

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

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Diploma thesis:

Human Resource Management in Company

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# **DIPLOMA THESIS ASSIGNMENT**

Anastasiya Yarovaya

European Agrarian Diplomacy

Thesis title

**Human Resource Management In Company**

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## **Objectives of thesis**

The main objective of this thesis is to characterize the importance of human resources management, to bring its issues and compare it with the level of human resources in the specific company. To determine the quality and scope of HRM activities in specific company and evaluate them.

## **Methodology**

To analyze human resource management which is used in company, qualitative research is going to be used. Based on literature review and personal experience, open questions will be made.

**The proposed extent of the thesis**

60 – 80 pages

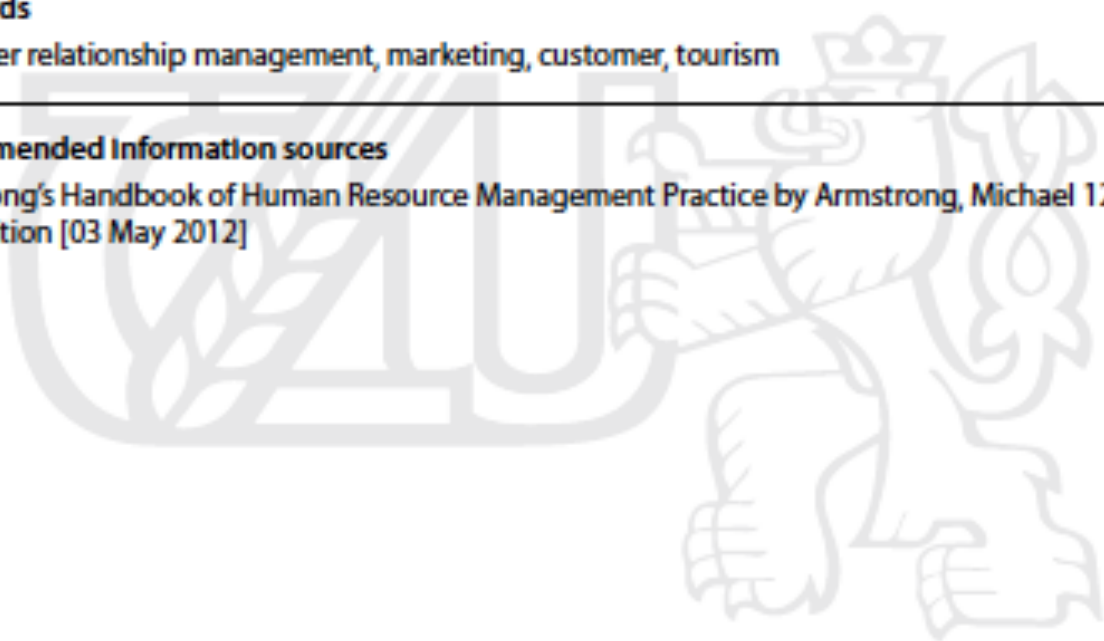
**Keywords**

customer relationship management, marketing, customer, tourism

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**Recommended information sources**

Armstrong's Handbook of Human Resource Management Practice by Armstrong, Michael 12th (twelfth) Edition [03 May 2012]



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**Expected date of thesis defence**

2015/06 (June)

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## Declaration

I hereby declare that I have worked on the diploma thesis titled Human Resource Management in Company completely on my own under supervising of Ing.Richard Selby, Ph.D. and that literature and other information sources I used or cited are listed in the References section and cited in the text.

In Prague, March 24<sup>th</sup> 2015

.....

Anastasiya Yarovaya

## Acknowledgement

This way I would like to thank to my supervisor Ing.Richard Selby, Ph.D. for his guidance, assistance and valuable advices during processing of my thesis. I cannot forget express my thanks to my family, who make my studies possible and thus provide my access to wonderful knowledge I could gain.

# **Human Resource Management in Company**

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Management lidských zdrojů v Organizaci

## Summary

This diploma thesis deals with the Human Resource Management. Main objective of the thesis is to create a comprehensive overview of the activities of the Human Resource Management function in the chosen organization. To analyze HRM in the organization, qualitative and quantitative researches were made. In the first Chapter fundamental terms and processes of HRM are described. The second part of this thesis focuses on the detailed analysis of the activities of Human Resource department in organization. In the final section, based on the internal documents, structural interviews and results from questionnaires of the employees are provided series of recommendations for improvement of HRM activities in the company.

**Keywords:** human resource, provision of employees, interview, assessment center, orientation, adaptation, recruitment, training, Team Leader

## Souhrn

Tato diplomová práce se zabývá řízením lidských zdrojů. Hlavním cílem této diplomové práce je vytvořit ucelený přehled o činnosti a funkci řízení lidských zdrojů ve vybrané firmě. Pro analýzu řízení lidských zdrojů ve společnosti byly provedeny kvalitativní a kvantitativní výzkumy. V první kapitole jsou popsány základní pojmy a procesy řízení lidských zdrojů. Druhá část této práce se zaměřuje na podrobnou analýzu činností oddělení lidských zdrojů ve firmě. V závěrečné části, na základě interních dokumentů strukturálních rozhovorů a výsledků z dotazníků zaměstnanců, je poskytována řada doporučení pro zlepšení řízení lidských zdrojů ve společnosti.

**Klíčová slova:** lidské zdroje, rozvoj, řízení, zaměstnanci, zajišťování, výběr, personální oddělení, hodnocení, školení vedoucí pracovník

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## **Introduction**

Behind the production of every product or service there is human mind, effort and working hours, no product or service can be produced without help of human being. Human being is the fundamental resource for making or constructing anything. Nowadays many experts claim that machines and technology are replacing human resource and minimizing their role or effort. But even machines and technology have been build by the human aid and besides companies have been continuously in search for talented, skilled and qualified professionals to further develop latest machines and technology, which again have to be controlled or used by humans to bring out products.

In today's conditions of the rigid competitive fight, fast change of technologies and dependence of the development of the companies on information they use, it is highly important to use all available resources maximum effectively. That is why more effective use of potential of the employees in the organization is the key for success.

In order for an organization to function properly, it is necessary to maximize the compliance of all internal and external factors that have an influence on the development of the company. The basic factors of success of companies include the capital, which components are material, information and financial resources. Proper usage of these recourses is another essential factor in the success of the organization.

Performance of the staff is the main purpose of personnel work. The issue of human resource management practices must be integrated into the strategic framework so that its implementation contribute to the achievement of global strategic objectives of the organization. The key to the successful functioning of the organization, obtaining and maintaining competitive advantage is the efficient and effective use of the human resources. Human Resource Management is therefore the most important area of management of the organization as such.

Successful companies must constantly solve the issue of the need in new employees, in a given time and space and in relation to the present and future needs. To find and make a selection of new employees is a complex and responsible activity of the

Human Resource department. Main activities of the Human Resource department in the company are: defining the requirements for a particular job or create a profile of the ideal candidate, search of the candidates, selection of candidates and orientation adaptation of new employees.

Modern organizations in addition to the development of material, financial and information resources invest heavily in human resources just because it is such an asset, which essentially helps organizations evaluate other assets. There are different tools which can be applied for increasing performance of the new employees: preparing adaptation plan and programs for newcomers, implementation of various employee benefits and remuneration schemes, educational programs and training. With the help of these tools employers want to achieve satisfaction and development of the employees.

Part of investments in human resources is applied for faster and more efficient trainings of the new employees, which in the future will reduce costs associated with a specific agenda. For the employer, there is nothing worse than high turnover of the workers. Financially better to spend capital on different trainings, benefit programs orientation and adaptation program, than later loose employees and search others.

Employee adaptation which stands on the edge of selection of human resources and personal development is in theory and in practice given much less, as to other activities of Human Resource Managing. Directed workers adaptation is a beneficial as it comes to shortening the time period when the worker is not giving a standard performance and his/her orientation in new environment is not sufficient yet. It helps people to create positive relationship toward their job and toward organization as well as it motivate him/her to do the job better.

The ultimate goal of human resource management coincides with the ultimate goal of the organization as a whole, which is to ensure stable progress and sustainable development of the organization in the long run. The objective of Human Resource Management is to ensure that company have necessary employees who will able to achieve great results in their performance.

## **2 Objectives of the thesis and methodology**

### **2.1 Objectives of the thesis**

The main objective of this thesis is to create a comprehensive overview of the activities of the Human Resource Management function in the chosen organization, and to make an analysis of the HRM processes based on a comparison between the literature review and empirical research.

The second objective is to formulate a series of recommendations for improvements to the HRM function of the organization.

Chosen company will be analyzed in the area of Human Resource Management, focusing on the process of provision of employees, which is a fundamental process in the development of the organization's performance and is covered by the internal functions of the HRM department of that organization.

Different stages of the process of the provision of employees will be analyzed in the selected organization, in stages as they are applied in the practice.

Characterized parts of the process of provision of workers are going to be: recruitment methods used in the organization, selection process and big attention will be paid to orientation and adaptation period of the new employees.

Aim of this work is to provide an overview of the theoretical background in the issue of HRM, focusing on personnel work in the area of ensuring new employees or the company, recruitment process and adaptation of new workers.

The theoretical part will be developed after studying scientific literature within a specified range and a focus that is consistent with the primary aim of the work. Valid sources of information were used in this thesis.

## 2.2. Methodology

Basis for the finding necessary information in the required quantity and structure are going to be theoretical knowledge of the authors of scientific literature on the topic of Human Resource Management.

The chapter Literature review will be processed by a specialized study of literature with the addition from relevant Internet resources using descriptive method. Gradually, sources of information will be analyzed and selected in the way that it will be possible to put theoretical knowledge into a coherent framework and provide an overview of the topics outlined in the objectives of the thesis. Further, the process of provision of the employee is going to be introduced and its importance in the whole framework of Human Resource Management. Emphasis will be made on the last part of the thesis: orientation and adaptation process of the new employee.

The second part is the Characteristics of the organization, where analysis will be based on several methodologies. In the beginning selected organization will be characterized in the way which required understanding of corporate culture and employee structure. There will also described structure of the Human Resource Management in the organization. Descriptive method is going to be used. Information will be obtained from the *internal documents* and from *structural interviews* with the representatives of the department of Human Resources Management of the company.

In this research ***quantitative method*** is going to be used as well. *Questionnaires* for the employees were created on the basis of literature review and internal information about HRM activities in the company.

Questionnaires will be done by the employees who have already completed the adaptation process, but is not working more than three years. Respondents will be ranked in a hierarchy within the organization chosen from the same level, so that the distortion of research results would be minimal. For the evaluation will be used

the comparison of results from the surveys and information obtained from interviews and internal documents.

In the conclusion of the thesis results of research methods are going to be presented in the confrontation with the literature review. According to the set objectives, recommendations for the improvement of the HR processes in the company will be made.

### 3 Literature review

#### 3.1 Definitions of Human Resource Management

Despite the fact that ideas and practices related to Human Resource Management have been used in many organizations around the world, the allocation of HRM as a separate discipline occurred relatively recently - in the early 1980's. Since HR is still in its formative stage, there are different and sometimes conflicting views on the exact meaning of the term HRM, what should include and what not in the scope of HRM, and in some cases, the real benefits of the proposed approaches and methodologies for organizations and for their employees. [2]

In the become already classical work of M. Armstrong, Human Resource Management is defined as: *"strategic and coherent approach to the management of an organization most valued assets the people working there who individually and collectively contribute to the achievement of its object"*. [1]

Human Resource Management is developing quickly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of supervision a workforce. [3]

According to D. DeCenzo and S. Robbins: *"HRM is concerned with the people dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organizational objectives. This is true, regardless of the type of organization – government, business, education, health or social action"*. [6]

The Human Resource Management purpose includes a variety of actions, and key among them is determining what staffing needs you have and if is better to use



independent contractors or hire employees to fill these needs, recruiting and training the best workers, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various rules. Activities also include managing your approach to employee compensation and benefits, employee records etc.[6,7]

People are the most important source in organization, put into motion by other sources, determine their use. They are also the most expensive source, it depends on stability, prosperity and competitiveness of the organization, so the area of human resource management is one of the most important areas of the entire management of the organization.[2]

### **3.2 Origins of HRM**

The roots of Human Resource management go deep into the history of human society. Management of human resources appeared and started its development in the Great Britain in the second half of the XIX century when it was promoted by activities for improvement of working conditions of industrial workers. However throughout all history of formation of HRM the only factor prevailed — these are needs of people in the course of work. At the first stage a handful of the businessmen and philanthropists movable by aspiration to improve working conditions, created various programs of improvement of conditions of physical work, the environment of work and quality of life of workers.[3]

The second stage of HRM falls on the period of World War I, when conflicted countries of Europe and USA faced an severe shortage of human resources and it was necessary to increase labor productivity. At this time U.S. Government and European countries actively encouraged systematic researches in the field of the labor relations and an employer - human factor in the industry. It led to new understanding of problems of Human Resource Management, and therefore to

more competent and sophisticated approach to a role of the HR manager and HR department in organizations.[3]

The third stage of HRM development is characterized by emergence in 3rd decade of the XX century with a various academic management theories and integration of management into the general circle of so-called social sciences.[3,4]

By the beginning of the 1960th within the general function of Human Resource Management was separate branches of specialization, which were made out as separate sciences, with the subject and the sphere of studying, practically applicable to all forms and the amounts of businesses and any situations with participation of human resources.[5,7]

Now personnel policy and the corresponding standard procedures are applied during the searching, selection and preparation of the personnel and assessment of overall performance of each employee.

The intensive competition in this sphere of business was in 1980 — 1990th. Development and deployment of the latest industrial technologies was highly depended on presence of highly skilled workers, flexible working practice (which is often connected with work in team). All this put human resource management in the forefront of the business organization. Work with the personnel began to contact gradually wider range of business functions and organization strategies.

Thus, HR managers were involved in process of the general business management inevitably and began to concern such aspects of activity of the company as motivation of the personnel, activity efficiency management of the personnel, investment in workers with powers, TQM (total quality management), organizational changes, etc. Decisions on human resources began to be made at the highest level of a companies management.[4,5]

### 3.3 Purpose of HRM and Human Resource Planning

Management of human resources is a design of formal systems of the organization which provide effective use of human knowledge, skills and talents for achievement of the organizational purposes. Human resources represent set of knowledge, experience, skills, abilities, contacts and wisdom of the people working in the organization.[4,6]

The main aim of HRM matches with an main aim of the organization in general. This ensuring stable functioning and a sustainable development of the organization in the long term. The direct purpose of management of HRM is providing the enterprise with the necessary personnel, creation of the solid effectively working collective capable to achieve the planned objectives.[4,6]

This topic won't be discussed further because of the limited range of diploma thesis, but it will be described the issue of human resource planning.

**Human resource planning** defines, what human resources are necessary for the organization for achievement of its strategic objectives. Bateman Thomas and Snell Scott (2012) write: "*Human resource planning is a process of identification of need of the organization for human resources and drawing up plans for satisfaction of these requirements*". [2]

Planning of human resources is based on belief that people are the most important strategic resource. In general, it concerns compliance of resources to requirements of business in the long term though it is sometimes connected with short-term requirements. Planning addresses to needs for human resources both with quantitative, and from the qualitative point of view, i.e. answers to two main questions are meant: first, how many it is necessary people, and, secondly, what people are necessary.[2]

Planning of human resources also concerns wider questions connected by how workers are employed and develop to increase productivity of the organization. Therefore, it can play an important role in strategic management of human resources.[2]

It is possible to distinguish "rigid" and "soft" planning of human resources. Rigid approach to management of human resources is based on quantitative, measuring and strategic aspects of management of the number of the personnel and is carried out by the methods promoting creation of additional value and formation of competitive advantage of the company. In its framework the personnel of the company is considered as the human capital which at necessary investments into its development can provide the desirable income. Thus, the following aspects are the cornerstone of rigid approach to HR management:

- ◆ satisfaction of interests of the management in the company;
- ◆ realization of the strategic approach which is coordinated with strategy of the company;
- ◆ creation of additional value thanks to development of human resources and management of efficiency of work;
- ◆ need for the strong corporate culture expressed in mission and values of the organization and supported with processes of communication, training and management of efficiency of work. [5,6,10]

Flexible planning of human resources originates in the school of the human relations based on communication, motivation and leadership. This approach considers workers first of all as means, but not as object of management. The main idea of flexible approach to management of human resources consists in achievement of commitment and trust of workers to the purposes of the company by means of their involvement in process, creating favorable conditions for communication and other methods. In practice in the majority of the companies the combined application of flexible and rigid approaches to HR management is observed.[5,7]

Planning of need for the personnel is the personnel program directed on an assessment of both quantitative, and qualitative need for the personnel, answering questions: how many when and which personnel is required to the organization. Effective planning of human resources has to promote selection and adaptation of the necessary people performing at the necessary work on the right place and at right time.

### **3.4 Corporate Culture and core values in connection to HR**

Corporate culture means the way things are done within a company. This means anything from the main aims and visions of the company, overall morale in the work place, the ways offices are set up (closed or open space) or how meeting are organized all the way to dress codes. The corporate culture expresses the company internally as well as the externally.[5]

Corporate culture is a very significant aspect of every company because it affects mainly the employees – how they feel at work. Companies with a strict hierarchical structure where people are just placed into small offices with the set of rules about how they should do everything and have no right to say anything, typically have a very poor (in relation to Human Resource Management) corporate culture. That type of corporate culture is just made up of obligations and strict rules with no personal freedom. Many companies used to have structures like this in the past. [2,5]

Currently it is more usual for companies to give their staff more freedom – added value to their opinions and suggestions, more casual dress code so they would feel be more comfortable or some other benefits. *"Corporate culture of a company defines how the employees work as well as how they feel about it."* [5] But what exactly is the relation to HR management? HR department takes care of the company's employees and one of its functions is to make employees feel valued. HR department is also responsible for the introduction of the corporate culture for the new employees – they tell them how things supposed to be done within the

company (most often already at job interviews).

Corporate values is carry out in the company the same task as the morality in society: allow it to exist and develop. Thus, a company in which corporate values exist only formally, will inevitably be unsustainable in the long run. *"Company's values are not just important, they're vital to the total success of building a business. Whether that business employs 10 or 10,000, without company values there is no foundation in which employees can build their success. Values show employees the way to act, how to be consistent. More united a company is in celebrating and enforcing those values, more value they add, collectively, to the company."* [5]

Values should be at the very heart of any business – even before there is a name of a company, an office or any employees.[5]

### **3.5 Recruitment and Selection processes**

One of the main goal of HR activities are recruitment and selection of new employees. It can be stated that it is a key part of the process of HRM. To meet the needs of the organization's human resources it is necessary to find certain quantity of employees with required skills. Process should be managed with the minimum costs.

Before hiring new employee in the organization it is needed to complete the following three steps:

- ◆ definition of requirements - specifications of the offered job, requirements and conditions of the employment;
- ◆ search of candidates – review of the internal and external sources, placement of advertisements, using services of the agencies and consultants;
- ◆ selection of candidates – analysis of the applications, carrying out interviews, testing, evaluation of candidates, assessment centers, job offers;
- ◆ preparation of the employment contract.[6]

According to DeCenzo and Robbins (2012), before the actual selection process, it is necessary to make an analysis, which will give a response if company needs new employee. Other issues relate to the objectives of work for this position in terms of the structure of the organization and possible future development of the employee. These issues are solved in the organization through planning and human resources strategy.[6]

#### **3.5.1 Definition of requirements**

The starting point in provision of new employees are also the requirements for the opened position. The essential things are the characteristics of the job, and requirements for position. The exchange of information between an organization which offers a job and possible candidates is an important factor. Definition of requirements should be complied in such a way that an optimal number of suitable

candidate will react and enough information can be gathered from them, so that the company or organization can start selection process.

**Proper job description** is a foundation for HR, which is closely connected to identifying the ideal applicant's profile. Without a proper description, all the following activities, including interviews, trainings and the whole process of adaptation will be difficult. Not accurate description of a job can affect on leaving employees shortly after starting in the new position.

According to M. Armstrong, we can use the so called **Survival rate** – the number of the new employees divided by the number of employees who stayed during their trial period. For example, if we set a period of three months to analyze the Survival rate and 50 % of employees quit during that period, the Survival rate is exactly 50 %. In practice, that would be a very bad result for the company. [1]

The description of a job should not be complex, because it is not a comprehensive analysis. It is necessary to give potential applicants a relevant description of the job, which includes its goals, the place in the organization's hierarchy, responsibilities, salary and other benefits.

Specification of the requirements for an employee clearly defines what is expected from them and it is realized either using the **Seven point model**, which defines: physical ability, knowledge, intelligence, special abilities, interests, inclinations (endurance, adaptability) and the employee's background; the **Five point model**: influence on others, qualification, abilities, motivation, emotional disposition (stability, stress management,) or the **Ability based approach**, which focuses more on the applicant's profile than on the job requirements. This approach can help to recognize which method of choice will be suitable and it also provides information which how to conduct job interviews. In the next phase, the HR focuses on ways the applicant can prove his/her abilities and experience from previous jobs. [1]



Generally, we have to assess factors which predominantly influence the demand for a job. Those are:

- ◆ **Demographic**, especially the changes in reproduction of the population, which change the reproduction of possible applicants on the job market. We also have to take into account the mobility of population on different geographic levels, because the views on moving or travelling for work differ in every region.
- ◆ **Economic**, which, in relation to the cyclical development or other changes in economy influence the supply and demand rate.
- ◆ **Political environment** and its influence on search of human resources through laws, for example those dealing with personal information, discrimination, etc.
- ◆ **Technological** changes create new opportunities, but can also limit some of the current ones.
- ◆ **Social factors**, which include the values of a society regarding professional qualification and the preferring of certain professions, or the role of family. The costs of selecting and provision of new employees are also substantial. Apart from money, time is crucial, because there is usually a deadline for search and whole process. Recruitment Specialists should choose those applicants who will meet the requirements and have the ability to develop within the company.[1,2,3]

### 3.5.2 Forms of recruitment

First of all, organization has to deal with is the possibility of filling the open vacancy by one its current employees before searching of the new employee.

HR focuses on the company's requirements and choose an appropriate form of recruitment – the company's own human resources (internal) or people from the job market (external).

**Internal resources** – those current employees who are ready to do a more demanding job or would like to change their position in the company. There is

usually a certain method of dealing with succession on different positions and companies should always support the encourage for development and growth of promising employees. Some employees transfer to different positions due to organizational changes. [9,10]

Those employees are addressed by the company itself following methods described below. This way of recruitment has a big advantage – organization knows the candidate and they know the organization. That facilitates the process of adaptation, saves money and time, and it also motivates other employees, because it gives them an example of professional growth.

However, there are also some disadvantages of this method of recruitment: current employee already has used to his/her team and colleagues and it could be difficult to adopt in the other team.

***External resources*** – this form of recruitment gives to organizations possibility to look for new employees in these fields of the job market:

- ◆ unemployed people (through cooperation with the Labour Office);
- ◆ other companies' employees;
- ◆ fresh graduates, students (through cooperation with universities and other schools);
- ◆ current employees' recommendation;
- ◆ the use of advertisement and work agencies;
- ◆ the presentation of a company at job fairs;
- ◆ professionals from abroad etc. [9,10,11]

### 3.5.3 Personnel marketing

According to Fleetwood Steve (2010): *“Personnel marketing is a process of forming a company's personnel, not only from the viewpoint of the company's reputation, but also as means of stabilization of the personnel.”*

The maintenance of an company's good name is a general strategy for finding future employees. The goal of the strategy is to establish a company as an attractive employer. To reach that goal it is necessary, for example, to offer competitive salary, different benefits and also opportunities to develop professionally and personally and provide reasonable level of security and stability.

There are different methods of provision of new employees. By this methods means specific procedures of attracting possible job applicants. To choose the right method, company needs to think about different factors, for example, how specialized must be the candidates we want to employ, what are the requirements for the job, what situation is now on the job market. Company should evaluate whether possible applicants are interested in getting a job or how much time and money organization has for this process. [7]

If an organization plans to get the needed employees from internal resources, it is most common to use the company's internal systems and posters in the workplace – these days, especially in larger organizations, it is common to use E-recruitment, which makes the process cheaper and provides applicants with more easily updatable information. E-recruitment is for example the distribution of job offers via e-mail. [11,12]

While looking for a new employee, it is most usual to advertise in the Internet, in the press, on the radio, at job fairs, through educational institutions such as universities, but also high schools. It is also quite common for large companies, to

cooperate with an personal agency or the labor office. In many cases it is worth it to combine these methods.

The efficient use of the methods depends on the specialization of the job. This efficiency can be evaluated by analyzing the costs used to advertise opened position and compare it to the number of reactions. [7]

When the demand for the new employee for the company is specific, for example when it is needed a top manager and those candidate with special skills, it can be used headhunting method, also called **executive search**. Company which searching to fill such a vacancy most often cooperates with an external agency, which practically realizes the search according to a detailed candidate profile. That type of the candidate is usually not available through traditional methods, because they are often already work for a another organization. In that case a temporary contract is often signed for a specific top position. [11,12]

### **3.5.4 Methods of selection process**

First of all, every organization should thank all the people who reacted to a job offer. It is professional, it makes a good impression and it can help unsuccessful applicants by offering them a company's view on their strengths and weaknesses. Such feedback is highly desirable and it improves company's reputation.

If there are more applicants than planned, it is good to go through received documents and exclude those candidates who are obviously unsuitable. This saves both time and money in the following phases of the selection process. [8]

Usually, these documents are: CVs, cover letters and documents proving education or qualifications. When assessing a CV and a cover letter, it is good to evaluate not

only factual information, such as work experience, completed courses, trainings etc., but also the overall carefulness and logical structure. The cover letter shows candidate's interest in a job.

According to DeCenzo D., selection process has four steps:

- ◆ assessment of documents mentioned above;
- ◆ testing (psychological, behavioral or professional knowledge tests);
- ◆ interview;
- ◆ assessment of recommendations from previous jobs;[6]

In case the selection process takes place inside the company and no external agency will be used, there are many possible methods of recruitment. As it was mentioned in the chapter before, at first it is good to choose the right method, for example according to the requirements of the job.

The most common method during selection process is an **interview**. *"The purpose of the interview is to verify assumptions about the candidate, his motivation and suitability."*[6]

Interview is often characterized as a conversation with a purpose. On one side we have one or more interviewers with the goal of creating an atmosphere in which a candidate would talk freely, so that the interviewers could assess his suitability accurately. It is important to notice, that an interview is carefully planned and led, so that all important information is found.

According to M. Armstrong, interviews can be divided into three types:

- ◆ **Individual interview:** one on one, face to face discussion. It provides the possibility of close contact between the interviewer and the interviewee. If no more interviews or tests follow, the gathered information can be interpreted superficially.
- ◆ **Panel interview:** x+1 type, is led by more interviewers, who ask one

applicant questions. Commonly, the interviewers are HR employees and managers. Their decision is a result of discussion and the possibility of superficial interpretation is minimized.

- ◆ **Selection commission:** a more official interpretation of the previous type. The interviewers are not only HR employees, but also representatives from different teams of the company, who is going to be in the contact during work process with the future employee. Usual flaw of a selection commission are random and unplanned questions. Confident candidates are often successful, but weaknesses can be easily overseen and the commission's decision can be superficial. [1]

Another types of interviews are: unstructured interview and structured interview.

In an **unstructured interview**, questions are changed to match the specific applicant; for example, questions about the candidate's background in relation to their CV might be used. In a **structured interview**, there is a set of standardized questions based on the job analysis, not on individual candidates' CVs. While a structured interview might seem the best option to find out about a particular candidate, the bigger concern is that the interview revolves around the specific job for which the candidate is interviewing. In a structured interview, the expected or desired answers are determined ahead of time, which allows the interviewer to rate responses as the candidate provides answers.[5,7]

Another method is the so called **Assessment center (AC)**. The main parts of AC are:

- ◆ group discussion;
- ◆ role play;
- ◆ presentations;
- ◆ completing tests;
- ◆ final interview.

Organizations simulate situations relevant for a specific job, which help

them assess the performance of a candidate or their resistance to stress.

This method is used by employers not only when they are selecting new employees, but also when they educate and promote them. It is a form of standardized assessment of people's behavior which uses observation by different professionals, while a candidate solves case studies, takes part in group discussion etc. Performance of the candidate is evaluated according to set criteria's. Communication skills, social skills and personal characteristics are observed. The candidate's behaviour is evaluated using specifically created simulations. [12]

Basic features of **Assessment Centre** are:

- ◆ most attention is paid to behavior;
- ◆ the use of various simulated activities – role-play, group tasks;
- ◆ interviews and tests are used;
- ◆ performance is measured in relation to desired abilities;
- ◆ multiple applicants are assessed at once, so that the panel could observe their interaction and the atmosphere during group task completion;
- ◆ multiple observers are used for increased objectivity.

Assessment centers are places where it is possible to determine if the applicants compatible with a company's corporate culture. To do that, they are observed in different situations, they are given tests and they are interviewed. These centers also allow applicants to experience company's values, so that they could decide if they suit them or not. If AC works properly, it can lead to a better prediction of future work performance of the new employee. [12]

**Testing and projective methods** are those which companies do not use automatically when choosing new employees. According to Fleetwood S., there are more methods of evaluating candidate's competencies:

- ◆ *Tests of general intelligence* – commonly known as ***IQ*** tests are

divided into those which show and quantify general intelligence using either complex tests consisting of partial testing of some components of intelligence, or one dimensional tests, which only focus on one component

- ◆ ***Social intelligence tests*** – an applicant's ability of social interaction or tested. Some candidates know how to behave, but they can't because of social barriers which testing can reveal
- ◆ ***Performance tests*** – for example Bourdon's test of attention, Wechsler's memory test, Guilford's creativity test and others. A norm is always set which allows a candidate's performance to be compared to average numbers. Generally, testing eliminates the possibility of subjective mistakes from HR people. [7]

### **3.6 Orientation and adaptation period of the new employee**

First of all, it is necessary to mention the legislative requirements which need to be met when employing a new person. It is compulsory for an employer to inform a new employee about the conditions of employment and internal regulations right after the signing of a contract. Information and details about benefits also have to be communicated. Employer must instruct a new employee about safety on the workplace and fire protection and inform them about possible risks regarding health. [13]

Companies often rightfully asks for additional information regarding the new legal contract. Those are, for example, evidence of previous employment, criminal record, evidence of education, evidence of medical check or, in the case of specialized jobs, other professional documentation.

New employees need to go through the process of adaptation. The employer or HR department can develop an **Adaptation plan** for them.[ 2,13]

People's ability to accommodate to a new environment differs, because their



dispositions are different. Adaptability depends on personality traits and it is influenced by social factors, such as the satisfaction of social needs. Adaptability is a core not only for managing to complete different task on the new position but also for becoming a real member of the team and the organization as a whole.

*„Adaptation process depends on the work experience, personality and conditions that company provides“ [13]*

*„In HRM, adaptation process is understood as a person's struggle to get on with a new work environment.“ [13]* The goal is to integrate them as quickly as possible so that they could use their competencies and abilities. The process of adaptation needs to be led and formalized, most often by manager of the team at work or the HR department. This can help to minimize the stress from new work environment. It also helps the newcomer to integrate faster and achieve the desired performance.

The process of hiring of the new employee does not end by giving person a job. According to some authors a test phase in real work conditions can continue. In this phase, conditions have to be set for the new employee, in the way, that he/she can fully develop his/her potential in a new environment. In the first months of the employment it is possible to check qualities because of which candidate was chosen. In some cases appears discrepancy between the candidate's proposed qualities and real life performance. Such case shows that the methods during selection period were not the right ones, which is undesirable because of the company's financial costs.[9]

Success of the process can be also measured by the number of newcomers who quit during the trial period (usually three months). Evaluation of the selection process of new employees is not the only task companies deal with during this period. New employees have to be properly adapted to new environment and tasks, requirements. Each company approaches this process differently.

Adaptation of employees is the final phase of the provision process and at the same time the beginning of the work process. In this period new employee adapts to the social environment of the organization. Well managed adaptation has several basic functions for the employee and organization (shown in the table below).[9]

**Table no. 1: Basic functions of well-managed adaptation**

<b>Functions for the employee</b>	<b>Functions for the organization</b>
Motivation	Quick adaptation to work
Information	Selection feedback
Control	Development of the employee's performance
Mental health	Improvement of the company's image
Development	Arguments for possible dismissal
Self assessment	Decrease of costs
Recapitulation	Effective use of the test period
Social	Improvement in communication and team cooperation. Noticing possible mistakes in company processes

Source: Douglas McGregor, Joel Cutcher-Gershenfeld, The human side of enterprise.[9]

Systematic orientation and adaptation of a new employee to all of the company's systems is called **controlled adaptation**, which can be formulated into special

document or just passed from "generation to generation" of managers and HR.

*„The goal of the adaptation process is to decrease the costs caused employees fluctuation, increase satisfaction among the workers and maximize productivity. New employees must conform to a company's corporate culture.“[13]*

Large organizations create systematic adaptation programs for different groups of employees, which make the adaptation process faster and easier. Such organizations are willing to invest time and money in new employees, because they already know that these expenses are worth it.

Smaller companies rely on their new employees to get around in a new environment by themselves. Such approach makes work difficult for the employee and the quality of their work is lower. This can lead to the employer's dissatisfaction.

These are some of the tools that are important in the adaptation process:

- ◆ ***Comprehensive and complete description of the job*** is an important clue for an employee in understanding their responsibilities and powers. It facilitates the initial communication with their bosses and colleagues.
- ◆ ***“Welcome to the company“ manual*** provides basic information about the organization. It communicates to the employee the basic goals and values. It also includes important phone numbers and e-mail addresses.
- ◆ ***Induction training*** usually in the form of a one or more days seminar gives more information than in the manual. During such event new employee has the opportunity to listen to experienced colleagues from different parts of the company and adapt to the corporate culture. The seminar itself cannot fully integrate a new employee to the organization, but it can help overcome the initial barriers.

- ◆ ***Mentoring program*** makes use of experienced colleagues who know the job perfectly. Mentor is usually assigned to a new employee, or ideally, the new employee can choose which mentor to ask for cooperation and advice. If a mentoring program is made a vital part of the organization, it can be very beneficial to adaptation. Mentors will often be financially motivated.
- ◆ *A “buddy“ program* is a less formalized mentoring program. In organizations which use this type of program there is usually an employee chosen even before the newcomer joins, whose job is to help them to integrate in the company's social network.[9,13]

Many companies use an **adaptation plan**, but only few of them incorporate feedback to it. Feedback can help to identify company's weaknesses and make adaptation shorter and more efficient. Some of the companies that use some sort of an adaptation process have a problem with using too few tools. They usually use the basic integration methods such as learning by doing. According to a Pauwe J., (2004) only one third of the companies use special methods such as mentoring or coaching. As was mentioned, controlled adaptation process can cause new employees' fluctuation and therefore increase costs. Another advantage is the fast achievement of the desired work results or quick and efficient identification with a specific corporate culture.[8]

To evaluate adaptation process, adaptation interviews are widely used. Two or three are the ideal number in a set period. Companies can also use adaptation cards, questionnaires or brochures to monitor the adaptation. It is possible to use an external form of evaluation – so called mystery program, but only few companies practices this kind of program.

Organizations should pay attention to the adaptation process and also to proper training of the mentors and using new methods to evaluate the success of the process, such as the TWI\* method or Mystery Employee\*\*. [14]

According to DeCenzo D., the adaptation process has following phases:

- ◆ the preparatory phase, which is the period before changing work and life conditions;
- ◆ global orientation, which starts by the influence of new conditions on a new employee's;
- ◆ conscious orientation or the full use of a person's inner potential for dealing with changes;
- ◆ adapting to new conditions (system), or resignation;[6]

Adaptation to the work process takes place on two levels. During adaptation to work, an employee uses their personal abilities to deal with the specific requirements for a job. **Social adaptation** means the gradual integration into the social environment of a work team and the organization as a whole. These two levels can never be completely divided because they influence on each other. For the adaptation to be successful it is necessary to properly manage both of them because they can have serious consequences for an employee's stabilization, their satisfaction and performance. These processes can be managed by a managers or HR department in the company. [6]

Some companies prepare **adaptation plan** for their employees, which should include the precise time of the adaptation.

New employee's adaptation plan should take into account:

- ◆ how demanding the job is;

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\* TWI (Training within industry) is an efficient method the goal of which is to protect profit through minimizing waste. TWI teaches people how to do their job precisely and smoothly. It teaches them how to produce using less resources. Thanks to this method employees adapt quickly and they further develop. The main goal of TWI is its sustainability which helps protect jobs.

\*\* A Mystery Employee is a consultant who joins a company at a client's request to chart processes from the viewpoint of a regular employee. They perform a sort of assessment of how the company works. As an example, take a company which struggles with employee fluctuation and considers bad financial conditions and the given region the cause. A Mystery Employee enters the company who plays the part of a new worker and his job is to go through all the processes, from recruitment and adaptation to production. When they finish, they assess the situation, they analyze it and they suggest steps that would lead to improvement in key areas.

- ◆ the age of the new employee;
- ◆ their experience and abilities.

The following table shows us the tools that are used in adaptation plan together with the division of responsibility among management and HR. [9]

**Table no. 2: Adaptation plan tools**

<b>Adaptation tool</b>	<b>Responsibility</b>
Contact with the employee before they join the company, the transfer of written information	HR department
The handover and explanation of informational materials (information about the company's organization, basic rules, corporate culture, information about HR policy)	HR department
Handover and explanation of the adaptation plan	Team Leader/Manager
Introductory talk with a senior	Team Leader/Manager
Getting to know the coworkers	Team Leader/Manager
Regular talks with the employee (checking the process and results of adaptation)	Team Leader/Manager
Introduction to the work of other parts of the company	Team Leader/Manager
Attendance to an orientation training	HR department
Checking the process of adaptation	HR department
Assessment of the adaptation process	HR department

Source: Douglas McGregor, Joel Cutcher-Gershenfeld, The human side of enterprise.[9]

*"Despite the fact that the adaptation of new employees stands between the human resources selection and staff development much less attention is devoted to it than to other human resources management, both in theory as well as in practice." [14]*

However, controlled adaptation of employees contributes to the shortening of the period during which the employee does not reach the standard performance and is poorly orientated in the new working and social environment. It helps employees to make a positive attitude towards work and organization and motivate them to work.

*"Adaptation program is the first stabilization as well as educational measure by which an organization can contribute to the satisfaction of a new employee and to their engaged work behavior." [13]*

## **4 Practical Part**

### **4.1 Characteristics of the selected company**

Information below was obtained through direct questioning of human resource representative, internal documents and surveys of the employees. Name of the organization, which will be analyzed, will not be disclosed in accordance with the requirement of local management. The reason is the importance of maintaining the integrity and security of internal and client's documents.

Department of Information Security Management is responsible for the safety of internal documents and is applied in the organization through internal directives and set out the process in accordance with international certification.

Company is a global leader in post-trade securities services with more than EUR 12.2 trillion in assets under custody, making it one of the world's biggest settlement and custody organizations for domestic and international securities.

Company was set up in September 1970 by 66 of the world's main financial institutions as a clearing organization whose objective was to minimize risk in the settlement of cross-border securities trading, mainly in the growing Eurobond market.

Organization offers the post-trade infrastructure for the Eurobond market and services for securities from 54 domestic markets worldwide – for approximately 2,500 financial institutions in more than 110 countries. Financed by flexible securities lending and collateral management services, organization offers one of the most broad international securities services existing, settling more than 250,000 transactions daily.



Company's clients are big European Banks which needs post-trade securities services for their portfolios.

The corporate structure of the company and its subsidiaries particularly comprises the following institutions: main office in Frankfurt, provider of IT services in Luxembourg and three more branches: in Prague, Singapore and Dublin.

In this thesis Prague branch will be described and analyzed.

**The Prague branch** work on the development and maintenance of company's IT systems, focusing on the areas trading, clearing and settlement. Staff work is in close cooperation with colleagues from the other locations. In fact, the specialized development teams are frequently cross-border entities made up of employees from various locations. The projects thereby profit from the strong network between the group locations in Prague, Frankfurt and Luxembourg.

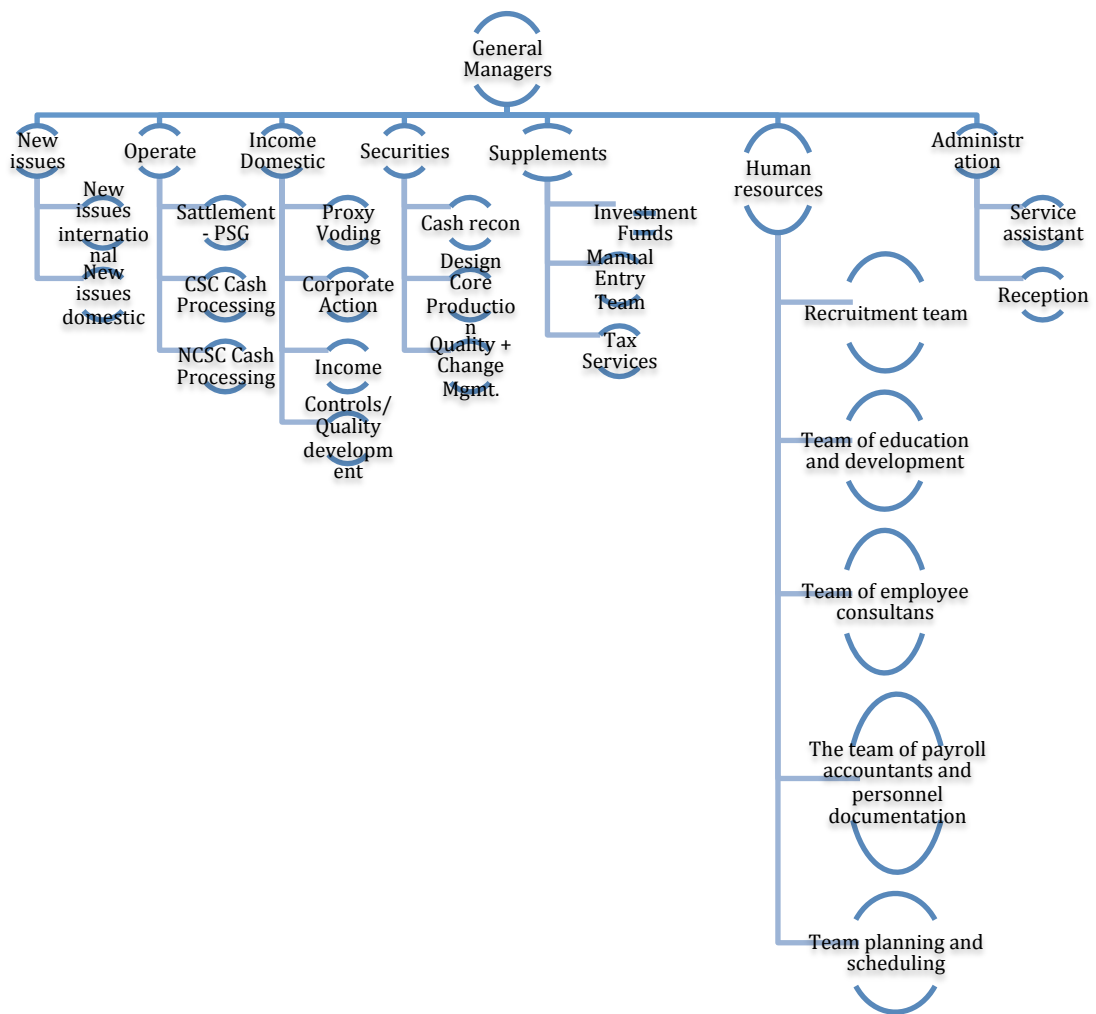
Prague branch mainly focuses on back office operations for the Custody and Settlement area

## **4.2 Organizational Structure**

In Prague branch, in all units company employs more than 450 employees working on full-time basis and 75 on part-time basis, in both groups with a high proportion of foreigners.

Structure of the Prague branch is quite simple. (shown in the graph below)

**Graph no. 1: Organizational structure of the chosen company, Prague Branch.**



Source: own proceed data

There are six General Managers in the company, who report to main office in Frankfurt. There are seven units, each has its own Head of Unit who reports to General Managers. These units are divided into teams, who have Team Leaders. Totally there are 22 teams, where working officers and specialists.

Number of employees in the long term increases, along with the portfolio of activities and especially with the growing number of portfolios of clients.

Age and educational structure of employees is slightly different from other locations, but in general - company employs young qualified candidates who will be able to integrate their efforts in the context of corporate culture and rules. Employees of the company want to develop, educate and show good results in their job.

### **4.3 Corporate Values of the company**

Fundamental corporate values of the organization are often communicated through various forms and resources in order to integrate the employees of the organization in one synergistic system, that will cooperate between business functions. The aim of management, both at global and local level, is cementing employees and give them a sense of belonging to the organization, that they are secure and satisfied. An important prerequisite for success is the quality of employment. The overall concept of marketing-communication of fundamental values and organizational culture, externally and internally.

This type of activities are realized after approval by a global marketing teams. Core values of the organization are enshrined in the few paragraphs. These are: best people, single global network (global connection) and preservation of the values.

In the first mentioned value in the number of points there is captured targeted effort to have the best employees through their efficient acquisition and retention in the organization.

It is also mentioned an importance for the organization to build a collaborative environment where employees could get wide range of opportunities for professional development and growth.

Value called **single global network** underlines the extent of the organization and giving a big benefit for the employees: find different solutions through collaboration with colleagues from other locations, using internal share systems.

**Preserving the values** is another global objective of the organization, which encompasses the need to construct a responsibility to society as a whole and to internal and external stakeholders, such as shareholders companies, public sector (governmental organizations) and the planet's environment.

The last two values: *delivering the best results and the added value for clients and respect the differences in the cultures and personality of individual employees.*

Organizational culture is tightly linked to those core values and daily activities of the employees and should be guided by them. As it was mentioned before, particular form of communication and the concept of organizational culture values vary locally. It is a model of global corporate culture with the geocentric features.

Generally, there is a cooperative atmosphere in the organization. Team approach to problem solving is preferred, where opinion of each employee is counted.

Corporate language of the company is English. Employees from different countries work in the organization: Czech Republic, Germany, Netherlands, Russia, Spain, Portugal etc.

## 4.4 Human Resource Management Structure

For all processes concerning personnel activities is responsible Department of Human Resources. As it was mentioned before, human capital of the organization is the most valuable asset, which the company owns.

Human Resources unit is divided into functional teams, occupying all activities of personnel work. In Prague, in all units totally more than 450 employees working on full-time employment and 75 on part-time basis, in both groups with a high proportion of foreigners. Local Prague's Human Resources unit is divided into the following teams:

- ◆ **Recruitment team** - in the department operates eight employees and one Team Leader. Three employees are working on the part-time basis and rest on the full-time. Five employees are working as Recruitment Specialists. Other two employees with support of part-time workers ensure activities within search and administration of the processes in recruitment. Part-time workers in the team are usually students of the universities.
- ◆ **Team of education and development** - this department consists of two Training Coordinators and one Creator of internal methodology and structure of the courses or trainings. This unit is organized in Prague center for full-time educational activities. Educational plan for certain groups of employees are based on the globally approved strategy. This strategy assumes local specifics and differences between employees. Generally, form of online education prevails in the organization than in the form of attendance.
- ◆ **Team of HR consultants** - consists of six consultants. Their job is to provide all necessary information and solutions for employees concerning usage of data system and all programs they need for work. For each employee is assigned one of these consultants.

- ◆ **The team of payroll accountants and personnel documentation** - team is composed of four employees. Two of them are processing payrolls. Two four workers are managing personnel documentation of employees under applicable laws regulations.
- ◆ **Team planning and scheduling** - is responsible for the timetable of employees activities. On the basis of specific demand active projects and their managers. Secondarily cooperates with the unit recruitment activities in case of internal redeployment. Five employees are working in this department.

#### **4.4.1 Personnel Planning**

Planning for future human resources needs in quantitative terms is closely linked to business strategy. For some teams, depending on the client or project, are created short-term local plans depending on the projects.

Furthermore, on the level of local center in Prague is planning total number of employees of the organization according to individual segments of the financial allocation model, which is approved within the regional management of the organization.

The clear objective is to increase flexibility in relation to clients and their changing requirements. Therefore it is better to use short-term plans, having periodic monthly revisions on local management level and the quarterly revisions by regional management.

Concerning planning in qualitative terms, profiles of ideal candidates with all the requirements, created based on the position and formulated by executives.

#### 4.4.2 Process of provision of employees

Deciding whether the organization will occupy the vacant position by internal or external source is based on the first core value of the organization "*best people*".

The prerequisite of selection process is the communication between the recruitment team and planning and scheduling team. After that, through the internal database system (Human Resources section) provided information on planned selection processes along with the requirements for specific job opening for all employees.

Any eventual transfer of the employee to another position must be approved by Head of the Unit, who will also discuss suitability of the transfer with the staff of Human Resource department.

After that, decision should be made: whether the whole process will be carrying out internally, or the whole agenda will be forwarded to an external organization - **personnel agency**. Co-operation with the personnel agencies is useful when there is time pressure on open position or big volume of positions which should be covered, or all together. Another case, when it is sometimes necessary to use external agency is for those jobs which have higher priority from the management perspective.

In the case of occurring internal requirement to ensure part-time positions the part of the process of provision of employees is outsourced. Employees whose contract is set up on part-time, are most often working in junior positions as a support of the teams. A lot of them working in the unit of the Human Resource, in the team of Manual Entry Data, in Reception and in the other teams.

Recruitment processes for the full-time positions are from the start till the end held by internal Human Resource department of the company.

### 4.4.3 Definition of requirements

Definition of requirements is an important part of the provision of the employees. Recruitment Specialists are responsible for this process. Definition of requirements is carried out in three steps:

- ◆ The first step includes the required number of employees for the team or for the new project. Depending on the project employees with the same title can have different responsibilities. Significant influence is making the client for which company is working and meeting the requirements. Most of the contracts are structured in the way that even during the design phase of the project may occur personnel changes in order to achieve maximum efficiency.
- ◆ The next step is the actual definition of requirements based on the project or team needs. Head of Unit compile a list of needed knowledge and skills to meet the requirements imposed by the job description.
- ◆ In some cases, manager compiled a profile of the ideal candidate including not only factual knowledge, skills and experience, but also qualitative profile of the candidate, so-called soft attributes including the required characteristics and attitudes.
- ◆ The third step is the assignment of generated requirements for recruitment team. In the case when the Head of the Unit has specified only requirements concerning knowledge, skills and experience, it is necessary that the recruitment team assemble information which will be available for potential candidates. Individual staff of the recruitment team formulate those requirements, based on their own discretion and preferences together with the approved standards. Generally there are two possibilities: formulation of requirements for the particular job position or creation of the ideal candidate's profile. (see Appendix no. 1).



#### 4.4.4 Search of the candidates

If the process is not transferred to the staff agency, as in the case of reaching candidates for the temporary contracts, or in the case of sudden enormous internal demand for the new employees, recruitment team is responsible for the search of the candidates.

Company is searching candidates with the help of:

- ◆ Advertisements in the press and the presentation of the organization in professional journals – advertising in the journals and newspapers is currently marginal additional tool, but some personnel from recruitment team using it.
- ◆ Posting advertisement/ job description of the open position on the website of the organization.
- ◆ Posting information about new opening in the internal system, section of HR.
- ◆ Presentation of the organization and vacant positions within job fairs in collaboration with universities, colleges, as well as with private entities, who are organizing such events. Concrete examples are: Expo, Profesia days, Career days.
- ◆ Every year company is choosing another schedule to participate in these activities that the organization is presented each year to all these events. Program of using existing staff organizations to spread the good name of the organization to draw attention to their websites and job search.

The last two mentioned activities of searching the candidates exhibit characteristics of personal marketing, where with the help of good word initiated external interest in the organization. Presentation of the organization through the job fairs aims to establish good reputation and interest in organization especially among university students and specialists in the field of Banking and Finance.

With some students organization has already established cooperation during their studies - usually on the temporary contracts, for the summer period. The main target group are students of last academic year. They are motivated to find vacancies within the organization after their graduation.

Company wants with the help these job fairs decrease the competition.

First of all participants of fair need to get physically to the stand, which is equipped with a different banners, brochures. Last year, for the first time multimedia technology was used - electronic information platform with touch screen. Representatives are always two employees from recruitment team who providing all relevant information about the company and vacant positions.

Program of using existing human resources of the company helps to spread a good name and therefore advertising company. This initiative is showing core value of the organization: preserving values, on the internal and external level.

Program is supported by the high financial bonuses for recommended candidate. In the practice it works in that way: when a candidate during the selection process informs the interviewer about recommendation from employee who is already working in the company, he/she will get financial bonus. Financial bonus depends on the position and can be counted in thousands of CZK. Financial reward the employee gets only after finishing of the trial period of recommended person. Usually the trial period counts three months.

## 4.5 Selection process

The selection process followed after provision process of personnel for the organization. It is further analyzed only the selection process implemented in the company.

First of all it is necessary to collect all documentation, which include:

CV and a copy of the Diploma. For the technical positions, depending on the requirement of the Manager or Team Leader, it is a compulsory to present certificates of IT knowledge, skills, programs, programming language.

Other specific documents are mandatory for specific positions, for example, certification or other evidence of achieving a certain level of foreign language, certificate of training etc.

Collected documents are sent to the Human Resource department (usually in electronic form) or personally delivered by the applicant. After that, applications are divided among team members of recruitment, according to the names list in the case of a big number of applicants or depending on the importance of the position. Further, team conducts the first selection and exclude unsuitable candidates according to CV. Specific procedures are not in the documents of the organization: are making decisions based on their knowledge and experience.

It is important to distinguish for which type of positions process is realizing.

When position is opened for the part-time positions will be much more applicants as requirements are set in such way that almost all candidates who have finished economical orientated university and faculty, will meet them.

Specific requirement is the knowledge of English on advanced level and for some Units: English and German on advanced level.

When recruiters evaluate received applications from candidates for the vacant position, it is first detected the knowledge of foreign languages and those applicants who do not meet the requirements are automatically rejected.

The next step is rejection of those candidates who do not meet requirements according to skills, education, knowledge depending on the team and project.

Documentation of successful candidates from the pre-selection is available for the Team Leaders and Head of Units. Very often at this stage Team Leaders do not ask for the documentation of candidates and leaves the decision to be done by team of recruiters.

Each candidate must get the feedback on her/his application. If particular position is approached by a small number of people (up to 10), then all communication and other steps in the recruitment process is held by one individual recruiter. Results of the pre-selection for the rejected candidates are sent through the e-mail. The feedback includes a thankfulness for sending application.

Further, unsuccessful applicant will be informed about the saving of his contact in the internal database and that he/she will be contacted if another position will open, which will be more suitable for the candidate's profile. Sometimes communication is not completed at this point, in some cases detailed feedback is required. The responsible person of the recruiting team fulfill this request, only after more urgent and important tasks.

Successful candidates are contacted via phone and informed about future selection process. The day and time for the interview should be chosen, suitable for the both sides. After agreement on the phone responsible recruiter must send all relevant information on the e-mail of the candidate. This e-mail consists of information concerning date, time and address where interview will be held.

#### **4.4.1 Interview**

After evaluating of CVs - candidates are invited for specific date and hour for the execution of the first round of the selection interview, testing or assessment center.

Part-time workers of the recruitment team are responsible for supporting activities. Supporting activities include scheduling of the interview or other activities. Internal e-mail system (Microsoft Online 375) in the organization allows to share calendar and to making appointments in it along with the interactive connectivity comments. Using the functions of this system it can be seen all interviews or other activities of the recruitment team which will take place in near future. Calendar is also shared with Head of Units and Team Leaders and assigned for the interview of the candidate of

It is also necessary to consult with the Team Leader of the team for which candidate will be interviewed. Another important supporting activity, without which, interview or assessment center won't be possible is to ensure the space where these activity will take place. Used tool is the Virtual Event Management System, which allows booking of the meeting rooms with the requisite number of places at the office in Prague. All employees of the company have access to this system, the application can be found and downloaded in the main section of a central Web portal of organization.

Majority of the interviews are conducted for opened positions within the first segment of an organization (the supporting functions - back office), in the second segment of the organization (outsourcing of business functions) and within the team of technological solutions. In the supporting activities also includes preparation for the interview.

Recruitment Coordinator ensures the meeting room (flipchart, projector) and some refreshments in room for participants. After that all candidate's documentation should be collected and printed: CV, University Diploma and possibly other

documents which candidate has sent to the company. Recruitment Coordinator prints these documents in so many copies, that all employees involved in the selection interview will have them.

The interview begins with the greeting of the candidate on the reception where they must sign a form for visitors. After that, receptionist follows the candidate to the meeting room, where the interview is going to take place. Receptionist is asking the candidate if he/she wants something to drink: water, tea or coffee.

At the appointed time comes Recruitment Specialist and the Team Leader of the team for which selection interview is in process. They welcome a candidate and begin with the initial informal question such as: "What have brought you to us?", which helps to start structured interview. It is very important to find out what is the motivation for candidate to work on particular position within the organization.

During the interview candidate is asked to tell what he knows about the company: in what sector it is operating, in what countries company has branches etc. The interview continues by verifying the information from the candidate's CV and asking questions, which will help to know more about professional experience of the candidate.

Further, come questions concerning concrete job position and if the candidate would be able to fulfill requirements for this position. Recruitment Specialist and Team Leader know exactly profile of the ideal candidate. and their goal is to identify if the candidate will be suitable for the position. The goal of the interview is to determine, whether the candidate meets all requirements for the position. Important thing is to see if the candidate will be able to integrate into solid and very large organization structure, both in a functional sense and in terms of social intelligence, which is a requirement for the integration of employees within the organizational culture of the company. Questions concerning core values of the company should be raised as well.

Testing of the candidates is also implemented during the first round of interviews. Globally standardized tests concerning intelligence and attention are used, focusing on general and social intelligence. All tests are taking thirty minutes of candidate's time.

To check level of English or German, small part of the interview is conducted in foreign language. In the case, when the Team Leader is not Czech – all interview is conducted in English.

All tests are developed on a computer that has a Recruitment Specialist. The organization uses standardized and used globally on-line tests, possibly supplemented by locally processed tests stored on a shared data repository for Intranet. Design and implementation of new local tests or update existing ones in Prague, is in charge of the **Team of education and development**. All local tests must be approved and the relay team of human resources at the regional level.

Testing of specialized knowledge is always in the hands of a Team Leader.

Testing is conducted mainly through computer. The duration of tests is depend on position and can take from thirty minutes to three hours. Most often, however, the structure and thus time for testing fixed so that it should not to exceed one hour.

The duration of the interview vary according to the specific position for which recruitment process is carried out. If it is a junior position then the selection interview lasts approximately three quarters of an hour to an hour.

If the opened position is on level of Head of Units - interview can last for two hours and are applied the elements of the Assessment Centre.

#### **4.4.2 Assessment Centre (AC)**

Suitable candidates for the senior positions are always chosen by the method of Assessment Centre. Recruitment team is responsible for organization and scheduling of activities of AS. Participants are: one of the General Manager, two Recruitment Specialists, Recruitment Coordinator and also an independent evaluator. Independent member is usually foreigner working in a high position in the first or third segment of the organization.

Office of the company is equipped with high standard ergonomic furniture, supplement and multimedia technology, such as Smart Board, videoconferencing systems, interactive projectors and more. This equipment is used in AC frequently. During the AS is also provided refreshments for the participants and lunch directly in the office.

Candidates are invited to AC by recruiting coordinator in the number of 5 up to 10 participants after the primary selection of candidates. When candidates are already in the meeting room, recruiting coordinator offers some snacks and refreshments. After some time comes the selection committee. First of all they introduce themselves and company with the small presentation and then they give simple task in the form of the model situation. Gradually complexity and comprehensiveness of the tasks are increasing.

Candidates solve various analytical tasks, make presentations both in groups and in confrontation with each other. Time for solving the tasks, as well as their complexity is gradually coming to the maximum what applicants can handle. Stress factor is the fact that they have to cooperate with each other and also show future employer their individual skills and competencies.

AS is finished on the next day in the afternoon and candidates are informed about their progress. Independent evaluator and General Manager provide overall feedback about participant's efforts.



Evaluation of the selection process defines primarily manager of the unit for which selection process is taking place. Opinions of recruiters and other members of the selection committee regarding the candidates are collectively explained to the manager and are taken into account in the final decision. In the end of the second and final day of AS is organized a meeting of the selection committee and make a collective decision regarding acceptance or rejection of candidates. Aim is to find consensus.

Final results are communicated to the candidates during next day via e-mail. Recruitment Specialists are responsible to provide feedback for both accepted and rejected candidates. Successful candidate gets official job offer with the details concerning position, salary and start date. If the candidate accepts job offer he gets invitation for signing the employment contract and asked to provide copy of the passport.

#### **4.5 Orientation and adaptation of the new employee in the organization**

The first important activity that must be completed is the **signing of employment contract** with a new employee. Starting dates are always from beginning or from the middle of the month, due to the organization of induction training. If the candidate did not come on his/her start day without notice he/she is automatically eliminated from the training.

During signing of the contract are always present: Recruitment Specialist and employee from payroll team and employee from personnel documentation team. Ideally, recruitment specialist who is administrating signing the contract should be the one who already communicated with the employee during selection process.

Before signing of the employment contract, employee must sign Non Disclosure Agreement. This Agreement is very important as company is operating confidential information of their clients and partners. Employee from personnel

documentation team summarizes information and makes sure that future employee is aware of the possible impacts of the violation, which can be a possible end of employment or fine.

After signing Non Disclosure Agreement starts process of signing employment contract. New employee should read carefully and check all his/her personal information and only after that sign the contract. If any questions appear from the new employee side, HR specialists must answer and explain everything properly. Together with the employment contract is signed wage assessment and some other amendments to the contract depending on position, for example - using the company car or mobile phone.

Employee is asked for other documents, such as criminal record check and evidence of medical check. Both are paid by employer. Another important information is number of bank account of the new employee on which salary every 15th day of the month will be transferred. New employee must provide all necessary documents and information within 10 days.

New employee gets contacts for Human Recourses Department. For each employee in the organization is assigned HR consultant. Employee can ask for help of consultant if he/she has difficulties with some internal systems, personnel administration, on-line programs. Employees who are working on part-time basis do not have assigned HR consultants.

After that, employee is informed about **induction training**, which is two days activity. Trainings differ from each other depending on the positions and teams. It is organized in English language.

Induction is always scheduled for the beginning of the month or in the middle of the month. Number of trainees varies depending on the number of participants. Induction training attend only full-time employees, part-time workers are not

involved. Part-time employees complete another trainings only if it is needed for the special project or team requirements.

First day of induction training starts at nine in the morning. Trainees describe in details the organizational structure, on the regional and global level. Most important clients and partners are presented.

After that is presented Human Resource department and is introduced information portal of the organization, to which every employee has an access based on ID, which is generated by the team of information technologies. Employee of the personnel documentation team presents this information.

Another topic is running of the Prague office, brief information about different teams, their Team Leaders. Rules concerning working place, use of kitchen etc.

Last topic in the first day is presentation by Information Technologies team. Employee explains usage of internal CRM system with the help of projector, shows layout of the application.

On the second day of induction training starts with the introduction of education and development team. Educational activities are included in the separate section on the main information portal of organization. This section includes big number of different trainings, majority of them are on-line trainings.

Last part of the induction training is presentation and explanation of core values of the company. For trainees is important that new employees understand these values and will support them in the future.

#### **4.5.1. Adaptation at workplace**

After completing induction training begins standard workflow. For the new employee is already prepared a workplace in his/her team. Team Leader creates an entrance card for the employee, which is basically plays role of the key. Entrance card is only works as a key and is not used to control employee attendance.

Employee attendance is controlled by Team Leader, who approves working hours in the internal system, which was presented on the initial training.

Team Leader introduces new employee for the whole team and shows his/her workplace and computer. New employee already has an ID to log in, but he/she should change the password.

In the first week, for the employee forwarded job description of the position and responsibilities that must be fulfilled. Team Leader is responsible for the fact that new employee understands his/her position and tasks. It depend on Team Leader and position, how the process of training will go. Sometimes it is combination of online educational courses and practice with Team Leader. Sometimes for the new employee is assigned a mentor or buddy.

Adaptation process is not written in documents and do not have strict rules – it fully depends on the position and new employee. Team Leader already knows background and personality of the employee as he/she presented on the selection process.

Team Leader provides feedback to new employee concerning work during adaptation period. Meeting takes place after one month of working in the company. Team Leader decides if employee needs more trainings and explanations or he/she is ready to work independently.

## **5 Evaluation of results and recommendations**

### **5.1 Evaluation of results**

The research questionnaires were sent to 56 employees of the company, who are employed for more than six months and not more than three years. The return of the questionnaires was 70%, which is 39 questionnaires. Respondents were asked to answer 21 questions.

First question in the survey was concerning type of employment of respondents. Nine from them (i.e 24%) are working on the part-time basis and remaining thirty (i.e 76%) working as full-time employees.

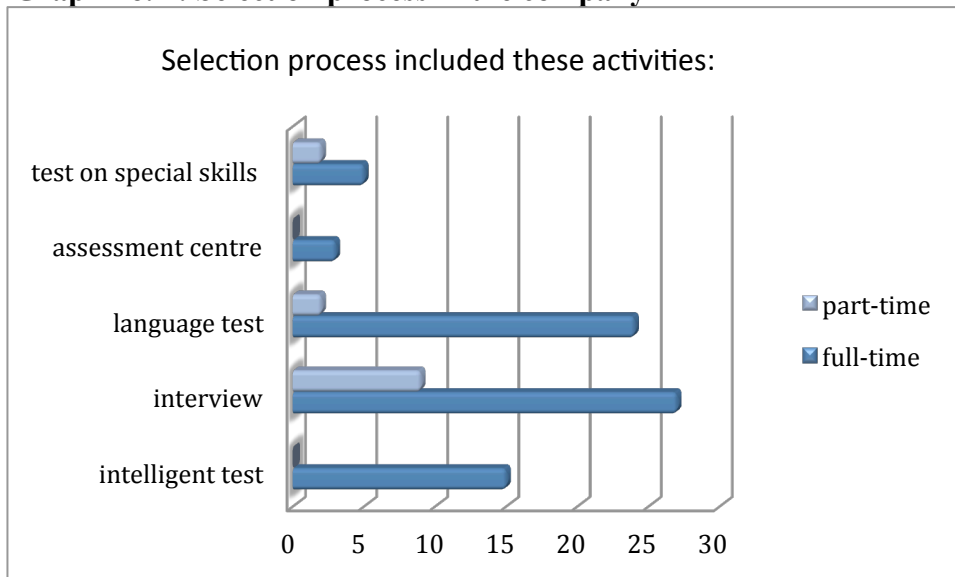
Second question monitored from what sources employees found out about opened position in the company. Twenty one out of thirty nine obtained this information through advertisements in the Internet. Another four obtained this information through advertisements in newspaper. Other eight questioned employees found out about the vacancy from the organization's website. Structure of the responses, showed predominance in searching of position by candidates in the Internet. Company monitors this trend candidates and always upload advertisements on their website and also on job portals.

Next question expands topic of advertisement of the opened vacancy in the company. 35% of respondents rated job description as insufficient. First contact of candidates from company was evaluated as professional.

During selection process employees completed activities in the following structure. Base on the responds, all employees who work on part-time basis had interview during selection process. Only two out of nine had to complete language test. Two employees (i.e 22%) on part-time basis were tested on special skills. In contrast majority of full-time employees had to complete language test during selection process, they represent 24 people (i.e 61%). Full-time employees completed intelligent test (15 respondents, i.e 38%) and assessment center (3 respondents, i.e 7%). Based on these results and on interview with the representative from the Human Resource department, question arises: why employees who work on part-time basis do not participate in some activities

during selection process (intelligence testing, assessment centers) as full-time employees. (see Graph no.1 below)

**Graph no. 1: Selection process in the company**



Source: own proceed data

Next question was concerning the selection interview in the company. Majority of the respondents (36 respondents, i.e 92%) think that interview was conducted professionally.

Further, was arisen question about structure of interviewers during selection process. Interviews for part-time employees were always conducted by Team Leader and Recruitment Specialist. Three of them also were interviewed by future colleague. Interviews for all full-time works were as well conducted by Team Leader and Recruitment Specialist. Several of them (5 respondents, i.e 12,8%) had interviews with Head of Unit.

Majority of the employees (25 respondents, i.e 64%), both on part-time and full-time basis, got enough information regarding job during selection process.

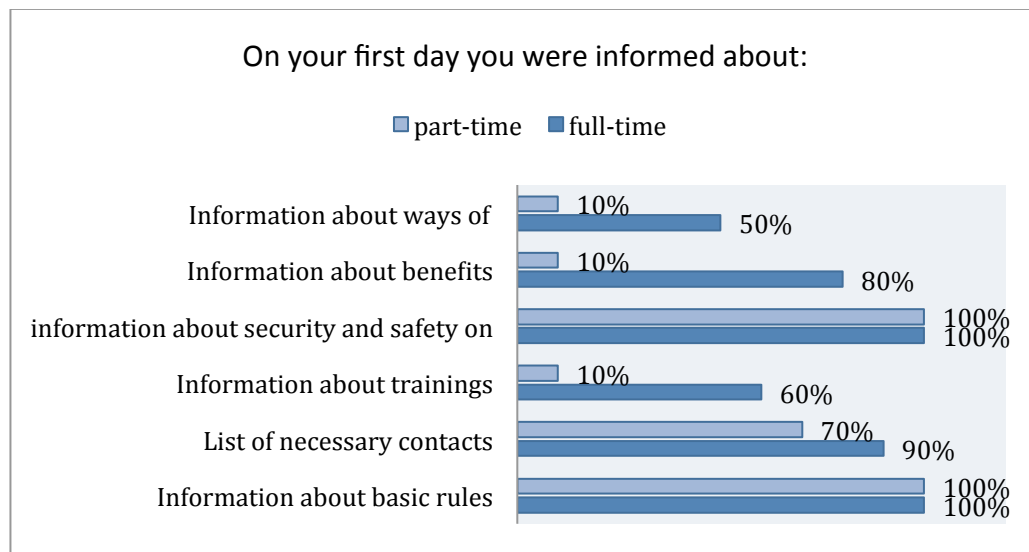
Results of selection process were provided for majority of the respondents within 3 days. But two full-time employees respondent that they were waiting for the feedback more than two weeks. In the case candidate found another job opportunity, that could be a problem for the company.

Fourteen full-time employees (i.e 46%) responded that their expectations did not correspond with the reality concerning position and tasks. This fact may be due to the inaccurate description of the job position in the Internet.

Adaptation process in the workplace begins with the introduction of new colleague in the team. Only 3 employees responded that they were not introduced to colleagues in their first day at work. It has further been found that these individuals experienced some barriers in establishing initial contact in the new environment.

It is necessary that new employee is informed about basic rules in the company and concerning security and safety in the workplace. All respondents got this basic information during their first day at work (question no. 13). There were option to choose more than one variant on this question (see Graph no.2 below).

**Graph no. 2: Information on the first day**



Source: own proceed data

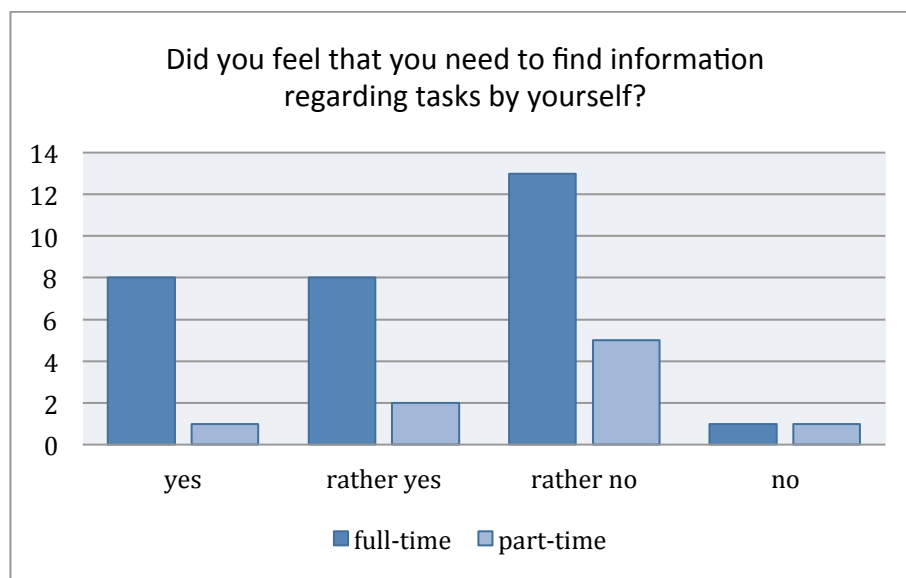
Biggest differences were found in the areas that related to information about provided benefits, opportunities for further development and information about communication within the team. In these areas, respondents who are working on

part-time basis, did not receive enough information in contract with respondents who are working on full-time basis.

It is important that every newcomer is assigned to someone who would guide him at the beginning of employment. The questionnaire has investigated presence of “mentor” and “buddy” for new employees. From obtained answers, it was found that not for everyone adviser was assigned. For two-thirds of the respondents were assigned a “mentor” or a “buddy”, for the others – no. If for the newcomer is assigned advisor, it will alleviate hole adaptation for the new environment.

If for the worker is not assigned an advisor, it forces him/her to identify some information by himself/herself or asking colleagues, who do not always have enough competencies to help properly. Three respondents (i.e 33%) who are working on part-time basis answered that they had to find some information by themselves. From the respondents who are on full-time employment – sixteen (i.e 41%) admitted the fact of searching information by themselves. It follows that involvement of advisor is very important tool for the adaptation process. (see Graph no. 3 below)

**Graph no. 3: Searching information by newcomer himself/herself**



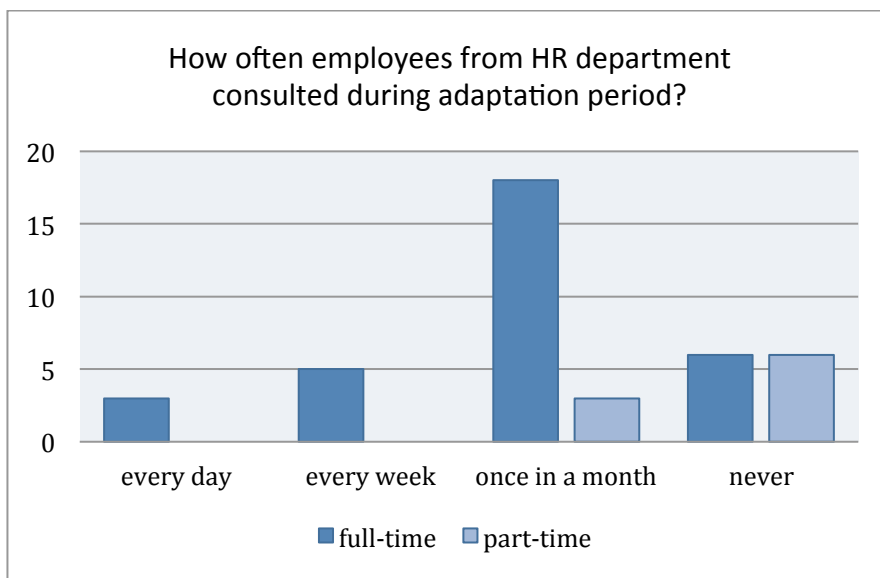
Source: own proceed data



In the case of some problems when processing tasks during adaptation period respondents found help from their colleagues or Team Leader. However, not all agree on the statement that the teamwork in their department is on high level.

On the topic of feedback was observed discrepancy between the information obtained from representative of HR Department and data obtained from questionnaire. Respondents answered on the question of how often employees from HR Department consulted employee in adaptation period. Twenty one respondents (i.e 53%) claims that employees from HR consulted them only once in a month. Twelve respondents (i.e 30%) answered that they has never got any consultation from HR Department (see Graph no.4 below).

**Graph no. 4: Consultation from HR in the company**



Source: own proceed data

Regarding the feedback from Team Leader for the results of work of employees during adaptation, more than half of workers said that they were not provided any feedback.

## 5.2 Recommendations

To make comprehensive overview of the activities of Human Resource Management in the chosen organization analysis was made, based on the processes internal documents, structural interviews with the representatives from HR department and on empirical research (questionnaires for the employees). Based on the outcome of the analysis with the implemented methodologies described above: will be proposed several measures which are formulated as recommendations for the organization.

First proposed recommendation is change in the process of creating a job description that is published on-line on the job portals, where company advertises open positions. Descriptions of the vacant positions and requirements on the website of the organization are much wider and gives candidates a better chance to get a comprehensive idea about position. In the case of the same description of requirements on the job portals, will be simplified primary selection of the candidates as the quantity of unsuitable candidates will be less. This will reduce time spend on communication and providing feedbacks to rejected candidates that they do not meet requirements for the job.

In the areas of selection process and initial training in the company, based on the structure of employees in the organization, it is advised to add part-time employees to the standard processes which are applied for the full-time employees. Based on the empirical research and description of processes in the company, it is obvious that part-time employees during selection period do not complete any intelligent tests and do not participate in assessment centers. Initial trainings for them are organized only if there are special requirements from the team and for them is not provided induction training for employees. Recommendation for the company, with respect to the percentage of part-time employees (about 16%), is to involve them into the standard processes of organization. Completing of the intelligent tests by part-time employees will make selection process more qualitative. Recommendation in the area of initial orientation is the inclusion of all part-time employees in to basic two-day induction training, which is the is

crucial in terms of adaptation of newcomers. Implementation of the proposed measures would not lead to high financial costs.

Final recommendation responds to the findings concerning adaptation process, which is assignment of experienced consultant of the organization to every new employee and obtaining feedback during the adaptation process from the newcomers. Only two-thirds of new employees got advisors who know content of their job and able to help them in the beginning. It is recommended to apply this model on the remaining employees. Experienced colleagues in the team are always represented. If the newcomer knows to whom he/she can address questions, information will come faster and will be relevant.

Adaptation process in the organization is not supported by sufficient feedback from the Team Leaders and Human Resource Consultants. It is recommended to organize mandatory meetings for consultations by both, Team Leader and Human Resource Consultant during adaptation period of new employees. Proposed frequency of the meetings is once a month with HR Consultant and once a week with the Team Leader. On the meetings with Team Leader it is necessary to discuss how successful is the employee on his/her new position, advises should be provided and of course employee can ask questions concerning tasks. On the meetings with the Human Recourse Consultant topics of administration, problems with internal systems, all technical issues should be covered. For the new employees lack of information regarding their position and company as a whole is making adaptation period more difficult, which affects on their performance.

## 6 Conclusion

Any organization cannot build a good team of working professionals without good Human Resource Management. The key functions of the Human Resource Management team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more.

The main objective of this thesis was to create a comprehensive overview of the activities of the Human Resource Management function in the chosen organization and to make an analysis of the HRM processes based on a comparison between the literature review and the empirical research. The second objective was to formulate a series of recommendations for improvements to the HRM function of the organization. Big attention was paid to the period of orientation and adaptation of the new employees.

Based on the study of specific literature from recommended authors was obtained literature review concerning provision of new employees and their adaptation in the company.

In the practical part of the thesis chosen company has been characterized for understanding employee and organizational structure, corporate culture. After that main activities of the Human Resource Management were described based on internal documents of the company and structural interviews of representatives of HR department.

Based on the analysis of processes and its description and evaluation using qualitative and quantitative methods, were found places which need corrections. Two main areas for which were submitted recommendations are induction training and evaluation of work performance during the adaptation period of the new employee.

*The proposed measures are described in details in Chapter 5 – Evaluation of results and recommendations.*

The general conclusion is the fact that effective evaluation and feedback in relation to Human Resource Management in the company are necessary for the understanding of all aspects, which have influence on the performance of employees in the organization.

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## 9 Appendix

### Appendix no. 1: Requirements for positions

#### **Position XY**

Requirements:

- High School, professional school, comparable qualification or University Degree.
- Understanding of the basics of the financial process at least at the theoretical level.
- Proficiency in written and spoken English.
- An intermediate level of German is required.
- Another European language is an advantage.
- Good knowledge of MS Office applications.
- Dedicated, flexible and reliable.
- Flexible, positive and proactive.
- Patient, supportive and great team player.
- Workload- 20 hours/week.

#### **Position YX**

Requirements:

- Secondary school education.
- Experience in the Cash/ Clearing Back Office area, ideally gathered in cash / clearing processing (or in corporate actions, securities processing, custody, funds and / or income processing) within an international environment.
- Service orientation with excellent telephone, communication and negotiation skills.
- Basic knowledge of financial markets, previous experience in banking area or in security operations is an advantage.
- Dedication and flexibility, team work.
- Ability to work under pressure with accuracy and strict respect of deadlines as well as independency and pro-activity round out the applicants' profile.
- Strong problem solving skills, accuracy.
- Ability to work independently and as a part of a team in an international environment – team spirit is mandatory.
- Very good written and spoken English and German, any other European language is an advantage.
- MS Office knowledge required.

Source: own proceed data

## **Appendix no. 2: Structured interview with Recruitment Specialist**

- Which methods are used for search of the candidates?
- Describe selection process in your company; from the start till the end.
- Who is responsible for different parts of the selection process?
- Which methods are used in selection process? If there is any difference in the selection process for full-time employee and part-time?
- Who is involved in the interview?
- Which tests are used during selection process?
- Describe how assessment centers are conducted.
- Who is responsible for delivering of feedback to candidates?
- Who is responsible for signing of the employment contract with the new employee?
- Describe induction training in your company.

## **Appendix no. 3: Structured interview with HR Consultant**

- What responsibilities do you have?
- How often do you have consultations with the new employees?
- What steps do you make for making adaptation process for the new employees easier?
- Who is responsible for the providing all necessary information regarding rules in the company? Describe first day of the new employee in the company.

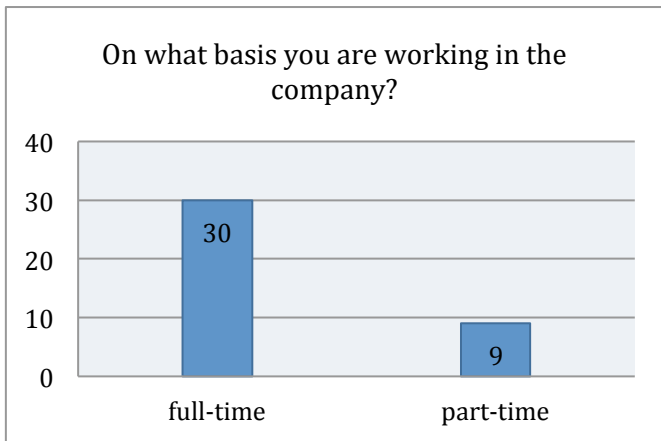
## Appendix no. 4: Questionnaire

1. On what basis you are working in the company?	<input type="radio"/> Full-time	<input type="radio"/> Part-time		
2. How did you find out about opened position?	<input type="radio"/> advert in the Internet	<input type="radio"/> advert in newspaper	<input type="radio"/> website of the company	<input type="radio"/> other
3. Did you find job description sufficient?	<input type="radio"/> yes	<input type="radio"/> rather yes	<input type="radio"/> rather no	<input type="radio"/> no
4. Would you say that the first contact from company was professional?	<input type="radio"/> yes	<input type="radio"/> rather yes	<input type="radio"/> rather no	<input type="radio"/> no
5. Selection process included these activities: (possible to choose more than one option)	<input type="radio"/> intelligent test	<input type="radio"/> language test	<input type="radio"/> assessment center	<input type="radio"/> test on special skills
6. Would you admit that the interview in the company was well executed?	<input type="radio"/> yes	<input type="radio"/> rather yes	<input type="radio"/> rather no	<input type="radio"/> no
7. Interview was conducted by: (possible to choose more than one option)	<input type="radio"/> Team Leader	<input type="radio"/> Recruitment Specialist	<input type="radio"/> Future colleague	<input type="radio"/> Head of Unit
8. Did you get enough information about the job during selection process?	<input type="radio"/> yes	<input type="radio"/> rather yes	<input type="radio"/> rather no	<input type="radio"/> no
9. The result of selection process was provided during:	<input type="radio"/> less than 3 days	<input type="radio"/> less than one week	<input type="radio"/> more than one week	<input type="radio"/> more than two weeks
10. Have you been introduced to your colleagues in the team on your first day at work?	<input type="radio"/> yes	<input type="radio"/> rather yes	<input type="radio"/> rather no	<input type="radio"/> no
11. Did Team Leader assign for you a mentor in the adaptation period? (colleague on the higher position)	<input type="radio"/> yes	<input type="radio"/> no		
12. Did Team Leader assign for you a "buddy"? (colleague on the same position)	<input type="radio"/> yes	<input type="radio"/> no		
13. On your first day you were informed about: (possible to choose more than one option)	<input type="radio"/> Information about basic rules	<input type="radio"/> Information about trainings	<input type="radio"/> Information about benefits	<input type="radio"/> Information about ways of communication in the team
	<input type="radio"/> List of necessary contacts	<input type="radio"/> Information about security and safety at workplace		
14. Did you feel that you need to find information regarding tasks by yourself?	<input type="radio"/> yes	<input type="radio"/> rather yes	<input type="radio"/> rather no	<input type="radio"/> no
15. Did your expectations corresponded with the reality concerning position and tasks?	<input type="radio"/> yes	<input type="radio"/> rather yes	<input type="radio"/> rather no	<input type="radio"/> no

16. If you had any problems during processing of task, did your Team Leader or colleague were willing to help?
- yes                       rather yes                       rather no                       no
17. Would you agree that teamwork is on good level in your team?
- yes                       rather yes                       rather no                       no
18. Did you feel any barriers when communicating with your colleagues in adaptation period?
- yes                       rather yes                       rather no                       no
19. How often your Team Leader helped you with the tasks in adaptation period?
- Every day                       every week                       once in the                       never  
month
20. How often employees from HR department consulted during adaptation period?
- Every day                       every week                       once in the                       never  
month
21. Did your Team Leader provide the feedback concerning your work during adaptation period?
- yes                       rather yes                       rather no                       no

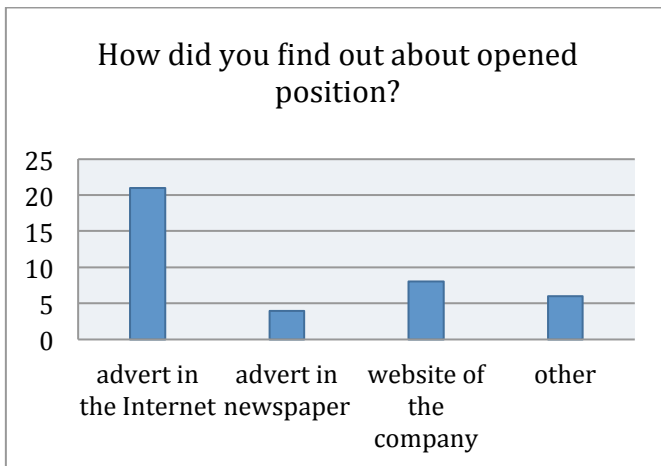
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**Appendix no. 4: Results from question no. 1**



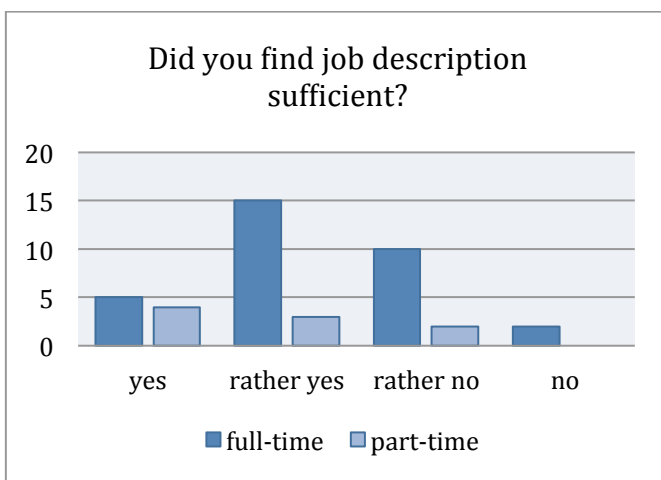
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**Appendix no. 5: Results from question no. 2**



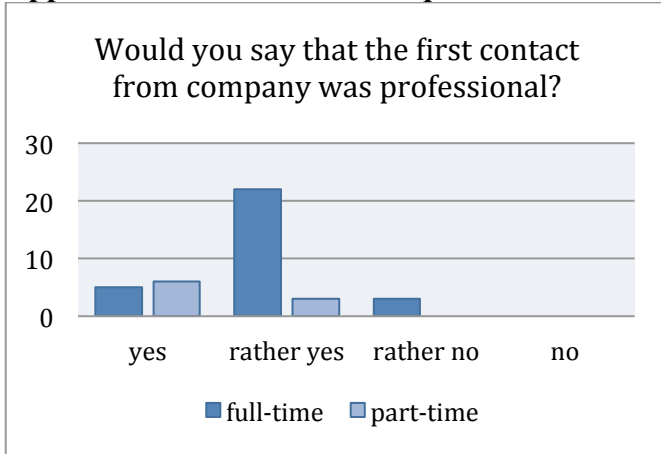
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**Appendix no. 6: Results from question no. 3**



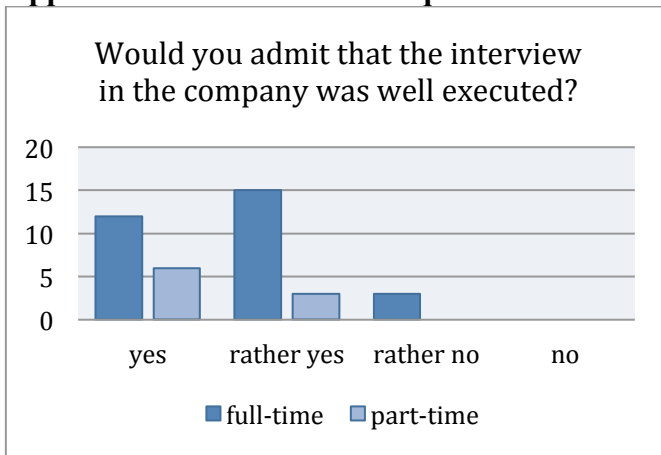
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**Appendix no. 7: Results from question no. 4**



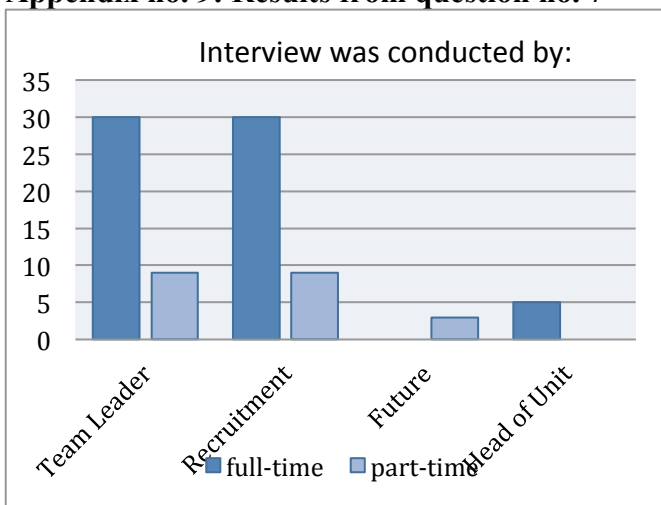
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**Appendix no. 8: Results from question no. 6**



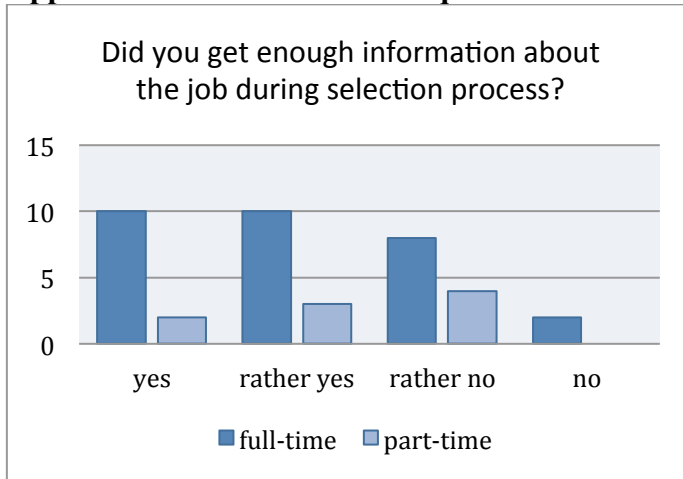
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**Appendix no. 9: Results from question no. 7**



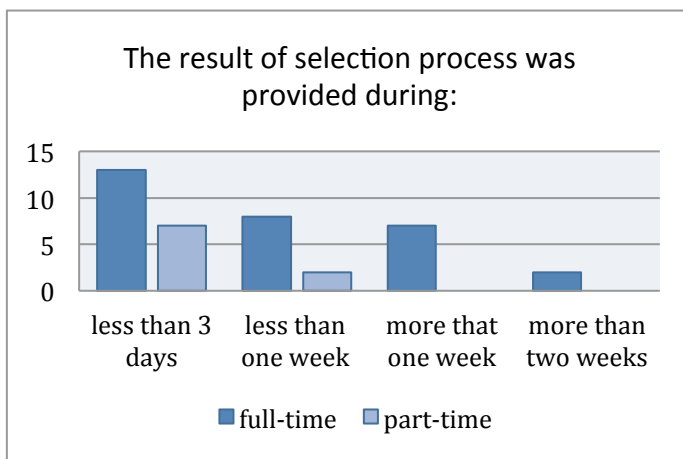
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**Appendix no. 10: Results from question no. 8**



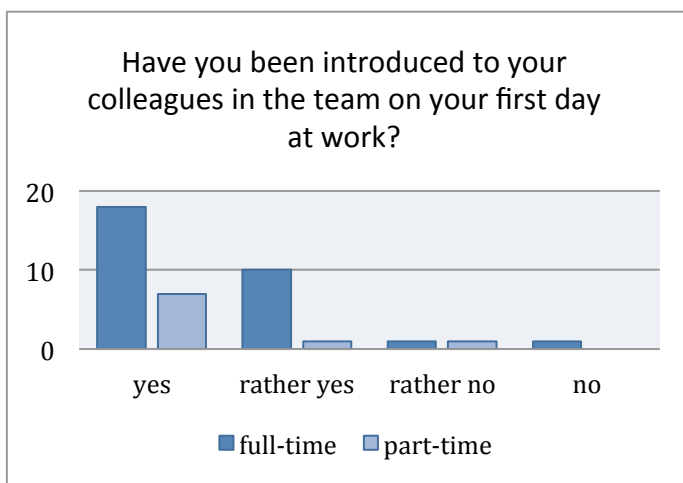
Source: own proceed data

**Appendix no. 11: Results from question no. 9**



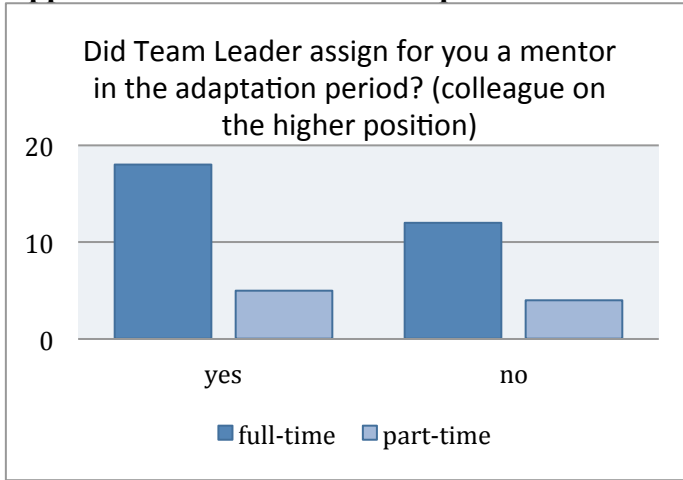
Source: own proceed data

**Appendix no. 12: Results from question no. 10**



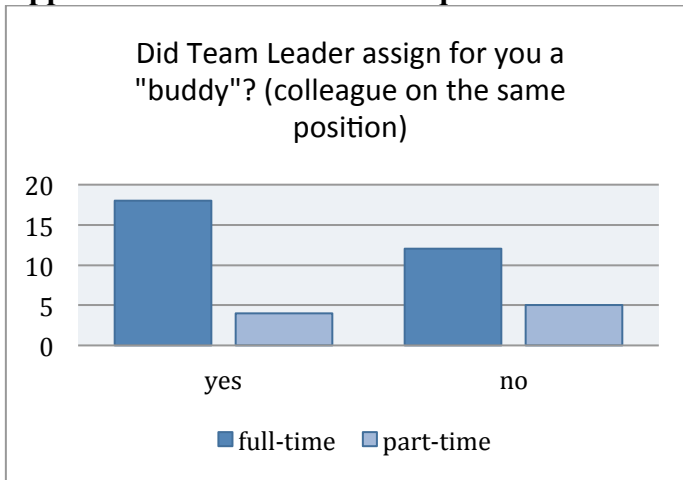
Source: own proceed data

**Appendix no. 13: Results from question no. 11**



Source: own proceed data

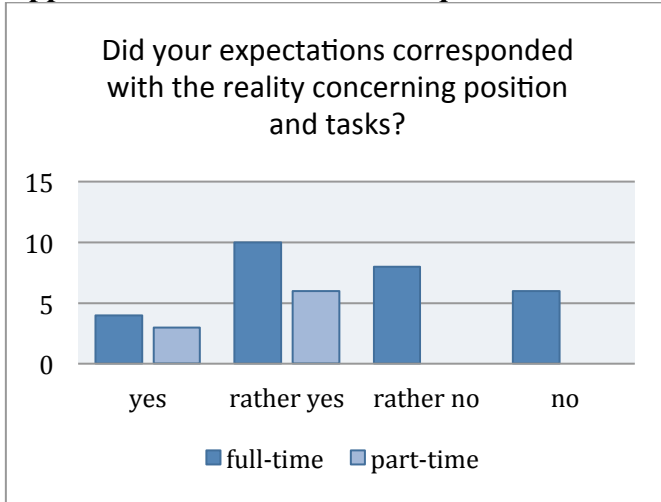
**Appendix no. 14: Results from question no. 12**



Source: own proceed data

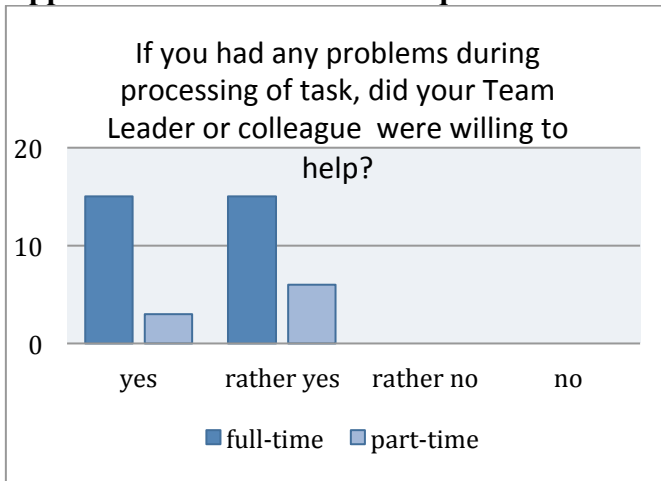


**Appendix no. 15: Results from question no. 15**



Source: own proceed data

**Appendix no. 16: Results from question no. 16**



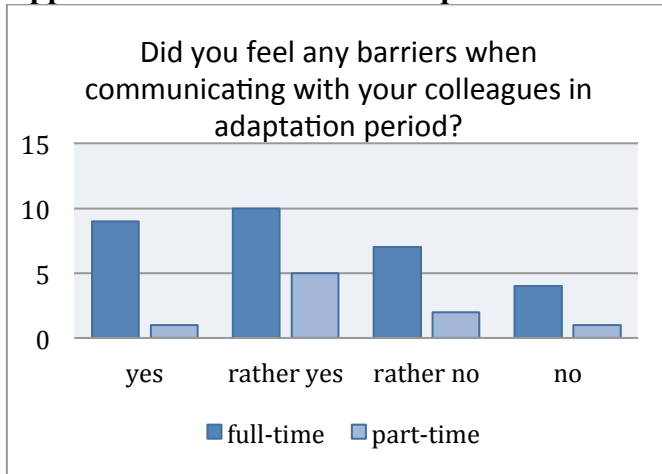
Source: own proceed data

**Appendix no. 17: Results from question no. 17**



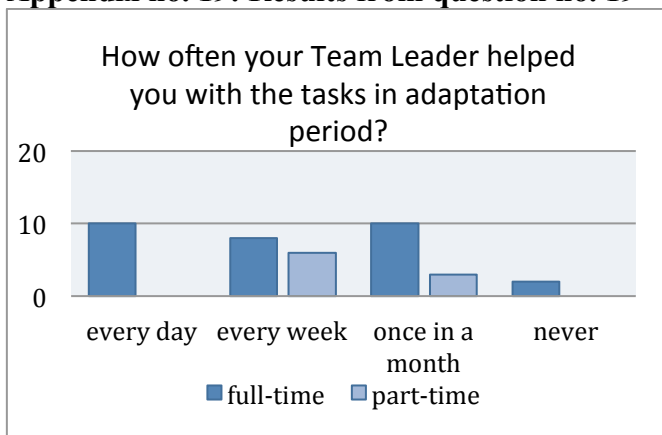
Source: own proceed data

**Appendix no. 18: Results from question no. 18**



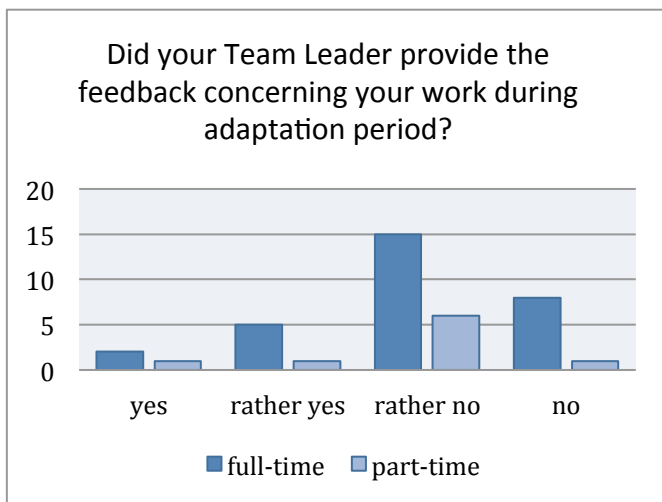
Source: own proceed data

**Appendix no. 19: Results from question no. 19**



Source: own proceed data

**Appendix no. 20: Results from question no. 21**



Source: own proceed data