

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Management**



**Diploma Thesis**

**Recruitment and Selection of Employees in Company  
Freshlabels, s.r.o.**

**Bc. Tomáš Vřeský**

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## DIPLOMA THESIS ASSIGNMENT

Bc. Tomáš Vřeský

Economics and Management  
Economics and Management

Thesis title

**Recruitment and Selection of Employees in Company Freshlabels, s.r.o.**

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### Objectives of thesis

The diploma thesis focuses on employees recruitment and selection in company Freshlabels, s.r.o. Its aim is to explore the concept of employees recruitment and selection as one of the human resources activities that helps to realize the aims of the company and show the success of a firm.

The aim of the theoretical part is to focus on basic concepts of management, human resources management, employees recruitment, such as advertisement or outsourcing and methods of assessing candidates that is a cornerstone of having a successful and profitable company.

The aims of empirical part of the diploma thesis is to explore the procedures of recruitment and selection of employees in Freshlabels, s.r.o. Based on the research it will be determined how the company recruits employees and then present suggestions that would make this process more efficient and the firm more competitive.

### Methodology

The diploma thesis consists of two main parts, theoretical and practical. The practical part of the diploma thesis will be processed on the basis of the results obtained from quantitative / qualitative research. The diploma thesis will be developed in the following steps using scientific methods.

1. Formulation of the aims and methodology of diploma thesis.
2. Synthesis of the initial knowledge base.
3. Characteristics of the selected company.
4. Implementation of quantitative / qualitative research.
5. Aggregation of acquired knowledge and creation of own suggestions. (Gathered data will be descriptively statistically processed and evaluated. Based on the results, relevant suggestions for better efficiency and competitiveness will be presented.)
6. Formal completion of work.

## The proposed extent of the thesis

60 – 80 pages

## Keywords

candidate, employee, Freshlabels, human resources, human resources management activities, management, selection

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## Recommended information sources

- BOWLES, D. – COOPER, C L. *Employee morale : driving performance in challenging times*. New York: Palgrave Macmillan, 2009. ISBN 9780230579422.
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## **Declaration**

I declare that I have worked on my diploma thesis titled "Recruitment and Selection of Employees in company Freshlabels, s.r.o." by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 30. 11. 2020

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# **Employees Recruitment and Selection in Company Freshlabels s.r.o.**

## **Abstract**

This diploma thesis deals with the problematics of recruiting and selecting employees for the company Freshlabels, s.r.o.

The first part of the thesis is focused on the analysis of the literature on the issue and description of basic concepts associated with human resource management, ways to acquire employees, and, last but not least, the methods by which the candidates are assessed.

The second part first introduces the company Freshlabels, s.r.o., its subject of business together with the services it provides and then describes the employee structure in detail. Furthermore the process of recruitment and selection of employees in the company Freshlabels, s.r.o. is described. In the first part of the research, based on a questionnaire sent among former and current employees and candidates who were applying for a job in this company, steps are recommended that could, from the author's point of view, lead to making this process more efficient. In the second phase of the research, after an interview with the HR manager of Freshlabels, s.r.o., shortcomings of the whole process were identified, which should be eliminated after the author's recommendations.

**Keywords:** candidate, employee, Freshlabels, human resources, human resources management activities, management, selection

# Získávání a výběr zaměstnanců ve společnosti Freshlabels, s.r.o.

## Abstrakt

Tato diplomová práce se zabývá problematikou získávání a výběru zaměstnanců do společnosti Freshlabels, s.r.o.

První část práce je zaměřena na rozbor literatury týkající se dané problematiky a popsání základních pojmů spojených s řízením lidských zdrojů, způsoby, jakými lze získávat pracovníky a v poslední řadě s metodami, kterými se daní kandidáti posuzují.

V druhé části je nejprve představena společnost Freshlabels, s.r.o., její předmět podnikání společně se službami, které poskytuje, a následně detailně popsána zaměstnanecká struktura. Nadále je popsán způsob, jakým se ve Freshlabels, s.r.o. získávají a vybírají zaměstnanci. V první části výzkumu, na základě dotazníku rozeslaného mezi bývalé i nynější zaměstnance a bývalé uchazeče o práci v této společnosti, jsou doporučeny kroky, které by z pohledu autora mohly vést ke zefektivnění těchto procesů. Po uskutečnění rozhovoru s HR manažerkou Freshlabels, s.r.o. v druhé fázi výzkumu byly zjištěny nedostatky celého procesu, které by měly mít po autorově doporučeních eliminovány.

**Klíčová slova:** činnosti v oblasti řízení lidských zdrojů, Freshlabels, kandidát, lidské zdroje, řízení, výběr, zaměstnanec

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# 1 Introduction

Today's world is constantly creating ever-increasing demands in the sphere of entrepreneurship for companies to operate efficiently. To keep up with the market, the companies have to continually innovate their goods, improve the quality of their services, track developments in the relevant market and respond to any changes and moods of consumers that generate their demand in a timely manner. In order to be successful, they must have adequate human resources, in addition to the necessary material, financial, or information resources.

The quality of human capital is usually a measure of success and therefore I chose this topic of recruitment and selection of employees because I believe that it is one of the most important processes in the company that helps it to function and operate properly.

It is interesting to see how big an impact can people have on the firm's success. The staff turnover is a process that is happening all the time. The reason might be the retirement, movement to another city, change of profession, or any unexpected event such as a world pandemic that is happening right now.

Recruitment and selection of employees itself is a complicated process and must be led by experienced people that can determine whether the candidate has enough knowledge, skills and corresponds to the firm's culture and values, or not. On the other hand, a bad selection of a candidate can impair the way the company operates and deprive the company of financial resources and time.

Simply said, the fundamentals of economic success are primarily capable and motivated people – the company's employees.

## **2 Objectives and Methodology**

### **2.1 Objectives**

The main aim of the diploma thesis is to explore the process of recruitment and selection of employees as one of the human resources management activities that help the company to be more successful, competitive, and also support the firm in realizing its aims. Based on the research, the way of how employees are selected in the company will be found out, and then develop a proposal that would streamline this process.

The aim of the theoretical part is to explain the basic concepts, outline the problematics of human resources management and summarize current knowledge from foreign and Czech sources and find out the latest trends associated with this topic.

The practical part aims to introduce the company Freshlabels, s.r.o., the subject of business, the services it offers, and the corporate structure of this company. Furthermore, through a questionnaire survey and interview, get acquainted with the system by which employees are recruited and selected in Freshlabels, s.r.o. company and, after subsequent analysis, suggest ways of how to improve and make the recruitment and selection process more efficient.

### **2.2 Methodology**

The diploma thesis, which deals with the search and selection of employees in a particular company, is divided into the theoretical and practical part. The time schedule of activities that led to the creation of the diploma thesis was divided into 8 main phases:

1. The diploma thesis topic selection
2. Outline of the goals of the diploma thesis
3. The creation of the theoretical part
4. Characterization of the business entity
5. The creation of questions for the questionnaire
6. The creation of questions for the interview
7. Collection of information obtained and subsequent processing
8. Possible suggestions for improvement of the whole process

The time schedule can be furthermore seen in Table 1 below.

**Table 1 – Time schedule of the diploma thesis creation**

<i>Period</i>	<i>Activities</i>
November 2018	The diploma thesis topic selection
February 2019	Outline of the goals of the diploma thesis
March 2019 – August 2020	Study of literature and creation of a theoretical part
September 2020	Characterization of the business entity
October 2020	The creation of questions for the questionnaire
November 2020	The creation of questions for the interview
November 2020	Collection of information obtained and subsequent processing
November 2020	Possible suggestions for improvement of the whole process

Source: own processing

### **Creation of the theoretical part**

In the theoretical part, based on the foreign and domestic literature, the process of recruitment and selection of employees was described. In addition, professional publications from electronic sources were used. In the first chapter, based on a thorough analysis of the literature, the basic concepts of human resources management were described. The second and third chapter is focused on the individual methods of recruitment and selection of employees. One of the methods that was furthermore used to create the theoretical part was the comparison and subsequent synthesis of individual works of professional literature authors.

### **Characterization of the business entity**

At the beginning of this section, basic economic indicators of the company, which were obtained from the annual reports, are listed.

To describe the organizational structure and the whole process of recruitment and selection of employees in the practical part, a method of personal questioning of the HR manager was used. The manager had the opportunity to answer freely and based on this

interview, questions were created, which were further used in the questionnaire survey in the practical part of the thesis.

### **Questionnaire**

The first part of the research was carried out in the form of questionnaire data collection based on Roman Kozel's (2006) book – *Moderní marketingový výzkum*. The data collection took place during November 2020 and the questionnaire was filled in by a total of 52 anonymous respondents who at Freshlabels, s.r.o. have worked, are working, or applied for a job at this company. The distribution of respondents in the questionnaire was only informative and there is no correlation with any other question. The questionnaire was created using Google forms and consisted of a total of 26 questions. Of these, 16 questions were closed-ended, 5 semi-closed, and 5 open-ended, where candidates who were not hired, former or current employees had the opportunity to supplement or clarify information related to their satisfaction with the recruitment and selection process.

For all closed and semi-closed questions, except question 14, there was only one possible answer at a time. For 3 questions, a Likert scale with 5 answers was used. It was possible to choose one of the following answers: Strongly agree, Agree, I don't know, Disagree, Strongly disagree. The data obtained were further processed, evaluated, and, based on the results, appropriate measures and procedures that would help streamline and improve the entire recruitment and selection process were formulated.

### **Interview**

The second part of the research was an interview with the HR manager working for Freshlabels, s.r.o. and took place during November 2020. It was a semi-structured interview, which was supplemented by other questions according to the answers of the respondent in order to obtain as much information as possible. A total of 23 questions were asked. Based on the answers of the HR manager, suggestions that could improve the whole process were formulated.

## **3 Literature Review**

### **3.1 Basic concepts**

#### **3.1.1 Basic concepts of management**

Management is a discipline that represents a set of knowledge and skills that every manager should know how to use properly to accomplish all of his goals (Veber, 2009, p. 9). It is a process because it's a system of interconnected follow-up activities and tasks and according to the definition of Aldaga and Stearns, management is a process of organizing, planning, leadership, and controlling that aims to achieve the organization's goals (Bělohávek, 2001, p. 24).

#### **Functions of management**

When achieving the goals of an organization, managers often use 4 basic functions of management. In the 20<sup>th</sup> century, the world-wide known economist Henri Fayol, already determined the basic functions – planning, organizing, ordering, coordinating, and controlling. A more simplified division of only planning, organizing, managing, and controlling, brought to the world the pair of authors Robbins and Coulter (2004, p. 25). Robbins and Coulter (2004, p. 172) define the process of planning as a “process that includes the creation of a set of plans for integration and coordination of company's activities, the definition of the company's aims and formulation of a general strategy that could lead to its achievement”. They also differentiate between formalized and non-formalized planning. The non-formalized way is used more in smaller businesses where the owner (manager) has a specific idea about the development of their organization. Sometimes it is used also in bigger ones, but more typical is the formalized way of planning. In this type, for a certain period of time, certain objectives are specified, as well as a particular way of achieving the goals. The authors list four reasons for planning: it provides direction, reduces the impact of change, minimizes waste and surpluses, and provides standards for control. Planning focuses on the goals of the future, associated objectives, and appropriate means to achieve them. A plan is made – a written document describing the actions that the organization is expected to take (Donnelly, 1995, p. 197).



Robbins and Coulter (2004, p. 25) describe the second function of the management (organizing) as a “managerial function of which the content is to motivate subordinates, influence individuals or teams, selection of the most appropriate ways of the communication paths and management of problems that were caused by the employees’. According to Bělohávek (2001, p. 24), the aim of the managers is to motivate the employees in the right way to achieve the maximum effort and objectives.

As the last function that Robbins and Coulter state is controlling which is defined as a “managerial function with the aim of real performance monitoring, its comparison with the standards and in case of need, a seeking of corrective actions”.

Urban (2003, p. 16-19) expands the four basic functions of management with more:

- Organizing and inspiring the employees – The goal is to gain people’s interest and enthusiasm to get the best of them
- Delegation of powers – The manager has to assign tasks that are the employees able to fulfill with the help of conditions such as training, team organization, and general skills development.
- Support – The goal is to provide an adequate training course and secure the necessary resources and powers that are needed to carry out the employees' activities, but not to interfere with work itself.
- Communication – Communication is an important function of modern management and is a basis for achieving expected goals.

### **3.1.2 Concepts of human resources management**

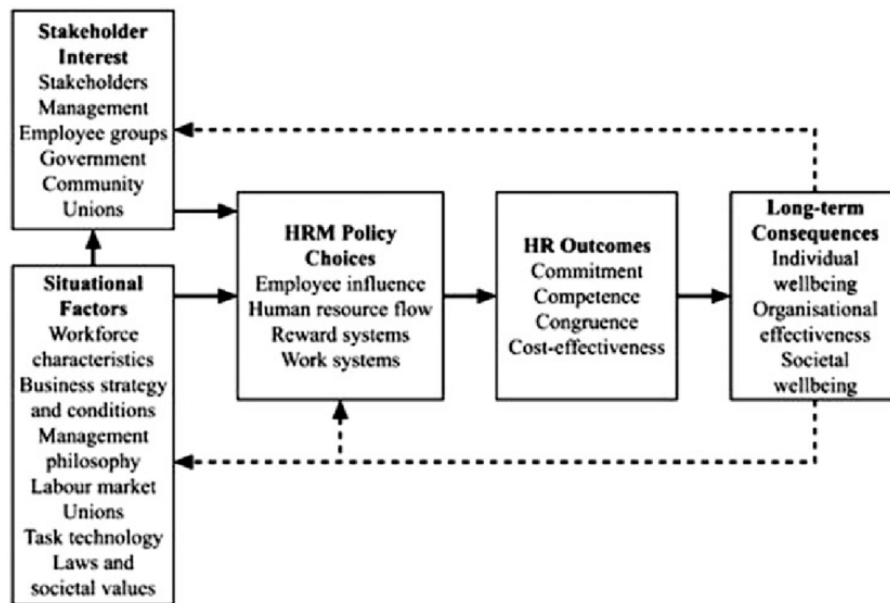
Human resources management represents the newest concept of personnel work that has been forming in developed foreign countries throughout the fifties and sixties in the 20<sup>th</sup> century. Human resources management is becoming the heart of a company’s management, its most important part and also the most important task of every manager. With this new personnel department role, the importance of human being and labour force power is expressed as the most important production input and engine of the firm’s activities (Koubek, 2010, p. 15).

Armstrong (2007, p. 27) defined this concept as a “strategic and logically thought-out approach to manage the most valuable thing that companies have”. It’s the people that work in the organization and that help individually and collectively the firm to achieve its goals.

Armstrong (2007, p. 52) also talks about various concepts of human resources management. One of them is the matching model that Michigan School created. Its representatives were of the opinion that the human resources management systems and the structure of the organization should be managed in a way that is consistent with the organization's strategy. Furthermore, they were of the opinion that there exists a cycle of human resources that forms four typical processes or functions that are carried out in all organizations – selection, evaluation, reward, and development.

The other founder of human resources conception was the Harvard School of Beer et al. (1984) who created the so-called “hardvard system” (Picture 1). According to Beer and his colleagues, there exist a lot of pressures in today’s world that require a wider, more complex, and strategic point of view on the human resources of the organization. These pressures have created the need for a long-term perspective in people management and the need to look at people more as a potential wealth than just a purely cost item (Armstrong, 2007, p. 53).

**Picture 1 - Harvard system**



Source: Beer et al., 1984

The general aim of human resources management is to ensure that the organization is capable to fulfill its goals with the use of people. It concerns the fulfillment of objectives in areas such as organizational efficiency, human capital management, knowledge,

remuneration, employee relations, meeting different needs, and bridging the gap between rhetoric and reality (Armstrong, 2007, p. 30).

### **Human Capital**

Nowadays no one doubts the significance of human capital and that it is an integral part of a modern economy concept. For more than fifty years there exists a definition that pushes the concept of human capital from an individualistic point of view to a completely different one that takes into account also the qualitative part of it (Mazouch, 2011, p. 19).

In the 1970s, a worldwide recession occurred due to the rising oil and raw material prices. In the following period, companies began to pay more attention not only to the acquisition, improvement, and development of technology, ie physical capital but also began to focus on the development of the human potential of their employees (Vodák, Kucharčíková, 2011, p. 34).

We can characterize human capital as a summary of the innate and acquired abilities, experience, habits, knowledge, motivation, energy, and talent that people have and which can be used to produce products over a period of time. Human capital represents a factor of production that delivers the organization a specific character. It is the people that create the company's element that is able to learn, innovate, realize changes but also to think creatively. All of this above is a prerequisite of being successful as an organization on the market (Vodák, Kucharčíková, 2011, p. 34-35).

### **Human resources department and its role in the organization**

Koubek (2011, p. 15) connects personnel work with people as a workforce, with his participation in the company's operations and the use of his abilities for its benefit, with its functioning, performance and work behavior, adapting to the needs of the company, with the results of its own work, relationships into which the worker enters and costs related not only to human work but last but not least related to his personal development and satisfaction of his social needs. Simply said, personnel work includes everything that is related to a human being and his work in the firm, including all activities and things that influence his work in the company. For example, his living conditions.

Because of the tasks that the personnel department deals with, the human resources officers must have a lot of experience and skills (Kociánová, 2010, p. 12). Key skills

of the human resources officer according to Brockbank et al. (1999) are contained in Table 2.

**Table 2 - Key skills of human resources managers**

<i>Personal credibility</i>	Live in compliance with the organization's culture and values, act responsibly, and maintain relationships based on trusting each other.
<i>Skill to control a change</i>	Having skills to recognize problems, manage people, create good relationships with clients, deal with problems, achieve goals, and push the change forward.
<i>Skill to control a culture</i>	Have skills to create a culture that is needed to carry out the organization's strategy and satisfaction of human needs, lead managers to behave in compliance with this culture and bring it into people's daily behavior.
<i>Skill to manage people</i>	Be able to provide innovative and modern methods and techniques in spheres of acquisition, development, remuneration, or communication.
<i>Knowledge of entrepreneurship</i>	Know the organization, its strategy, competitors, finances, marketing, sales, production, or information technologies.

Source: Brockbank et al., 1999

### **Process of human resources management**

The process of human resources management could be defined as activities that are necessary for the acquisition of employees for the firm and sustaining their high productivity (Robbins, Coulter, 2004, p. 287).

First of all, recruitment must occur and is defined as a process of identification and recruitment of candidates for a particular job position (Robbins, Coulter, 2004, p. 290). Nowadays, candidates usually get recruited through an advertisement. A different and usually more comfortable and easier alternative is finding the employees through a network of acquaintances. On the other hand, recruiting an employee in such a way can be a disadvantage as the employee can be feeling more privileged (Kolman, 2010, p. 165).

After the recruitment, candidates for the job position must be selected. Selection of employees can be defined as a selection of candidates for a particular job with the aim of hiring the most suitable one (Robbins, Coulter, 2004, p. 291-292). In the process of selection, human resources specialists should be involved as it usually is financially very costly and also time-consuming. Sometimes, even external specialists cooperate in the process of selection. The objective of employees selection is to:

- get enough information that will help to anticipate the level of work performance and behavior of the candidate on the particular job position;
- find out whether the candidate can adapt to the working and social environment or not;
- find out the real motivation of the candidate;
- find out the candidate's prerequisites for development;
- learn more about the candidate's ideas and ambitions.

The selection process should be happening on a partnership level. It's a situation when two sides meet – organization and candidate with his offers; the organization is selecting a candidate and the candidate is selecting an organization (Kociánová, 2010, p. 94).

The next step is a process called performance management. Line managers take care of it and it can be defined as a systematic process of improving the work performance through performance development of individuals and teams (Armstrong, 2007, p. 413).

After the work performance management, the phase of remuneration takes place. It is a compensation for the work the employees have done and is realized in a form of wage, salary, or other monetary or non-monetary remuneration, and the quality and quantity of work done is influenced by it. Therefore, it is one of the most effective ways of motivating employees. The non-monetary remuneration can be in a form of promotion, training, interesting work tasks, or public recognition of work results. Other than that, the contemporary conception of remuneration includes providing remunerations regardless of the work performance – employees' benefits (Kociánová, 2010, p. 160).

The career and its development is the last step on an ideal process of human resources management. It is a job position order that a particular person has done during life. It can be understood as the employees' desire to achieve a certain professionalism or job positions order during the whole life (Robbins, Coulter, 2004, p. 302-303).

## 3.2 Employees recruitment

*“Recruitment is the process of finding and engaging the people the organization needs. Selection is an aspect of recruitment concerned with deciding which applicants or candidates should be appointed to jobs.”* (Armstrong, 2007, p. 343).

### 3.2.1 Defining the requirements

According to Armstrong (2007, p. 343), the requirements that the employees must meet are knowledge, skills, and abilities and can be sorted into basic categories:

- **Knowledge** that the candidate must have to carry out the job position
- **Professional abilities and skills** needed for the employment performance
- **Specific job position requirements** – for example implementing new processes and systems
- **Social abilities and personality prerequisites** for successful work performance
- **Professional preparations and training** – every candidate must have either a required education or training

Armstrong (2007, p. 345) also talks about the danger of overvaluing the required qualification and skills. Many of the hired employees usually get dissatisfied because they find out their skills and abilities are not actually being used. Also, it can result in having problems with attracting new candidates. Not so commonly occurring, undervaluing the requirements can be as dangerous. Most important is to differentiate the requirements that are required and essential.

### 3.2.2 Searching for the right people

Finding the right person takes a lot of time and you want him or her to be worth it, as it includes sifting all the résumés, going through interviews, and checking all the references all the time. In the last few years, it is becoming more difficult to hire the right one, because the employment market improves and candidates have more options and information about each company’s selection process than ever before (Harvard Business Review, 2016, p. 6-7).

In the first place, organizations should focus on their strengths and weaknesses. Find out all necessary facts such as salaries, employees’ benefits, working environment,

and nationwide or local reputation of the firm. All these factors can have an influence on attracting or discouraging the candidates (Armstrong, 2007, p. 347-348).

### 3.2.3 Advertising

According to Armstrong (2007, p. 348), it is the most common method of attracting candidates. It is also important to decide whether it is better to use an employment agency or not. These agencies help the candidates to get a job but also can help the organization to attract candidates, using different advertising media such as the newspapers, radio, television, or internet (Kleynhans, et al., 2006, p. 89-91).

Cost, speed, and the probability of recruiting good candidates. Armstrong (2007, p. 348-353) talks about these three basic criteria as criteria that are important when the firm is deciding which method of recruiting the candidates to use.

The aims of advertising should be to **attract enough attention** from the potential candidate and it must be more tempting than the advertisement of the rival companies. Furthermore, to **create and maintain interest** – the information about the organization, conditions, and required qualifications for the job position should be communicated in an interesting, attractive way. The last aim should be to **stimulate action**. The advertisement should attract people in a way that they would read it whole until the end, resulting in getting more responses for the job offer.

When advertising, it is needed to think of a few basic questions:

- What kind of information should be included in the advertisement and how they should be formulated?
- How the advertisement should look like and where it should be published?

The advertisement must be well put together. Thanks to that, the whole process would be faster, less costly, and would attract a smaller number of suitable candidates. A badly designed advertisement means more costs, so it is not worth it saving on it (Koubek, 2011, p. 87).

### 3.2.4 E-recruitment

The main difference between traditional recruitment and e-recruitment is, that e-recruitment uses the internet and technologies to support the process. There are many reasons why companies should use e-recruitment. That includes cost savings, having

a larger candidate pool, making the process faster, being ahead of all the rival companies and it is easier to use for candidates and the organization (Tyagi, 2016, p. 30-32).

E-recruitment is based on the use of websites and e-mails, ie on Internet services (Šikýř, 2014, p. 99).

- **Job search websites**

- Specialized web servers such as jobs.cz, which specializes more in more skilled employment offers, and the prace.cz platform, which focuses more on executive positions (manual and artwork), are the greatest dominance in electronic recruiting (Žufan, 2012, p. 56). Unfortunately, according to Toman (2019), work portals are obsolete nowadays, because their growth has not gone anywhere in recent years. Advertising on job search websites functions in the form of publishing an advertisement for a particular financial fee, regardless of candidates' responses.

- **Social networks**

- Nowadays, almost everything is solved via the internet, so it is no wonder that the most current trend is the search for new employees with the help of the Internet, more specifically social networks. Large organizations have an entire team of individuals who communicate with each other only to handle the social network. They have a photographer, a copywriter for writing texts, a traffic charts evaluation analyst, and a strategy planning marketer. An important part of social networking is also to regularly create quality content that will help you gain new fans and followers. Then if you place a new post on your site, more people can like it, comment, and share it and therefore the organization has a greater reach on social networks. This method of the job advertisement is also the cheapest and most effective one (Klímová, 2019).

- **Websites**

- In today's world, it is almost essential for a company to have its own website, otherwise almost as if it did not exist (Klímová, 2019). Organizations use advertising on their own websites in the case of a respected company where the candidates themselves visit their websites in order to find a job offer (Žufan, 2012, p. 56).



### 3.2.5 Outsourcing

More and more companies are using the possibilities of external services, ie outsourcing. And human resources management is no exception. The human resources department is suitable for leaving some of their activities to other external organizations and agencies. For example employees' training, recruitment, safety and health protection at work, etc. The human resources department is taking care of many activities and the use of outsourcing can have many advantages:

- **Costs savings** – the number of people working human resources department can be reduced, resulting in decreasing the costs.
- **The concentration of HR managers** – the managers are doing just their key tasks and are not wasting time.
- **Acquisition of more specialized services** – the skills and know-how that are not available in the organization can be bought.

The decision about whether to use external services or not is based on a so-called benchmarking, a strict analysis that lets the organization find out how other companies manage their human resources activities. Other than that, a company must know how costly are the current internal services. To find out, how beneficial the usage of external services would be, these questions must be answered first:

1. Is the particular activity in the organization basic or just of a peripheral importance?
2. Is this activity currently executed effectively?
3. Is this activity beneficial for the company's financial and qualitative results?

Only when the organization can acquire better services for lower prices, then outsourcing is advantageous (Armstrong, 2007, p. 71-72).

### 3.2.6 Questionnaires

A questionnaire is a valuable instrument for gathering information about candidates and many companies here in the Czech Republic are designing their own ones or are letting other external companies design it for them (Koubek, 2010, p. 143). According to Picardi (2019, p. 64-65), there exist three types of questions that can be used in the questionnaire. The first type is the **open-ended questions**. They're usually used when the company wants to hire a manager or a specialized expert. In any length or detail,

the candidate can answer freely. The benefit is that the organization can get to know the candidate more personally and the response can be put more into context. However, it is time-consuming as every answer must be categorized and all the irrelevant ones discarded. For **closed-ended questions**, there is only a limited range of ways to answer, such as yes or no. It is often used for job positions that are either manual, administrative, or undemanding. The benefit is that these questions are fast to collect, categorize, and analyze. The disadvantage of it is that the questionnaire may not include all possible responses resulting in providing answers that are not so accurate. The last type is the **forced-choice response questions**. Apart from closed-ended questions, this type offers more flexible and clear answers, but less creativity such as open-ended questions. An “other“ option can be also included, but because it is considered open-ended, it must be used carefully.

### **3.2.7 Classification of candidates**

It is not possible to invite all candidates for an interview, so all the job applications must be divided into people that you are going to invite for an interview, and the ones that need to be rejected (Jay, Templar, 2006, p. 30). First of all, every candidate should receive a confirmation of the candidate’s inclusion in the selection process. Depending on how well the candidate fits the job position, the person is divided into one of the groups:

- 1) suitable
- 2) less suitable
- 3) not suitable

An optimal number of candidates invited for an interview is considered four to eight. Only suitable candidates should be invited for an interview, but if there is a shortage, it is possible to select a few candidates who are less suitable. Inviting too many candidates for an interview can be time-consuming and, on the contrary, a small number of candidates does not allow the managers such a wide selection. The time spent at the interview should correspond to the demands of the position the organization is offering. For senior management positions, the interview should last a minimum of 60 minutes or more, while for routine positions 30 minutes or even less. When inviting candidates for an interview, everyone should receive basic information about the organization and more detailed information about the job that is being offered, so that time is not wasted at the interview.

As a final step, all suitable candidates who have not been invited for an interview should receive either a rejection letter or an email and should be thanked for participation in the selection process. If none of the suitable candidates invited for the interview is hired, previous candidates who have not been invited for an interview may be contacted (Armstrong, 2007, p. 358-359).

### **3.2.8 Costs related to recruitment and selection of employees**

While recruitment costs vary by sector and country, after all the line item costs have been taken into account, it is often disappointing to see the bottom-line number. In a technical or manufacturing sector, the overall cost of recruiting one new employee may be as high as \$5,000, or more. In a services-related business, recruiting a new employee usually costs more than \$1,000 (Recruiterbox Blog, 2018). During the recruitment process, there are many costs that must be taken into account, including job position definition, the position advertisement, initial screening, scheduling of telephone interviews, scheduling of tests, scheduling of interviews, or hiring a recruitment firm. Once the organization knows, how the ideal candidate should look, selection costs may apply. These costs include planning of interviews, testing, telephone interviews, personal interviews, assessment and decision-making, contact with candidates, reference checks, security checks, job offers, and negotiations with candidates (Modern Recruiting Software | Applicant Tracking System | Simplicant, 2015). There could be employee relocation expenses for the high-level senior employees, too. It is important to remember that the cost of recruiting a good employee is much smaller than the cost and overall effect of bad recruiting (Recruiterbox Blog, 2018).

For companies that are larger, it is recommended to recruit workers from internal sources. It is easier, cheaper and the employees already know the organization's culture and environment (Urban, 2003, p. 42-45).

This is an important process that can affect the operation of the entire organization, and the human resources department should convince the management that it pays off to invest enough money and time in this process (Armstrong, 2007).

### **3.3 Methods of candidates assessment**

*“Selection is the process of identifying an individual from a pool of job applicants with the requisite qualifications and competencies to fill jobs in the organization. This is*

*an HR process that helps differentiate between qualified and unqualified applicants by applying various techniques. The term 'selection' comes with the connotation of placing the **right person in the right job**. Selection is the process in which various strategies are employed to help recruiters decide which applicant is best suited for the job.“ (Barr, 2020).*

Some activities in this process may include screening, eliminating unacceptable candidates, conducting exams (for example performance or intelligence tests), checking references, or managing interviews and medical tests (Kolman, 2010, p. 84). The selection process is a lengthy phase in the recruiting experience of an employee. The eligibility of an applicant for the position must be carefully defined by HR managers, taking care not to ignore important factors such as educational qualifications, their background, age, etc (Barr, 2020).

### **3.3.1 Interviews**

Interviews can have many forms and in this chapter, only the most common are described. If the candidate meets the minimum requirements to be hired based on the submitted CV, he/she will be contacted by the company either by phone or email. This process is called screening and pre-selection. Dvořáková (2007, p. 139) defines screening and pre-selection as an important step in the process of evaluation of materials submitted by the applicant, such as CV, cover letter, questionnaire, etc. The goal is to limit the group of candidates with whom the interview is being then conducted. The pre-selection process should also answer the following questions:

- 1) Is the applicant capable of performing the job that is being offered?
- 2) Will the candidate fit into the working team and organization?
- 3) What is the applicant's work motivation and what is his interest in the job offered?

In order to speed up and streamline this process, the human resources manager can perform a so-called telephone interview during which he verifies the information provided in the attached documents and at the same time questions any discrepancies and references (Žufan, 2012, p. 59).

According to Mayer (2011, p. 4), the phone interviews are short but may be longer, depending on the applicant's answers. Sometimes, managers call the candidate just to arrange a personal interview.

The next type, and probably the most common interview, is the “singleton“. The decision to hire a candidate depends on only one manager who is in charge of the particular interview, which can be considered as a disadvantage. On the other hand, it is a fast and time-saving method (Price, 2007, p. 373).

Unlike the one-on-one interview, a panel interview is about cooperation. The candidate is usually facing two or more interviewers that all must agree on hiring the candidate. Typically, a panel interview consists of three interviewers – a line manager, a human resources manager, and an operational manager, each of them asking questions within their focus. However, this method is usually more stressful for the candidates and sometimes they must face up to nine interviewers (Innes, 2009, p. 52-53).

A serial interview, also known as a sequential interview, is a method often used in larger companies. It involves conducting several interviews, but only with one interviewer at a time. Usually, at the first interview, the candidate is interviewed by lower-level staff, following by the line manager (or managers) and finally the top management. Sometimes even the CEO of the company wants to be in the process of hiring a new employee (Mayer, 2011, p. 21). After completing all the interviews, all interviewers meet, evaluate the individual candidate, and decide whether to hire the applicant or not (Catano, 2009, p. 444).

A similar type to the serial interviews is follow up interviews. When organizations have enough candidates applying for the job position, they invite all of them separately for the first interview. Afterwards, the number of applicants is cut to three or less and these candidates are invited for a second-round interview. In this part, details such as the salary or employees' benefits would be usually discussed, if they were not discussed at the first interview and the applicant can be also introduced to the work environment and potential colleagues to learn more about the organization's culture (Mayer, 2011, p. 24-25).

### **3.3.2 Assessment centres**

*“An Assessment Centre is a multifaceted recruitment process designed to assess a group of candidates across a range of competencies in simulated scenarios.”* (Readygrad.com.au, 2013).

Simply said, it is a process that combines several methods of recruitment and selection of employees, such as psychological tests, work tests, or interviews, and can last up to three days. It is usually a gathering of candidates in groups and, in some

activities, such as simulated teamwork, they are expected to communicate with other members of the group (Kolman, 2010, p. 85). This allows a variety of information to be gathered and how people communicate with other individuals to be studied and assessed. The fundamental premise underlying the validity of the assessment centers is that the behavioral patterns demonstrated would be carried over to the workplace (Foot, Hook, 2005, p. 137).

Assessment centres can be used for three basic purposes:

- A complex method of how to select candidates
- A complex method of identifying the training needs of employees
- A complex training method to prepare candidates or employees for future positions and situations (Vajner, 2007, p. 12).

According to Foot and Hook (2005, p. 137), there are many activities that assessment centres include:

- simulations of work
  - these may include in-tray exercises, work samples, or positions role play
- discussions and exercises for groups
- psychological tests
- face-to-face interviews
- self-assessment and peer assessment.

Vajner (2007, p. 12) talks about several advantages and disadvantages of using the assessment centres that every company must take into account. In Table 3 below, some of the advantages and disadvantages are mentioned.

**Table 3 - Advantages and disadvantages of assessment centres**

<i>Advantages</i>	<i>Disadvantages</i>
Complex point of view at the candidates	It's costly
Reality of the situation	Difficult to prepare
Greater reliability and validity	It must be clearly defined how the results will be handled

Interesting for participants, evaluators, and management	
Modeling of situations as needed	

Source: Vajner, 2007, p. 12

A well-managed assessment center can lead to better predictions of worker's future progress and performance than a candidate's appraisal by a line or even human resources manager in a common, conventional, and sometimes even unskilled manner (Armstrong, 2007, p. 362).

### 3.3.3 Reference checking

Reference checking belongs to one of the standards and familiar hiring practices and it is usually a short telephone call between someone who knows the candidate and a potential employer (Fredericksen, et al., 2015, p. 166).

There can be many advantages when conducting reference checks. The long-term advantages include quality hiring with the avoidance of bad hire expenses and the ability to maintain the morale of employees. In addition, reference checking can bring many direct benefits such as improvement of the hiring process, making sure that the person is really suitable for the particular job position, or improving on self-report assessments of experience and training (Fredericksen, et al., 2015, p. 166).

Reference checks organizations do because it is a source of information about the applicant. However, they are often needed at the time when the candidate has been already hired by the company (Kolman, 2010, p. 95).

### 3.3.4 Selection tests

According to Armstrong (2007, p. 387), the purpose of selection tests is in providing more accurate, valid, and reliable information about levels of intelligence, personality characteristics, abilities, acquired knowledge, and talents and skills of candidates that can not be obtained from an interview.

Selection tests offer different types of evaluations and information to employers than those given in applications or interviews by candidates. These tests can help verify that the information provided and the abilities of the candidate are in fact true (Hodgson, 2007, p. 17).

In order for these tests to be used in practice, they must meet three important conditions:

- be objective
  - Conditions such as time to complete the test or instructions for completing the test must be the same for all candidates. Other factors that may play a major role in trying to maintain objectivity must also be taken into account - age, ethnic origin of the candidates, or the highest level of education attained.
- be reliable
  - Tests should meet reliability in two ways:
    - 1) An applicant who has undergone the same or a similar test in the last few weeks or months should achieve similar or even identical results.
    - 2) The tests should be reliable even if the employer tests different groups of candidates. For example, college students and the next day a similar group. The employer must evaluate both groups in the same way.
- be valid
  - Based on an analysis of a particular job position, a test is created and must test what it claims to be testing. The assessments must determine the candidate's suitability and personality aspects that are truly important and required for the job position (Hodgson, 2007, p. 23-24).

Nowadays, there are known three basic types of tests that are used – personality tests, intelligence tests, and ability tests.

- 1) **Intelligence tests** are used to measure general intelligence, but the issue with these tests is that they need to be based on a theory that explains what intelligence is, and a large number of these theories is available (Armstrong, 2007, p. 389). Intelligence tests are tests focused on the description of general ability to learn and orientate in a new situation regardless of previous experience. It is a process in which a number of tasks are presented and evaluated in a systematic way. The test result is typically the IQ value (Kučera, 2013, p. 102). These tests are able to tell a lot more



about the candidate than just the IQ. During the test, it is possible to track how quickly and easily can the candidate finish the test over a given period of time and also how the candidate will adapt to new situations. However, it is very important to properly assess the requirements for a given job position, as sometimes people with a lower IQ are able to do routine work better than those with a higher one. (Pechová, Šišová, 2016, p. 38).

- 2) The aim of **personality tests** is to determine the applicant's personality so the organization can estimate how the candidate will behave in specific situations and roles. There are numerous theories of personalities and therefore exist several various forms of personality tests (Armstrong, 2007, p. 390). The "Big Five" is one of the widely accepted methods to examine and describe personality traits. It is a five-factor model consisting of five points – agreeableness, extroversion/introversion, emotional stability, openness to experience, and conscientiousness. Thanks to these five personality traits, it is possible to predict well the performance and ability of an individual to work in different job positions (Mathis, Jackson, 2010, p. 227). What such a candidate's traits might look like is shown in Picture 2.

**Picture 2 - Big five personality traits**



Source: Mathis, Jackson, 2010, p. 227

- 3) **Ability tests** are categorized into potential and acquired skills tests. Potential skills tests try to predict the potential for a certain job to be done by a person. These might be administrative skills, numerical skills, technical skills, and dexterity, for instance. Acquired skills tests measure skills or abilities that have already been acquired by an individual through training, practice, or education (Armstrong, 2007, p. 391).

### **3.3.5 Final phase**

After the candidate has passed all the health tests (some job positions require physical eligibility or it may be required because of pension and life insurance) and the organization is satisfied with him/her, the applicant should receive a confirmation about his/her hire. This whole phase ends when an employment contract is drawn up and signed by the employer and the candidate (Armstrong, 2007, p. 366-367).

## 4 Practical Part

This thesis focuses on the research of the process of recruitment and selection of employees in the company Freshlabels, s.r.o. The aim of the practical part is to become acquainted with the procedures that the company uses, analyze them, and then, if necessary, recommend procedures that could improve the whole process and make it more effective.

### 4.1 Freshlabels, s.r.o. company introduction

#### 4.1.1 Basic information about the company

Basic information about the company was taken from the business register and can be seen below in Table 4.

Table 4 - Basic information about Freshlabels, s.r.o.

<i>Basic information about company Freshlabels, s.r.o.</i>	
<b>Business name</b>	Freshlabels, s.r.o.
<b>CID, TIN</b>	22793593, CZ22793593
<b>Headquarters</b>	Milady Horákové 452/11, Holešovice, 170 00 Praha 7
<b>Legal form</b>	Limited liability company
<b>File number</b>	C 267724 registered at Municipal Court in Prague
<b>Establishment</b>	11. May 2012
<b>Number of employees</b>	61

Source: or.justice.cz, 2020; Freshlabels, s.r.o., 2020

#### 4.1.2 History and scope of business

Picture 3 - Freshlabels, s.r.o. logo



Source: Freshlabels.cz, 2020

In Picture 3, a logo of a Freshlabels, s.r.o. company can be seen.

*“We are discoverers. We are looking for the most interesting from around the world. Since 2006. We are curators. We don't have everything from everyone. We choose. Original design, quality, and authenticity. We are narrators. We want to know everything about our products and brands. And pass it on. We are Freshlabels. Discover.”* (Startupjobs.cz, 2012).

Jakub Veselský and Jan Bouška founded the e-shop Freshlabels in 2006. They had a vision of a store that will offer an unconventional fashion of interesting brands from all around the world in one place, from shoes, t-shirts, and sweatshirts to a whole range of accessories such as watches, glasses, or even cosmetics. In the first two years of operation, they managed to build a functioning e-shop and repaid the million loan they originally needed for it.

On November 12, 2013, the first Freshlabels offline store was opened in Prague on the corner of Panská and Jindřišská streets. In the store is available all the best that Freshlabels offer, and it is also possible to pick up all online orders there and save on postage. In October 2017, another store was added - Backpack Concept Store, where you will find only backpacks. It was the first Central European store of this format and between the years 2014 and 2018, Freshlabels, s.r.o. grew up fourfold.

The next breakthrough in the development of Freshlabels occurred in the spring of 2019 when the company opened its first foreign branch. With a specific selection of backpacks, bags, luggage, and other similar accessories, it tries to attract attention in Rosenthaler Straße, Berlin, Germany.

During the coronavirus crisis at the beginning of summer, Freshlabels decided to open its fifth store in a row - the Freshlabels Sustainable Store at Letná in Prague 7. The owners of Freshlabels claim that they are not indifferent to the way the products are made and try to have a "sustainable" offer, products that are ecologically produced and many times are further recyclable. This offer is based on their own evaluation system, which takes into account seven aspects of sustainability:

- Is more than 66% of annually produced styles (SKUs) made from environmentally friendly materials?
- Are the colors of natural origin or are they handled safely?
- Do manufacturing facilities, including suppliers, respect human rights, safety, and fair wages?

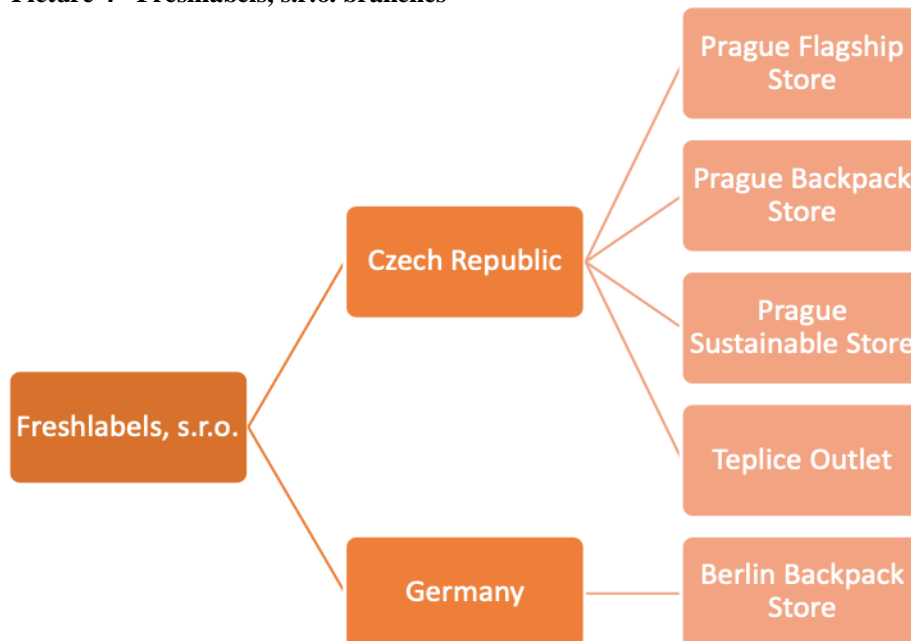
- To what level do the organizations know their supply chain for more than 66% of the production cycle?
- How long is the complete journey of the product (including semi-finished products and packaging) from the suppliers of raw materials to the warehouse?
- Does the company have activities related to environmental protection or social responsibility?
- Did the brand obtain sustainable certificates or is it part of one of the environmental initiatives?

If the brand meets at least four of the seven conditions, it is marked with a sustainable tag. Thanks to these criteria, Freshlabels make sure that they only offer truly sustainable products and not those that are only seemingly sustainable.

#### 4.1.3 Organizational structure

As mentioned in the previous chapter, Freshlabels, s.r.o. already have 5 branches opened, which can be seen in the following Picture 4.

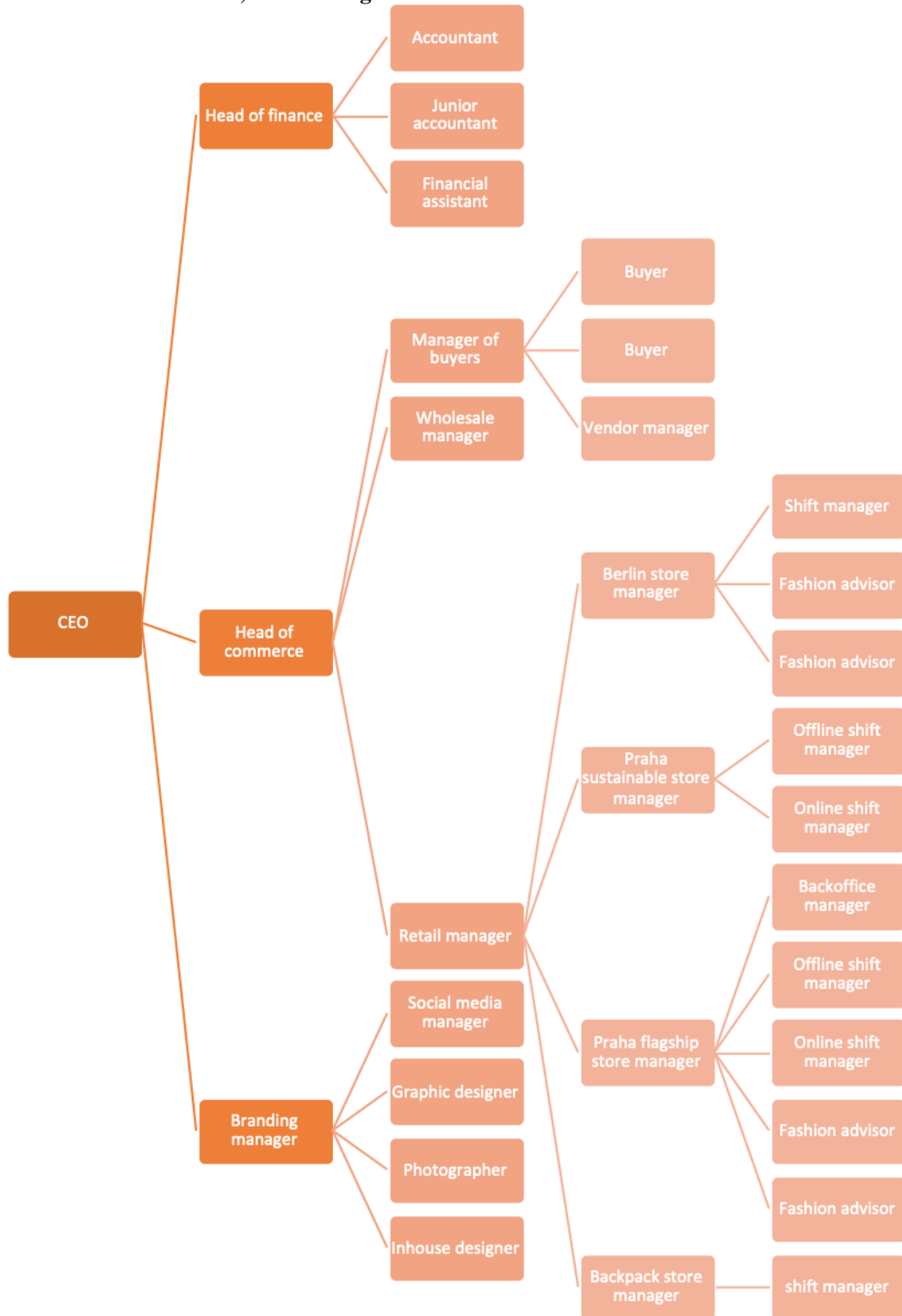
Picture 4 - Freshlabels, s.r.o. branches



Source: Freshlabels.cz, own processing, 2020

The following pictures describe in detail the organizational structure of Freshlabels, s.r.o. For the sake of clarity, it has been divided into two parts. Picture 5 below shows the finance, commerce, and branding departments.

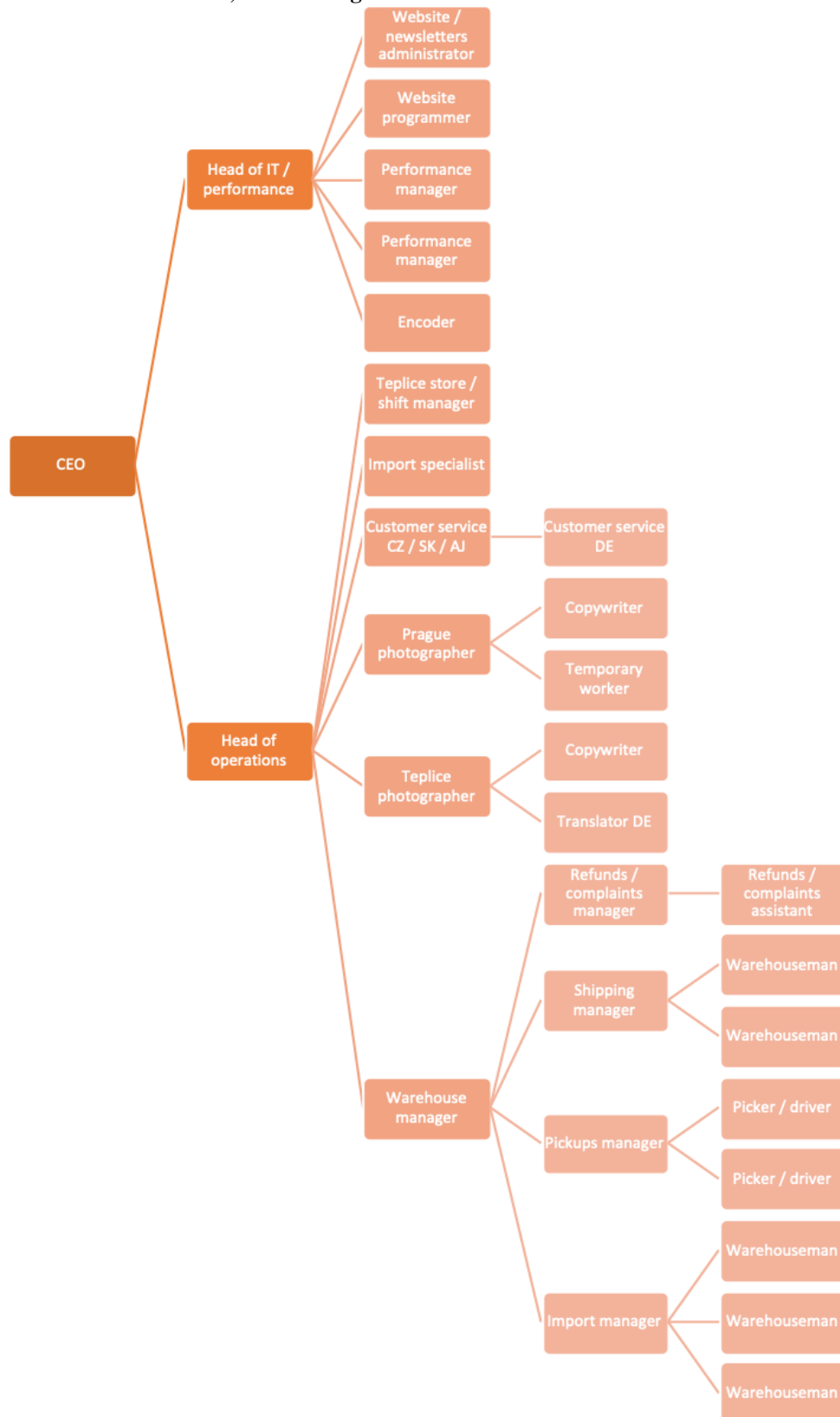
**Picture 5 - Freshlabels, s.r.o. management structure 1/2**



Source: Freshlabels, s.r.o., own processing, 2020

In Picture 6, IT/performance and operations departments are described in detail.

**Picture 6 - Freshlabels, s.r.o. management structure 2/2**



Source: Freshlabels, s.r.o., own processing, 2020

#### 4.1.4 Economic indicators of the company

Economic indicators of Freshlabels, s.r.o. shown in Table 4 were taken and calculated from the annual reports from 2014 to 2018 when the company grew up fourfold. Net turnover for the year 2014 is not stated in the profit and loss statement and a profit and loss statement for the year 2019 was not released yet.

**Table 5 - Economic indicators of company Freshlabels, s.r.o. in thousands CZK**

<i>Freshlabels, s.r.o.</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
Sales of goods and services	23 767	33 965	49 801	82 630	114 286
Net turnover	X	34 105	50 528	83 797	115 052
Number of employees	9	13	16	29	30
Employee personal expenses	4 053	5 280	6 397	14 248	18 962

Source: or.justice.cz, 2020

According to Table 4 above, the sales of goods and services continued to grow until 2018, when the value is up to four times higher than in 2014. As well as sales, net turnover grew, reaching a maximum of 115 052 000 Czech crowns in 2018. Apart from sales of goods and services and net turnover, also the number of employees with the employee personal expenses grew. In 2012, when the company was registered in the business register, it had only 5 employees, of which 2 were CEOs. In 2020, according to the organizational structure that was provided to the author by Freshlabels, s.r.o., it has 61 employees in total with the same 2 CEOs. This increase in sales, turnover, and the number of employees can be justified by the opening of new branches in Prague and Berlin. As a company, Freshlabels is constantly growing, but it can be assumed that in connection with the global coronavirus pandemic, sales will decrease along with turnover. And although Freshlabels, s.r.o. is trying their best to keep all their employees satisfied and employed, it may be necessary to dismiss some of them because of redundancy due to financial losses caused by the coronavirus pandemic.



#### **4.1.5 Human resources management – comparison of Teplice, Praha and Berlin branches**

Before moving on to the process of recruitment and selection of employees itself, it should be mentioned that in Freshlabels, s.r.o. there is no human resources department and this process and related activities to it are shared between bosses and employees of various other departments. As the head of human resources management, in general, is considered a head of finance situated in Prague, who also is in charge of other related activities to human resources management such as creating contracts, etc.

If we were to compare Teplice, Prague, and Berlin in terms of recruitment and selection of employees, we would almost not find a difference. If it is necessary to hire a new employee, the head of the department, where the new employee is needed, is responsible for the whole process. An example is a recent recruitment for the position of a buyer, which was announced in the capital city - Prague. First, the candidate was invited to an interview with the manager of buyers, and then, as two rounds of interviews are usually conducted, the head of commerce himself led the second interview and made the decision about hiring a new employee. In exceptional cases, for positions that are important to the company, the candidate may even be invited for 3 or more rounds, where they also meet the owner of the company. This whole process of recruitment and selection is carried out identically in Teplice. In Berlin, the only difference is that only one round of interviews is conducted, because there is only a store with a few employees and one store manager.

#### **4.2 Recruitment and selection of employees in Freshlabels, s.r.o.**

In this chapter, all the steps of recruitment and selection of employees in the company Freshlabels, s.r.o. are described in detail. At the end of this chapter, a questionnaire survey, which was sent to current and former employees and people who applied for a job at Freshlabels, s.r.o., is described. Based on this questionnaire, steps that would help streamline and improve the process of recruitment and selection of employees in this company, are recommended. In order to comply with the GDPR, all applicants submitting a job application also agree to the storage of their contact details and personal data in the Freshlabels, s.r.o. database for possible later contact by the company.

Before we start dealing with the individual phases and steps, it can be said that the recruitment and selection of employees in Freshlabels, s.r.o. is performed regardless

of nationality, race, color, religion, sexual orientation, or physical disability. Freshlabels, s.r.o. company strives to create a favorable working environment for its employees by promoting an atmosphere of cooperation, trust, solidarity, and belonging to the organization. The favorable organizational climate is then supported by the organization through the selection of employees.

#### **4.2.1 First stages of recruitment and selection of employees**

Employees recruitment and selection starts with personnel planning, which determines what kind and how many employees the organization needs, and since when. The personnel plans are accompanied by a job positions analysis, which is the basis for the job position description and specification.

##### **Personnel planning**

Human resources planning in Freshlabels, s.r.o. is based on an up-to-date comparison of existing employees and the needs of the organization. By comparison, the organization makes a decision whether there will be a reorganization of work or the recruitment or dismissal of employees. Short-term labor shortages are solved in the organization by working overtime or outsourcing certain work activities (cleaning services, organization of events, etc.). The dismissal of employees is approached in the organization only in strictly necessary cases, mainly within the framework of organizational changes or in case the company is long-term dissatisfied with the performance of the employee's work. The company is dealing with recruitment in case of a vacancy (employees go on maternity leave, the employee in the organization resigns, or in the worst case, an employee dies), or creation of a new job in the development and expansion of the organization. The need for recruitment and dismissal of employees is decided by the management of the organization in cooperation with the heads of individual departments and stores.

##### **Analysis of the job positions**

Job analysis provides organizations valuable pieces of information that are used in many human resources activities. Job analysis provides summary information about work in the workplace. Thanks to this, it is possible to get an idea of how the worker who is going to perform the job in this place should look like. In Freshlabels, s.r.o. the job

analysis, which is the basis for the description and specification of the job, is almost being omitted. Job descriptions and specifications are not processed in a written form in Freshlabels, s.r.o. They are usually partially replaced by the job duties of employees.

The analysis of the job position is done only in case the company plans to open a new department or job position. An example is the recent selection process for the position of an accountant in the finance department. The hiring manager used the job position description from her previous job as it was very similar. In addition, she interviewed a former accounting firm to get an idea of what all must be done in this company. As a result, a detailed description of the work was created - what, when, how, and why.

If personnel changes are being prepared in the organization, such as hiring new employees, transfers within the organization, or changes in the organization of work, then the job descriptions are updated. The innovation of job description is based on an already created job duties, a catalog of jobs, and information obtained from the heads of individual workplaces or from employees holding the same or a similar job position.

#### **4.2.2 Employees recruitment**

Freshlabels, s.r.o. defines criteria further used to determine the employee's requirements before beginning the recruitment process. To test the suitability of candidates for the job that is being offered, these requirements are also used. The organization's criteria are determined on the basis of the updated job description and the requirements of the department's head at whose workplace the job is being filled.

##### **Sources of candidates and methods of employees recruitment**

In order to fill various job vacancies, Freshlabels, s.r.o. uses different recruitment methods or uses a mix of different methods at the same time. The choice of methods is significantly influenced by the occupied job position, the time in which the vacancy needs to be filled, the availability of suitable candidates, and the available financial resources.

When filling vacancies, the company uses several sources of candidates or uses a combination of individual sources that are described in detail below.

- Social media
  - Based on the type of job position, the firm uses three types of social media - Instagram, Facebook, and LinkedIn. Which social network

a company uses depends on how high, important the position is, and how much responsibility an employee has in a given position. For more important job positions, LinkedIn is used, in other cases Instagram and Facebook.

- Job search websites
  - Freshlabels also uses the jobs.cz portal to recruit employees. This type of recruitment is used to recruit only high-ranking full-time employees. In addition to passive advertising, the company also uses the option of active search using the jobs.cz database. Everything works on the basis of prepaid credits, thanks to which candidates' CVs can be revealed and the applicants can be furthermore contacted by e-mail or telephone. The HR manager considers 50 CVs as an ideal number.
- Recommendations
  - The next source of candidates is recommendations from current employees. In case a company will be having a new vacancy, all employees are notified. To these employees is offered a stimulation tool that can be having various forms. If the recommended employee passes the selection process, the company hires him/her and works in the company for at least a probationary period, then the employee who recommended him/her receives either a financial reward or a credit for which he can buy anything from the range of products that Freshlabels, s.r.o. offers.
- Company's official website
  - Because the company has a good reputation and offers interesting work in a great team of people, candidates are often offering themselves through Freshlabels, s.r.o. website. In the "work with us" section, candidates can find all the job positions that the company currently offers and can apply for them. The advantage of this source of candidates is that the applicants usually already know the company's working environment, it's close to them, and share the same type of mindset and attitude.

- Company's database
  - In case the company hires a new employee, less suitable candidates may consent to the storage of their CV in the company's database for 2 years. This is done for the future needs of the company so that in case of a vacancy, they can contact the candidate again and offer him the position. This storage of data and candidate details is performed for all offered positions.

### **Documents required from the candidates**

The documents required from applicants depend on the type of job that is being offered. Usually, the organization requires a CV, certificates of education and experience, and an extract from the criminal record from candidates for the main employment relationship. For some job positions, it is also required to pass a specially designed test/task that is sent to the applicants right after the screening process. When they pass and complete the test/task, they send it back to the hiring manager. An example can be a case study for a social media manager position. The candidate interested in this job position had to decide what kind of goods should be sold at the store and why, how the advertising campaign should be handled and what kind of customers to address. Apart from that, all applicants are also obliged to send a cover letter. From applicants for less qualified part-time jobs (such as fashion advisors working at the store), company Freshlabels, s.r.o. requires only a resume and cover letter.

### **4.2.3 Employees selection**

The process for selecting employees in Freshlabels, s.r.o. is based on what job position is being filled and whether the company is searching for full-time or part-time employees. Employee selection is the responsibility of the management of the company and the manager at whose department the need has arisen.

### **Pre-selection and screening process**

After the deadline set by Freshlabels as the final date for submission of job applications, the management of the organization together with the head of the department where the vacancy is being filled, will perform a pre-selection. Pre-selection at Freshlabels is based on an examination of the documents (CV, cover letter, tests) submitted

and a comparison with pre-established key job position criteria. Based on the analysis of documents, job applicants are divided into three groups. Suitable candidates, less suitable and completely unsuitable. To unsuitable candidates, the organization sends a polite rejection and thanks for their interest in the job.

If the company has a sufficient number of completely suitable candidates, it sends a friendly and polite rejection and thanks to the less suitable and unsuitable candidates for their interest. The company finds a sufficient number of applicants to be 2 to 5 applicants per job. The company would invite all eligible applicants for further selection processes. In other selection processes, it can involve fewer suitable candidates if the number of suitable candidates is insufficient.

In the next step, the company contacts suitable candidates by telephone, where they usually become more familiar with the nature of the person and his behavior and at the same time they send the candidate (only for some higher positions) a test, which the candidate must successfully pass and send back (usually within a few days) to move on to the next round of the selection process.

### **Selection interviews**

The company uses the same procedure and style of interviews for all job positions. As it was described more in detail in chapter 3.3.1, a method of follow-up interviews is used. Thanks to this procedure, the candidate is known to more managers and executives and it is not always only one person who decides to hire him/her.

In the first round of the selection process, an interview is arranged with the head of finance (if it concerns the finance department, otherwise with the head of department it concerns), who is also a head of human resources management and related activities to it. After completing the first interview, the candidate is thanked for participation and then is familiarised with the procedure by which the result will be communicated with him/her. This is done by phone and usually by the end of the workweek. If the candidate meets all the prerequisites for hiring, he/she is then contacted by phone to arrange a date and time for the second round of the selection process, ie a second interview.

The second-round interview is sometimes arranged even with the CEO of the company who wants to know personally the new possible employee.

## **Decision making and informing all candidates about the final results of the interviews**

First of all, candidates who are unsuitable for the job position or did not complete the necessary tasks/tests sent to them are contacted. This is done by an e-mail that also describes the reasons why they were not selected.

The second case is candidates who won the selection process and will be hired by the company. These applicants are contacted by telephone. During the call, they are informed about the financial offer, details of the job position are summarized again, and a date is agreed upon when it would be possible to start working. In case the candidate rejects for any reason, the second most suitable candidate for the job position is contacted. That is why less suitable candidates are rejected after the best candidate accepts the offer.

Last but not least, are the candidates who have gone through the selection process but have not been selected. This may be because they did not convince the hiring managers and CEO of their skills/did not have enough experience or just candidates who were better and more capable were selected and hired. Rejection of these applicants, with whom the managers saw themselves in person, is done by a telephone call. During the call, managers thank the candidates for their interest in working in this company, state the reasons for their rejection, and ask for permission to keep the CVs in a company's database for possible later contact. If the candidate does not answer the phone, he/she is contacted by e-mail so that the whole process is not slowed down.

## **5 Results**

### **5.1 Online questionnaire**

#### **5.1.1 Pilot study**

After placing the questionnaire on the website and ensuring its technical functionality, it was necessary to test it with a small sample of respondents to avoid possible shortcomings, such as misunderstanding the questions resulting from its inappropriate wording, or to correct incorrect functioning of some visual elements in time before launching the version used for the research and starting data collection.

Before the pilot study itself, it was necessary to test whether the questionnaire has the correct and identical functionality in different Internet browsers. Internet browsers used for this purpose include Microsoft Edge, Safari, Mozilla Firefox, and Google Chrome. None of the mentioned internet browsers showed deviations from the correct functionality or technical problems.

The questionnaire was filled in in Google Forms with a test sample of 5 respondents. During this completion, an online conversation was made with the respondents so that they could comment on the entire completion process. For each question, it was especially important to find out whether the questions are understandable and what form of answer is required from them. Emphasis was therefore placed on the words used in the question, the overall wording, and its meaning. Regarding the possibilities of answers, it was examined whether the respondents are able to choose one of the offered answers and whether it lacks a variant. Since the respondents of the test sample are employees of Freshlabels, s.r.o., their answers were used and included in the main research part.

Regarding the formulation of questions and the offer of possible answers, the respondents did not find questions in this context that they would not understand and were always able to choose one of the offered answers.

#### **5.1.2 Results of the research – questionnaire**

##### **1. Before you applied for the job, have you known the company Freshlabels, s.r.o.?**

This question was to find out how well this company is known among the applicants. From Table 6 and Picture 7 it is clear that most respondents knew the company before applying for a job and deliberately sought a job at this company.

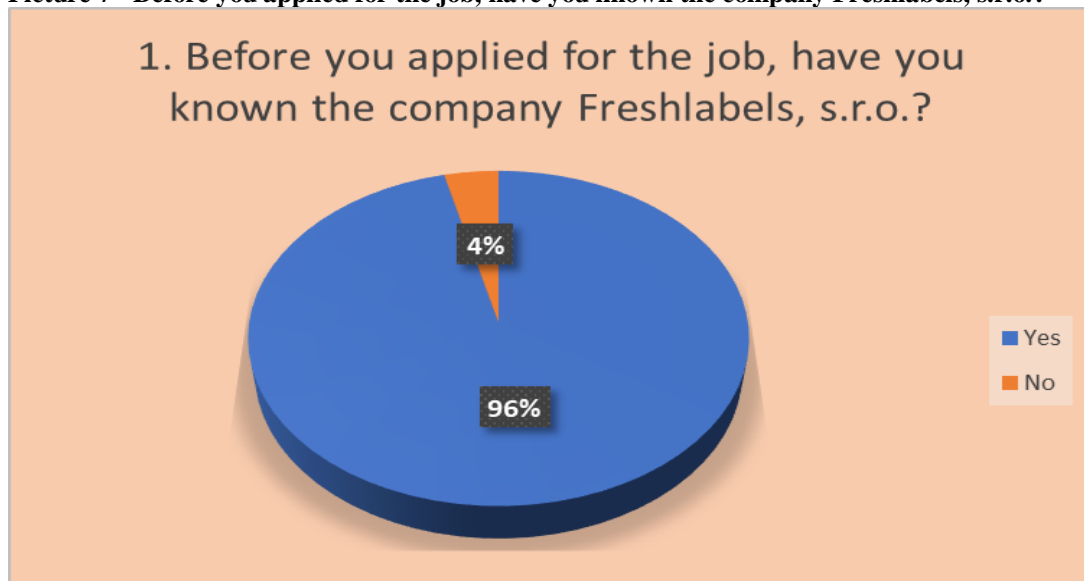


**Table 6 - Before you applied for the job, have you known the company Freshlabels, s.r.o.?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Yes	50	96%
No	2	4%
$\Sigma$	52	100%

Source: own processing

**Picture 7 - Before you applied for the job, have you known the company Freshlabels, s.r.o.?**



Source: own processing

## **2. How did you hear about Freshlabels, s.r.o.?**

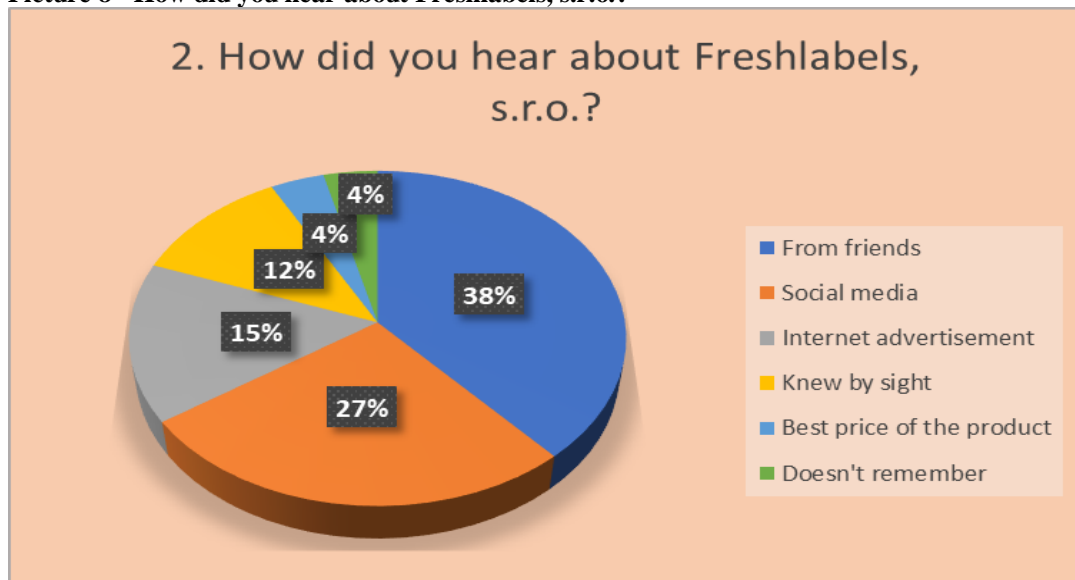
The second question (Table 7 and Picture 8) was semi-closed and examined the reputation of Freshlabels, s.r.o. In this case, it was found out that awareness of this company is mostly spread by recommendations from friends and acquaintances. Right after that are the social media in which the company is very involved.

**Table 7 - How did you hear about Freshlabels, s.r.o.?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
From friends	20	38%
Social media	14	27%
Internet advertisement	8	15%
Knew by sight	6	12%
Best price of a product	2	4%
Doesn't remember	2	4%
$\Sigma$	52	100%

Source: own processing

**Picture 8 - How did you hear about Freshlabels, s.r.o.?**



Source: own processing

### **3. What source do you use most often when searching for a job?**

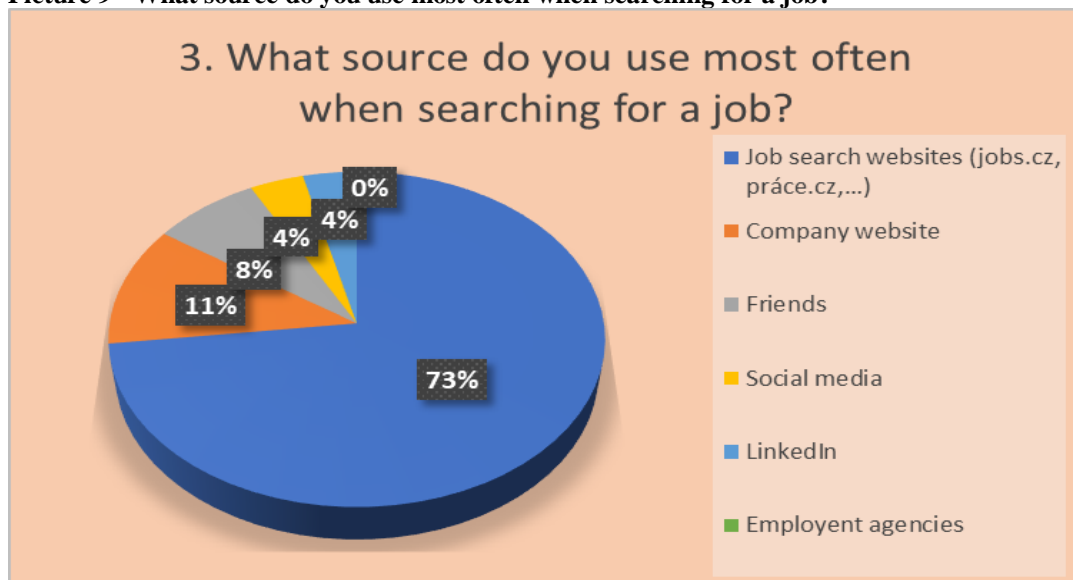
Like the previous question, this question was semi-closed. Table 8 and Picture 9 show that thanks to the current trend in the use of technology, people most often use job search websites. A total of 12 respondents ticked the “other“ option and mentioned that they mostly use the companies' websites, recommendations from friends, and LinkedIn. Surprisingly, no respondent uses employment agencies when looking for a job.

**Table 8 - What source do you use most often when searching for a job?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Job search websites (jobs.cz, práce.cz,...)	38	73%
Company website	6	11%
Friends	4	8%
Social media	2	4%
LinkedIn	2	4%
Employment agencies	0	0%
$\Sigma$	52	100%

Source: own processing

**Picture 9 - What source do you use most often when searching for a job?**



Source: own processing

#### **4. What is the most important factor for you when you are searching for a job?**

Here, the author wanted to find out which criterion is most important for job seekers (Table 9 and Picture 10). Most people find the job description as the most important. From the point of view of an author, a good team is the biggest strength of this company. We spend about a third of our lives at work and we are often with co-workers more often than with our own family. Even though only 6 respondents consider a good team to be a priority. 3 people answered that the possibility of professional growth is important for them. In addition, respondents had also the opportunity to choose the “other“ option

and describe in detail what is most important for them. Only one respondent chose this option and described that the most important thing for him/her is who the employer is and what his / her values are. None of the respondents care about the place of work.

**Table 9 - What is the most important factor for you when you are searching for a job?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Job description	40	77%
A good team	6	11%
Possibility of career growth	3	6%
Wage/Salary	2	4%
The employer and his/her values	1	2%
Place of employment	0	0%
$\Sigma$	52	100%

Source: own processing

**Picture 10 - What is the most important factor for you when you are searching for a job?**



Source: own processing

### **5. The information in the job offer was sufficient.**

Table 10 and Picture 11 show that the company provides all the necessary information sufficiently clearly when communicating about the job vacancy. 10 respondents chose the option “I don’t remember“. This could be because they were applying for a job in this firm a long time ago or are probably working in this company for a long time already. Only 2 respondents were not satisfied with the information provided

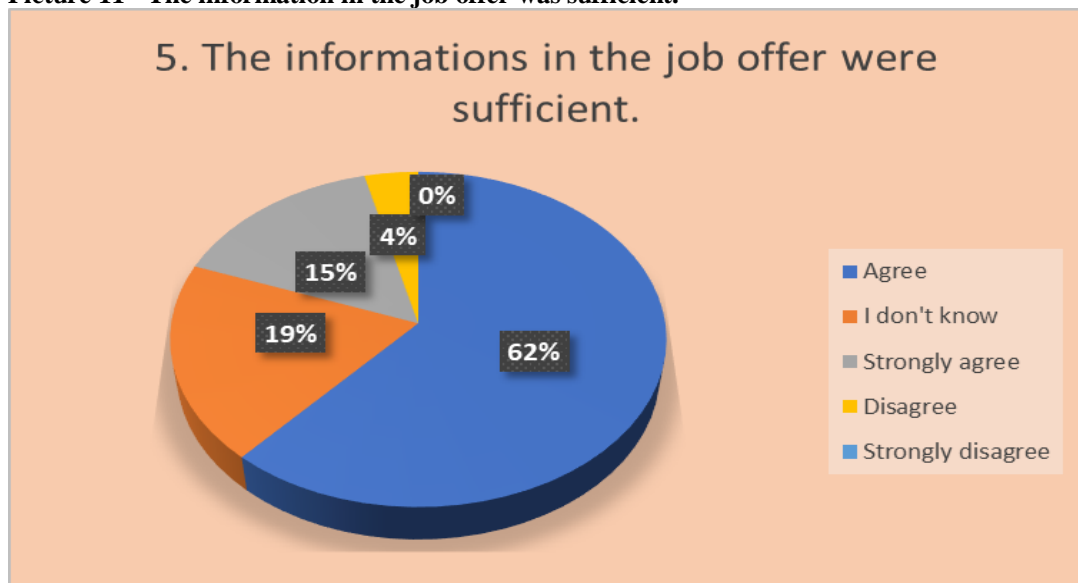
in the job offer. The information that these respondents lacked is given in the following question.

**Table 10 - The information in the job offer was sufficient.**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Agree	32	62%
I don't know	10	19%
Strongly agree	8	15%
Disagree	2	4%
Strongly disagree	0	0%
$\Sigma$	52	100%

Source: own processing

**Picture 11 - The information in the job offer was sufficient.**



Source: own processing

**6. If not, what had been missing?**

Question 6 was open-ended. A pair of respondents stated that the information was insufficient. The first respondent's complaint was that the job description was not clear and the respondent did not know exactly what his/her job would be. The second respondent lacked information about wage in the job offer.

**7. The advertisement was very appealing.**

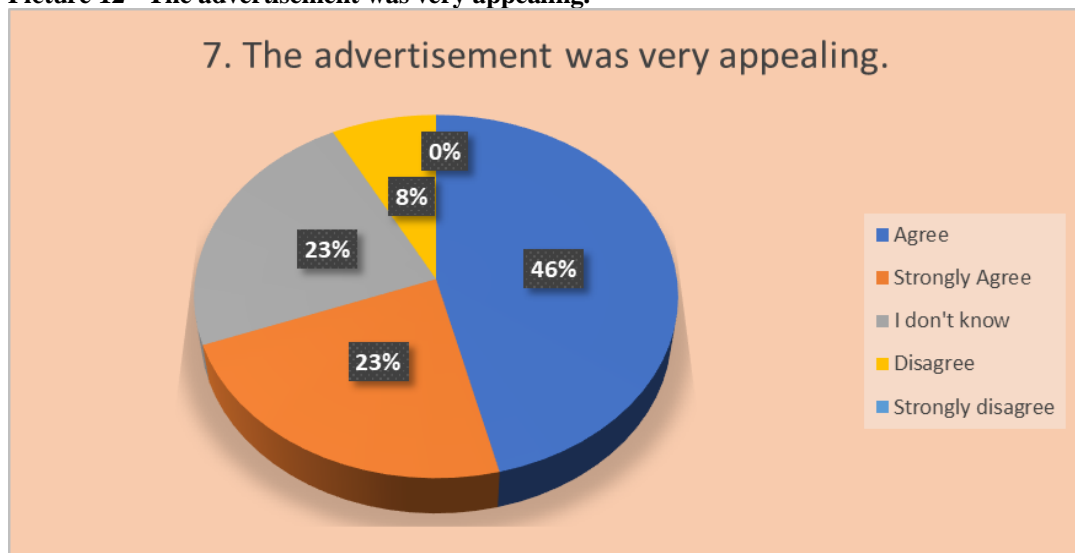
In Table 11 and Picture 12, a total of 69% of respondents agreed with this statement. 23% do not remember how much the offer appealed to them and only 8% didn't find the offer appealing. This may be caused by the missing information about wage and insufficient job description. These two shortcomings bothered 2 respondents in question 6.

**Table 11 - The advertisement was very appealing.**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Agree	24	46%
Strongly agree	12	23%
I don't know	12	23%
Disagree	4	8%
Strongly disagree	0	0%
$\Sigma$	52	100%

Source: own processing

**Picture 12 - The advertisement was very appealing.**



Source: own processing

**8. What documents you had to attach when you were sending a job application?**

Question number eight tried to find out what documents the employer requested from the respondents when they were applying for a job. This question was open-ended and respondents could write exactly which documents they had to attach. Therefore being

the question open-ended, it was necessary to categorize each of the answers. Results can be seen in Table 12 and Picture 13.

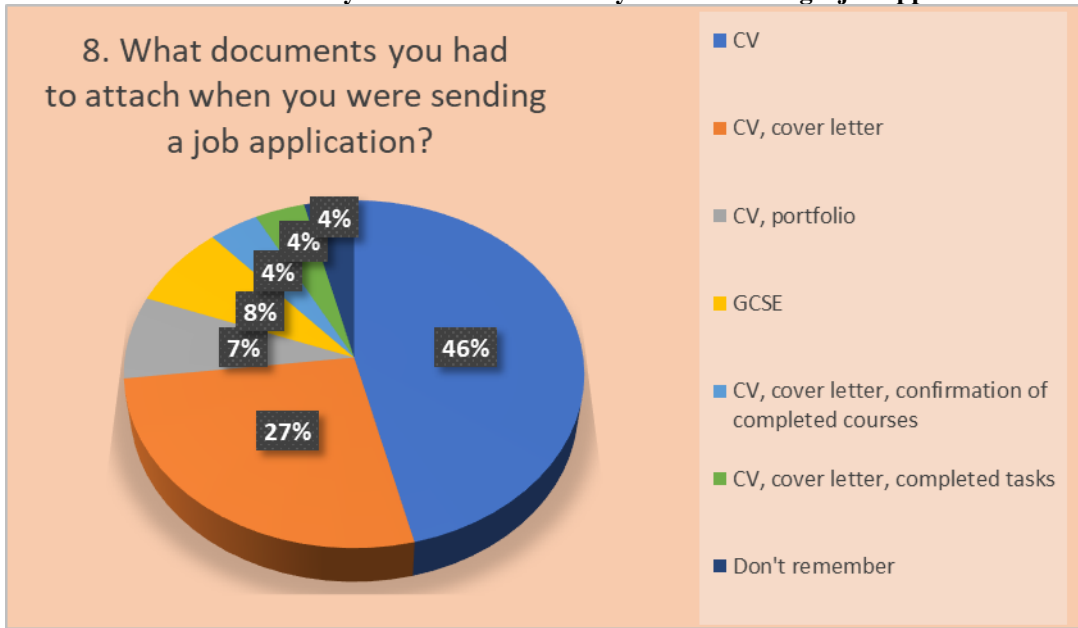
Most applicants were required to send either just a CV or a CV together with a cover letter. A total of 46% of respondents had to send a CV. A resume together with a cover letter had to send 27% of respondents. For more professional job positions, it was necessary to send either a CV with a portfolio (7%), a CV with a cover letter and confirmation of completion of courses (4%), or a CV with a cover letter and completed tasks (4%). A total of 7% of respondents needed to attach only a GCSE and 4% don't remember. This could be due to the fact that they have been working for the company for a long time already or that it is a long time since they applied for a job in this company.

**Table 12 - What documents you had to attach when you were sending a job application?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
CV	24	46%
CV, cover letter	14	27%
CV, portfolio	4	7%
GCSE	4	8%
CV, cover letter, confirmation of completed courses	2	4%
CV, cover letter, completed tasks	2	4%
Don't remember	2	4%
$\Sigma$	52	100%

Source: own processing

**Picture 13 - What documents you had to attach when you were sending a job application?**



Source: own processing

**9. After you sent the application, did you receive any automatic reply?**

The purpose of this question was to find out whether the system or application is set to give each candidate an automatic reply either about his / her inclusion in the selection process or any other reply, for example, that the selection process has already ended.

In Table 13 and Picture 14, there can be seen the three possible answers that respondents could choose from: Yes, I don't know, No. A total of 19% of respondents received any form of a reply. On the other hand, as many as 46% of respondents did not receive any reply. Unfortunately, the remaining 35% do not remember.

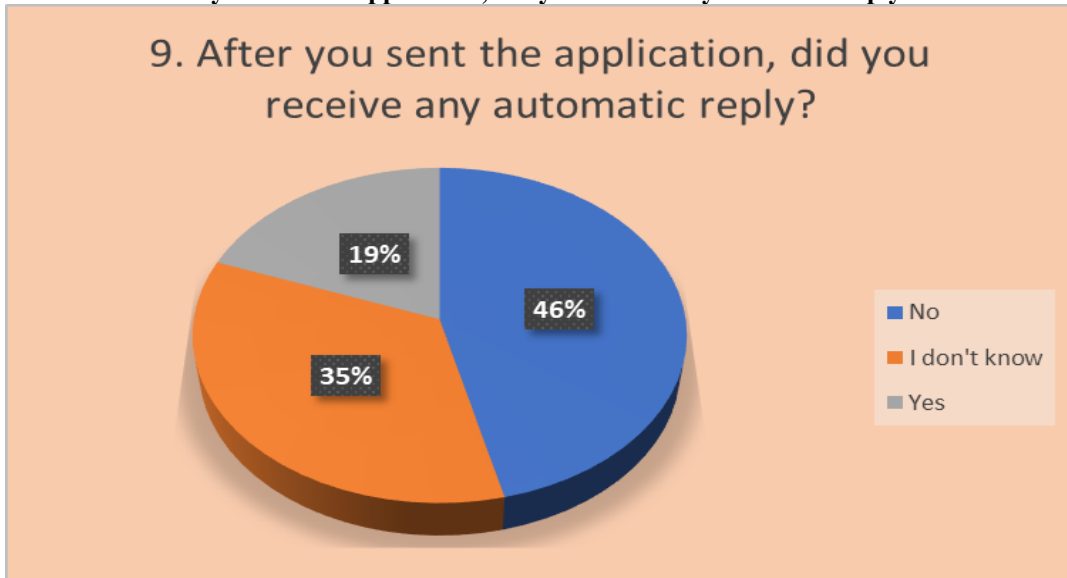
**Table 13 - After you sent the application, did you receive any automatic reply?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
No	24	46%
I don't know	18	35%
Yes	10	19%
$\Sigma$	52	100%

Source: own processing



**Picture 14 - After you sent the application, did you receive any automatic reply?**



Source: own processing

**10. After you sent the application, how long did it take the manager to inform you about the results of the selection process?**

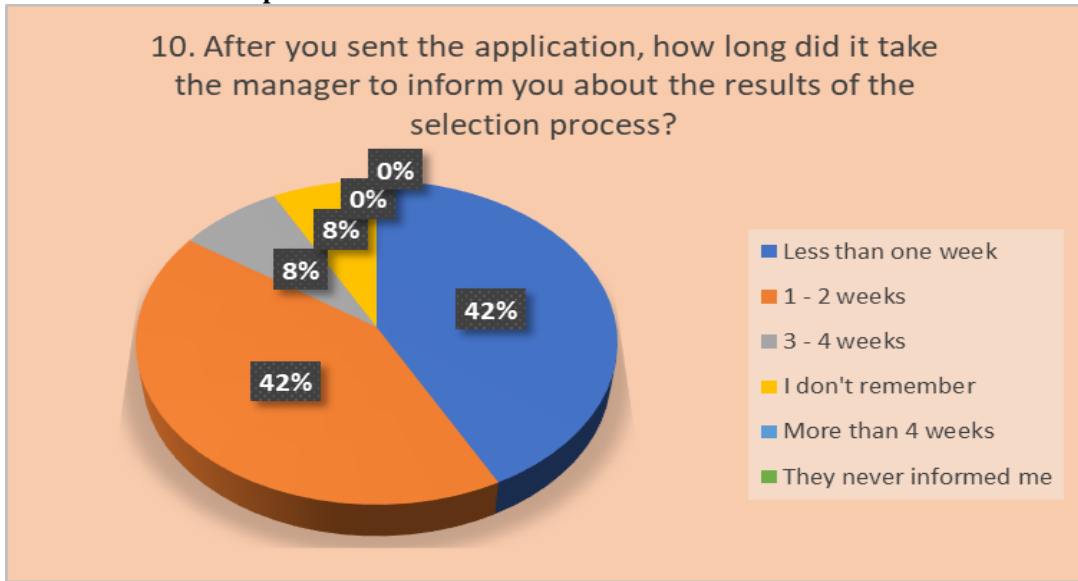
According to the research survey, Table 14 and Picture 15, it was found that a total of 84% of respondents were acquainted with the result of the selection process (rejection or invitation to an interview) either within one week or a maximum of two weeks. 8% of respondents were informed about the result in 3 to 4 weeks. The remaining 8% do not remember. Fortunately, none of the respondents received the result after more than a month. There was also no situation where any respondent was not told the result at all.

**Table 14 - After you sent the application, how long did it take the manager to inform you about the results of the selection process?**

<i>Answers</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Less than one week	22	42%
1 - 2 weeks	22	42%
3 - 4 weeks	4	8%
I don't remember	4	8%
More than 4 weeks	0	0%
They never informed me	0	0%
$\Sigma$	52	100%

Source: own processing

**Picture 15 - After you sent the application, how long did it take the manager to inform you about the results of the selection process?**



Source: own processing

**11. The human resources manager was well prepared for the interview.**

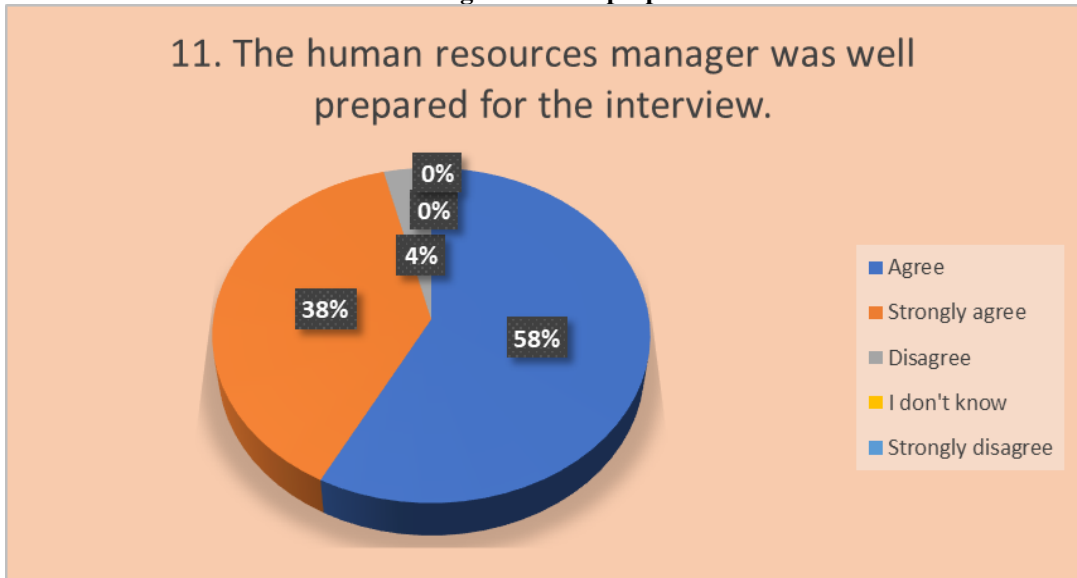
The goal was to assess how respondents perceived the readiness of the human resources manager that interviewed them (Table 15 and Picture 16). When we count the answers "agree" and "Strongly agree" together, we come to the conclusion that a total of 96% of respondents were satisfied with the readiness of the manager. 4% were not satisfied and think they could be more prepared.

**Table 15 - The human resources manager was well prepared for the interview.**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Agree	30	58%
Strongly agree	20	38%
Disagree	2	4%
I don't know	0	0%
Strongly disagree	0	0%
Σ	52	100%

Source: own processing

**Picture 16 - The human resources manager was well prepared for the interview.**



Source: own processing

**12. Have you been asked questions about marriage, pregnancy, the number of children, property, race, religion, or other questions that are considered illegal?**

Asking questions about the age, ethnicity, religion, or gender of an applicant could open a firm up to a lawsuit for discrimination. Therefore it was necessary to find out if there was any case of an interview where the manager would ask questions like that.

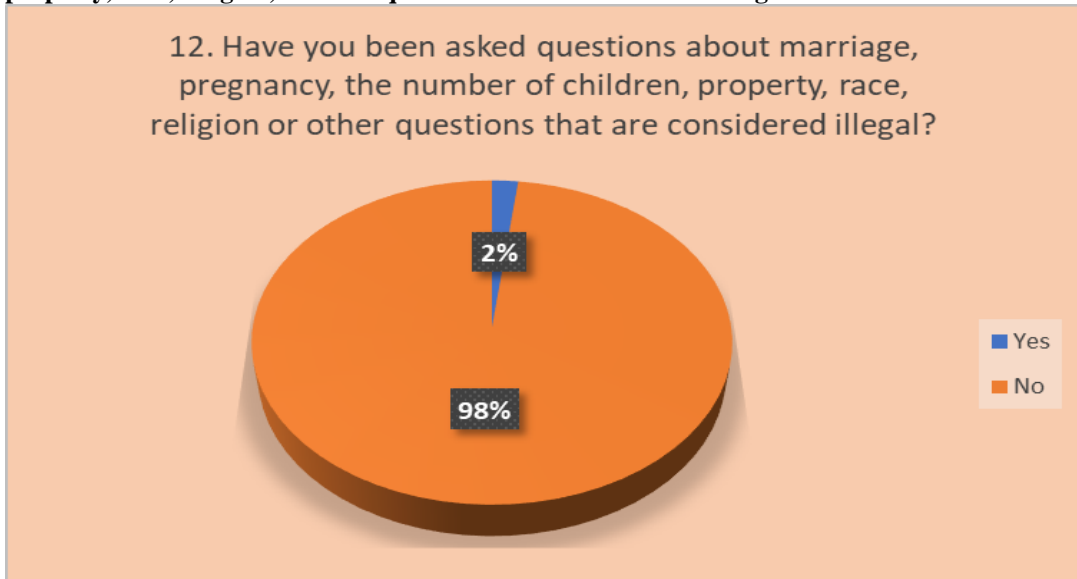
Thanks to the questionnaire, it was found out that in one case a respondent was asked this kind of question (can be seen in Table 16 and Picture 17). What specifically the respondent was asked is described in the following question 13.

**Table 16 - Have you been asked questions about marriage, pregnancy, the number of children, property, race, religion, or other questions that are considered illegal?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
No	51	98%
Yes	1	2%
$\Sigma$	52	100%

Source: own processing

**Picture 17 - Have you been asked questions about marriage, pregnancy, the number of children, property, race, religion, or other questions that are considered illegal?**



Source: own processing

**13. If so, which questions you considered illegal?**

In one case, the respondent was asked about marriage and the number of children. Such a thing should not happen and it will be one of the suggestions for improvement of this process.

**14. What methods of recruitment and selection did the company use? (you can choose more options)**

In Table 17 and Picture 18, it can be seen that all respondents were able to identify themselves with one of the answers and did not use the "Other" option to write another method of recruitment and selection that could be used by the company.

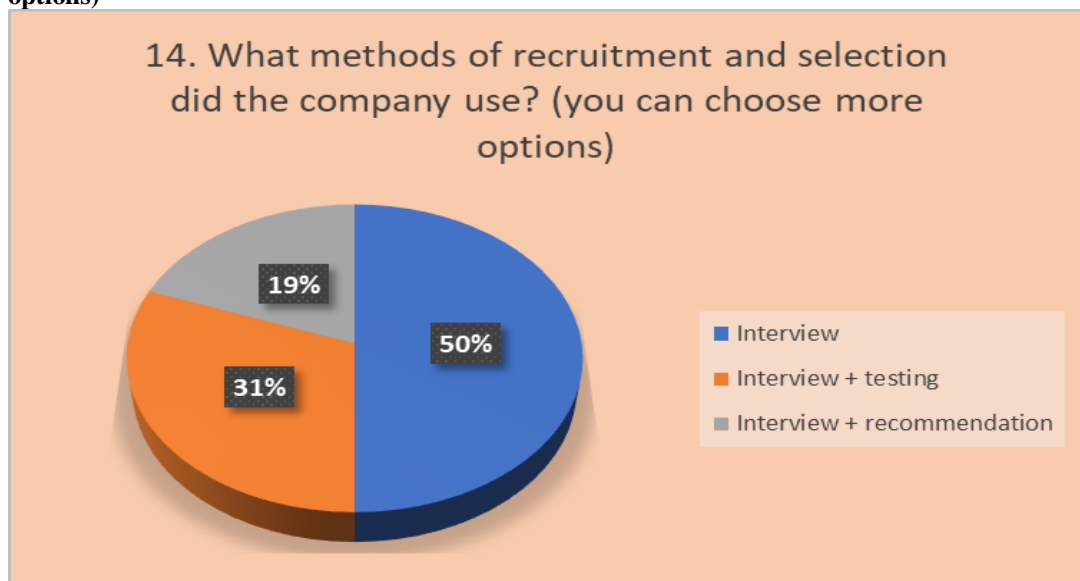
50% of respondents were only interviewed. 31% of the company met with an interview and testing. This could be either intelligence and personality testing, or other tests in the form of tasks and case studies that needed to be completed successfully. 19% of respondents were included in the selection process on the basis of a recommendation from one of the employees, and then an interview was conducted with them.

**Table 17 - What methods of recruitment and selection did the company use? (you can choose more options)**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Interview	26	50%
Interview + testing	16	31%
Interview + recommendation	10	19%
$\Sigma$	52	100%

Source: own processing

**Picture 18 - What methods of recruitment and selection did the company use? (you can choose more options)**



Source: own processing

**15. How did your idea of wage match the offered wage?**

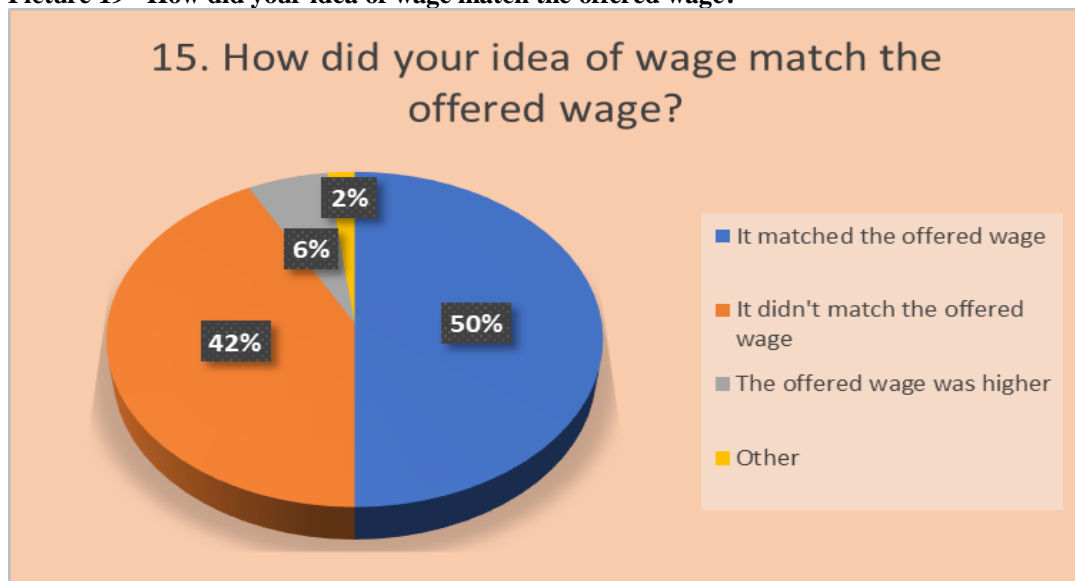
This question was open-ended and respondents were given free space to comment on this topic. Based on their answers, 4 categories were made: It matched the offered wage, It didn't match the offered wage, The offered wage was higher, Other. A total of 50% of respondents were satisfied with the wage employer offered them (Table 18 and Picture 19). Unfortunately, 42% said that the offered wage was lower or even minimal compared to their idea and, on the other hand, 6% were offered a higher wage than expected. The remaining 2% stated that they had been informed of a different wage than the one subsequently included in the employment contract.

**Table 18 - How did your idea of wage match the offered wage?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
It matched the offered wage	26	50%
It didn't match the offered wage	22	42%
The offered wage was higher	3	6%
Other	1	2%
$\Sigma$	52	100%

Source: own processing

**Picture 19 - How did your idea of wage match the offered wage?**



Source: own processing

**16. Did you have enough space for questions during the interview?**

Here it was important to find out whether the respondents also had enough space for questions and comments during the interview. Fortunately, it did not happen that the respondents wouldn't have the opportunity to ask anything or say anything. 96% answered Yes, meaning they had enough space for questions. 4% stated they had enough space for questions only partially. Results can be seen in Table 19 and Picture 20.

**Table 19 - Did you have enough space for questions during the interview?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Yes	50	96%
Partially	2	4%
No	0	0%
$\Sigma$	52	100%

Source: own processing

**Picture 20 - Did you have enough space for questions during the interview?**



Source: own processing

**17. In what kind of atmosphere did the interview take place?**

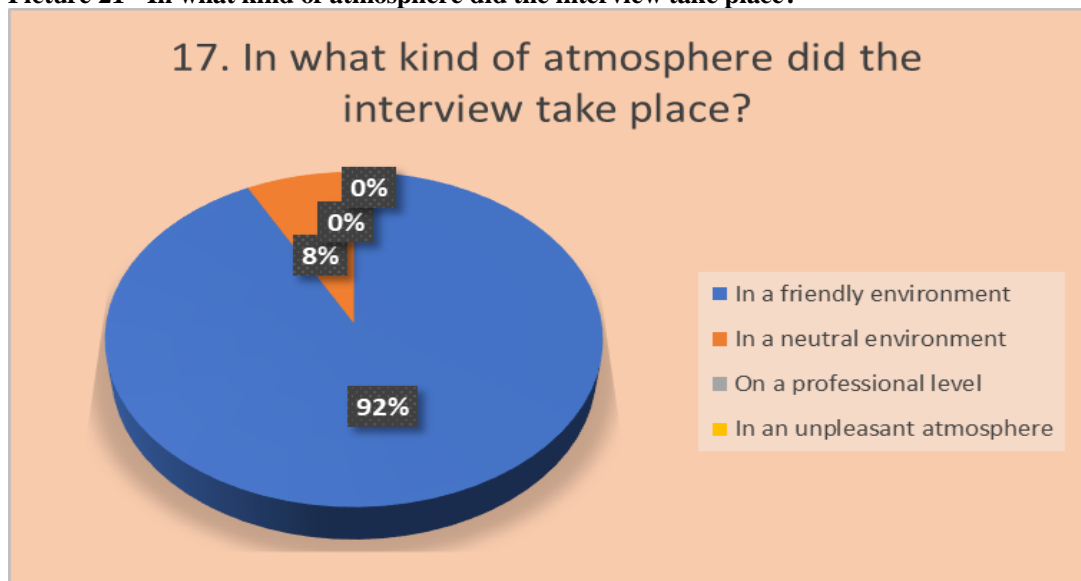
For this question, it was important to find out whether the respondents felt good during the interviews and whether they were not uncomfortable with the interview. In Table 20 and Picture 21, it can be seen that 92% of respondents were interviewed in a friendly environment. 8% in a neutral environment, neither friendly nor unpleasant. None of the interviews took place on a professional level or in an unpleasant environment.

**Table 20 - In what kind of atmosphere did the interview take place?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
In a friendly environment	48	92%
In a neutral environment	4	8%
On a professional level	0	0%
In an unpleasant atmosphere	0	0%
$\Sigma$	52	100%

Source: own processing

**Picture 21 - In what kind of atmosphere did the interview take place?**



Source: own processing

**18. How long did the interview last?**

It can be seen from Table 21 and Picture 22 that most interviews (62%) last more than 30 minutes, but not more than one hour. 27% of respondents had an interview duration of up to 30 minutes. 11% spent more than 60 minutes at the interview. That was probably due to the offered job positions, where the candidate must have a lot of experience, skills and is very important for the company.

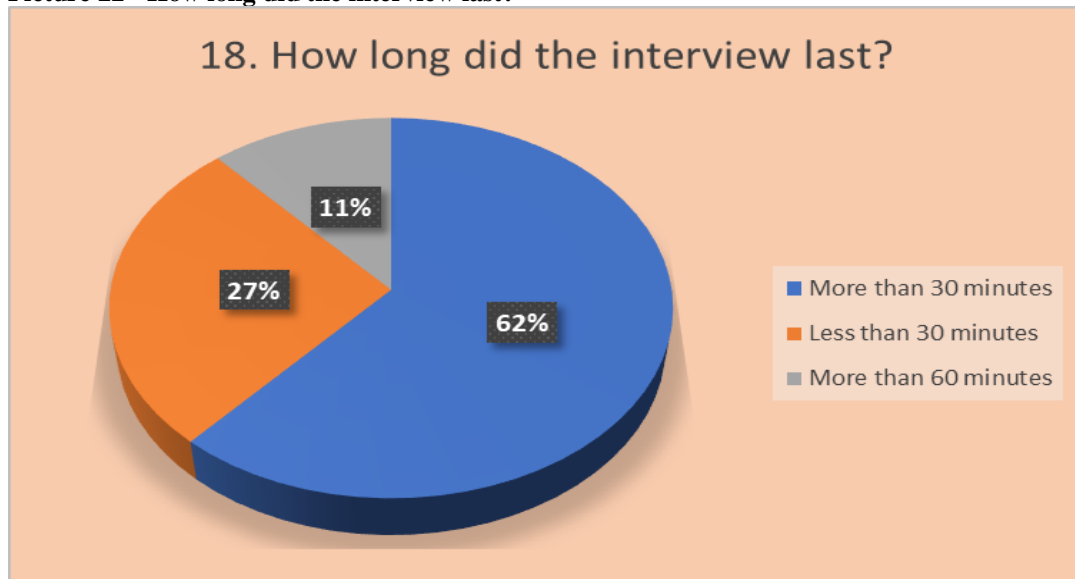


**Table 21 - How long did the interview last?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
More than 30 minutes	32	62%
Less than 30 minutes	14	27%
More than 60 minutes	6	11%
$\Sigma$	52	100%

Source: own processing

**Picture 22 - How long did the interview last?**



Source: own processing

**19. How many selection rounds of interviews did you undergo?**

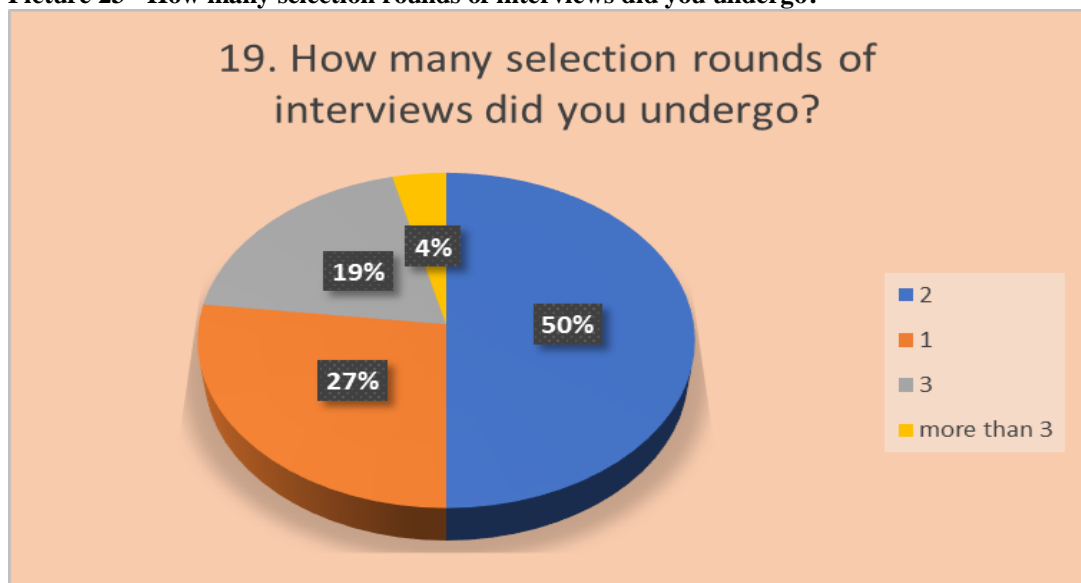
The nineteenth question was to find out how many times the respondents met with the managers in the admission procedure before they were hired or rejected by the company. As can be seen from Table 22 and Picture 23, two rounds (50%) of interviews are mostly conducted in this company. The option of 1 round was chosen by 27% of respondents. These respondents probably applied only for a certain form of a part-time job or were not invited to the next round of the selection procedure. Three rounds of interviews (19%) and more (4%) were probably experienced by respondents who were applying for important job positions and company management wanted to be sure that they were suitable.

**Table 22 - How many selection rounds of interviews did you undergo?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
2	26	50%
1	14	27%
3	10	19%
More than 3	2	4%
$\Sigma$	52	100%

Source: own processing

**Picture 23 - How many selection rounds of interviews did you undergo?**



Source: own processing

**20. What was your overall impression of the selection process?**

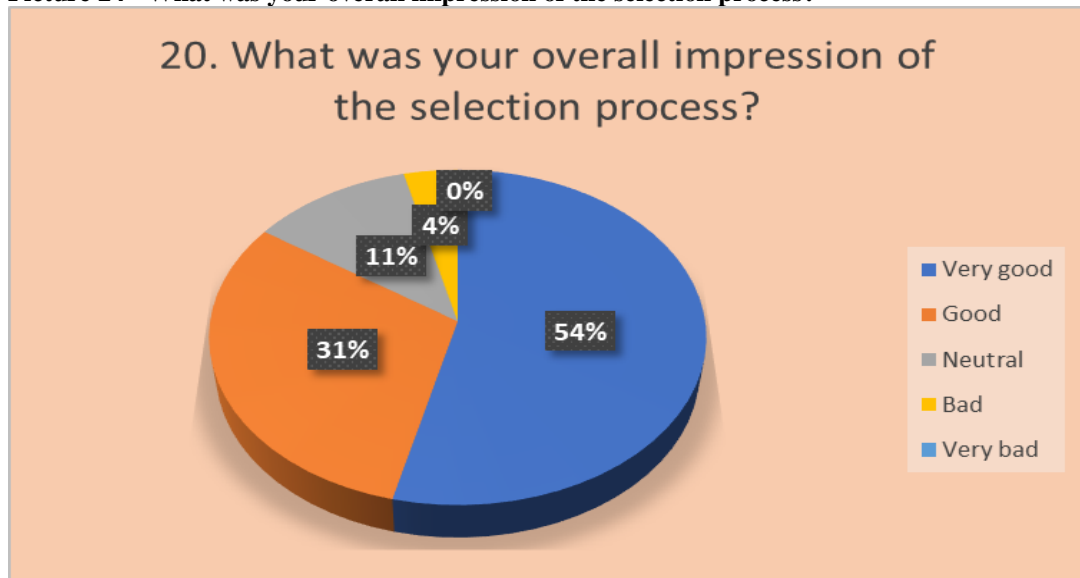
The questionnaire showed that the overall impression of the selection process was most often very good (54%). 31% had a good experience with the selection procedure. 11% of respondents felt neutral and 4% said they felt bad about the selection process. Results can be seen in Table 23 and Picture 24.

**Table 23 - What was your overall impression of the selection process?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Very good	28	54%
Good	16	31%
Neutral	6	11%
Bad	2	4%
Very bad	0	0%
$\Sigma$	52	100%

Source: own processing

**Picture 24 - What was your overall impression of the selection process?**



Source: own processing

**21. Do you have any comments on the recruitment and selection process in general?  
Is there anything that could be improved?**

This question was open-ended and only 4 respondents had comments on the entire process of recruitment and selection of employees.

One respondent said that the company should think about hiring a smaller number of people, but of better quality. According to this respondent, there are too many employees in the company who do not do as much work as one more quality employee would do. The second respondent stated that every department works differently and therefore recommends to unify internal procedures and methods in general. The third respondent finds it inappropriate that the management of the company (CEO) is involved

in the process of recruiting and selecting employees too much. Last but not least, one of the candidates stated that he/she found it inappropriate how much the hiring manager spoke and also that he/she was not very much interested in information about the candidate himself/herself.

**22. Sex:**

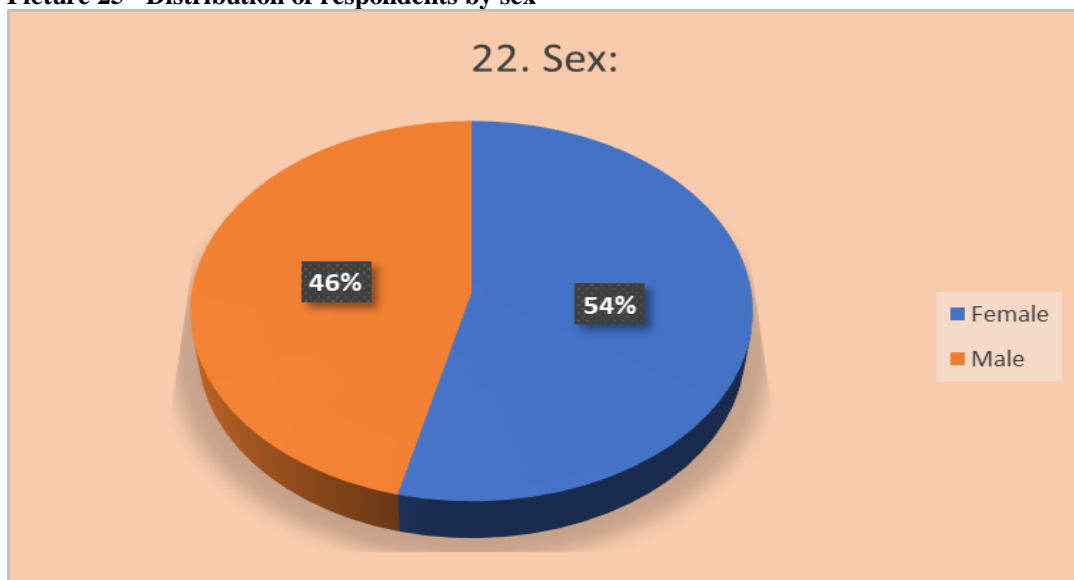
The remaining 5 questions were identification. The first one of them was focused on the sex of the respondents. The sex of the respondents can be seen below in Table 24 and Picture 25. 54% were females and 46% males.

**Table 24 - Distribution of respondents by sex**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Female	28	54%
Male	24	46%
$\Sigma$	52	100%

Source: own processing

**Picture 25 - Distribution of respondents by sex**



Source: own processing

**23. Age:**

The purpose of this question was to find out the age structure of the respondents, which consisted of former and current employees and people who applied for a job in this company and were not hired. As can be seen in Table 25 and Picture 26, the majority

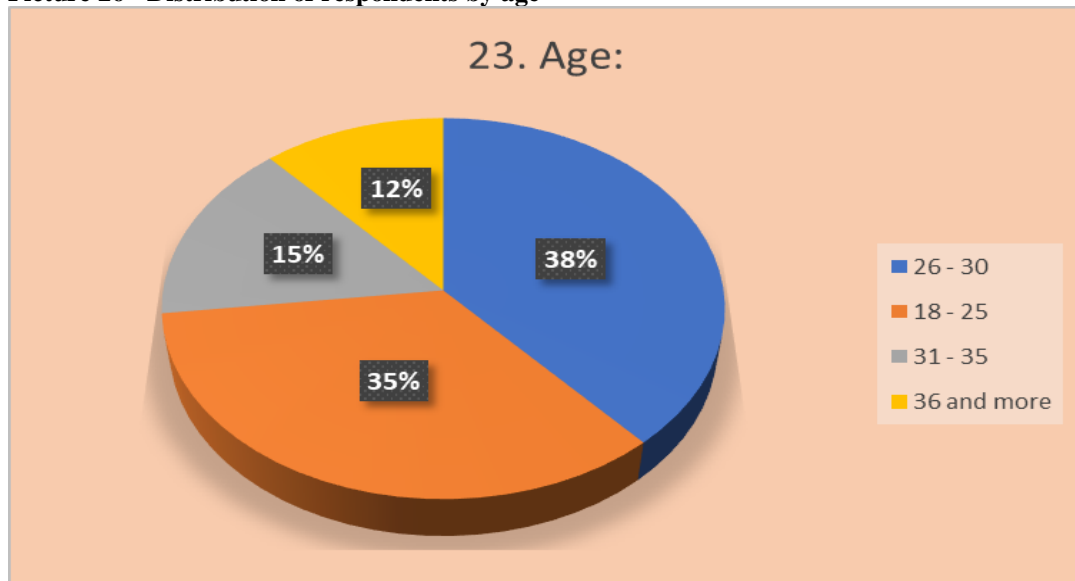
of respondents (38%) were people between the age of 26 to 30 years of age. The second-largest group of respondents (35%) was the group aged from 18 to 25. There were 15% of people aged from 31 to 35 and a total of 12% of respondents chose option 36 and more.

**Table 25 - Distribution of respondents by age**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
26 - 30	20	38%
18 - 25	18	35%
31 - 35	8	15%
36 and more	6	12%
$\Sigma$	52	100%

Source: own processing

**Picture 26 - Distribution of respondents by age**



Source: own processing

#### **24. Highest educational level:**

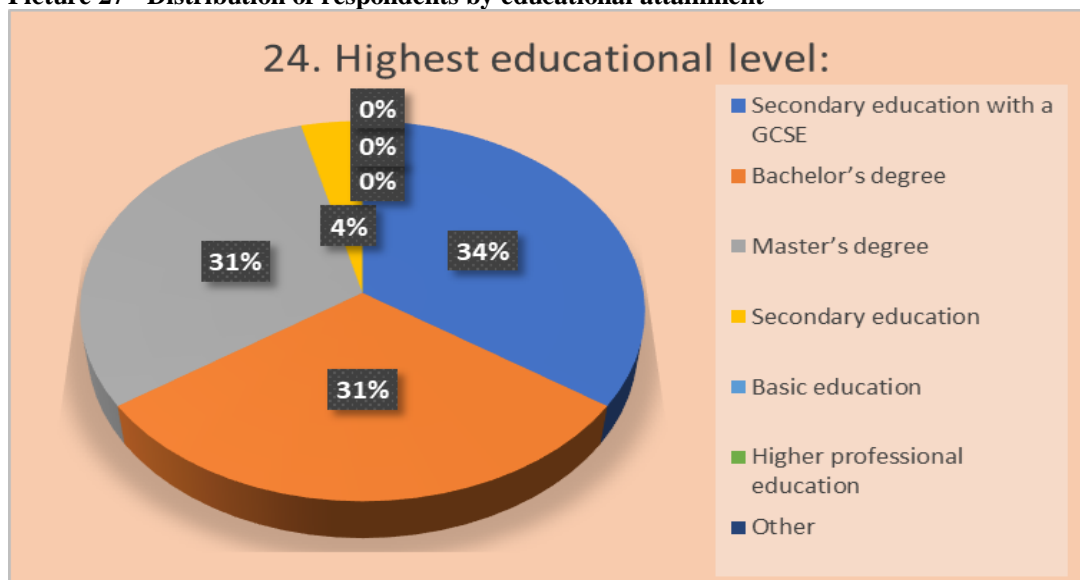
Question number 24 ascertained the highest level of education of respondents. The questionnaire was filled in most people who graduated from high school with a general certificate of secondary education (34%). Furthermore, the questionnaire was mostly filled in by people with higher education – bachelor’s degree (31%) and master’s degree (31%). The respondents who have a secondary education without a GCSE were 4%. The questionnaire was not filled in by anyone with basic education, higher professional education, or other. Results can be seen in Table 26 and Picture 27.

**Table 26 - Distribution of respondents by educational attainment**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Secondary education with a GCSE	18	34%
Bachelor's degree	16	31%
Master's degree	16	31%
Secondary education	2	4%
Basic education	0	0%
Higher professional education	0	0%
Other	0	0%
$\Sigma$	52	100%

Source: own processing

**Picture 27 - Distribution of respondents by educational attainment**



Source: own processing

### **25. Were you hired by the company Freshlabels, s.r.o.?**

As the questionnaire was intended for former and current employees and people who applied for a job in this company, it was necessary to find out how many respondents were employed by this company and how many were rejected. Answers can be seen in the following Table 27 and Picture 28. A total of 83% of respondents was hired and 17% were not.

**Table 27 - Were you hired by the company Freshlabels, s.r.o.?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Yes	43	83
No	9	17
$\Sigma$	52	100%

Source: own processing

**Picture 28 - Were you hired by the company Freshlabels, s.r.o.?**



Source: own processing

## **26. What was or is your employment status?**

In the last 26th question, respondents could choose one of the five options: Full-time, Part-time, Agreement to complete a job / Agreement to perform a job, Trade Certificate, I wasn't hired.

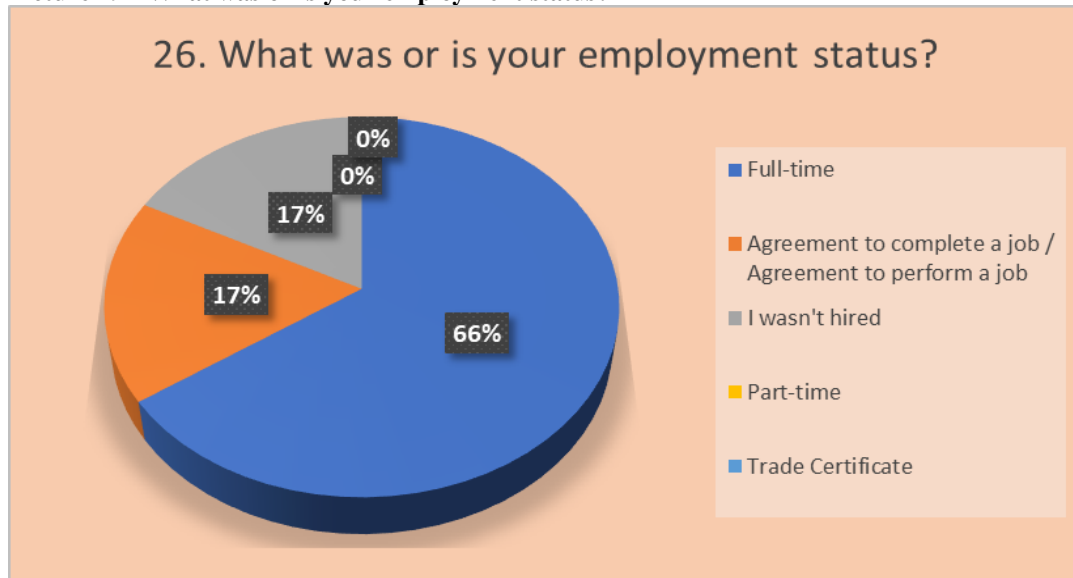
Based on their answers, it was found out that 66% of respondents worked or work full-time, 17% were not hired and the remaining 17% had or have signed either an agreement to complete a job or agreement to perform work (Table 28 and Picture 29).

**Table 28 - What was or is your employment status?**

<i>Answer</i>	<i>Absolute frequency</i>	<i>Relative frequency</i>
Full-time	34	66%
Agreement to complete a job / Agreement to perform a job	9	17%
I wasn't hired	9	17%
Part-time	0	0%
Trade Certificate	0	0%
Σ	52	100%

Source: own processing

**Picture 29 - What was or is your employment status?**



Source: own processing

## 5.2 Interview

### 5.2.1 Results of the research – interview

#### 1. Why is there no HR department at Freshlabels, s.r.o.? Why the HR activities are taken as less significant activities?

According to the company's head of finance, an external HR specialist was hired, but he/she was specialized in other HR activities than the company needed, and so a contract was terminated with him/her. All activities in the field of HR were taken care of by the finance department, as they are close to this particular department.



**2. Would you welcome the creation of a separate HR department in the company? Isn't the company planning to open it?**

The company is not planning to open an HR department. But the head of finance stated that he/she would welcome at least one person who would take care of the HR activities that he/she takes care of.

**3. What is your job position and job description in the company? How do you participate in the process of recruitment and selection of employees?**

According to the head of finance, he/she mainly takes care of accounting, invoices, reporting, and communication with banks. In addition, he/she is in charge of administration in the field of HR. When the selection itself does not directly concern its department, he/she is only responsible for the administration of the jobs.cz portal and the recruitment and adaptation of new employees.

**4. Is there a database with an overview of job positions in the company, which would contain detailed job descriptions?**

Such a database has been maintained in the company, but only for the last two and a half years. According to the head of finance, about half of the positions in the company are described in this database.

**5. What methods do you use for the recruitment of employees?**

Freshlabels, s.r.o. most often uses the method of advertising on social networks or job portals. If the company is looking for a new employee for the store, recommendations from existing employees have worked the best. They also use a recruitment agency for positions for which the company has not been able to find a suitable candidate for a long time.

**6. What media do you use most often for advertising?**

The company most often uses job portal jobs.cz, as well as social networks such as Instagram, Facebook, or LinkedIn. In addition, the company also lists its job vacancies on its website.

**7. Are you interested in candidate references? Are you checking them?**

According to the head of finance, references are not checked.

**8. What methods of employees selection do you use (how do you select individual job applicants)?**

In Freshlabels, s.r.o. employees are selected on the basis of CVs, interviews, and tests passed.

**9. Are you preparing for an interview? How?**

The Head of Finance prepares for the interview by reading the CV and a cover letter in detail and then writing down the questions to which he/she would like to know the answers from the candidate.

**10. How many candidates do you usually invite to the selection interview?**

According to the head of finance, it depends on the vacant job position, but in general, it can be said that 2 to 5 candidates are usually invited.

**11. What interview style do you use most often?**

This depends on the offered job position, but most often they use competency-based interviews in a friendly environment.

**12. Is it in your interest to find out any personal information about the candidate?**

These questions are illegal, therefore during interviews, the hiring manager usually asks if the candidate would like to say something about himself, or if there is something the company should know about the candidate.

**13. Is the process of employees adaptation taking place in the company? Alternatively, according to what adaptation plan?**

According to the head of finance, there is no adaptation plan, only a few general steps that are taken when hiring a new employee. Such steps include guiding the new employee through the offices, introducing colleagues, or getting acquainted with the attendance system.

**14. Do you assign any mentor to employees when they get hired by the company?**

Only partially. The mentor is assigned in case an employee is going to leave. This person is in charge of working with a new employee who is going to replace him/her.

**15. Is there received any feedback during the adaptation of an employee? If so, how often and is it planned?**

The feedback is usually received after one month and then after a probationary period.

**16. Does Freshlabels, s.r.o. regularly evaluate the work performance of employees?**

According to the head of finance, the evaluation of the work performance of employees is usually done at the beginning of a year, either in January or February.

**17. How do you motivate your employees to work?**

According to the information I received from the head of finance, the biggest motivation of employees in this company is a financial evaluation. Another motivation is a friendly and stable good team of people.

**18. What employee benefits are provided or offered to employees?**

The benefits that the company offers include an extra day of vacation for each year worked, refreshments at the workplace, and flexible working hours.

**19. Are there any employee benefits that the company does not offer that you would welcome?**

The head of finance would personally welcome meal vouchers or Flexi Passes.

**20. Do you organize any social events (parties) to strengthen relationships in the workplace?**

Parties are held several times a year in the form of barbecue parties and a Christmas party. Unfortunately, this year will be no Christmas party due to the coronavirus pandemic.

**21. Will there be a Christmas party depending on the current situation? Will it be replaced somehow?**

There will be no Christmas party this December, but it will probably be replaced by a party in January or February if there are no restrictive measures concerning the coronavirus pandemic.

**22. Does the company provide its employees the opportunity to further educate?  
If not, why not? If so, in what form?**

As for the employees in the store, an employee of a certain brand, that Freshlabels sells, comes and tries to pass on all the necessary information about the product. Employees working in offices are offered various courses, trade fair visits, and webinars.

**23. What would you change in the whole process of recruiting and selecting employees?**

In the process of recruitment and selection of employees, the head of finance would not change anything, as the head of the department where the new employee is needed always knows best which person would suit him/her and what requirements he/she has for this person. He/she would appreciate one person who would take care of the entire HR administration and thus relieve her of worries in this field of activities. In addition, he/she would like to change who this company recruits. According to him/her, the company lacks more quality people, thanks to whom the non-existent HR department itself could slowly grow based on their experience.

### **5.3 Suggestions for improvement based on the questionnaire**

Based on the comparison of the theoretical and practical part of the diploma thesis, it was found out that the process of recruitment and selection of employees is quite well managed and corresponds to the procedures recommended in the literature. Nevertheless, one could find parts of the whole recruitment and selection process that the organization Freshlabels, s.r.o. could improve. Therefore, the following suggestions have been proposed.

### **The job offer**

According to the results of the questionnaire, it is clear that the majority of respondents was satisfied with the information provided in the job offer. Even though it was found out that there is still room for improvement. Based on the answers of the respondents that were not satisfied with the information provided, the following recommendations are suggested:

- Include information about the wage that the company offers in the job offer.
- Describe more in detail what kind of work the employee will do.

### **The attractiveness of the advertisement**

A well-written job offer advertisement will bring in several times more candidates and therefore it should be worked on this.

The questionnaire survey showed that a total of 31% of respondents did not find the advertisement interesting or do not remember whether it attracted them, which is also a bad sign. Therefore, here are a few tips that should ensure that the advertisement will be more interesting and attractive:

- We live in a “headline era”. As soon as you do not interest the candidate, you will easily lose him. And therefore it is important to have a fitting and interesting headline.
- No one likes to read long and lifeless texts, therefore it is recommended to be more factual.
- Use only abbreviations that are known.
- List all key information and contacts.

### **Automatic reply**

It is important for the candidates to know that the company has received their application. Almost half of the respondents stated that they didn't receive any kind of reply either concerning their inclusion in the selection process or rejection. Therefore it is recommended to:

- Set up an automatic reply to every application received so that every candidate would know he/she has been included in the selection process.

### **Informing candidates about the results**

The tenth question asked how long after the application the respondents were contacted and informed about the result of the selection process. If a candidate who would otherwise be suitable for the company is not contacted within one or two weeks, it is possible that he/she will no longer be interested. Two respondents stated that they were contacted after 3 or 4 weeks. The suggestions are as follows:

- Contact candidates either about their rejection or inclusion in the selection process within 1 week.

### **Illegal questions**

In one case, a respondent was asked about his/her marriage and number of children. Because of such questions, the company can be sued. Therefore this recommendation is clear:

- Do not ask any illegal questions.

### **Comments on the whole process of recruitment and selection of employees**

Question number 21 was open-ended and its purpose was to find out from the respondents themselves if there is anything they would improve. According to them, they would recommend the following steps:

- More “quality” people should be hired who are better paid by the company than more employees for less money, who in the end do not do as much work as the one quality employee.
- As the department is always in charge of the selection of employees where the new employee is needed, according to one respondent, it could help to unify internal procedures and methods, which are now different. This means unifying the methods of recruitment and selection of employees so that they are always the same.

## **5.4 Suggestions for improvement based on the interview**

According to the head of finance, the way employees are recruited and selected is good. Rather, he/she would change who Freshlabels, s.r.o. hires. He/she would welcome new employees who would be better paid and more experienced. Thanks to this, it would

be possible to find the shortcomings of the company and, the HR department itself, which does not exist in the current situation, could slowly grow. However, before that happens, he/she would consider it appropriate for the company to hire one new employee to take care of all HR activities that manage the finance department right now.

Recommendations are following:

- Invest in more quality employees that are better paid and are more experienced.
- Temporarily hire one employee who would take care of HR administration and all related activities.

## **6 Discussion**

The questionnaire was filled in by a total of 52 respondents. It can be assumed that if more employees and candidates completed the research, the analysis would lead to more accurate conclusions.

In order to describe better the whole process of recruitment and selection of employees, in addition to the questionnaire and the interview, it would be appropriate to use the observation method and thus be present directly at the interviews. In question 13, one of the respondents stated that he had been asked questions concerning the number of children and marriage. But since Freshlabels, s.r.o. is made up of a very friendly and good team of people and the author was not present at the interview, we cannot rule out the possibility that these questions were asked in a conversation between two friends, one of whom being an employee of the company and the other an applicant.

An interesting extension of this diploma thesis would be to observe and analyze how the process of recruitment and selection of employees has changed in the company Freshlabels, s.r.o. since the very foundation.

Apart from that, a longitudinal study could be used. This research would verify that the company hires the right employees by monitoring how long individual employees stay in the company and whether their satisfaction in the job position correlated with what was presented to them at the interview. In addition, it could also be ascertained whether the factors, which are the key elements for the selection of a job, are changing over time.

The results of this research could be compared with other companies that focus their product range on a similar group of people and then propose general measures that would help to streamline the whole process of recruitment and selection of employees for more companies.



## 7 Conclusion

In order to meet the targets set by the organization, human resources management in the company should strive to recruit and maintain an appropriate number of competent individuals. Aligning the organization's goals with the interests of employees is the primary challenge of human resources management.

With regard to the significance of this process for the firm, I chose the topic of "Recruitment and Selection of Employees in Company Freshlabels, s.r.o.". These are the people who have a decisive effect on the achievement of the objectives assigned. The difference between quality and low-quality workers, in my opinion, is also the line between success and failure. I think that investing in quality workers than in anything else is more important today than it was in the past. I would like to be more interested in human resources management in the future, which was the primary reason why I chose this topic.

The aim of this research was to find shortcomings in the process of recruitment and selection of employees in the company Freshlabels, s.r.o., which would be eliminated thanks to the author's recommendations. The first part of the research was conducted using a questionnaire survey and was filled in by a total of 52 respondents. The second part of the research was an interview with an employee of Freshlabels, s.r.o., who is in charge of HR activities.

Based on the research, the biggest shortcomings of the whole process of recruitment and selection of employees were identified. The shortcomings that were identified in this process are, for example, the lack of information provided in the job offer, the job offer not being attractive enough, insufficient information about the results of the selection process provided to candidates, or the use of illegal questions. One of the biggest shortcomings I personally perceive is that there is no person in this company who would directly focus only on human resources management and activities related to it. These activities are always performed by an employee who does not have human resources as his main activity.

It is necessary to realize that in this work only a brief insight into the whole issue was provided. On the other hand, it would be satisfactory if this work stimulated the company's interest in the whole topic and could, for example, become a springboard for further and more extensive research in this area, which would help to create an entire HR department.

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## 9 Appendix

### 9.1 Questionnaire

As the questionnaire was sent to respondents in the Czech language, it is listed in the appendix in both Czech and English language.

#### 9.1.1 Czech version of the questionnaire

Dobrý den,

Jsem studentem 2. ročníku magisterského studia Provozně ekonomické fakulty na České zemědělské univerzitě v Praze a zpracovávám diplomovou práci na téma "Získávání a Výběr Zaměstnanců ve Společnosti Freshlabels, s.r.o.". V rámci této práce se snažím na základě pozorování a rozhovorů podrobně popsat, jakým způsobem probíhá proces náboru a výběru uchazečů právě do této společnosti. Cílem tohoto dotazníku je identifikovat silné a slabé stránky tohoto procesu a navrhnout postupy, které by vedly k celkovému zlepšení a zefektivnění získávání a výběru zaměstnanců.

Dotazník je určen nepřijatým uchazečům, bývalým a stávajícím zaměstnancům, a právě proto se obracím na Vás s prosbou o vyplnění tohoto dotazníku. Vaše odpovědi by měly přispět k vysvětlení některých výstupů empirického šetření a také by měly vnést do této práce cenné informace.

Dotazník je anonymní, skládá se ze 26 otázek a jeho vyplnění se provádí online formou. Kromě otázky 14 je u uzavřených a polouzavřených otázek možná vždy pouze jedna varianta odpovědi. Na konci dotazníku jsou uvedeny identifikační otázky, které jsou povinné. Prosím o zaslání odpovědí nejpozději do 15. listopadu 2020.

Děkuji za Váš čas, který jste věnovali vyplnění tohoto dotazníku. Vaše odpovědi jsou pro tuto práci stěžejní.

Tomáš Vřeský

1. Než jste začal/a pracovat ve Freshlabels, znal/a jste tuto společnost?
  - a. Ano
  - b. Ne

2. **Odkud jste se dozvěděl/a o společnosti Freshlabels?**
  - a. Z internetových reklam
  - b. Od kamarádů
  - c. Ze sociálních sítí
  - d. Jiné
  
3. **Jaký zdroj pro vyhledávání práce používáte nejčastěji?**
  - a. Pracovní agentury
  - b. Pracovní portály (jobs.cz, práce.cz,...)
  - c. Sociální sítě
  - d. Jiné
  
4. **Co je pro Vás nejdůležitější faktor při hledání práce?**
  - a. Popis práce
  - b. Místo výkonu práce
  - c. Kolektiv
  - d. Mzda/plat
  - e. Jiné
  
5. **Informace poskytnuté v nabídce práce byly dostačující.**
  - a. Plně souhlasím
  - b. Souhlasím
  - c. Nevím
  - d. Nesouhlasím
  - e. Zcela nesouhlasím
  
6. **V případě, že nebyly dostačující, co chybělo?**

- 7. Inzerát byl velice lákavý.**
- a. Plně souhlasím
  - b. Souhlasím
  - c. Nevím
  - d. Nesouhlasím
  - e. Zcela nesouhlasím
- 8. Jaké dokumenty jste při ucházení se o práci musel/a přiložit?**
- 9. Poté, co jste odeslal/a žádost o práci, přišla Vám automatická odpověď?**
- a. Ano
  - b. Ne
  - c. Nevím
- 10. Poté, co jste odeslal/a žádost, jak dlouho trvalo, než se Vám manažer ozval ohledně výsledků výběrového řízení?**
- a. Méně než jeden týden
  - b. 1 – 2 týdny
  - c. 3 – 4 týdny
  - d. Více než 4 týdny
  - e. Nikdy mi nepřišla odpověď
  - f. Nevzpomínám si
- 11. Manažer byl u výběrového pohovoru dobře připravený.**
- a. Plně souhlasím
  - b. Souhlasím
  - c. Nevím
  - d. Nesouhlasím
  - e. Zcela nesouhlasím



**12. Byly Vám položeny otázky ohledně manželství, těhotenství, počtu dětí, majetku, rasy, náboženství nebo jiné otázky, které jsou považovány za diskriminující?**

- a. Ano
- b. Ne

**13. V případě, že ano, jaké?**

**14. Jaké metody při procesu získávání a výběru zaměstnanců společnost použila? (je možné vybrat více odpovědí)**

- a. Pohovor
- b. Testování (intelligenční testy, testy osobnosti, jiné testy)
- c. Doporučení od jiných zaměstnanců
- d. Jiné

**15. Jak se Vaše představa o mzdě shodovala s nabízenou mzdou?**

**16. Měl/a jste během pohovoru dostatečný prostor pro otázky?**

- a. Ano
- b. Částečně
- c. Ne

**17. V jaké atmosféře se odehrával pohovor?**

- a. V přátelském prostředí
- b. V neutrálním prostředí
- c. Na profesionální úrovni
- d. V nepříjemném prostředí

**18. Jak dlouho trval výběrový pohovor?**

- a. Méně než 30 minut
- b. Více než 30 minut
- c. Více než 60 minut

**19. Kolik výběrových kol jste se zúčastnil/a?**

- a. 1
- b. 2
- c. 3
- d. Více než 3

**20. Jaký byl Váš celkový dojem z celého výběrového procesu?**

- a. Velmi dobrý
- b. Dobrý
- c. Neutrální
- d. Špatný
- e. Velmi špatný

**21. Máte obecně jakékoliv připomínky k procesu získávání a výběru zaměstnanců? Je zde něco, co by bylo možné zlepšit?**

**22. Pohlaví:**

- a. Muž
- b. Žena

**23. Váš věk:**

- a. 18 – 25
- b. 26 – 30
- c. 31 – 35
- d. 36 a více

**24. Jaké je Vaše nejvyšší dosažené vzdělání?**

- a. Základní vzdělání
- b. Středoškolské vzdělání
- c. Středoškolské vzdělání s maturitou
- d. Vyšší odborné vzdělání
- e. Bakalářský titul
- f. Magisterský titul
- g. Jiné

**25. Na jaký úvazek jste zaměstnán/a?**

- a. Plný pracovní úvazek
- b. Částečný pracovní úvazek
- c. DPP / DPČ
- d. Živnostenský list

**26. Byl jste přijat společností Freshlabels, s.r.o.?**

- a. Ano
- b. Ne

**9.1.2 English version of the questionnaire**

Hello,

I am a student in the 2nd year of master's studies at the Faculty of Economics and Management at the Czech University of Life Sciences in Prague and I am writing a diploma thesis on the topic "Recruitment and Selection of Employees in Company Freshlabels, s.r.o.". In this thesis, based on observations and interviews, I try to describe in detail how the process of recruitment and selection of candidates in this company is handled. Subsequently, in the empirical part, with the help of this questionnaire, identify the strengths and weaknesses of this process and propose procedures that would lead to an overall improvement and streamlining of recruitment and selection of employees.

The questionnaire is intended for applicants who were not hired, former, and current employees, and that is why I am asking you to fill in this questionnaire. Your answers

should help to explain some of the results of the empirical survey and should also bring valuable information to this research.

The questionnaire is anonymous, consists of 26 questions, and is completed online. Apart from question 14, only one answer is always possible for closed-ended and semi-closed questions. At the end of the questionnaire, identification questions are listed, which are mandatory. Please send your answers by 15 November 2020 at the latest.

Thank you for taking the time to complete this questionnaire. Your answers are crucial for this thesis.

Tomáš Vřeský

- 1. Before you applied for the job, have you known the company Freshlabels?**
  - a) Yes
  - b) No
  
- 2. From where you know the company Freshlabels?**
  - a) From internet advertisement
  - b) From friends
  - c) From social networks
  - d) Other
  
- 3. What source do you use most often when searching for a job?**
  - a) Employment agencies
  - b) Job search websites (jobs.cz, práce.cz,...)
  - c) Social networks
  - d) Other
  
- 4. What is the most important factor for you when you are searching for a job?**
  - a) Job description
  - b) Place of employment
  - c) A good team
  - d) Wage
  - e) Other

- 5. The information in the job offer was sufficient.**
- a) Strongly agree
  - b) Agree
  - c) I don't know
  - d) Disagree
  - e) Strongly disagree
- 6. If not, what had been missing?**
- 7. The advertisement was very appealing.**
- a) Strongly agree
  - b) Agree
  - c) I don't know
  - d) Disagree
  - e) Strongly disagree
- 8. What documents you had to attach when you were sending a job application?**
- 9. After you sent the application, did you receive any automatic reply?**
- a) Yes
  - b) No
  - c) I don't know
- 10. After you sent the application, how long did it take the manager to inform you about the results of the selection process?**
- a) Less than one week
  - b) 1-2 weeks
  - c) 3-4 weeks
  - d) More than 4 weeks
  - e) They never informed me
  - f) I don't remember

- 11. The human resources manager was well prepared for the interview.**
- a) Strongly agree
  - b) Agree
  - c) I don't know
  - d) Disagree
  - e) Strongly disagree
- 12. Have you been asked questions about marriage, pregnancy, the number of children, property, race, religion, or other questions that are considered illegal?**
- a) Yes
  - b) No
- 13. If so, which questions you considered illegal?**
- 14. What methods of recruitment and selection did the company use? (you can choose more options)**
- a) Interview
  - b) Testing (intelligence tests, personality tests, other tests)
  - c) References from other employees
  - d) Other
- 15. How did your idea of wage match the offered wage?**
- 16. Did you have enough space for questions during the interview?**
- a) Yes
  - b) Partially
  - c) No

**17. In what kind of atmosphere did the interview take place?**

- a) In a friendly environment
- b) In a neutral environment
- c) On a professional level
- d) In an unpleasant environment

**18. How long did the interview last?**

- a) Less than 30 minutes
- b) More than 30 minutes
- c) More than 60 minutes

**19. How many selection rounds of interviews did you undergo?**

- a) 1
- b) 2
- c) 3
- d) More than 3

**20. What was your overall impression of the selection process?**

- a) Very good
- b) Good
- c) Neutral
- d) Bad
- e) Very bad

**21. Do you have any comments on the recruitment and selection process in general? Is there anything that could be improved?**

**22. Sex:**

- a) Male
- b) Female

**23. Age:**

- a) 18 – 25
- b) 26 – 30
- c) 31 – 35
- d) 36 and more

**24. Highest educational level:**

- a) Basic education
- b) Secondary education
- c) Secondary education with GCSE (General Certificate of Secondary Education)
- d) Higher professional education
- e) Bachelor's degree
- f) Master's degree
- g) Other

**25. Were you hired by the company Freshlabels, s.r.o.?**

- a) Yes
- b) No

**26. What was or is your employment status?**

- c) Full-time
- d) Part-time
- e) Agreement to complete a job / Agreement to perform a job
- f) Trade Certificate
- g) I wasn't hired



## 9.2 Interview

As the interview was conducted in the Czech language, it is listed in the appendix in both Czech and English language.

### 9.2.1 Czech version of the interview

Below I enclose an interview with the HR manager, which took place during November 2020.

#### 1. Proč ve společnosti Freshlabels, s.r.o. není žádné HR oddělení a je to bráno jen jako okrajová oblast?

*Před nějakou dobou jsme zde měli kolegyni, která byla z externí společnosti, která se zaměřovala spíše na HR marketing a na nábor zaměstnanců, což nebylo nebylo z dlouhodobého hlediska moc udržitelné. HR marketing se nám nijak neosvědčil, nerozvíjel se a nebyla potřeba intenzivního náboru zaměstnanců. Většina pozic zastávají zaměstnanci, kteří pracují v této společnosti již delší dobu a nové pracovní pozice moc často nevytváříme. Freshlabels, s.r.o. se potřebovalo v oblasti HR zabývat především administrativou a financema, a tyto služby nám ta externí společnost nebyla schopná poskytnout. Kvůli tomu došlo k tomu, že jsme s bývalou kolegyní ukončili spolupráci a všechny HR činnosti jsme dali na starosti finančnímu oddělení. Nemyslím si, že je to okrajová oblast, jen je to oblast, která musí teprve sama vyrůst společně se společností.*

#### 2. Uvítala byste, kdyby se ve společnosti vytvořilo samostatné HR oddělení? Není v plánu společnosti ho otevřít?

*V plánu otevřít celé HR oddělení není. Bohatě by stačil jeden schopný člověk, který by řešil administrativu, případně nějaké pomocné kancelářské práce, jelikož žádného office manažera nemáme.*

#### 3. Jaká je Vaše pracovní pozice a náplň práce ve společnosti? Jakým způsobem se podílíte na získávání a výběru zaměstnanců?

*Má pozice je finanční a účetní manažer a zastřešuji celé oddělení financí. Mou náplní práce je kontrola a nastavování procesů, které se zatím neděly, přebírání a nastavování účetnictví od externí společnosti, jelikož do nynějška jsme měli účetnictví vedené od externí společnosti, ale nyní to máme inhouse. Pomáhám také s reporty, účtováním, zadáváním*

*faktur a komunikací s bankami. Dále řeším HR administrativu a podklady pro mzdy. Pokud se samotné získávání a výběr netýká přímo mého oddělení a mne, tak mám na starosti správu portálu jobs.cz a výsledně pak až oblast přijímání a adaptace samotného nového zaměstnance.*

**4. Vede se ve společnosti databáze s přehledem pracovních pozic, která by obsahovala podrobné popisy práce?**

*Vede se, ale ne historicky. Tyto informace máme přibližně jen za poslední dva a půl roku. Je to na pracovní pozice, které se buď obsazovaly, protože někdo s námi skončil a hledali jsme někoho, kdo by tohoto člověka nahradil a nebo jsme hledali někoho úplně nového pro nově vytvořenou pracovní pozici. Myslím si, že alespoň polovinu pracovních pozic v naší společnosti v databázi máme.*

**5. Jaké metody uplatňujete při získávání uchazečů o zaměstnání?**

*Především inzerce, které jsou všude, které se nachází až už na sociálních sítích nebo na pracovních portálech. Samozřejmě záleží na tom, kterou pracovní pozici se snažíme obsadit. Často používáme vyhledávání v databázi životopisů jobs.cz, v případě, že se jedná o pozici do našich kanceláří. Při hledání zaměstnanců na prodejnu se nám nejlépe osvědčily doporučení od stávajících zaměstnanců. U pozic, u kterých se nám nedařilo dlouhodobě najít vhodného kandidáta, používáme personální agenturu.*

**6. Jaká média využíváte nejčastěji při inzerování?**

*Nejčastěji jobs.cz, dále sociální sítě jako Instagram, Facebook nebo LinkedIn. Také používáme stránky samotné společnosti, kde jsou vypsané všechny volné pozice i s popisy práce a pokyny pro případné ucházení.*

**7. Zajímáte se o reference uchazečů? Prověřujete si je?**

*Pokud se jedná o pracovníka na skladě, tak nás bude více zajímat, jestli má platný řidičský průkaz a čistý trestní rejstřík. Obecně reference neprověřujeme. Prověřujeme případně zpětně, když se nám zdá nově přijatý zaměstnanec podezřelý.*

**8. Jaké používáte metody výběru pracovníků (neboli jak posuzujete jednotlivé uchazeče o zaměstnání)?**

*V první řadě si na základě životopisu a motivačního dopisu ověříme, zda-li kandidát splňuje naše očekávání a představy. Jakmile vybereme vhodné kandidáty, tak máme telefonní pohovor, kde se člověka i zeptáme, jestli jeho zájem je stále aktuální. Nadále se uchazeče ptáme na otázky související s informacemi, které jsou uvedené v životopise. Díky tomu zjistíme, jak je tento člověk schopen vystupovat a jednat. V další fázi, v závislosti na pracovní pozici, je člověku ještě před pohovorem buď poslán úkol ke splnění a nebo je rovnou pozván na pohovor. Při pohovoru do hloubky zkoumáme, co bylo náplní práce kandidáta v jeho předešlé práci. Zjednodušeně řečeno vybíráme podle životopisu, pohovoru a splněných testů.*

**9. Probíhá u vás příprava na pohovor? Jak a jakým způsobem probíhá?**

*V první řadě si vždycky přečtu motivační dopis a životopis a napíšu si rovnou body, na které bych se ráda zeptala. Dále si vypíšu informace ze strany společnosti, které jsou potřeba kandidátovi sdělit, jelikož nebyly nikde uvedeny.*

**10. Kolik kandidátů většinou přizvete k výběrovému řízení?**

*Záleží na tom, kolik lidí se nám přihlásilo, jak kvalitní jsou životopisy a o jakou pozici se jedná. Pokud se jedná o nějakou nižší pozici, kde není potřeba vidět tolik uchazečů, tak většinou stačí 2-3 kandidáti. Pokud to je pozice vyšší, např. účetní, tak těch kandidátů většinou přizveme 3-5.*

**11. Jaký styl vedení pohovoru používáte nejčastěji? Jaký typ pohovoru používáte nejčastěji?**

*Většinou se to odvíjí od obsazované pozice, nejčastěji se však jedná o kompetenční pohovor v přátelském prostředí.*

**12. Je ve Vašem zájmu dozvědět se nějaké osobní informace o uchazeči?**

*Většinou se sami zeptáme, jestli je něco, co by nám o sobě chtěl říct nebo jestli je něco, co bychom měli vědět. Díky těmto informacím často můžeme odhadnout, zda-li by kandidát zapadl do kolektivu společnosti.*

**13. Probíhá u Vás adaptace zaměstnanců? Případně dle jakého adaptačního plánu?**

*Adaptační plán pro jednotlivé pozice není. Máme spíše napsané obecné kroky, které se musí udělat. Jakmile se nový zaměstnanec dostaví na pracoviště, tak jde za mnou a já ho celým objektem provedu a sdělím základní informace, které by měl znát. Řeším s ním způsob spolupráce, popíšu mu vše k hlavnímu pracovnímu poměru nebo dohodám, docházkovému systému, pauzám na oběd, atd. Poté si stručně projdeme organizační strukturu společnosti, aby přibližně věděl, kolik kde je lidí, co kdo dělá a s kým on hlavně bude spolupracovat a následně ho představím vedoucímu pracoviště, kde on bude pracovat.*

**14. Přidělujete zaměstnanci při nástupu do podniku patrona?**

*Jen částečně. Patron se přiděluje v případě, že odchází pracovník. Tento člověk má na starosti spolupracovat s novým zaměstnancem, který ho má nahradit a předat mu tak všechnu práci.*

**15. Probíhá v průběhu adaptace zpětná vazba? Pokud ano, jak často a je plánovaná?**

*Probíhá – většinou po prvním měsíci a poté po zkušební době.*

**16. Dochází ve společnosti Freshlabels, s.r.o. k pravidelnému hodnocení pracovního výkonu zaměstnanců?**

*Ano, dochází, ale já mám na starosti pouze zaměstnance na hlavní pracovní poměr. Toto hodnocení probíhá jednou za rok a většinou v lednu nebo únoru.*

**17. Jak motivujete své zaměstnance k výkonu práce?**

*Největší motivací ve Freshlabels, s.r.o. je finanční ohodnocení. U některých pozic je mzda fixní a je k tomu přidána motivující složka. U pozic, kde je pouze mzda fixní, tak je jednou za rok tomuto zaměstnanci přidán bonus. Další motivací je skvělý a přátelský kolektiv.*

**18. Jaké benefity či zaměstnanecké výhody jsou zaměstnancům poskytovány či nabízeny?**

*Za každý odpracovaný rok zaměstnanci dostávají den dovolené navíc, maximálně mohou získat 25 dní dovolené. Když zaměstnanec svou dovolenou vyčerpá, tak Freshlabels, s.r.o. nabízí i neplacené volno. Dalšími benefity jsou občerstvení na pracovišti a flexibilní pracovní doba. Klasické benefity jako multisportka a stravenky nevedeme, jelikož se to společnosti bohužel nevyplatí.*

**19. Jsou nějaké benefity, které ve společnosti nejsou a přivítala byste je?**

*Já osobně bych přivítala stravenky, ale jak jsem již zmínila, tak to se v momentální situaci společnosti nevyplatí. Spíše mne napadá benefit ve formě Flexi Passů. Každý zaměstnanec by to mohl využít způsobem jakým chce – může to využít ať už v lékárně či třeba kině.*

**20. Pořádáte společenské akce (plesy, večírky) na utužení vztahů na pracovišti?**

*Ted' díky světové pandemii ne, ale jinak se několikrát za rok pořádají grilovací party a vánoční večírky.*

**21. Bude nějaký vánoční večírek v závislosti na momentální situaci? Bude to něčím nahrazené?**

*Původně se plánovalo udělat večírek v listopadu, ale bohužel se objevila druhá vlna epidemie koronaviru. Pravděpodobně se uskuteční nějaký večírek na začátku příštího roku.*

**22. Poskytujete svým zaměstnancům možnost dalšího vzdělávání? Pokud ne, proč? Pokud ano, o jakou formu se jedná?**

*Opět záleží na pozicích. K zaměstnancům na prodejnu často chodí lidé od různých značek, kteří se snaží předat všechny informace o daných produktech. V kanceláři, například u nákupního oddělení, zaměstnanci sami jezdí po různých veletrzích a nebo jsou nabízeny různé formy kurzů a webinářů.*

**23. Co byste v celém procesu získávání a výběru zaměstnanců změnila?**

*Než samotný ten proces bych změnila to, koho chceme získávat. Začala bych nabírat zkušenější zaměstnance, aby se mohlo zjistit jaké chyby firma má a co je potřeba*

doplnit. Díky tomu by začalo růst i samotné HR oddělení, které momentálně není. Čím více by tu bylo zaměstnanců, kteří mají rozsáhlé zkušenosti a prošli několika společnostma, tím více by byli prospěšní pro růst HR oddělení v této společnosti, jelikož mít HR v tomto stavu, není udržitelné. Chtělo by to začít pracovat na celé té firmě komplexně, aby mohly být vytvořeny podmínky pro založení HR oddělení. To, že si získávání a výběr zaměstnanců víceméně řeší každé oddělení podle potřeby mi jinak vyhovuje, jelikož sami vedoucí těchto oddělení nejlépe vědí, co potřebují. Z mého pohledu by zde měl být jeden člověk, který bude řešit záležitosti před pohovorem a poté po pohovoru, tedy především administrativu.

### **9.2.2 English version of the interview**

#### **1. Why is there no HR department at Freshlabels, s.r.o.? Why the HR activities are taken as less significant activities?**

*Some time ago, we had a colleague here who was from an external company that focused more on HR marketing and recruitment, which was not very sustainable in the long run. HR marketing did not work for us, it did not develop and there was no need for intensive recruitment. Most of the positions are held by employees who have been working in this company for a long time and we do not often create new job positions. In Freshlabels, s.r.o., in the field of HR, it was necessary to deal primarily with administration and finance, and the external company was not able to provide these services to us. Due to this, my former colleague and I ended our cooperation and my finances department took care of all HR activities. It's just an area that has yet to grow on its own.*

#### **2. Would you welcome the creation of a separate HR department in the company? Isn't the company planning to open it?**

*There are no plans to open an entire HR department. Richly, one capable person would be enough to solve the administration or some auxiliary office work, as we do not have an office manager.*

#### **3. What is your job position and job description in the company? How do you participate in the process of recruitment and selection of employees?**

*My position is a financial and accounting manager and I cover the entire finance department. My job is to control and set up processes that have not yet taken place, taking over and setting up accounting from an external company, as until now we had accounting kept from an external company, but now we have it in-house. I also help with reports, billing, entering invoices, and communicating with banks. I also deal with HR administration and documents for wages. If the recruitment and selection process itself does not directly concern my department and me, then I am in charge of the administration of the jobs.cz portal and the area of hiring and adapting the new employee himself/herself.*

**4. Is there a database with an overview of job positions in the company, which would contain detailed job descriptions?**

*There is, but not historically. We only have this kind of information for the last two and a half years. It's for job positions that were either filled because someone terminated a contract with us and we were looking for someone to replace that person, or we were looking for someone completely new for the newly created job. I think that we have at least half of the job positions in our company in the database.*

**5. What methods do you use for the recruitment of employees?**

*Especially advertisements, which are everywhere, and can be found either on social networks or on job portals. Of course, it depends on which job position we are trying to fill. We often use a CV database search in the jobs.cz, if it is a position in our offices. When looking for employees for the store, the recommendations from existing employees worked best for us. We use a recruitment agency for positions for which we have not been able to find a suitable candidate for a long time.*

**6. What media do you use most often for advertising?**

*Most often jobs.cz, then social networks such as Instagram, Facebook, or LinkedIn. We also use the website of the company itself, where all the job vacancies are listed, including job descriptions and instructions for possible applications.*

**7. Are you interested in candidate references? Are you checking them?**

*If it is an employee for work in the warehouse, we will be more interested in whether he has a valid driver's license and a clean criminal record. In general, we do not check*

references. We may check back retrospectively if we find the newly hired employee suspicious.

**8. What methods of employees selection do you use (how do you select individual job applicants)?**

*First of all, on the basis of the CV and the cover letter, we will check whether the candidate meets our expectations and ideas. As soon as we select suitable candidates, we have a telephone interview, where we ask the person if his interest is still relevant. We continue to ask candidates questions related to the information provided in the CV. Thanks to this, we will find out how this person is able to act. In the next phase, depending on the job position, the person is either sent a task to complete before the interview or is immediately invited to the interview. During the interview, we examine in depth what the candidate's job was in his previous job. Simply put, we select according to the CV, interview, and passed tests.*

**9. Are you preparing for an interview? How?**

*First of all, I always read the cover letter and CV and write down the straightforward points I would like to ask. I will also write down the information from the company that needs to be communicated to the candidate, as it was not mentioned anywhere.*

**10. How many candidates do you usually invite to the selection interview?**

*It depends on how many people have signed up for the selection process, how good the CVs are, and what the position is. If it is a less important position, where you do not need to see a lot of candidates, then usually 2-3 candidates are enough. If the position is more important, eg accountant, then we usually invite 3-5 candidates.*

**11. What interview style do you use most often?**

*It usually depends on the occupied position, but most often it is a competence interview in a friendly environment.*



**12. Is it in your interest to find out any personal information about the candidate?**

*Usually, we ask the candidate if there is something he/she would like to tell us about himself/herself or if there is something we should know. Thanks to this information, we can often estimate whether a candidate would fit into the company's team.*

**13. Is the process of employees adaptation taking place in the company?  
Alternatively, according to what adaptation plan?**

*There is no adaptation plan for individual positions. Rather, we have written general steps that must be taken. As soon as a new employee arrives at the workplace, he/she will follow me and I will guide him/her through the entire offices and communicate the basic information he/she should know. I solve the way of cooperation with him, I describe everything to his main employment contract or agreements, attendance system, lunch breaks, etc. Then we briefly go through the organizational structure of the company to know approximately how many people there are, who does what and with whom he will be cooperating and then introduce him to the head of the workplace.*

**14. Do you assign any mentor to employees when they get hired by the company?**

*Only partially. The mentor is assigned in case an employee is going to leave. This person is in charge of working with a new employee that is going to replace him/her.*

**15. Is there received any feedback during the adaptation of an employee? If so, how often and is it planned?**

*There is - usually after the first month and then after the probationary period.*

**16. Does Freshlabels, s.r.o. regularly evaluate the work performance of employees?**

*Yes, the company does evaluate the work performance, but I'm only in charge of full-time employees. This evaluation takes place once a year and usually in January or February.*

**17. How do you motivate your employees to work?**

*The biggest motivation in Freshlabels, s.r.o. is a financial evaluation. For some positions, the salary is fixed and a motivating component is added. For positions where*

*the salary is only fixed, a bonus is added to this employee once a year. Another motivation is a great and friendly team.*

**18. What employee benefits are provided or offered to employees?**

*For each year worked, employees receive an extra day of vacation, a maximum of 25 days. When an employee runs out of a vacation, Freshlabels, s.r.o. also offers unpaid vacation. Other benefits include refreshments at the workplace and flexible working hours. We do not keep classic benefits such as multisport cards and meal vouchers, because unfortunately, it does not pay off for the company.*

**19. Are there any employee benefits that the company does not offer that you would welcome?**

*Personally, I would welcome meal vouchers, but as I mentioned, it is not worthwhile in the current situation for the company. Rather, I can think of a benefit in the form of Flexi Passes. Every employee could use it the way he/she wants - he/she can use it either in a pharmacy, cinema, etc.*

**20. Do you organize any social events (parties) to strengthen relationships in the workplace?**

*Not now, thanks to the global pandemic, but otherwise Christmas party and barbecue parties and are held several times a year.*

**21. Will there be a Christmas party depending on the current situation? Will it be replaced somehow?**

*It was originally planned to have a party in November, but unfortunately, the second wave of the epidemic appeared. There will probably be a party early next year.*

**22. Does the company provide its employees the opportunity to further educate? If not, why not? If so, in what form?**

*Again, it depends on the positions. The employees of the store are often visited by people from different brands who try to pass on all the information about the products. In the office, for example at the purchasing department, employees travel to various trade fairs themselves or various forms of courses and webinars are offered.*

**23. What would you change in the whole process of recruiting and selecting employees?**

*Rather than the process itself, I would change who we want to recruit. I would start recruiting more experienced employees to find out what mistakes the company has and what needs to be added. Thanks to this, the HR department itself, which is not currently available, would also start to grow. The more employees there are who have extensive experience and have gone through several companies, the more they would be beneficial to the growth of the HR department in this company, as having HR in this state is not sustainable. It would be best to start working on the whole company comprehensively so that the conditions can be created for the establishment of an HR department. The fact that the recruitment and selection of employees is more or less handled by each department as needed suits me because the heads of these departments themselves know best what they need. From my point of view, there should be at least one person who will deal with issues before and after the interview, especially the HR administration.*