can last up to a year, may involve tasks similar to those of a short-term assignment. A commuting assignment involves an employee travelling to another country to work for a week or two. A rotational assignment involves the periodic movement of an employee between their home country and a host country for a short period. On the other hand, a virtual assignment occurs when an employee uses information and communication technology to monitor the operations of an affiliate in another country while working remotely from their home country. However, these assignments may require regular travel to the country where the assignment takes place. (Armstrong and Taylor, 2017)

The second chapter of this master thesis offered a thorough overview of the recruitment process, covering various aspects from job description and specification to international recruitment and assignments. It highlighted the significance of defining job roles and candidate requirements. The chapter explored alternatives to traditional recruitment methods and then delved into recruitment sources and methods, discussing internal and external recruitment strategies and their advantages and disadvantages. The document outlined various recruitment approaches, including open and targeted recruitment, and provided insights into effective recruitment strategies, such as employee referrals and partnerships with educational institutions. The chapter also discussed the necessary recruitment documents, emphasising the importance of collecting relevant information while adhering to legal guidelines on data protection. The chapter detailed the types of documents that applicants were commonly requested to provide and emphasised the importance of effective communication with unsuccessful candidates. Additionally, it explored the publication of job advertisements and the pre-selection phase, highlighting the criteria used to identify suitable candidates for further consideration. Finally, this chapter discussed international recruitment and assignments, outlining international organisations' approaches and orientations. It explored the determinants of recruitment choices, including external and internal variables, and discussed the strategic reasons behind using various types of international assignments. Overall, the chapter provided a comprehensive guide to recruitment practices, covering everything from the initial job description to international workforce management. It offered valuable insights and recommendations for organisations seeking to optimise their recruitment processes.

3 International Recruitment in Lasvit

The third chapter of this master thesis is dedicated to researching international recruitment in Lasvit. First, the aim of the master thesis and the chosen research methodology are presented. Subsequently, the master thesis presents a moderated interview conducted with the HR Generalist, in which international recruitment in Lasvit is already discussed in detail. Based on the evaluation of the results, recommendations for improving the current process and their economic evaluation are formulated.

3.1 Methodology for International Recruitment in Lasvit

The aim of this master thesis is to analyse the current state of recruitment in the international company Lasvit s.r.o., to identify the challenges of the current recruitment process in this international company and then to propose recommendations along with their economic evaluation to improve the company's recruitment process.

The methodology of the master thesis includes a comprehensive approach to the evaluation of the current international recruitment process in Lasvit and a proposal of recommendations with an economic evaluation. The steps taken were as follows:

- a literature review on IHRM and recruitment,
- research on the labour markets in which Lasvit operates,
- analysis of the current state of the recruitment process in Lasvit,
- proposals for recommendations together with their economic evaluation.

The master thesis begins with thoroughly examining secondary data through a literature review on HRM, particularly recruitment, focusing on the international environment. The literature review serves as a basis for analysing the current international recruitment process in Lasvit.

To better understand the international landscape in which Lasvit recruits a new employee, the labour markets in which Lasvit operates were studied. Based on secondary data, a comprehensive overview of the European, American, and Asian labour markets was created. By examining key indicators such as labour market participation rates, employment rates, and unemployment rates, insight was gained into the complexity of these labour markets and the implications for Lasvit's international recruitment.

In parallel with the literature review, primary data collection was initiated by analysing current international recruitment practices in Lasvit. The focus was on identifying the nuances of the international recruitment process in the company's different labour markets. This analysis included an assessment of HRM planning, job analysis, recruitment sources and methods, required documents, job offers, and, finally, the pre-selection of candidates. The primary data collection was based on a moderated interview with the HR Generalist in Lasvit. The interview aimed to gain insight into the internal dynamics of the international recruitment process, particularly to identify challenges in the current international recruitment process.

All the data collected, both secondary and primary, was then carefully analysed and evaluated. This comprehensive analysis provided a deeper understanding of the international recruitment process in Lasvit, identified areas for improvement and informed the development of recommendations with economic evaluation aimed at improving international recruitment.

3.2 Introduction of International Company Lasvit

Lasvit s.r.o. is a Czech company specialising in luxury lighting and glass design. The company was founded in 2007 by Leon Jakimič as a limited liability company (s.r.o.) with headquarters in Nový Bor. (RocketReach, 2024; Lasvit, 2022)

Lasvit has since expanded globally, with offices and showrooms in cities such as Prague, Paris, London, Moscow, New York, Los Angeles, Miami, Dubai, Singapore, Hong Kong and Shanghai (Lasvit, 2022c).

The company aims to create compelling lighting and design experiences that enhance spaces worldwide. The company aims to become the world's leading luxury lighting and glass design authority. It strives to set new standards for creativity and innovation within the industry. (Lasvit, 2022a)

The international company has a dedicated team of 350 skilled professionals contributing to its success and innovation. Most employees are in the Czech Republic, but the company has many foreign employees. Its significant annual turnover of $60 million reflects its strong market position. (internal documents)

Lasvit specialises in creating bespoke lighting installations, glass sculptures, and decorative glassware that combine traditional craftsmanship with contemporary design elements. The company's products are celebrated for their artistic flair and exceptional quality, making them unique in the industry. (Lasvit, 2022a)

Lasvit's organisational structure encourages creativity, collaboration, and innovation in its various departments, including design, production, sales, and marketing. This structure enables Lasvit to maintain its reputation for excellence while exploring new frontiers in luxury lighting and glass design. Lasvit appears to have a hierarchical organisational structure, characterised by a well-defined chain of command, as illustrated in Figure 7. (internal documents)
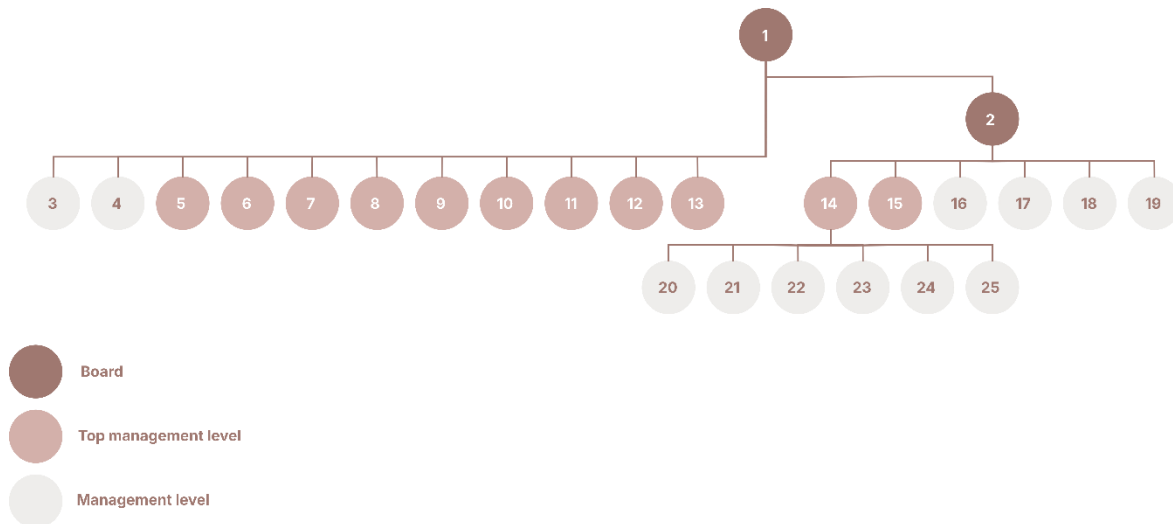
Figure 7: Organizational Structure in Lasvit
Source: Own processing according to internal documents

At the top is a non-executive board, presumably providing strategic oversight, and a creative art board, potentially influencing the company's artistic direction. The Executive Chairman and the President lead the company, holding the ultimate executive authority.

Directly reporting to the President (1) are the Chief Operations Officer (2), who is a member of the Executive Committee, and nine members of senior management, namely the Financial Director (5), the HR Director (6), the Marketing Director (7), the Regional General Manager Americas (8), the Regional General Manager SE Asia and MEA (9), the Regional General Manager APAC (10), the Regional General Manager Europe (11), the General Manager G4A (12), and the General Manager Collections (13), as well as two members of management, namely the Design Development Manager (3) and the Creative Director (4).

The Chief Operations Officer oversees two members of top management, the Digital and Innovation Director (14) and the Production Director (15), and four members of management, the Quality Manager (16), PM Development Manager (17), Procurement Manager (18), and Installations Manager (19). Management representatives, namely the Plant Manager (20), the Plant Manager Lasvit Shanghai (21), the Chief Design Engineer (22), the Chief Electrical Design Engineer (23), the Chief Lighting Consultant (24), and the Glassworks Manager Ajeto (25), report to the Production Director.

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This structure provides clarity in terms of reporting relationships and accountability. Decisions can be made quickly due to the streamlined flow of information. However, there may be limitations, such as delayed decision-making due to mandatory approval processes or limited employee influence due to a top-down approach.

Understanding the structure of a company's HR department is crucial to its effective functioning. This analysis examines the HR department of Lasvit. The organisation chart in Figure 8 shows a standard HR department structure. The HR Director is at the top of the hierarchy and is responsible for all aspects of the company's HRM. Several key positions report directly to the HR Director.
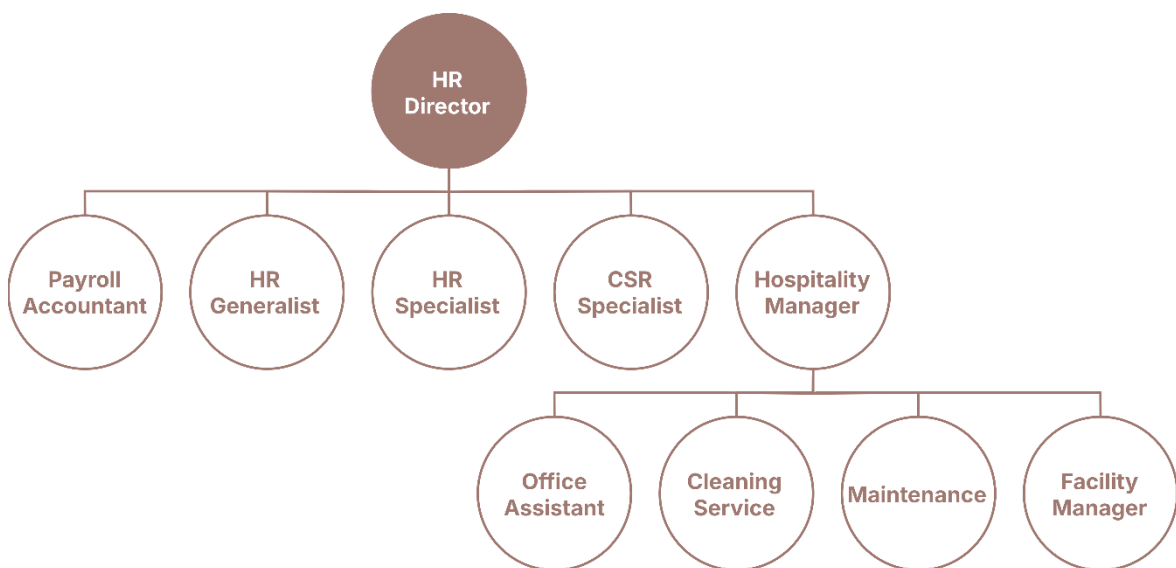
Figure 8: Organizational Structure of the HR Department in Lasvit
Source: Own processing according to internal documents

The HR Generalist, HR Specialist, Payroll Accountant, Hospitality Manager, and CSR Specialist positions fall directly under the HR Director. The Hospitality Manager also manages the Office Assistant, Cleaning Service, Maintenance and Installation Technician and Facility Manager.

The most important position in the HR department is the HR Director. The HR Director is a member of the top management and is responsible for the strategic management of the HR department by the company's strategic goals.

The Payroll Accountant is responsible for payroll in the Czech Republic and abroad. The Payroll Accountant is also involved in payroll planning. The Payroll Accountant also monitors changes in legislation in the Czech Republic and abroad and adapts documents, such as those relating to occupational health and safety, accordingly. The company uses the Helios payroll system.

The HR Generalist is primarily responsible for international and technical recruitment. The HR Generalist is also responsible for controlling, payroll planning, and rewards. The final and equally important responsibility is the personnel audit.

The HR Specialist is primarily responsible for junior recruitment in the Czech Republic. The HR Specialist is also responsible for onboarding, training, and development.

3.3 International Recruitment Landscape of Lasvit

The dynamics of labour markets are considered to be of paramount importance by international companies operating in a globalised economy, particularly in international recruitment. Understanding the nuances of labour markets in different regions is critical to attracting and retaining talent, complying with regulations, and optimising HR strategies for sustainable competitive advantage. Lasvit operates in a diverse international recruitment landscape that spans Europe, America, and Asia. Specifically, Lasvit has offices and showrooms in cities such as Prague, Paris, London, Moscow, New York, Los Angeles, Miami, Dubai, Singapore, Hong Kong, and Shanghai. The office in Russia should be mentioned further, as the company has stopped recruiting employees there. Each region presents unique opportunities and challenges that influence Lasvit's recruitment strategies.

This chapter provides a comprehensive view of the European, American, and Asian labour markets in the countries where Lasvit has its headquarters and offices, linking the analysis to the overarching recruitment theme in this international company. By examining key indicators such as labour market participation, employment, and unemployment rates, insight is provided into the complexity of labour market dynamics and their implications for recruitment in this international company.

3.3.1 European Labour Market

The European labour market offers a range of opportunities and challenges for international enterprises. This chapter focuses on key European countries, including the Czech Republic, France, and the United Kingdom. It sheds light on the changing dynamics of labour force participation, employment rates, and unemployment levels. By analysing data trends from recent years, this text highlights the strength of the labour market in the Czech Republic, the mixed landscape in France characterised by stable participation but persistent unemployment, and the dynamic environment in the United Kingdom marked by steady growth in employment and declining unemployment rates.

The Czech Republic exhibits resilience and growth, as shown in Figure 9, with its labour force participation rate steadily increasing from 58.6 % in 2012 and peaking at 60.6 % in 2018 before slightly declining to 59.9 % in 2022. Simultaneously, the employment rate has experienced growth, rising from 54.5 % in 2012 to 58.5 % in 2022, while the unemployment rate has significantly declined from 7.0 % in 2012 to 2.2 % in 2022. These trends suggest favourable conditions for recruitment activities within the Czech Republic.
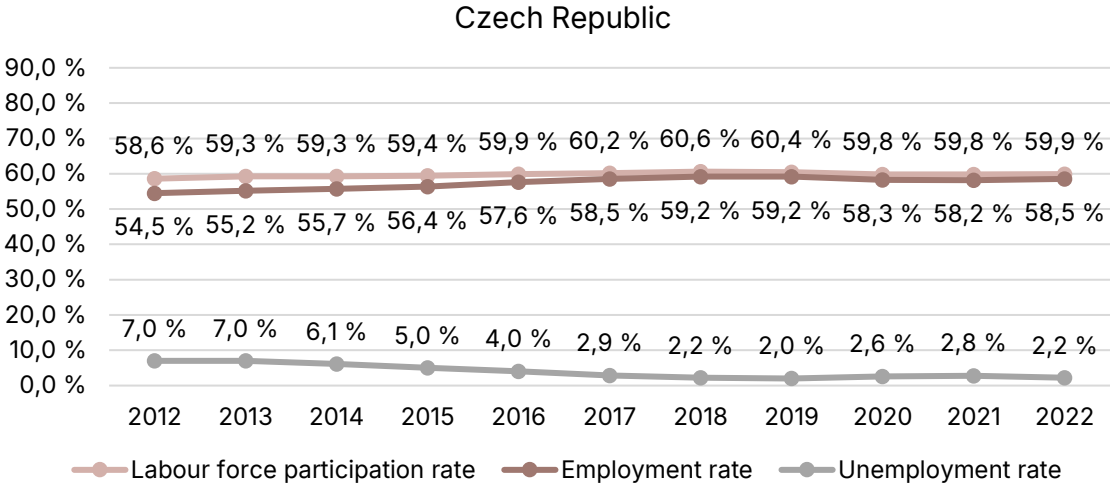
Figure 9: Labour Market of the Czech Republic
Source: Own processing according to ILO Data Explorer (1996-2023)

In contrast, the French labour market has a mixed landscape, as illustrated in Figure 10. The participation rates are stable, with a fluctuating labour force participation rate hovering around the mid-50 % range. It was 56.3 % in 2012, 54.5 % in 2020, and slightly increased to 56.2 % in 2022. Although there has been modest growth in employment rates, ranging from 50.7 % in 2012 to 52.1 % in 2022, France still faces persistently high unemployment, between 9.8 % and 7.3 % from 2012 to 2022.
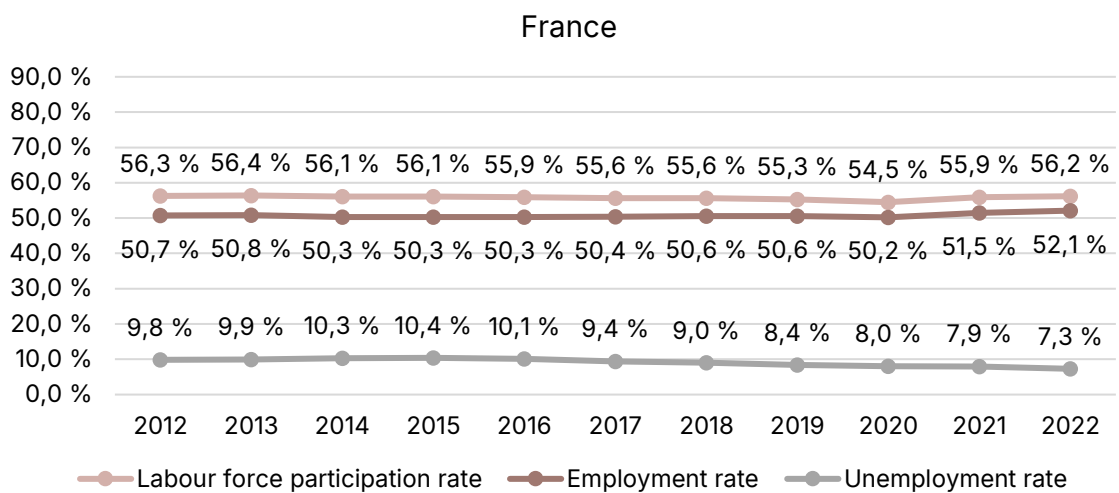
Figure 10: Labour Market of France
Source: Own processing according to ILO Data Explorer (1996-2023)

The United Kingdom has demonstrated dynamism, as depicted in Figure 11, in its labour force participation rate, which modestly yet consistently increased from 62.6 % in 2009 to 62.9 % in 2017, remaining relatively stable until 2019, when it experienced a slight uptick to 63.2 %. During the same period, the employment rate showed notable growth, increasing from 57.8 % in 2009 to 60.9 % in 2019, while the unemployment rate significantly declined from 7.5 % in 2009 to 3.7 % in 2019. The United Kingdom presents itself as a promising market for recruitment efforts due to these favourable conditions.

United Kingdom

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Labour force participation rate	62,6 %	62,4 %	62,3 %	62,5 %	62,6 %	62,7 %	62,7 %	62,9 %	62,9 %	63,1 %	63,2 %
Employment rate	57,8 %	57,5 %	57,3 %	57,5 %	57,9 %	58,8 %	59,4 %	59,9 %	60,2 %	60,6 %	60,9 %
Unemployment rate	7,5 %	7,8 %	8,0 %	7,9 %	7,5 %	6,1 %	5,3 %	4,8 %	4,3 %	4,0 %	3,7 %
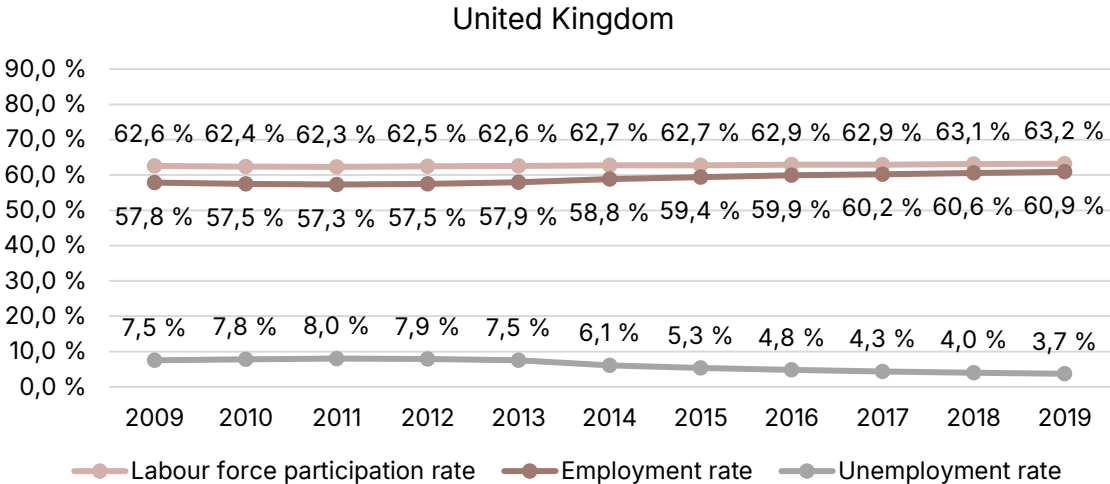
Figure 11. Labour Market of the United Kingdom
Source: Own processing according to ILO Data Explorer (1996-2023)

Lasvit encounters varying conditions in Europe across critical countries such as the Czech Republic, France, and the United Kingdom. The Czech Republic exhibits resilience and growth, with favourable trends in labour force participation, employment rates, and declining unemployment. However, France has stable participation rates but persistently high unemployment, while the United Kingdom offers promising recruitment prospects with dynamic growth and declining unemployment rates.

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3.3.2 American Labour Market

This section explores the dynamics of the American labour market, focusing on the United States of America and highlighting its crucial role within the global economy. Analysing trends in labour force participation, employment rates, and unemployment levels provides insights into the resilience and stability of the American workforce. Despite fluctuations in unemployment rates influenced by economic cycles and policy responses, the United States remains fertile ground for recruitment and expansion strategies.

In contrast to the European labour market, the labour market in America, particularly in the United States of America, is characterised by stability and resilience, as can be seen in Figure 12. The labour force participation rate has remained relatively stable, from 63.2 % in 2013 to 62.6 % in 2023. Similarly, the employment rate has remained high, varying from 58.6 % in 2013 to 60.3 % in 2023, indicating a robust job market. However, the unemployment rate in the United States of America fluctuates due to economic cycles and policy responses, ranging from 7.4 % in 2013 to 3.6 % in 2023. Despite these fluctuations, the country offers lots of opportunities for recruitment and expansion strategies across diverse sectors.
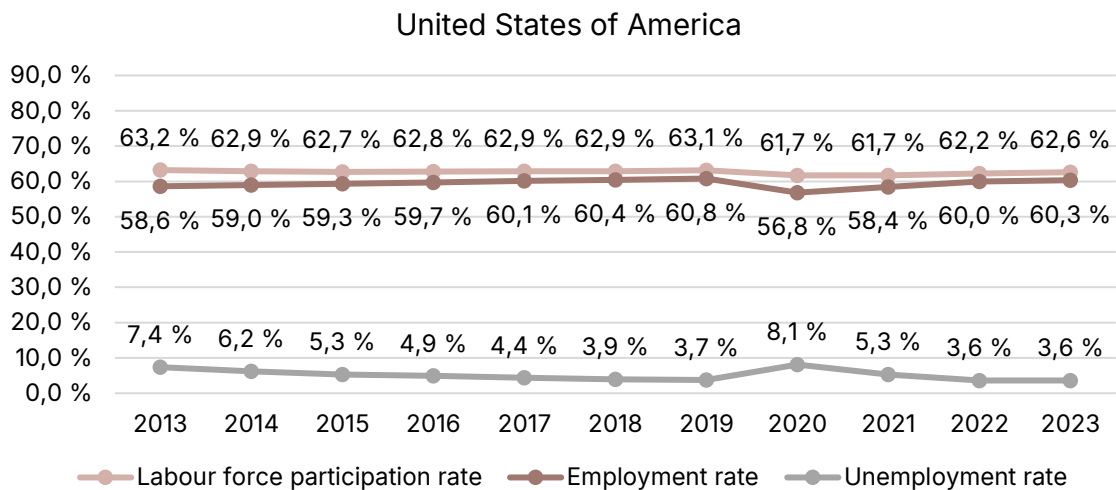
Figure 12: Labour Market of the United States of America
Source: Own processing according to ILO Data Explorer (1996-2023)

The American labour market, particularly in the United States, is described as stable and resilient compared to its European counterpart. Key indicators such as labour force participation, employment rates, and unemployment levels highlight a consistent environment for recruitment and expansion strategies. The overall landscape remains robust despite fluctuations in unemployment rates due to economic cycles and policy responses. The labour force participation rate remained relatively steady, as did the employment rate, indicating a consistent job market. However, the unemployment rate varied during this period. Despite these fluctuations, the United States offers numerous opportunities for Lasvit to recruit new employees across diverse sectors.

3.3.3 Asian Labour Market

The Asian labour market is a dynamic arena characterised by rapid development, diverse opportunities, and unique challenges, making it an attractive target for Lasvit's expansion. This chapter examines labour market dynamics in prominent Asian economies, including the United Arab Emirates, Singapore, and China. It covers labour force participation, employment rates, and unemployment levels.

Looking at the labour market in Asia, the United Arab Emirates, Singapore, and China exhibit different dynamics. In the United Arab Emirates, as shown in Figure 13, the labour force participation rate decreased from 80.6 % in 2016 to 77.4 % in 2022, with fluctuating employment rates observed roughly the same period. The unemployment rate experiences some volatility, increasing from 1.6 % in 2016 to 2.9 % in 2022. Overall, the United Arab Emirates presents recruitment opportunities, particularly in real estate, hospitality, finance, and technology sectors.
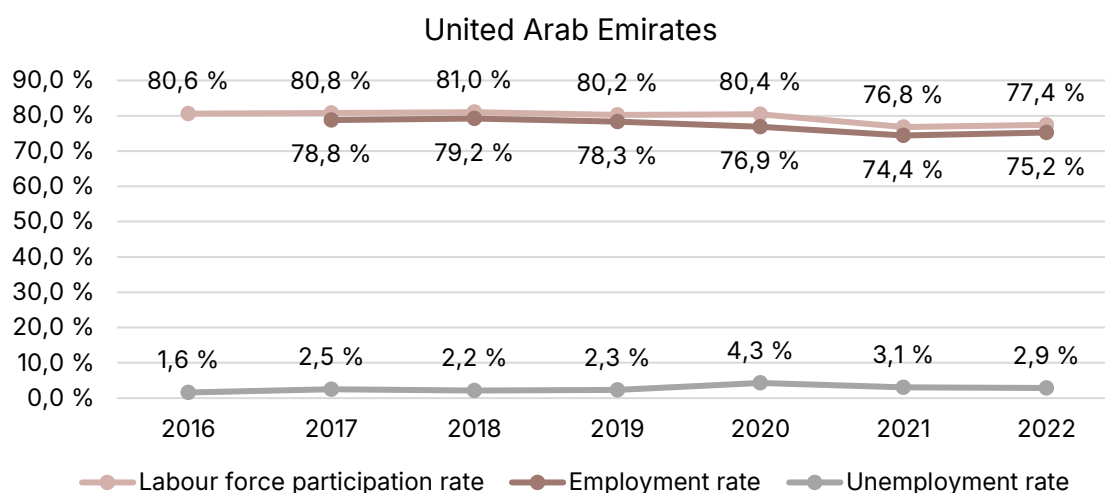
Figure 13: Labour Market of the United Arab Emirates
Source: Own processing according to ILO Data Explorer (1996-2023)

In contrast, Singapore consistently demonstrates, as indicated in Figure 14, high levels of labour force participation, ranging from 66.6 % in 2012 to 70.0 % in 2022, along with stable employment rates, varying from 64.1 % in 2012 to 67.5 % in 2022, and relatively low unemployment rates below 5 %. Singapore's stable conditions make it an attractive destination for recruitment efforts.
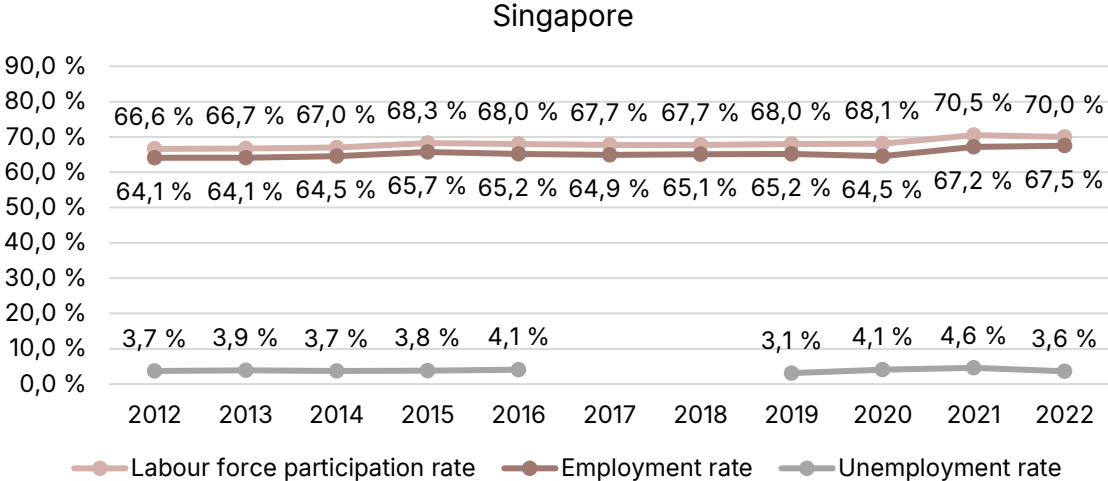
Singapore

Figure 14: Labour Market of Singapore
Source: Own processing according to ILO Data Explorer (1996-2023)

With its extended labour market, China maintains stability, as described in Figure 15, in labour force participation rates, ranging from 69.7 % in 2014 to 67.1 % in 2021, and employment rates, varying from 68.9 % in 2011 to 67.3 % in 2019. However, the unemployment rate experienced some volatility, ranging from 4.1 % in 2011 to 5.1 % in 2021. Despite fluctuations, China presents opportunities for recruitment and expansion, particularly in the manufacturing, technology, finance, and services sectors.
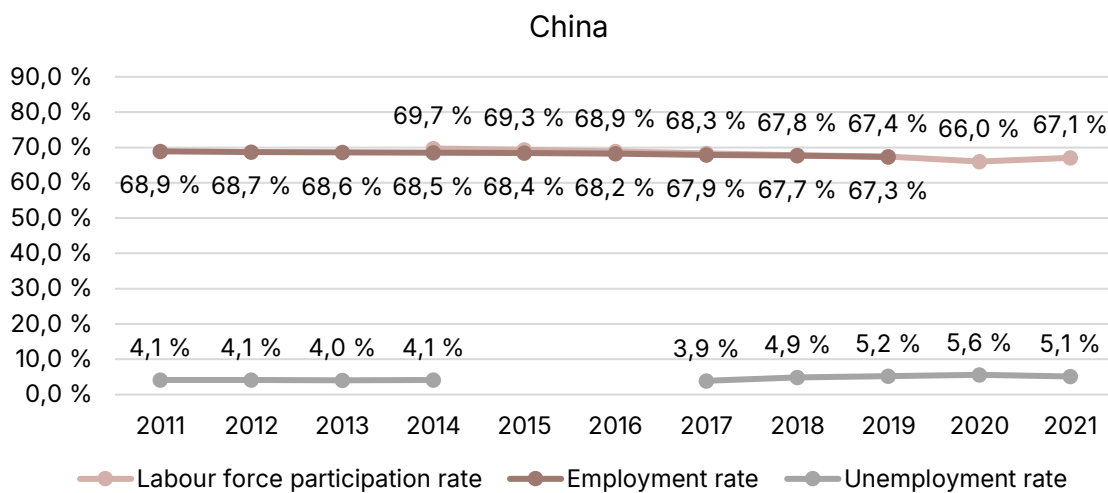

China

Figure 15: Labour Market of China
Source: Own processing according to ILO Data Explorer (1996-2023)

The Asian labour market presents diverse opportunities and challenges for Lasvit's expansion efforts. Key economies like the United Arab Emirates, Singapore, and China exhibit distinct dynamics. In the United Arab Emirates, there's been a decline in labour force participation alongside fluctuating employment rates, yet recruitment prospects exist in sectors like real estate, hospitality, finance, and technology. Singapore maintains consistently high labour force participation and stable employment rates, making it an attractive destination for recruitment. With its expansive labour market, China shows stability in labour force participation and employment rates, though it is experiencing fluctuations in unemployment. Nevertheless, sectors such as manufacturing, technology, finance, and services offer opportunities for recruitment and expansion. Overall, the Asian labour market presents Lasvit with various possibilities for recruiting new employees across diverse sectors.

Lasvit experiences different labour market conditions in various regions. In Europe, the Czech Republic is showing resilience and growth, with favourable trends in labour force participation and decreasing unemployment. France maintains stable participation rates but struggles with persistently high unemployment. The United Kingdom offers promising recruitment prospects with dynamic growth and declining unemployment rates.

In contrast, the labour market in the United States is stable and resilient, providing consistent opportunities for recruitment and expansion. Despite fluctuations in unemployment rates, indicators such as labour force participation and employment rates remain steady, reflecting a robust job market.

Meanwhile, the Asian labour market presents diverse opportunities and challenges. The United Arab Emirates has experienced a decline in labour force participation and fluctuating employment rates. However, there are still recruitment prospects available in various sectors. On the other hand, Singapore has consistently high participation and stable employment rates, making it an attractive destination for recruitment. China's labour market remains stable in terms of participation and employment rates despite fluctuations in unemployment rates. Various sectors offer recruitment and expansion opportunities, including manufacturing, technology, finance, and services.

Lasvit operates across these diverse landscapes to recruit new employees, taking advantage of the specific dynamics of each region to expand its workforce in various sectors.

3.4 International Recruitment in Lasvit

This chapter presents a detailed analysis of the recruitment process used by the international company Lasvit. The information was obtained through a moderated interview with fifteen questions conducted with the HR Generalist. The analysis provides a comprehensive overview of the company's approach to recruitment, from the initial stages of HR planning to the pre-selection of candidates.

The moderated interview was divided into three main parts. The first part focused on the international recruitment process in Lasvit and consisted of twelve questions. The second part investigated the distinct dynamics of the labour markets in which Lasvit conducts international recruitment activities. This was achieved through a dedicated question on the topic. The research was motivated by previous studies that highlighted significant differences between these labour markets. Obtaining first-hand perspectives from the company's internal stakeholders was deemed crucial. The third part aimed to identify potential challenges in Lasvit's international recruitment process through a targeted series of two questions asked at the end of each sub-section. However, a complete discussion of the identified challenges is deferred to the following chapter.

To enhance the discussion, certain sections of this chapter are supplemented with insights from internal document reviews and interviews with key participants, including the HR Director and the HR Specialist.

The interview followed a structured framework, as presented in Table 3, designed to explain the intricacies of the company's international recruitment strategies, and uncover potential areas for improvement. This framework is outlined below.

Table 3: Structure of Moderated Interview

Human Resource Planning
1.   How is the need for new employees planned in the company?
2.   How often is the need for new employees planned?
Job Analysis
3.   Who is responsible for the job analysis, and what does it look like?
4.   How often do you update this information?
Recruitment Sources and Methods
5.   What recruitment sources and methods do you use?
6.   Do you see any disadvantages to the recruitment methods you use?
Required Documents
7.   What documents do you require from job applicants?
8.   Do the required documents vary depending on the job position?
Job Advertisement
9.   What does the job offer look like?
10. Who is responsible for the final formulation and publication of the job advertisement?
Pre-Selection
11. How do you pre-select candidates?
12. Do you have any way of getting feedback from job seekers?
Specifics of Recruitment in Different Labour Markets
13. What are the specifics of the different labour markets you recruit in?
Challenges of Recruitment
14. Are you aware of any challenges in your company's recruitment process?
15. If so, what are these challenges?

Source: Own processing

3.4.1 Human Resource Planning in Lasvit

Planning new employees in a company involves several stages, as shown in Figure 16. In Lasvit, the planning of new employees for all locations is centralised and is, therefore, primarily the responsibility of the Czech HR department.

It starts with payroll planning, usually in the second half of the calendar year, between September and October. This process includes planning for current payroll costs and increases and new positions. New-hire planning is based on the company's strategic objectives. After developing the new hiring plan, it must undergo an approval process, which is the responsibility of the Board of Directors. If the plan is approved for new employee needs, payroll planning for the new positions will occur. The HR department is responsible for payroll planning, which is done using the median, both internally and externally. The relevant HR manager decides to hire a new employee. The hiring manager prepares a job description and specification based on the job analysis, which is then submitted to HR. HR department estimates the job price using this information and other supporting documentation. If the board approves the new job request, the HR department begins the search for a suitable candidate. The induction process is well-planned and strategic, with clearly defined objectives and a timetable for achieving them.
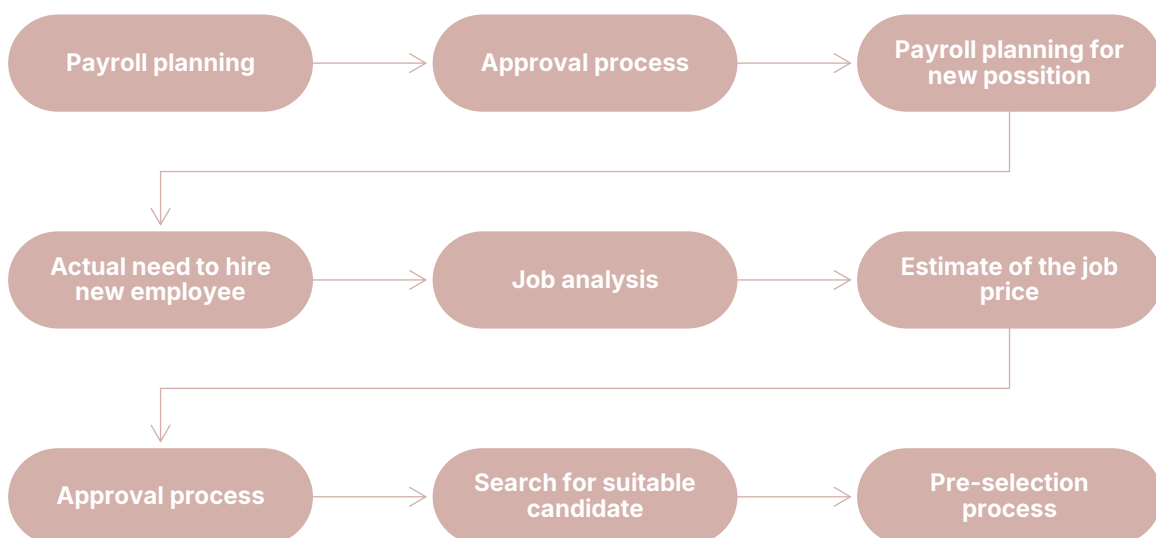
Figure 16: HR Planning in Lasvit
Source: Own processing

3.4.2 Job Analysis in Lasvit

The initial stage of the international recruitment process involves conducting a thorough job analysis to ensure that the job description and specification accurately reflect the current requirements of the position. Table 4 presents an approximate description and specification of the job, as compiled by Lasvit.

Table 4: Job Description and Specification in Lasvit

LASVIT	JOB TITLE
HIERARCHY	
QUALIFICATIONS AND PREREQUISITES	
POSITION DESCRIPTION	
POWERS	
RESPONSIBILITIES	

Source: Own processing according to internal documents

Ideally, job analysis should be routine to ensure job roles align with the organisation's evolving needs. However, there is often a gap between ideal practice and actual implementation, as job analyses are not conducted as frequently as recommended. This can lead to potential mismatches between job requirements and employee skills.

Although the primary responsibility for conducting a job analysis lies with the manager overseeing the position, the HR department commonly supports the process. The HR department can provide valuable expertise and guidance in structuring the job analysis to ensure that it captures all the essential aspects of the role. Collaboration between the hiring manager and the HR department can improve the accuracy and relevance of the job analysis, leading to more effective recruitment outcomes.

3.4.3 Recruitment Sources and Methods in Lasvit

The company employs a recruitment strategy that uses internal and external sources to attract and hire new employees. As shown in Figure 17, most recruitment sources are external, including job portals, college career portals, LinkedIn, company career e-mails and job agencies. Internal sources are used to a smaller extent. These recommendations are primarily based on referrals from current employees and the company's existing candidate database.
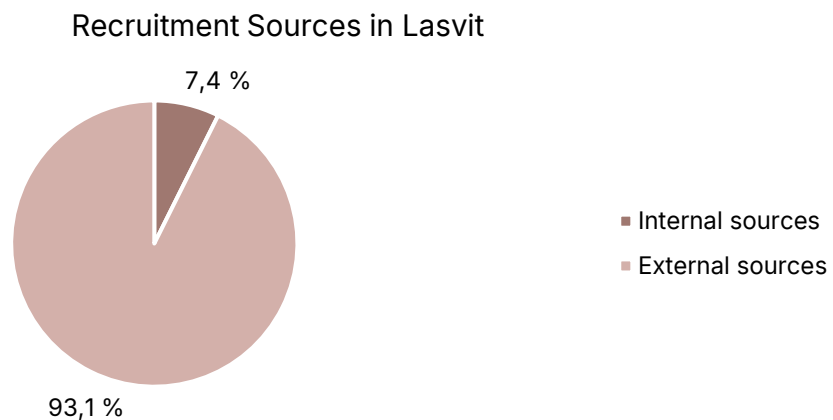
Figure 17: Recruitment Sources in Lasvit
Source: Own processing according to internal documents

The company uses the intranet and referrals from existing employees for internal recruitment. This approach allows the organisation to tap into its existing talent pool and encourage internal mobility, increasing job satisfaction and retention.

The company employs a dual approach to international recruitment. The company employs a multi-faceted approach to external recruitment, utilising job portals, LinkedIn, and agencies. Among these sources, job portals have proven to be the most effective in attracting and retaining new employees. LinkedIn is becoming increasingly popular as an effective recruitment tool abroad and in the Czech Republic. Although agencies are used less frequently, they are valuable for specific jobs or blue-collar positions, especially abroad. However, the main disadvantage of using agencies is their high cost.

The company's recruitment strategy involves a combination of these sources, with new vacancies first advertised on the intranet and then on job portals. Other sources may also be used, depending on the role. For example, in Dubai, LinkedIn alone suffices for recruitment needs.

Additionally, the company takes a proactive approach by allowing potential candidates to submit their CVs through 'fictitious jobs' on its website, as shown in Figure 18, even if there is no current vacancy or suitable position. This strategy enables the company to maintain a database of potential candidates for future opportunities.
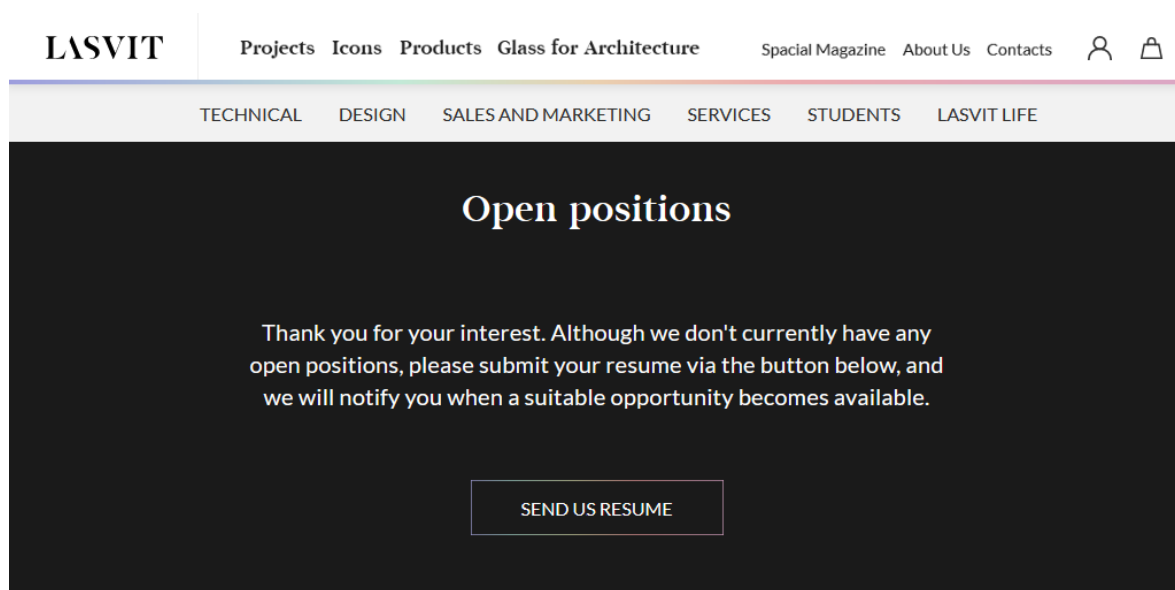
Figure 18: Lasvit's Career Website
Source: Lasvit (2022b)

3.4.4 Required Documents in Lasvit

The company's international recruitment process usually requires candidates to submit an unstructured CV and cover letter in response to job advertisements. This allows for more flexibility and creativity in the application process. A cover letter is also necessary for more senior positions to provide additional insight into the candidate's qualifications and motivations. The company prefers an unstructured approach and does not use specific templates or structured formats for these documents. This decision is based on the nature of the vacancies that the company often offers, which may include roles in artistic fields. In such cases, the unstructured nature of CVs and cover letters allows the HR department to understand better candidates' creativity, communication skills, and overall suitability for roles that may require a more nuanced assessment.

The company's approach of not imposing strict formatting guidelines on CVs and cover letters allows candidates to showcase their individuality and unique strengths through their application materials. This aligns with the company's focus on diversity and inclusion, enabling candidates with different backgrounds and experiences to be authentic. HR department utilises unstructured documents as valuable tools in the pre-selection process. This allows recruiters to comprehensively assess candidates based on their qualifications, experience, and potential cultural fit within the organisation.

Unstructured resumes and cover letters offer flexibility, allowing candidates to tailor their application materials to specific job requirements and highlight relevant accomplishments or skills that align with the position. This approach can increase candidates' chances of standing out in a competitive recruitment process and demonstrate their interest in the role. For roles that require creativity or innovation, unstructured application materials can serve as a canvas for candidates to showcase their originality and thought processes.

3.4.5 Job Advertisement in Lasvit

The HR department is solely responsible for formulating and publishing job offers within the company. This structured and centralised approach to recruitment ensures consistency in presenting job opportunities and alignment with the organisation's standards and requirements. The HR department undertakes this task based on each position's detailed job description and specifications. These documents form the foundation for creating persuasive and precise job advertisements that effectively communicate the role's responsibilities, qualifications, and expectations.

Table 5 below shows an advertisement for the Independent Design Installation Engineer position in Lasvit.

Table 5: Advertisement of Job Position in Lasvit

Independent Design Installation Engineer
Do you enjoy finding technical solutions? Do you like diverse tasks where you can fully engage your technical skills? Would you be tempted to work with a beautiful, designer product? We are looking for new colleagues in our design department in Nový Bor for the Independent Design Installation Engineer position. Your task will be to grasp the designer's idea and transform it through technical documentation into a functional and safe solution.
What will you do when you start?
- construct sculptures/fixtures based on the designer's proposal, mainly in glass and metal   - prepare complete technical documentation for projects   - work on a wide variety of assignments, from small installations for private residences to large commercial and development projects   - communicate with project management, design, and production departments   - participate in the final audit of solutions with other professionals   - work as a team to help each other on a particularly challenging project and work together to come up with the best solution
What should you have and be able to do?
- at least a high school degree in a technical field (preferably mechanical engineering)   - knowledge of AutoCAD, Inventor, 3D modelling or other design programmes   - minimum of 3 years of experience in design development   - independence, responsibility, attention to detail, and aesthetic thinking   - communication knowledge of English is an advantage but not a requirement   - willingness and desire to learn new things
Why join us?
We are a Czech company with a clear vision to be the world's most inspiring and successful glassmakers. The purpose of our work is to bring joy, pleasure, and an authentic design experience. We are a global group, but we are not a corporation. We offer the opportunity to work on interesting, challenging, and often unique technical solutions. We are a delicate team with a sense of humour and a passion for what we do. We work in a casual and upscale environment with an open company culture and interesting benefits.

Sources: Own processing according to internal documents

The job advertisement states this is a technical position aimed at mid- to senior-level candidates. However, Lasvit has encountered difficulties in attracting sufficient candidates for these roles.

Using the job description and specification as a guide, the HR department can customise each job offer to attract suitable candidates with the necessary skills and experience. The documents' clarity and specificity enable the HR department to articulate key details about the position, including duties, required qualifications, and potential growth opportunities within the organisation. This targeted approach attracts well-suited candidates and sets realistic expectations for both candidates and hiring managers.

Creating job offers based on comprehensive job descriptions and specifications adds transparency to the recruitment process. It clearly outlines the role's responsibilities and required qualifications, enabling potential candidates to make informed decisions about whether to apply. This transparency promotes a positive candidate experience by ensuring that individuals clearly understand what is expected of them. This reduces misunderstandings or mismatches between candidate expectations and organisational requirements.

Well-crafted job postings that accurately reflect the job description and specifications can also help build the employer's brand and attract qualified candidates. Consistent messaging throughout all job postings demonstrates professionalism and attention to detail, which enhances the organisation's reputation as an employer of choice. This branding effect can help attract top talent qualified for the role and aligned with the organisation's values and culture.

3.4.6 Pre-Selection Process in Lasvit

Pre-selection, a crucial step in the recruitment process, is the exclusive responsibility of the company's HR department. This stage involves evaluating documents received from candidates in response to job advertisements. The HR department carefully reviews these materials, including CVs and cover letters, to assess candidates' suitability for the position. By taking on this responsibility, the HR department ensures a consistent and organised approach to candidate evaluation, which is essential for maintaining fairness and efficiency in the recruitment process.

The HR department goes through all applicants and their documents three times. During these three rounds, unsuitable candidates are rejected on a rolling basis. Candidates selected as suitable are then contacted by telephone for a first-round interview. Approximately one-third of the candidates are chosen as appropriate and make it to the pre-selection, as demonstrated in Figure 19 below.

Proportion of Candidates in Pre-Selection Process in Lasvit
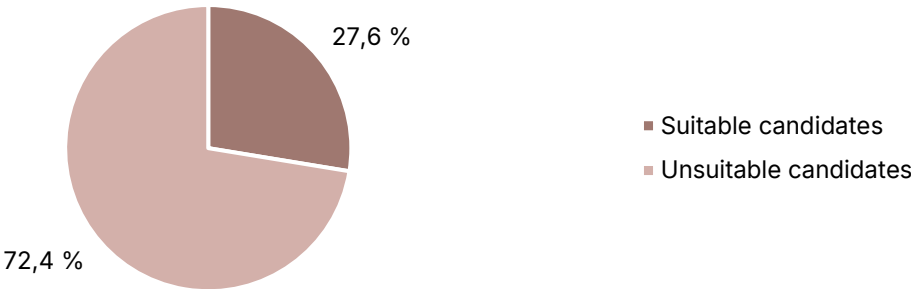
Figure 19: Proportion of Candidates in the Pre-Selection Process in Lasvit
Source: Own processing according to internal documents

If a candidate is considered suitable based on the submitted documentation, the HR department will initiate contact via telephone. This personalised approach enables recruiters to converse more in-depth with candidates to assess their qualifications and interest in the role. The HR department's use of phone calls for shortlisting demonstrates the company's commitment to building solid relationships with potential employees from the outset.

In contrast, if candidates are not selected for the role, they will be informed by e-mail. This method of communication ensures that candidates are promptly notified of their rejection, allowing them to move forward with their job search. The company intends to respond to candidates within two weeks, with most responses being sent much sooner. This prompt communication demonstrates the organisation's appreciation for the candidates' time and effort in applying for the position.

3.4.7 Specifics of International Recruitment in Lasvit

Lasvit tailors its recruitment strategies to adapt to the specific demands of diverse labour markets. The company originates from the Czech Republic and employs job platforms and employee referrals for recruitment. As it expands into key European markets such as the United Kingdom, France, and Russia, Lasvit utilises targeted advertising strategies. However, it faces challenges such as the impact of Brexit and language barriers in the United Kingdom. Lasvit faces visa complexities in the American market despite the prevalence of English. In Asia, Lasvit adapts its recruitment tactics to local conditions, considering challenges such as cultural differences and regulatory obstacles while also considering opportunities for strategic staffing decisions. This chapter examines Lasvit's dynamic approach to international recruitment.

In the Czech Republic, the main operating base of Lasvit, recruitment efforts extensively use career websites and job portals, particularly jobs.cz and the ever-present professional networking platform LinkedIn. Referrals from local employees also play a key role in attracting candidates. This recruitment paradigm extends to various fields, including administrative, technical, sales, marketing, and design roles. The company relies primarily on employee referrals, supplemented by targeted social media outreach and postings on the prace for administrative and manual positions.cz job portal. Collaboration with the Employment Service enhances these efforts, ensuring access to a broader pool of potential candidates.

Headquartered in the Czech Republic, Lasvit is expanding its presence in key European markets, including the United Kingdom (London), France (Paris), and Russia (Moscow). A high level of development and stability characterises the labour markets in the United Kingdom and France. At the same time, these countries have congruent recruitment protocols. Advertising strategies using platforms such as LinkedIn and localised job boards such as Indeed, Monster, and Adecco have proved effective. Lasvit has shown a praiseworthy tendency to retain Erasmus Plus interns, often facilitating their transition to permanent positions within the company after the internship. However, it is essential to highlight the nuanced impact of Brexit on this landscape. As France exemplifies, facilitating labour mobility within European Union member states is a clear advantage for job seekers. Conversely, the language barrier poses a tangible challenge in specific contexts. Russia presents its own set of difficulties as a market. Traditional social networking platforms such as LinkedIn are inaccessible here, with hh.ru as the sole recruitment channel. However, considering the ongoing military conflict surrounding Russia's invasion of Ukraine, Lasvit has decided to suspend all recruitment efforts.

Lasvit is represented in the American market, especially in New York, where the labour market has maturity and stability characteristics like those of Europe. Recruitment practices align with European standards. However, the American team remarkably prefers Czech-speaking personnel, necessitating recruitment through local referrals or the secondment of Czech employees to the United States. A significant complication in this context arises from the intricacies of obtaining visas. The process involves a significant investment of time and money, compounded by the inherent limitations of visa validity, which requires regular renewal. Conversely, the ubiquity of English as a lingua franca in the labour market is a distinct advantage. Overall, while the American labour market mirrors European norms in many respects, obtaining a visa poses a significant challenge, regardless of the universal accessibility of English in professional settings.

On the Asian market, Lasvit is expanding its presence in key cities such as Dubai, Hong Kong, Shanghai, and Singapore. In Hong Kong and Singapore, in particular, the job market is like that of its European counterparts, mainly due to the significant presence of foreign companies and expatriate professionals. The effectiveness of LinkedIn advertising stands out in these regions, and it is complemented by engagement with recruitment agencies that specialise in placing expatriates or local talent with English language skills. A notable practice observed in these locations is the use of Czech staff willing to undertake extended overseas assignments. Conversely, the Shanghai labour market presents unique challenges, characterised by the unavailability of standard social networking platforms and notable differences in employee culture and operational norms. Characterised by instability and immaturity, the local labour market often requires working with local HR expertise and relying on recruitment agencies such as Manpower and Page Personnel. Like its European counterparts, Dubai has a strong presence of international companies and expatriate professionals, facilitating multiple recruitment channels, including online job portals, social networking platforms and employment agencies. Dubai's appeal lies in its favourable tax environment, which is particularly attractive to expatriates. However, it is worth noting that Lasvit has chosen to employ Czech staff in its Dubai office, reflecting a strategic approach to staffing. Nevertheless, there are challenges, notably the difficulty for Czech nationals to obtain local driving licences, which detract from the otherwise favourable professional environment.

3.5 Challenges of International Recruitment in Lasvit

This chapter looks at international recruitment challenges in Lasvit in more detail. Challenges were identified through several means. Throughout the cooperation with the company, there was an examination of internal documents, observation of the set processes, interviews were conducted, especially with members of the HR department, and a moderated interview was also conducted, where questions were also asked about the challenges of the current set international recruitment process in the company. Based on all these findings, the challenges are described in more detail below.

3.5.1 Irregular Job Analysis

Firstly, a notable area for improvement was the inadequate updating of job descriptions and specifications. This oversight can lead to mismatches between the requirements of the job and the skills of potential candidates, potentially resulting in suboptimal hiring decisions and reduced organisational performance. By not regularly reviewing and revising job descriptions to accurately reflect the evolving needs of the role, the organisation may inadvertently limit the pool of qualified candidates and hinder its ability to attract top talent.

Ideally, the job description and specifications should be updated approximately once a year. However, in Lasvit, these documents are updated only when needed. This is the case when it is accidentally discovered that the job descriptions and job specifications no longer match reality.

3.5.2 Few Candidates for Technical Positions

Another challenge highlighted during the interview was the limited presence of candidates with a technical background, such as Design Engineers and Electric Design Engineers, in the applicant pool. This could indicate a gap in the company's international recruitment strategies or outreach efforts to technical professionals. By not actively engaging with or attracting candidates with technical expertise, the company may miss out on valuable skills critical to driving innovation, problem-solving, and technical excellence within its workforce.

When filling technical jobs, there are situations when no candidate applies for a job advertisement, and the company must extend the advertisement and search for a suitable candidate again. This is a long-standing problem the company faces, as shown in Figure 19 and Figure 20.

Figure 19 demonstrates a significant area for improvement in Lasvit's international recruitment process. This is particularly evident in the recorded applicant figures across various advertisement periods. The consistently low number of applicants, and in some cases, the absence of any candidates for advertised positions, indicate a concerning trend of minimal candidate engagement. For example, the lack of applicants on 16 October 2022 highlights a critical need to attract suitable candidates for the Design Engineer role.
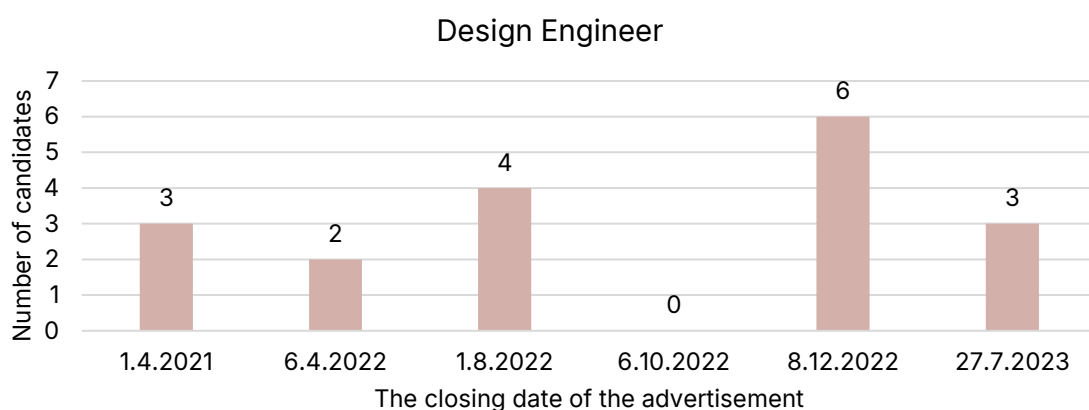
Figure 20: Number of Candidates for Position of Design Engineer
Source: Own processing according to internal documents

Similarly, Figure 20, depicting the number of candidates for the Electric Design Engineer position, reveals an even lower applicant turnout than for the Design Engineer position. Even in the case of this position, only a few candidates applied for the job advertisement.
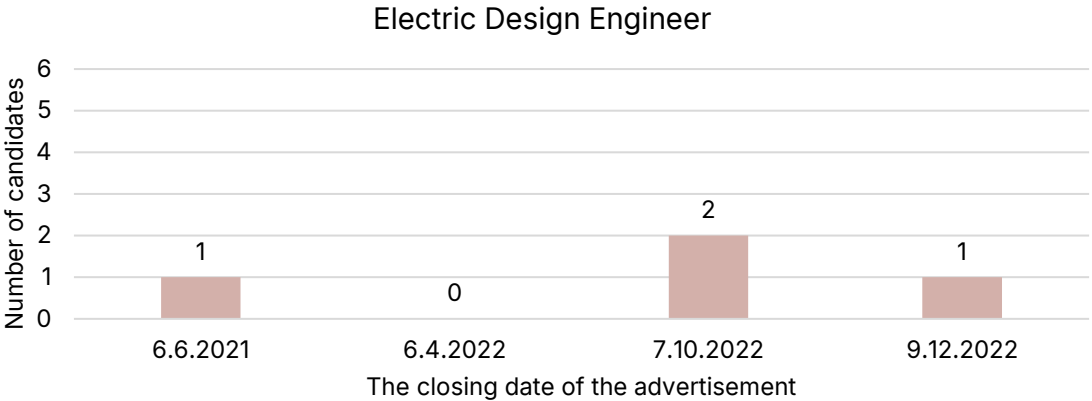
Figure 21: Number of Candidates for Position of Electric Design Engineer
Source: Own processing according to internal documents

Low applicant turnout highlights systemic shortcomings within Lasvit's international recruitment strategies. These shortcomings may need to be improved in job market positioning, outreach efforts, or job description clarity. The detrimental impact of this challenge on the organisation's ability to effectively fill crucial roles impedes operational continuity and hinders strategic objectives. Addressing this deficiency in candidate attraction is imperative for Lasvit to fortify its international recruitment process and ensure a robust pipeline of qualified candidates for critical positions.

Furthermore, the need for more young candidates identified as a challenge raises concerns about the company's ability to cultivate a diverse and dynamic workforce that reflects different perspectives and fresh ideas. Embracing generational diversity can enhance creativity, foster innovation, and promote a culture of continuous learning within the organisation. By actively seeking to attract and retain young talent, the company can add new energy and perspectives to its teams, fostering a more vibrant and forward-thinking working environment.

Although Lasvit cooperates with educational institutions, specifically high schools, and universities, it has nothing to offer potential candidates who are fresh out of school. This is because the company's job advertisements are mainly for candidates who are at a middle or senior level and who, therefore, already have, for example, three years of experience in the field.

3.5.3 Lack of Feedback on Company's Recruitment Process

Finally, the company identified the need for a structured feedback process for international recruitment as a challenge. With a formal mechanism to gather feedback from candidates throughout the international recruitment process, valuable insights that could be used to improve international recruitment strategies may be noticed. Implementing a feedback loop can provide useful data on the candidate experience, identify areas for improvement in international recruitment practices, and ultimately contribute to a more efficient and effective hiring process.

The only feedback that the HR department collects is a questionnaire survey of current employees regarding employee satisfaction with the HR department.

3.6 Recommendations for Lasvit

The recruitment process is crucial to building a talented and skilled workforce, which is essential to the success and growth of any organisation. This chapter provides a comprehensive set of recommendations to enhance Lasvit's international recruitment strategies, considering the evolving landscape of talent acquisition and the specific challenges faced by the company. In response to the challenges identified in the company's international recruitment processes, several recommendations have been made to improve its talent acquisition strategies. The following recommendations have been proposed:

- regular job analysis,
- adjusting job advertisement,
- introduction of junior position,
- introduction of feedback on the company's recruitment process.

Implementing these recommendations can assist Lasvit in streamlining its international recruitment processes, attracting a diverse pool of qualified candidates, and fostering a culture of continuous improvement and innovation within the organisation.

This chapter also includes an economic evaluation of the proposed recommendations. Each proposed recommendation is also economically evaluated. The economic evaluation includes the potential costs and benefits of the proposed recommendation.

3.6.1 Regular Job Analysis

The first proposed recommendation for Lasvit is based on a literature review and the research conducted to propose a regular job analysis. Regularly updating job descriptions and specifications can bring several benefits to the company. By keeping these documents up to date, they can ensure that their job offerings accurately reflect the organisation's evolving needs. This, in turn, helps align role requirements more effectively with the skills and experiences wanted in potential candidates.

Consistently refining job descriptions can also attract a more qualified pool of applicants. When job descriptions and specifications are accurate and detailed, they provide a clear understanding of the role and its responsibilities. This clarity helps potential candidates assess whether they possess the necessary skills and qualifications, leading to a higher likelihood of attracting suitable candidates.

Moreover, updating job descriptions and specifications regularly can prevent situations where the information in these documents no longer matches the reality of the position. By proactively reviewing and updating job descriptions, organisations can ensure clarity and alignment between the expectations of the role and the actual responsibilities.

In addition to enhancing the hiring process, updating job descriptions and specifications can positively impact pay planning. Organisations can ensure that the compensation structure aligns with the updated role requirements by prioritising and updating these documents before pay planning. This approach can lead to a more efficient payroll planning process, as it considers the evolving needs of the organisation and the skills required for each position.

Increasing the frequency of job description and specification updates is a proactive approach that can benefit an organisation in multiple ways. It helps attract qualified candidates, align role requirements with candidate skills, prevent misalignment between job expectations and responsibilities, and improve the efficiency of pay planning.

Therefore, according to the proposed recommendation, job descriptions and job specifications should be regularly updated once a year, namely before the start of new payroll planning or every time before the HR department starts looking for a new employee to fill the vacancy, as is described in Table 6. The competent persons are the hiring manager and the HR Generalist or HR Specialist, depending on the position to fill.

Table 6: Suggested Regular Job Analysis in Lasvit

Irregular job analysis → Regular job analysis
Annually, before new payroll planning
Before starting recruitment for a new position
The competent persons are the hiring manager and HR Generalist or HR Specialist

Source: Own processing

3.6.2 Economic Evaluation of Regular Job Analysis

Regularly updating job descriptions and specifications is a strategic investment for Lasvit, significantly benefiting the organisation. This process involves allocating time and resources from the HR department to review and revise existing job descriptions, ensuring alignment with organisational goals and industry standards.

However, updating job descriptions regularly has more benefits than costs. By keeping job descriptions up to date, Lasvit can attract a more qualified pool of candidates as the job requirements are communicated. This reduces the time and resources spent sorting through unqualified applicants and improves the efficiency of the recruitment process.

Regularly updated job descriptions ensure alignment between role requirements and candidate skills, reducing the risk of mismatches between job expectations and candidate capabilities. This leads to improved employee performance, higher job satisfaction, and reduced organisational turnover costs.

Updating job descriptions also facilitates more efficient payroll planning processes. Lasvit can adjust the compensation structure to reflect market standards and organisational needs by accurately assessing the skills and responsibilities associated with each position. This optimises budget allocation and reduces the risk of overpaying or underpaying employees.

Regularly updating job descriptions can result in quantifiable benefits for Lasvit. This practice can lead to cost savings, including reduced recruitment and turnover costs and improved productivity.

The approximate average salary of Lasvit's managerial employees is 70,000 CZK. Thus, the total wage cost for the company for such an employee is 93,660 CZK. Social insurance (24.8 % of gross wages) is 17,360 CZK, and health insurance (9.0 % of gross wages) is 6,300 CZK. The employee is expected to work 160 hours per month. In this case, one hour of work for such an employee costs the company 585.375 CZK, rounded to 586 CZK/hour.

For example, updating job descriptions is estimated to take 8 hours per update, with an hourly cost of 586 CZK, resulting in a cost of 4,688 CZK for one update. However, investing time and resources in updating job descriptions and specifications pays off in terms of improved recruitment outcomes and employee retention. The costs and benefits of the proposed solution are summarised in Table 7.

Table 7: Economic Evaluation of Suggested Regular Job Analysis

Irregular job analysis → Regular job analysis
Competent persons
Hiring manager and HR Generalist or HR Specialist
Costs
8 hours per update
Hourly cost of 586 CZK
Total cost of 4,688 CZK for one update
Benefits
Attracts more qualified candidates
Reduces time and resources spent on sorting unqualified applicants
Improves efficiency of the recruitment process
Ensures alignment between job expectations and candidate capabilities
Reduces risk of mismatches between job expectations and candidate capabilities
Improves employee performance and job satisfaction
Reduced turnover costs
Facilitates efficient pay planning processes
Optimises budget allocation
Reduces recruitment and turnover costs
Improves productivity

Source: Own processing

Therefore, it is recommended that Lasvit update job descriptions and specifications once a year or before filling any vacant positions. This ensures that the organisation remains agile and responsive to changing business needs while maximising the efficiency and effectiveness of its recruitment and HR processes.

3.6.3 Adjusting Job Advertisement

The second recommendation for Lasvit, based on the literature review and the research conducted, was that the advertisement be modified to match better the requirements of the position and the skills and experience of potential candidates and, at the same time, be more informal to reflect the company's corporate culture. By tailoring the advertisement to the real needs of the role, the company can attract a more suitable pool of candidates and increase the likelihood of successful hiring decisions. It also encourages managers to be more active in the recruitment process. With their insight into the day-to-day demands of the role, managers can help refine job descriptions and specifications. Their increased involvement improves the accuracy of candidate assessments and fosters better communication and rapport between candidates and the organisation.

The HR department is responsible for writing job advertisements, and the advertisement for the Design Engineer position is shown in Table 8.

Table 8: Old Advertisement of Design Engineer in Lasvit

Independent Design Installation Engineer
Do you enjoy finding technical solutions? Do you like diverse tasks where you can fully engage your technical skills? Would you be tempted to work with a beautiful, designer product? We are looking for new colleagues in our design department in Nový Bor for the Independent Design Installation Engineer position. Your task will be to grasp the designer's idea and transform it through technical documentation into a functional and safe solution.
What will you do when you start?
- construct sculptures/fixtures based on the designer's proposal, mainly in glass and metal   - prepare complete technical documentation for projects   - work on a wide variety of assignments, from small installations for private residences to large commercial and development projects   - communicate with project management, design, and production departments   - participate in the final audit of solutions with other professionals   - work as a team to help each other on a particularly challenging project and work together to come up with the best solution
What should you have and be able to do?
- at least a high school degree in a technical field (preferably mechanical engineering)   - knowledge of AutoCAD, Inventor, 3D modelling or other design programmes   - minimum of 3 years of experience in design development   - independence, responsibility, attention to detail, and aesthetic thinking   - communication knowledge of English is an advantage but not a requirement   - willingness and desire to learn new things
Why join us?
We are a Czech company with a clear vision to be the world's most inspiring and successful glassmakers. Our work aims to bring joy, pleasure, and a true design experience. We are a global group, but we are not a corporation.   We offer the opportunity to work on interesting, challenging, and often unique technical solutions. We are a fine team with a sense of humour and a passion for what we do. We work in a casual and upscale environment with an open company culture and interesting benefits.

Sources: Own processing according to internal documents

However, it is recommended that the department manager responsible for the vacancy be involved in the process. Therefore, the hiring manager and HR should work together to create an attractive and accurate advertisement based on the current job description and job specification. At the same time, when editing the advertisement, emphasis was placed on making the advertisement less formal to reflect the corporate culture in Lasvit better. Therefore, a new advertisement was created after updating the job description and specification of the Design Engineer position, as shown in Table 9.

Table 9: New Advertisement of Design Engineer in Lasvit

Design Engineer
Are you tired of **working in the automotive industry, redrawing the same things repeatedly, boring, monotonous work**? With us, you can sho**w what you've got, develop innovative technical solutions, and sometimes face real challenges**. You will work in **beautiful premises, offices with many awards, great coffee, and a team**. Your work's results will be seen **worldwide, even on the biggest ship overseas**.
So, what is in store for you?
Your job will be to take a design from our great designers and turn it into a functional and safe solution.   **Technical documentation will be your daily task, but we promise each will be unique**.   - Whether you'll be working on **small private residences or large commercial projects,** your **creativity will be free**.   - Working with the team will open new perspectives, and you will find the best solutions for our customers. And yes, **learning new things is our alpha and omega**.   - In addition to experienced engineers, you will have the opportunity to interact with other first-class people, e.g. from projects or production.   - Experienced colleagues will work with you initially, give you their experience, and then it's up to you.
So, who are we looking for?
- High school, college, engineering, glass, design. **We welcome a variety of majors**.   - If you know at least a little about Autocad, Inventor and other design programs, you don't have to worry because we are a team of people who are happy to help you with everything, train you and explain how it works.   **Experience is a great advantage for us but not a necessity**; we welcome more **independence, responsibility**, attention to detail, and, most importantly, a **passion for learning new things**.   - You also need to have a bit of a can-do attitude, not be afraid to go to your colleagues and ask for information and be able to ask for help.   - You can also come from far away; we offer **accommodation in Nový Bor**. **If you want to work from Prague**, we have an office with excellent coffee and a team there.
Why us?
We are a friendly **team that doesn't spoil any fun**, and we can have **much fun together**, for example, at a **Christmas party, team building, after work, bowling or having a beer**. We are a global company, but we are not a corporation. We work in a **casual and upscale environment with an open company culture** and interesting benefits**. We don't have cubicles, and you can work from home**.

Source: Own processing

The revised job advertisement for the Design Engineer vacancy, created in collaboration with the HR department and the hiring manager, has proven more effective in attracting a wider pool of candidates. The advertisement was crafted to be concise and objective, clearly describe the position's requirements, and appeal to a larger audience. The changes that have been made to the job advertisement are summarised in Table 10.

Table 10: Changes in New Job Advertisement in Lasvit

Few candidates for technical position → Adjusting job advertisement	
Tone	Shifted from formal to informal and energetic
Content	Emphasised creativity, innovation, and problem-solving
	Highlighted the variety of projects and freedom to express creativity
	Expanded the range of acceptance of educational backgrounds and levels of experience
	Added details about the company culture, including social activities and remote work options
Target audience	Expanded the target audience to include individuals seeking dynamic and creative roles, regardless of specific technical background or experience level
Competent persons are the hiring manager and HR Generalist or HR Specialist	

Source: Own processing

Since the proposed new advertisement has already been exposed on job portals, it is possible to evaluate its success; see Figure 21. The statistics illustrate the number of candidates who applied for the Design Engineer position between 1 April 2021 and 7 March 2024. Before the adjustment of the job advertisement, applicant numbers were low. For instance, on 1 April 2021, there were only three applicants, and on 6 April 2022, there were only two. However, after modifying the job advertisement to better align with the role's requirements and appeal to potential candidates, there was a dramatic increase in the number of applicants.

On 7 March 2024, 30 candidates showed interest in the position, indicating the success of the updated advertisement in attracting a broader and more diverse range of candidates. This increase in applicant numbers demonstrates a positive change in the company's recruitment strategy. By tailoring the advertisement to the real needs of the role and effectively communicating the requirements, the company has been able to attract a more suitable pool of candidates.
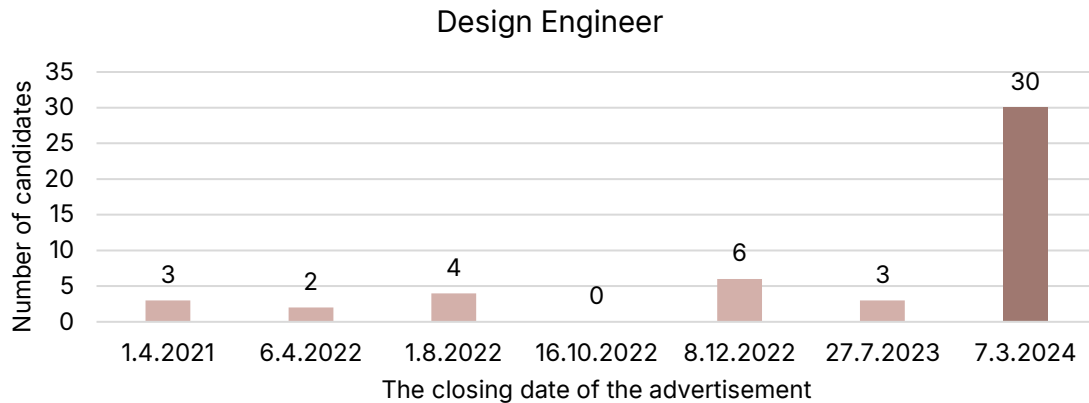
Figure 22: Comparison of Old and New Job Advertisement for Design Engineer
Source: Own processing according to internal documents

This increases the likelihood of successful recruiting decisions and encourages managers to play a more active role in the recruitment process, leading to better candidate assessments and improved communication between candidates and the organisation.

3.6.4 Economic Evaluation of Adjusting Job Advertisement

Revising the job advertisement for the Design Engineer position would attract a more suitable pool of candidates and improve the overall recruitment process.

The job advertisement was rewritten in approximately 3 hours, with an hourly cost of 586 CZK per hour, resulting in direct labour costs of 1,758 CZK. In addition, there were expenses related to advertising the revised job posting on recruitment channels. The cost of a single advertisement is typically around 16,250 CZK.

Despite incurring direct labour and advertising costs, the benefits of the revised advertisement were significant. It successfully attracted a broader and more diverse range of candidates, as evidenced by the significant increase in applicants. The larger pool of applicants implies a greater likelihood of finding qualified candidates sooner, which could reduce the time and resources spent on recruitment.

An important advantage of this change is that the advertisement must now be published only once. Previously, it was necessary to advertise more frequently due to a shortage of candidates. This decrease in the frequency of advertisements can result in long-term cost savings. An average of 2.57 candidates, so three candidates, expressed interest in the old advertisement. This means that if a company wanted 30 candidates, it would have to post the job advertisement ten times. This would have meant a cost of 162,500 CZK per advertisement for the company. After changing the advert, the cost is 16,250 CZK.

Attracting candidates better suited to the role can improve employee retention and performance. Employees well-suited to their roles are likelier to stay with the company longer and contribute positively to its success.

A more effective recruitment process can have a substantial long-term impact, improving employee morale, enhancing productivity, and strengthening the employer brand. These factors can positively influence the company's competitiveness and financial performance. The costs and benefits of the proposed solution are summarised in Table 11.

Table 11: Economic Evaluation of Suggested Adjustment of Job Advertisement

Few candidates for technical position → Adjusting job advertisement
Competent persons
Hiring manager and HR Generalist or HR Specialist
Costs
3 hours per update
Hourly cost of 586 CZK
Total cost of 1,758 CZK for one update
Benefits
Attracted a wider and more diverse range of candidates
Increased number of applicants
Reduced time and resources spent on recruitment
Decreased frequency of advertisement, leading to long-term cost savings
Improved employee retention and performance
Enhanced productivity and morale
Strengthened employer brand
Improved company competitiveness and financial performance
Advertisement costs for the same number of candidates are reduced by ten times

Source: Own processing

In conclusion, the revised job advertisement has yielded significant benefits despite the initial investment in rewriting it. These benefits include a more extensive and diverse applicant pool, improved candidate quality, and potentially reduced recruitment costs. Overall, the increased efficiency and long-term impact outweigh the initial expenses. The revised advertisement has improved the recruitment process, aligning it with the company's strategic objectives.

3.6.5 Introduction of Junior Position

Based on the literature review and the research conducted, the third proposed recommendation for Lasvit is the introduction of a junior position to attract and develop young talent within the organisation. The company can create a supportive environment for juniors to improve their skills and gain valuable work experience by offering structured learning and development opportunities. This approach benefits the company by cultivating well-trained and motivated employees. Additionally, it contributes to the professional growth of the juniors, fostering a sense of loyalty and commitment to the organisation.

The junior position is specifically designed for the position of Design Engineer to test the approach in one position in the Czech Republic and then expand it to Shanghai. The Design Engineer position was selected due to the historical difficulty of finding suitable senior candidates. If this approach proves successful, there will be more junior positions across the company, so on a global basis. The company is open to introducing a trainee program in the future. The evaluation of the success of the junior position will take place after one year of employment for the junior candidate. The advertisement for the Design Engineer junior position is scheduled to begin in June 2025, with the junior starting in September of the same year. One junior in the role of Design Engineer will be recruited on a fixed-term principal contract for a year. The whole course of the junior position is shown in Table 12.

Table 12: Suggestion of Introduction of Junior Position in Lasvit

Few candidates for technical position → Introduction of junior position
Job advertisement in June 2025
Junior starting in September 2025
Duration of employment September 2025-August 2026
Evaluation in August 2026
Consideration of expanding junior positions across the company
Competent persons are the hiring manager and HR Generalist

Source: Own processing

For a comprehensive understanding of the Design Engineer's role, Table 13 provides a detailed job description and specification based on a thorough job analysis. This ensures that potential candidates clearly understand the expectations and responsibilities associated with the position.

Table 13: Suggested Job Description and Specification of Junior Design Engineer

LASVIT	**JOB TITLE**
	Junior Design Engineer
HIERARCHY	
Section	Production
Reports to whom	Engineer Coordinator
QUALIFICATIONS AND PREREQUISITES	
Education	High school, college, interested in glass design or related fields.
Previous experience	While prior experience is advantageous, we welcome individuals with a passion for learning and a proactive attitude. Basic familiarity with design software such as AutoCAD and Inventor is a plus.
Skills and abilities	Eagerness to learn and develop proficiency in design software, technical drawing, and documentation. Strong attention to detail and commitment to producing high-quality work. Excellent communication skills and ability to collaborate effectively within a team environment. Problem-solving aptitude and a proactive approach to seeking solutions and overcoming challenges.
POSITION DESCRIPTION	
Target and moto	The target is cultivating talent and nurturing creativity, transforming juniors into proficient and innovative Design Engineers. Our motto is to foster independence, responsibility, attention to detail, and a passion for learning.
Activities	Collaborate with experienced designers to translate concepts into practical solutions. Assisted in generating technical documentation for various projects under supervision. Work on diverse projects, contributing ideas and learning from team members. Engage in teamwork to explore innovative solutions and develop skills. Interact with experienced Design Engineers and professionals for mentorship and guidance.
POWERS	
Independence to work on assigned tasks with guidance and support from colleagues. Curiosity to explore new ideas and technologies, seeking growth opportunities. Adaptability to work on different projects and adapt to learning requirements. Proactive attitude to seek assistance when needed and contribute to team objectives.	
RESPONSIBILITIES	
Assist in translating designs into functional and safe solutions under the supervision of experienced Design Engineers. Support in generating technical documentation, ensuring accuracy and adherence to standards. Participate in collaborative discussions to contribute ideas and learn from team members. Seek guidance and mentorship from experienced colleagues to develop skills and knowledge. Take initiative to seek assistance and actively participate in team activities.	

Source: Own processing

Recruitment sources for the junior Design Engineer position will be exclusively external. The company will use job interviews on job portals, its corporate website, and LinkedIn. Additionally, the company will partner with educational institutions to address the shortage of technical candidates and young talent in the candidate pool. By collaborating with universities and high schools, the company can access diverse potential candidates with fresh perspectives, up-to-date knowledge, and diverse skill sets. Such partnerships can also facilitate joint research endeavours, internships, and mentoring programmes, enriching the talent pipeline, and nurturing a culture of continuous learning and innovation within the organisation.

The applicant is required to submit only basic documents in response to the advertisement, such as a cover letter and CV.

The advertisement will be published on job portals, company websites, and LinkedIn. Educational institutions will also be contacted. The job advertisement for the position of junior Design Engineer is detailed in Table 14.

Table 14:Suggested Job Advertisement of Junior Design Engineer in Lasvit

Junior Design Engineer
Are you a recent graduate looking to break free from the mundane routines of the automotive industry? Are you eager to unleash creativity and problem-solving skills in a vibrant and dynamic environment? Lasvit invites you to embark on an exhilarating journey through our Junior Position, tailored for young graduates like you.

So, what is in store for you?

- Dive into the world of design engineering alongside our seasoned professionals, where you'll play a pivotal role in bringing our designers' visions to life.
- Immerse yourself in creating technical documentation, ensuring each piece is crafted uniquely to meet project requirements.
- Whether contributing to projects for small private residences or large commercial ventures, your innovative ideas will be valued and encouraged.
- Collaborate closely with our experienced team, gaining valuable insights and contributing to developing cutting-edge solutions for our clients.
- Benefit from mentorship and guidance provided by our experienced colleagues dedicated to nurturing your talent and helping you succeed.

So, who are we looking for?

- Recent graduates from diverse educational backgrounds, including high school, college, engineering.
- < UNK> Prior knowledge of software such as Autocad and Inventor is advantageous but not a prerequisite. We are committed to providing comprehensive training and support to help you thrive.
- Experience is not necessary. We value independence, responsibility, attention to detail, and, most importantly, a passion for learning and growth.
- Possess a can-do attitude and be unafraid to seek assistance or guidance from your colleagues as you navigate new challenges.
- We welcome applicants from all corners. Whether you're local or from afar.

Why us?

- Join a supportive and inclusive team that balances work and fun. Participate in Christmas parties, team-building activities, and after-work outings.
- Despite being a global company, we maintain a warm, open company culture that fosters collaboration and creativity.
- Work in a casual yet professional environment where cubicles are non-existent, and the option to work from home is available.
- Enjoy various perks and benefits to enhance your work experience and well-being.

If you're ready to kickstart your career in the exciting world of design engineering and unleash your full potential, Lasvit is the perfect place for you! Apply now and embark on a journey of discovery and growth with us.

Source: Own processing

Candidate pre-selection will be determined solely by the HR department based on submitted documents.

3.6.6 Economic Evaluation of Introduction of Junior Position

The proposed initiative to introduce a junior design engineer position aims to address the challenges of recruiting senior candidates and nurturing young talent within the organisation. By creating a supportive environment with structured learning and development opportunities, the company aims to attract recent graduates and cultivate their skills while gaining valuable work experience.

While there are costs associated with recruitment, such as advertising the position and conducting interviews, it's important to note that these costs would have been incurred regardless, as the company would have filled the engineering position anyway. In addition, compensating the junior design engineer with salary, benefits, and other perks adds to the financial outlay. It's worth noting that the average salary for a junior engineer is 42,000 CZK, compared to 47,000 CZK for a middle engineer and 50,000 CZK for a senior engineer. It should be mentioned that the employer's wage costs are 33.8% higher due to the payment of social and health insurance for employees. Thus, the wage costs for such a junior position are CZK 56,196, for a mid-position CZK 62,886 and for a senior position CZK 66,900.

Investment in training and development programmes adds to the total cost. Despite the initial financial investment, hiring junior design engineers offers numerous benefits. Firstly, it addresses skills shortages by providing an internal talent pipeline, reducing reliance on external recruitment. In addition, the lower remuneration of junior staff compared to experienced professionals can result in long-term cost savings. In addition, fostering a supportive environment for professional growth can increase employee loyalty and commitment, thereby reducing turnover rates and associated recruitment costs. The costs and benefits of the proposed solution are summarised in Table 15.

Table 15: Economic Evaluation of Suggested Introduction of Junior Position

Few candidates for technical position → Introduction of junior position
Competent persons
Hiring manager and HR Generalist
Costs
Recruitment costs (advertisement, interviews)
Compensation (salary, benefits)
Training and development expenses
Benefits
Addresses skills shortage
Provides an internal talent pipeline
Reduces reliance on external recruitment
Long-term cost savings due to lower remuneration of junior staff
Fosters a supportive environment for professional growth
Increases employee's loyalty and commitment
Reduces turnover rates and associated recruitment costs

Source: Own processing

Despite the upfront costs associated with recruitment and training, the long-term benefits of the proposed initiative outweigh the initial investment. By strategically investing in talent development and fostering a supportive work environment, the company can cultivate a pool of skilled and motivated employees, ultimately contributing to its success in the marketplace.

3.6.7 Introduction of Feedback on Company's Recruitment Process

Finally, a recommendation was proposed for Lasvit to introduce a feedback mechanism into the recruitment process to gain insights from candidates. By soliciting feedback, the organisation can identify areas for improvement, streamline recruitment procedures, and ultimately enhance the overall efficiency and effectiveness of the recruitment experience for all stakeholders involved. The company's commitment to continuous improvement is highlighted by this inclusive approach, which ensures that the recruitment process remains responsive to the evolving needs of both candidates and the organisation.

The questionnaire survey will be conducted after the candidate has been notified whether they have proceeded to the selection procedure. The survey will be sent via e-mail and is designed to be completely anonymous. See the proposed survey below in Table 16.

Table 16: Suggested Structure of Feedback on Lasvit's Recruitment

I appreciate your interest in a position in Lasvit. This questionnaire aims to get your opinions and feedback on the recruitment process you have completed. Your answers will help us better understand your experience and identify areas that can be improved.	
Where did you hear about the vacancy?	Referral from a current employee
	Lasvit website
	Job portals
	LinkedIn
	Agency
	Other:
Was all the information about the vacancy clear to you from the advertisement?	Yes
	Rather yes
	Rather no
	No
Were you clear from the advertisement all Lasvit's requirements for the vacancy?	Yes
	Rather yes
	Rather no
	No
Was it clear to you from the advertisement what Lasvit is offering you for the work you have done?	Yes
	Rather yes
	Rather no
	No
Was it clear from the advertisement how to contact Lasvit if you are interested in the vacancy?	Yes
	Rather yes
	Rather no
	No
How long after your response to the advertisement did the HR department contact you?	Within a week
	Within two weeks
	After more than two weeks
How did you communicate with the HR department?	Written form (e-mail)
	Spoken form (telephone call)
How would you have perceived the information about this decision if you had not been selected?	Clear and respectful communication
	Vague or uninformative communication
	No communication received
What was your overall impression of Lasvit?	Very positive
	Positive
	Neutral
	Negative
	Very negative
Do you have any other comments or suggestions?	
How old are you?	18-26
	27-35
	36-54
	55-64
	65 and above
What is your gender?	Male
	Female
	Other
What is your highest level of education?	Elementary education
	Secondary education
	Higher education
Thank you for your time and feedback. Your opinions are important and help us continually improve our processes and services.	

Source: Own processing

The questionnaire primarily used closed-ended questions to ensure a streamlined and efficient evaluation process. This approach allows for quick and straightforward responses, making it easier to analyse the data. The questionnaire comprises thirteen questions, with the initial ten focusing on assessing the recruitment process in Lasvit. These questions provide valuable insights from the candidates' perspectives and highlight their experiences and perceptions. The remaining three questions are designed to gather information about the respondents, helping to create a comprehensive profile of the group participating in the survey. By including these demographic questions, the HR department can better understand the characteristics and backgrounds of the individuals providing feedback. This additional information can help identify any potential patterns or trends that may influence the overall findings of the evaluation. In addition to English, the questionnaire must be in Czech and Chinese.

The evaluation of this feedback should occur at the end of each month, and the person responsible for it is the HR Generalist. The entire process of getting feedback from candidates on the company's recruitment process is shown in Table 17. Based on the data collected and its evaluation, changes should be made to improve the overall recruitment process in Lasvit.

Table 17: Suggested Introduction of Feedback on Lasvit's Recruitment

Lack of feedback→ Introduction of feedback on company's recruitment
A questionnaire sent via e-mail
After the candidate has been notified whether they have proceeded to the selection procedure
Evaluation every month
Implementation of changes
The competent person is HR Generalist

Source: Own processing

3.6.8 Economic Evaluation of Introduction of Feedback

The recommendation to introduce a feedback mechanism into Lasvit's recruitment process has several potential economic benefits. Firstly, by gathering insights from candidates, the company can streamline its processes, improving recruitment efficiency and reducing costs. This approach allows Lasvit to identify any inefficiencies or bottlenecks in the process, ultimately saving time and resources.

Furthermore, Lasvit can improve the candidate experience by gathering feedback. A positive recruitment journey can strengthen the company's employer brand and attract top talent while minimising the recruitment costs associated with attracting quality candidates. Understanding candidates' perceptions of job advertisements, requirements and offers ensures that Lasvit's messaging is aligned with the organisation's goals, reducing turnover and training costs associated with cultural and expectation mismatches.

In addition, the data gathered from candidate feedback facilitates data-driven decision-making. Regular evaluation allows Lasvit to identify trends and patterns, enabling targeted improvements that maximise return on investment. Furthermore, fostering a culture of continuous improvement through feedback mechanisms encourages innovation and adaptability within the organisation, ultimately leading to increased efficiency and reduced costs over time.

By addressing candidate concerns promptly, Lasvit can mitigate compliance and reputational risks, potentially saving significant costs associated with legal challenges or brand damage. It's also important to note that the time required to evaluate the survey each month is 8 hours, resulting in a monthly cost of 4,688 CZK to assess the questionnaire.

Finally, including demographic questions in the feedback survey enables Lasvit to develop a comprehensive profile of its candidate pool. This information informs diversity and inclusion initiatives, talent acquisition strategies and training and development programmes, contributing to a more resilient and adaptable workforce. The costs and benefits of the proposed solution are summarised in Table 18.

Table 18: Economic Evaluation of Suggested Introduction of Feedback

Lack of feedback→ Introduction of feedback on company's recruitment
Competent person
HR Generalist
Costs
8 hours
586 CZK
4,688 CZK
Benefits
Streamline recruitment processes and improve efficiency
Reduce recruitment costs by identifying inefficiencies
Improve candidate experience and strengthen the employer brand
Attract top talent and minimise recruitment costs
Align messaging with organisational goals and reduce attrition
Facilitate data-driven decision-making
Identify trends and patterns for targeted improvements
Encourage innovation and adaptability
Mitigate compliance and reputational risks
Develop comprehensive candidate profiles for diversity and inclusion initiatives, talent acquisition, and training programs
Long-term cost saving and improved organisational performance

Source: Own processing

While an initial cost may be associated with implementing a feedback mechanism, the long-term benefits, including cost savings, improved candidate experience and improved organisational performance, validate the investment for Lasvit.

The third chapter of this master thesis thoroughly examined the company's recruitment procedures, highlighting significant shortcomings and suggesting strategic solutions for enhancement. The chapter highlighted challenges such as outdated job descriptions, ineffective job advertisements, and a lack of opportunities for fresh graduates. These issues hindered the company's ability to attract and retain top talent, impacting its competitiveness in the market. To tackle these challenges, the chapter proposed several recommendations. Firstly, it suggested updating job descriptions and specifications regularly to accurately reflect role requirements and attract qualified candidates. Additionally, it recommended improving job advertisements to match role requirements with candidate skills and experience, thereby increasing the quality and diversity of applicants. Additionally, the chapter suggested implementing junior positions to foster young talent within the organisation and offer structured learning and development opportunities. This initiative aimed to tackle skills shortages and decrease dependence on external recruitment, ultimately enhancing employee loyalty and retention. Finally, the chapter suggested incorporating a feedback mechanism into the recruitment process to collect insights from candidates and enhance overall recruitment efficiency and candidate experience. By requesting feedback, the company could identify areas for improvement, streamline processes, and improve its employer brand. Overall, the recommendations provided a roadmap for optimising Lasvit's recruitment practices, fostering a culture of continuous improvement, and driving organisational growth and innovation in the global marketplace.

Conclusion

International recruitment in companies such as Lasvit s.r.o. is an important theme due to the global nature of today's economy. As companies expand their operations across borders, attracting and retaining talent from diverse cultural and geographical backgrounds becomes critical to success. Effective international recruitment practices enable organisations to access a wider talent pool, obtain locally unavailable professionals, and gain insight into new markets. In addition, international recruitment promotes diversity and inclusion within organisations, which can lead to more significant innovation, creativity, and problem-solving skills.

The aim of this master thesis was to thoroughly analyse the current state of the recruitment process in the international company Lasvit s.r.o., to identify the challenges in the recruitment process and then to propose recommendations, accompanied by an economic evaluation, to improve and optimise the company's recruitment process.

In the theoretical part of this master thesis, based on a literature review, an extensive overview of human resource management was presented, including the stages of its evolution, its definition and objectives, and its main activities. Additionally, the topic of international human resource management was also covered.

Following the discussion on human resource management, the master thesis comprehensively examined the recruitment process, such as planning, job analysis, identifying sources and methods of recruitment, determining the required documents from candidates, formulating and publishing a job advertisement, and pre-selecting suitable candidates. The theoretical exploration extended to the broader field of international recruitment, covering different approaches, factors influencing recruitment decisions, and the intricacies of international assignments.

In the practical part of this master thesis, the international recruitment process in Lasvit s.r.o. was examined. The research was conducted on labour markets in countries where Lasvit s.r.o. operates, focusing on key indicators such as labour market participation, employment, and unemployment trends. Primary data collection included an analysis of the international recruitment process in Lasvit s.r.o., specifically focusing on human resource planning, job analysis, recruitment sources and methods, and the candidate pre-selection process. A moderated interview was conducted with the HR Generalist in Lasvit s.r.o. to gain internal insight into the company's recruitment process.

The analysis of the recruitment process in Lasvit s.r.o. identified significant challenges that hindered the company's ability to attract and retain top talent. Challenges such as irregular job analysis, few candidates for technical positions, and a lack of feedback on the company's recruitment process were highlighted. To address these issues, recommendations were proposed, including regular updates of job descriptions, improvement of job advertisements, introduction of junior positions, and implementation of a feedback mechanism in the recruitment process. All the proposed recommendations were also accompanied by an economic evaluation, which assessed the potential costs and benefits associated with their implementation. As the proposed recommendations have not yet been implemented by Lasvit s.r.o., except the recommendation to adjust the advertisement, this was more of a general economic evaluation. However, the company plans to implement all the proposed recommendations gradually. The aim of these recommendations is to increase employee loyalty, retention, and overall recruitment effectiveness.

The findings highlighted the importance of effective recruitment strategies globally and identified specific areas for improvement within the company's practices. In addition, future research could delve deeper into the long-term implications of these recommendations and explore new trends in international recruitment strategies to optimise talent acquisition processes in an evolving international environment.

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