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**Recruitment strategies in the digital world:
Comparative analyses of Czech and German
recruiting agencies/companies**

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Prohlašuji, že jsem práci zpracovala samostatně a použila jen uvedených pramenů a literatury.

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1 INTRODUCTION

I choose this topic of the thesis due to my professional background because during my studies, I have established recruitment agency called TODAY Servis s.r.o. Therefore, I hope that I can provide to this topic relevant information and knowledge about recruitment practices. The aim of this thesis is to provide information in the field of recruitment especially recruitment digital strategies and to compare Czech and German recruiting agencies.

Thesis is divided into two main parts: the theoretical and practical part. The theoretical part consists general information about recruitment and describes essential terms related to the topic. I consider as important to clarify the basic terminology such as client, candidate and types of recruitment companies. It should also be noted that during completing my thesis, I revised my chosen literature that has proven to be less relevant to the topic than I had hoped. Further, this thesis particularly focuses on the internet recruitment which includes social media recruitment, mobile recruitment and many more terms related to the recruitment in the digital world. The fundamental source for this part was publication from well-known recruiter Andy Headworth called Social Media Recruitment: How to Successfully Integrate Social Media into Recruitment Strategy. Nowadays, social media strategy has been developing very rapidly and became essential part during applying for a new job so information provided in my thesis could be, in the future, useful for recruiters or job seeker.

In the practical part, there are compared Czech and German recruitment agencies. The comparative analyses contain basic information about Czech and German recruitment agencies and their position on the labour market. The analyses also compare their digital strategies and also provide information and describe behaviour of candidates applying for the job on the labour market and in the digital world.

2 RECRUITMENT

Recruitment is a wide range of activities related to the hiring people within an organisation. Companies demand suitable candidates for their job positions and due to their limited internal sources they appeal to the qualified recruiters and recruiting companies.

Definition of Recruitment

“The process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analysing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.” [1]

Companies constantly need qualified staff for specialized positions. Internal sources of candidates are not always the solution because they are usually limited. Main activity of recruitment agencies is classic form of recruitment. Recruitment agencies recommend a candidate who was passively found – responded to a job advertisement or was approached on the basis of publicly issued CV. [2]

3 PROCESS OF RECRUITMENT IN RECRUITING COMPANY

Process of recruitment involves a number of steps. In the following diagram are described basic procedures.

The whole process starts with a *job offer* from the client (company which offers the job) to the recruitment company. The job offer needs to be detailed described to specify all clients' requirements and the potential candidates skills. After the job offer, the recruitment company starts to *research and identify appropriate candidates*. The next step is *interviewing* potential candidates. This step is very important because it is necessary to offer to the client sufficient number of candidates disposing appropriate skills for the job positions. Therefore, it is also needed to consider candidate's *references and checks* from the previous job to avoid any further problems.

The recruitment company will summarize all facts and interview results and select the list of the most suitable candidates, which will be *presented* through their CVs to the client company. The client invites candidates for a *job interview* and it is a recruitment company responsibility to prepare them for the interview to increase chances for successful signing contract. The client decides which candidate is the most suitable for the job position in the company and starts to negotiate the *salary* with the potential employee. If both sides agree with the terms, the contract will be signed and Recruitment Company becomes a *commission*. In the case of temporary help, where Recruitment Company instead of the client signs a contract with the chosen candidate, Recruitment Company gets a commission from every worked hour of the candidate. [3]

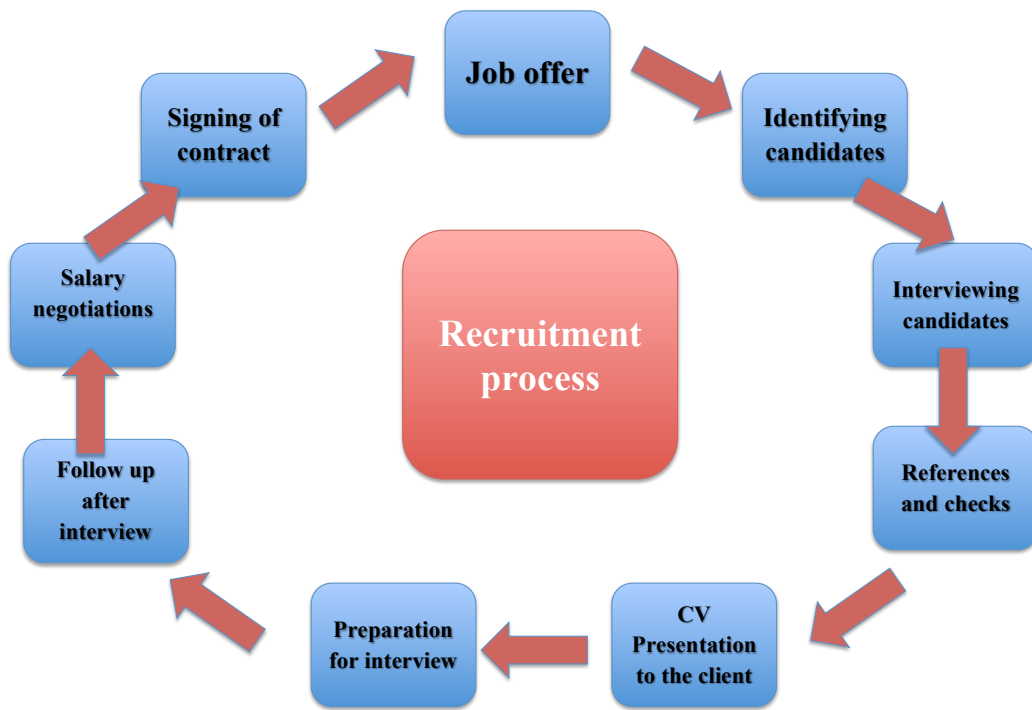


Chart no. 1 Recruitment process

4 RECRUITER

There are many types of recruiters. Recruiter could be either within the company or outsourced company whose main aim is to find and hire labour. Those companies are usually named as recruitment agencies and they differ in methods of hiring and placing their workers. In the following steps are described three most common types of recruiter in the Czech Republic.

4.1 Internal or Corporate Recruiter

An Internal, In-house or Corporate recruiter is the most common type of recruiter. Internal recruiters are usually employees of the company. They hire and search for full-time employees for the company they work. They are paid a salary and benefits just like any other employee.

4.2 Recruitment Agency (Agency work)

Recruitment agency is a common type of recruiter all around the world. [4] Recruitment agency and temporary placement of agency workers to the clients company is based on an employment contract or even on an employment agreement between the client company and the Recruiting agency. Recruitment agency hires temporary employees (contractors) to work for a short or longer duration at client company. In this case, the client does not temporarily places employees from the agency to employment, but can only be rented for some time. The contractor works at the client site and under supervision from the client's manager but is employed by the recruitment agency and the staffing agency pays all wages, employer taxes, medical insurance and benefits. For all legal purposes, the individual is an employee of the recruitment agency but the client company directs their daily work. The client company pays an hourly rate for the contract/temporary employee, which includes the contractor's pay and a margin for the recruiting agency to take care of the staffing company's costs of sales, recruiting and payroll and profit. [5]

In exchange the client gets the benefit of hiring and terminating such 'contingent' resources much more easily and reducing their people costs by not having to pay for vacation or medical expenses and other benefits it pays its full-time employees.

4.3 Contingency Recruiting Agency

A Contingency Recruiting Agency is an outsourced provider and their recruiters do full-time employee searches on a contingency (paid only if they find a candidate) basis for a client company. The recruiter is responsible for interviewing and arranging interviews with the candidates for the client company. Companies use these kinds of recruiters to meet unexpected high demand if their in-house recruiters cannot keep up with the hiring demand. The client company pays either a one-time fee or a percentage of the first year's salary usually 15-35% depending on the difficulty of the job position. A lot of recruitment companies typically also offer contingency services. They typically advertise these jobs as 'Direct Hire' or 'Contract to hire' to indicate they are different than the common contract positions. [6] [7]

5 CANDIDATE

For companies or recruiting agencies is candidate a person who is applying for a particular job position and disposes of the necessary qualifications and accomplishments.

Recruitment agencies have an extensive portfolio of candidates both to meet the demand of its clients and also the possibility to act quickly and replace the candidate in a crisis or unexpected situation (increased demand from clients, maternity leave, sickness etc.).

Candidates are invited for an interview to verify their knowledge and to determine the suitability for the job. If the interview is successful, the potential candidate will be presented to the clients company. The clients company makes the decision whether to accept the candidate or not.

In case of acceptance of the candidate, the candidate becomes an employee of the client company or recruitment agency based on the previous contractual agreements.

6 CUSTOMER

Customer for recruitment agency is the client company. The client company either addresses recruiting agency or, which is more frequent and necessary for the successful running of the employment agency, the agency addresses the potential clients themselves. Recruiting agency usually concludes a framework agreement with the client company, which guarantees both parties future cooperation.

7 RECRUITMENT STRATEGIES

Companies can choose between two main and basic strategies of recruiting their candidates i.e. internal or external recruitment.

7.1 Internal Recruitment

In the case of internal recruitment, candidates are recruited internally within the company. Internal recruitment is also known as a direct recruitment. As its name implies, it is recruitment directly within the company where company employees, by using this method, are promoted to a higher position or departed to other department. If there are extra skills needed, the organisation provides training. The internal recruitment is the easiest, less time demanding and cheapest form of recruitment. However, it cannot be used to fill every vacancy in the organization [8]

7.2 External Recruitment

In the case of external recruitment, candidates are recruited externally for better performance. This type of recruitment is also known as an indirect recruitment. External employees are usually innovative but, on the other hand, it is more demanding and expensive type of recruitment. One of the most important and efficient source for external recruitment is recruiting company or agency. [9]

8 RECRUITMENT METHODS

Based on the internal or external recruitment, we use different types of recruitment methods. In the following text are few examples.

8.1 Methods of Internal Recruitment

- Internal Advertisement

Advertisement within the company, which is consulted with Human Resources and it is in accordance with institutional policies. This method involves for example redeployment¹ or restructuring / re-organisation² within a department.

¹ Redeployment – vacancy filled by an employee who would otherwise be made redundant

² Restructuring/re-organisation - When new duties are allocated among existing employees and the overall headcount within the department is unchanged

- **Word of Mouth**
Spreading the information between employers and other individuals related to the company is one of the cheapest methods how to promote vacancy.
- **Internal employee referrals**
Referrals in the organizations are used to identify potential candidates from company employee's social networks.
- **Retired employees for temporary or contract position-** retired employees who want to continue their work as a part time job.
- **Present temporary or contract employees to permanent positions-** temporary employees are placed to the permanent position [10]

8.2 Methods of External Recruitment

- **Employment and Recruitment Agencies** (see chapter 4)
- **Job portals**
Job portals or career portals are online boards that help applicants find jobs and aid employers in their quest to locate ideal candidates.
- **Social media recruitment**
All activities related to the social media and recruitment. It includes searching for candidates via social media. (see chapter 10.2)
- **Public employment centre**
Government organisation that matches employers to employees. [11]

9 PROS AND CONS USING RECRUITING AGENCY

Recruiting agency can be, on the one hand, very useful but, on the other hand, it may not be the right choice. It depends on the conditions under which is going to be cooperate with the agency. There are two points of view; one is from the perspective of the client company and the other from the perspective of the employee-candidate.

9.1 Pros and cons for client company

PROS	CONS
<p>✓ Lower cost - for the recruiting process is generally required trained staff and additional costs such as; advertisement, social media etc. In case that all responsibilities and requirements undertake the recruiting agency, costs of the client company will significantly decrease.</p>	<p>- Lost of expenses - this disadvantage may occur when the recruiting agency provides unsuitable candidate. It usually appears during the first days.</p>
<p>✓ Time and energy saving - since the recruiting agency is responsible for all searching and interviewing process of potential candidate and only appropriate and verified candidates will be presented to the company, the company saves its valuable time.</p>	<p>- Expensive fees – for higher position or less popular positions recruitment agency usually requires higher provision.</p>
<p>✓ Administration - recruiting agencies undertake not only the legal liability for the candidate but also all administration connected with the employment of the candidate.</p>	<p>- Lost time - for some unpopular positions such as manual labour is difficult to find candidates even for the recruiting company and the client company can lose lot of time.</p>

<p>✓ Quick help - recruiting agencies provide temporary help (agency work) to help the client with special one-time project or any unexpected situation. [12]</p>	<p>- Morale - recruiting agencies provide quick temporary help, which can be helpful, but on the other hand, there is not much time to test employer personality and to integrate him/her into work process that could lead to morale problems.</p>
<p>✓ Qualified applicants - recruiting agencies dispose with wide candidate database. Candidates are often tested to ensure that they are competent for the position.</p>	

Table no. 1 Pros and cons for client company

9.2 Pros and Cons for Candidate

PROS	CONS
<p>✓ Wide range of jobs - recruitment agencies have privileged access to the job vacancies that a regular job seeker cannot see or cannot be offered.</p>	<p>- Wrong position - candidate will be offered position that he/she may not like but is preferred by the agency.</p>
<p>✓ Professional approach - candidates are for recruitment agency customers, so candidates can expect professional approach and many hints and tips on how to impress the target company.</p>	<p>- Short period - recruiting agencies offer jobs mainly for a short period of time as temporary help, the candidate may have problems to adapt into new working environment.</p>
<p>✓ Additional education - some recruitment agencies offer special trainings, language courses, etc.</p>	<p>- Provision - recruiting agency may offer lower salary rather than permanent, because of the provision from the salary.</p>

✓ Network - recruitment agency generally has excellent connection to various industries and to the particular key individuals in the companies	- Verification - recruitment agency in some cases tests the candidates from the skills they have indicated in their CVs.
✓ Time saving - the recruitment agency is in charge of all job search and the activities associated with it, so it saves candidates time.	- Salary negotiation - candidate cannot negotiate a higher salary directly with the company.
✓ Interview - candidate is represented by the agency, and agency prepares candidate for the interview.	- Workplace changes - in case of temporary help, recruitment agencies change candidates' workplace.

Table no. 2 Pros and cons for candidate

10 RECRUITMENT STRATEGIES IN THE DIGITAL WORLD

Social media and internet is becoming important part of everyday life all over the world. According to the statistics around 40% of the world population (3,424,971,237 users) has an internet connection today and the number is still growing.

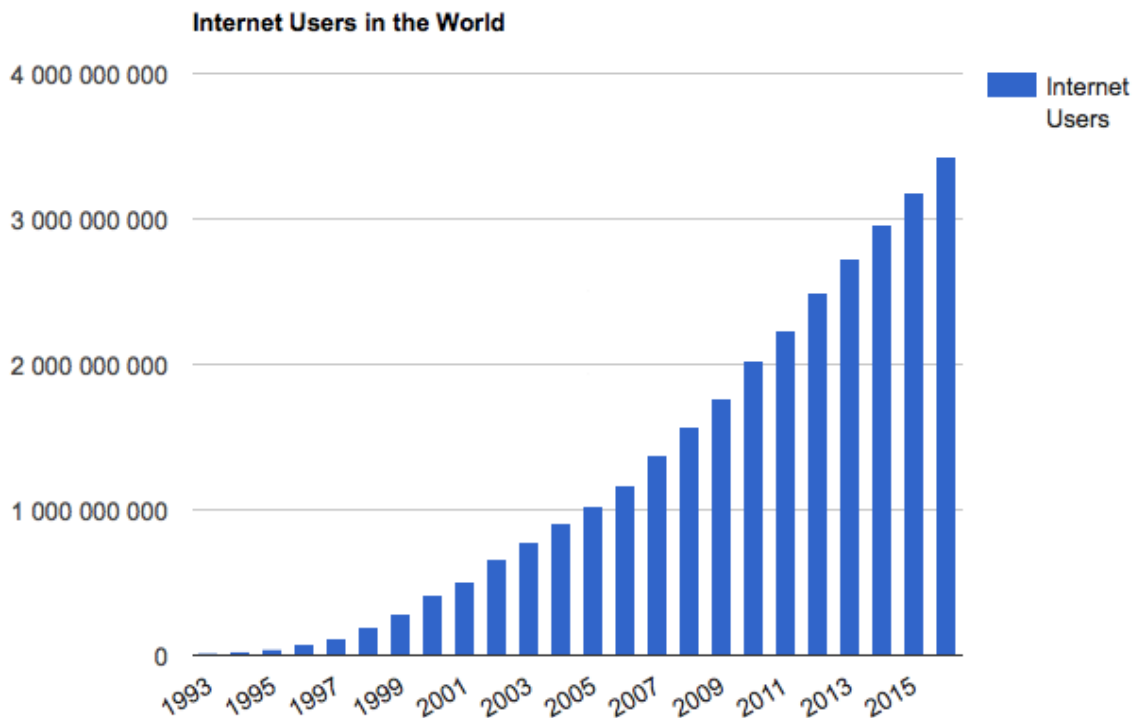


Chart no. 2 Internet users in the world [13]

For recruiters and recruiting agencies is internet key factor in searching for new applicants. According to Social Media Recruiting Report (2013) HR managers³ are currently filling around one vacancy in ten through social media. [14]

10.1 E-recruitment

“E-recruitment, also known as online recruitment, is the practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel.” [15]

The purpose is to make the processes more effective and less expensive. Cappelli (2001) estimated that using this method, as the only one to reduce the costs compared to the use of classic recruiting, saves costs up to 80 %. E-recruitment targets larger pool of applicants and it also provides more information about the organization and their positions. The information for potential candidates are more quickly updated and responded. [16]

10.1.1 Process of E-recruitment in recruiting agency

Process of E-recruitment differs from classic recruitment process in its orientation on internet tools. It prefers using as much technology as possible in the hiring process. It uses tools e.g.: mobile recruitment, job portals, social networks, internet advertisement, online interview, mobile applications, recruitment software, etc. The advantage is fast provision of information to potential candidates, attracting wide range of candidates and, last but not least, faster response to candidates.

The process starts with *job offer* and identifying current needs of employment in the organisation. These may be settled via e-mail, phone call or personal meeting with HR of the customer company. Next step follows posting the *advertisement* of job vacancy on the internet. There are many ways how and where to post it. For example, recruiting agency can use its website with online job board, or to post it on its accounts on social networks, or even to pay for the job advertisement at popular internet pages for addressing as much candidates as possible. After a very short time, when the agency gets enough response, it starts with *identifying appropriate candidate*. Recruitment agency may use (depends on the number of responded candidates) for shortlisting some filters that are part of the

³ HR manager – HR manager- Human resources manager - individual within an organization responsible for hiring new employees

recruitment software. If the agency finds appropriate candidate, it *presents blind CV* (CV without any personal contact of the potential candidate) to its customer. The customer decides whether the candidate will be invited for interview or not. If the customer is satisfied with the candidate, the agency will arrange and conduct for the customer *online interview* (By chatting, video conferencing) or personal meeting with the candidate. Finally, it comes to the customer's *decision* and further process based on the decision (finding another candidate or signing contract).

This is just one particular example; the process can in some cases differ due to the requirements of the job position and customer.

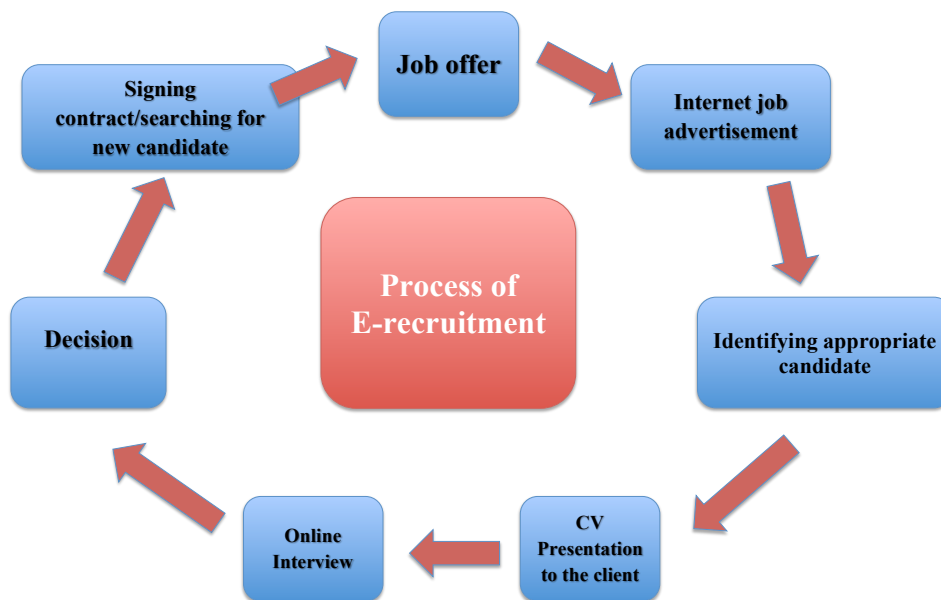


Chart no. 3 Process of E-recruitment

10.2 Social Media Recruitment

Social media has been fully integrated into businesses and social lives. It is even faster than other media, for example, the latest news is often broken on Twitter before it reaches the major news networks on TV. Nowadays, there are thousands of social networks of all sizes across the world. The following graph shows active users (in millions) by social network in January 2015.

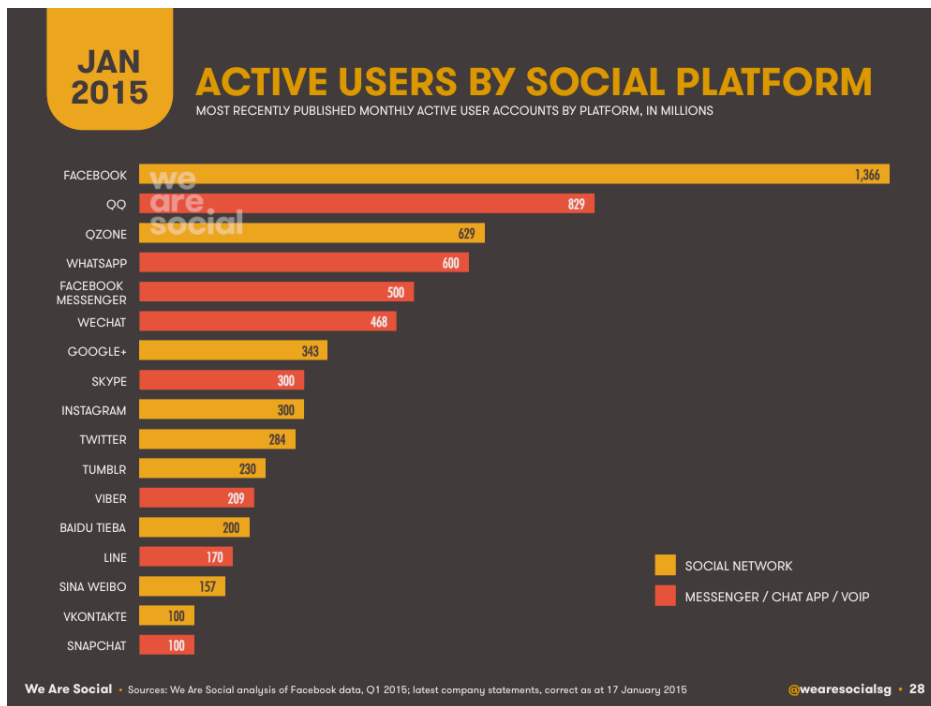


Chart no. 4 Active users by social platform [17]

Social media are omnipresent, which means they are present in all places at all times. Social networks are strong when used on their own but most effective could be when combined together. Each individual has different priorities and it reflects their use of social networks.

10.2.1 Social Media Recruiting Tools

As said in previous chapter different user different needs, therefore, recruiters will not use only one social network as part of social recruiting strategy. The biggest problem of using social media is the time management. Using different types of social networks is generally very time demanding. Setting up social account, posting content, answering questions, writing posts, sourcing candidates and many other activities connected to social networking require lot of time; nevertheless, there exists few effective tools. [18] Andy Headworth

(2015) divided those tools into six groups: brand monitoring, social media management, productivity, content, collaborations and hashtags. [19]



Chart no. 5 Social Media Recruiting Tools

- **Brand monitoring**
Brand monitoring is also known as social listening. It is everything what is being said about the brand/company. The tools effectively find not only what is being said about the company but also keywords, key people or even the competitor.
Examples of brand monitoring tools: LinkedIn Alerts, Brandwatch, SocialBakers
- **Productivity Tools**
In case of using multiple social networks, serious problem is the time. Posting same information on multiple accounts takes lot of time. However, there exist many effective tools, which enable user to send posts in one place at one time.
Examples of productivity tools: Buffer, Pocket, Feedly
- **Collaboration**
The purpose of a collaboration tool is to support a group of two or more individuals to accomplish a common goal or objective they have set themselves. They enable

real-time multi-location collaboration communication within companies to operate more efficiently.

Examples of collaboration tools: Google+, Wikis, Basecamp

- Social Media Management- dashboards

Social media dashboards are one of the most useful and important tools for social media management. Main advantage of these tools is that it cuts the big amount of data and highlights the data pointed so that user is not overwhelmed with unimportant information.

Examples of social management tools: Tweetdeck, Hootsuite

- Content Production

Content creation tools are effective for attracting potential customers or employers. Those tools create content such as posts or tweets.

Examples of content production tools: Vines, Instagram, Storify

- Hashtags

A hashtag is a type of label or metadata tag used on social network and micro blogging services which makes it easier for users to find messages with a specific theme or content. Users create and use hashtags by placing the hash character (or number sign) # in front of a word or unspaced phrase, either in the main text of a message or at the end. Searching for that hashtag will then present each message that has been tagged with it.

Example of hashtags tools: Tagboard, Hashtags.org, Ritetag [20] [21]

10.2.2 Social Media recruitment Strategy

To integrate social media into recruitment strategies and processes it is needed to understand not only social media such as Twitter, Facebook, LinkedIn, etc. as visible aspect but also to understand how to effectively use them. This involves many preparations, planning and analysing. Suitable illustrative example is the Recruitment tree from Andy Headworth (see chart. no. 5). [22]

Above ground (everything visible), we see the leaves in the form of profiles on social networks, websites, interactions, in fact all visible activities with which the visitor or user comes into contact. The culture and core values belonging to everything visible are running through centre of the tree.

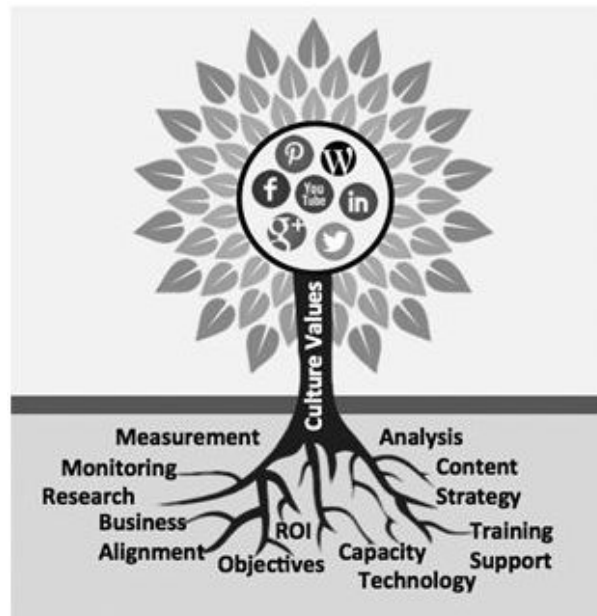


Chart no. 6 Recruitment tree [23]

However, the part below (roots) is the most important to keep the tree alive and to be beneficial for the user. Defining the target group, analysis, monitoring attendance and behaviour, market research, technology, measurement and evaluation, etc. are crucial for the successful use of the recruitment tree. Without these strong roots, a tree will dry. Frequent mistake is when company set up some social media account "because most of the rival companies have it". A few weeks later without proper reflection and support the account soon fizzled out into nothing. [24]

10.3 Social networks used in recruitment

- Facebook

Although, Facebook is more social-oriented site and it is less specialized on professional networks as Xing or LinkedIn, it is becoming increasingly popular for professional purpose by recruiting agencies or any other companies. As shown in the figure in chapter 10.2 Facebook is the most popular social network in the world. Due to the large number of users, Facebook offers for recruiting agencies huge source of potential candidates. Although this is a very controversial topic, whether it is ethically appropriate to search candidates based on their not only professional skills but also on their personal details (religion, relationships, sexual orientation, hobbies, interests, etc.) which are mainly provided on their Facebook profiles.

Facebook offers its users for professional purpose to create a business page of the company. The page contains basic information about the company and its services or products. As a visual effect to attract the audience and potential costumers serves the profile picture and cover photo. The main goal is to have as much fans⁴ as possible. The page is populated through the content posted by the company and its fans. Facebook also provides paid advertising services to help companies advertise their services and reach more costumers.

- Xing

Xing is professional social network founded in Germany in Hamburg, thus the highest number of users (7,3 million) is in Germany. However, Xing is not only popular in its home country but also in more than 200 foreign countries. Furthermore is Xing particular widespread in neighbourhood countries in Austria and Switzerland. [25]

The platform offers personal profiles, groups, discussion forums, event coordination, and other common social community features. Basic membership is free but only the premium members can access many core functions, like searching for people with specific qualifications or messaging people to whom one is not already connected. [26] Premium membership comes at a monthly fee from 6.35 to 9.95 € depending on the billing interval you choose and the country you are from. More and more users use Xing on their mobile devices, with more than 30 % of

⁴ Facebook fans are users who like particular page on Facebook

traffic coming from smartphones and tablets. Every sixth user visits Xing Jobs from a mobile device, which is around 15 % of all its users. Xing mobile users are mainly aged between 20 and 49 and have an above-average net household income. [27]

- LinkedIn

LinkedIn is the world's biggest professional network with more than 400 million users. This social networking site has been designed specifically for the business community. The goal of the site is to allow registered members to communicate and establish connections with their colleagues, old schoolmates or to find new business partners. The profile contains users CV including items such as career, jobs and education. Through the contacts, the user is also involved into contacts of his/her contacts. Ever since the LinkedIn has been established the number of users is increasing. During the most recently reported quarter – quarter 4 in 2015, LinkedIn had reached over 414 million members and the number is during the years still growing. [28]

10.4 Job Portals

- Indeed

Indeed is global job portal that unifies online jobs posted on thousands of websites in one, so user saves a lot of time searching. Employers can also publish posts directly to this portal. This job portal is the greatest search engine in the world and the leading external source for getting employees to thousands of employers. Indeed search engine gives job seekers access to millions of job listings across the site. Indeed also offers paid services for employers and recruitment agencies to publish their job offers to the suitable candidates. [29]

- Monster

Monster Worldwide, Inc. is a company from the United States that provides website that focuses on the search for job vacancies. Nowadays, Monster is a global leader in connecting people to jobs. Around 63 million job seekers visit the job portal every month. Every minute 29 resumes are uploaded to monster, 7,900 jobs are searched and 2,800 jobs are viewed. [30]

- CareerBuilder has the largest online job site in the U.S. It is the global leader in human capital solutions. Through constant innovation, unparalleled technology, and customer care delivered at every touch point, CareerBuilder helps match the right talent with the right opportunity more often than any other site. Monthly more than 24 million users visit CareerBuilder to find new jobs and obtain career advice. [31]

10.4.1 Mobile Recruitment

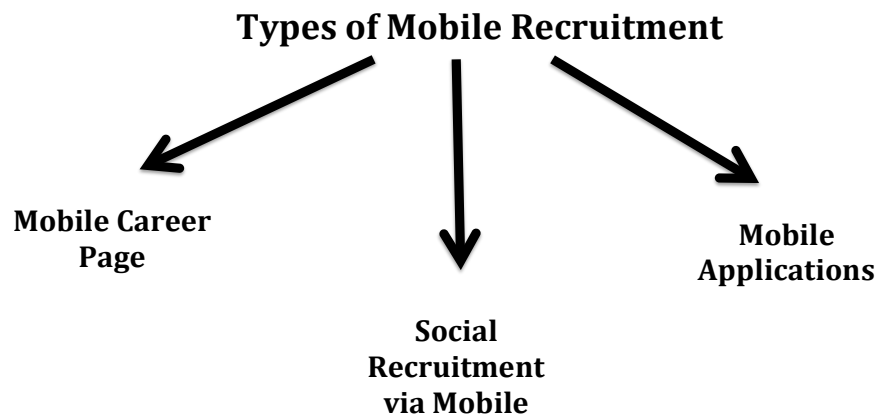


Chart no. 7 Types of Mobile Recruitment

Mobile Recruitment is strategy, which uses mobile technology to source candidates. Mobile technology is highly used by the most of the population. Nowadays, there are 6.8 billions of mobile phones in use, in Germany it is 107 millions mobile phones. [32] The number of users mobile internet worldwide is also significant, it is 788.32 millions. [33] These data proves the importance of mobile technology and the potential for recruiting agencies. In the modern job market, candidates expect to search and apply for the job via their smartphones. The figures also show that the use of mobile phones in the United States has almost equalized to the use of laptops. [34] Mobile recruitment could be divided into three types. First type is the mobile career page, which changes based on the type of screen and resolution of the device where the site is opened. This feature synchronizes internet websites of the recruiting agency with the mobile internet. Second type is social recruitment via mobile phone. Mobile can be used for social recruiting and engaging with job seekers who are increasingly on the go. And last type is mobile applications (see chapter 10.4.1.1.) Those are career apps of the companies or of recruiting agencies, which are engineered and customized for the smartphones platform.

10.4.1.1 Mobile Recruiting Applications

Mobile recruiting applications are part of the mobile recruitment to be specific they are one of recruitment tools. They are also one of the newest trends in recruitment, therefore not many recruiting agencies use or offer their candidates mobile applications yet. However,

the number of mobile applications is during the time increasing. The main aim of recruiting applications is to make the hiring process easier and much faster. Due to huge expansion of mobile internet more and more job seekers are turning to their mobile applications to find better job opportunities. According to the Jobvite survey (2015) 47 % of job seekers are using their mobile phones in their job search. [35]

Bellow is three examples of the mobile recruiting applications:

- Jobsience: Jobsience is a large application management app that helps HR professionals track candidates as they go through the recruitment process. Businesses using the app also have access to social media capabilities for candidate profiling.
- Hirevue: Hirevue offers a complete mobile solution for top-level recruiters. The app harnesses the power of a large interview response database (3 million to be exact). Going beyond resumes, recruiters can validate potential employees through deep skill, feedback and personality analysis.
- Instajob: Instajob is an ideal mobile recruitment platform for small businesses and hiring managers. As the name of the app suggests, it heavily relies on social recruiting to find qualified candidates. Creating a job ad can be done instantly by adding a caption to an eye-catching photo. The application is interlinked with social media, as well. [36]

10.4.1.2 Advantages and Disadvantages of Mobile Recruiting

Choosing mobile recruiting as a strategy by recruitment agency causes either positive or negative effect. Nevertheless the positive overweighs the negative.

10.4.1.3 Advantages

- ✓ Faster hiring process

Using devices saves the time for recruiters and for candidates, as well. There is no need for personal meeting and there is no fixed time for providing information.

- ✓ Flexible use

Laptops, mobile devices or tablets are often disposal and ready to use. Applicants can view jobs and apply on their mobile devices. Same is for the recruiters who can answer on job applications.

✓ Social media alerts

On the one hand those alerts remind the recruiters when candidate is trying to contact them, on the other hand candidates are updated with new information about job vacancy.

10.4.1.4 Disadvantages

– Overwhelming data

Internet contains many unimportant information like advertisements and it can be difficult to find appropriate information.

– Filters

Some mobile applications may include filters that eliminate job seekers, so in case of wrong use a suitable candidate could be eliminated.

– Fast technology improvement

Technology is changing fast and there are appearing new tools so it can be demanding for the user to get used to it

– 24/7 connection

Internet is available all time so recruiters are connected all day and all night. This can lead to extended working hours and interference of personal life and the job.

– Unstable connection

Although internet connection is everywhere nowadays it does not secure the quality of the connection. Relying only on mobile recruitment could be tricky.

11 PRACTICAL PART: COMPARATIVE ANALYSES OF CZECH AND GERMAN RECRUITING AGENCIES/COMPANIES

The aim of analyses is to identify multiple specifics of German and Czech labour market related to the recruiting agencies. Analysis covers various aspects. It begins with stating basic data related to the job market, development of recruitment agencies on the German and Czech labour market and it ends with comparing social media strategy, both in terms of recruitment agencies as well as from the perspective of job seekers. Therefore, there are used multiple of data from different researches and sources especially from the Czech Ministry of Labour and Social Affairs and German Federal Employment Agency.

11.1 Basic Data

Czech and German job market differs in many aspects. First it is crucial to consider following basic factors of both countries:

	Germany	Czech Republic
Area	357,168 km ² [37]	78,866 km ² [38]
Population	81,264,042 [39]	10,553,800 [40]
Number of unemployed	2,840,000 [41]	443,109 [42]
Unemployment rate	4.3 % [43]	6.1 % [44]
Minimum wage/ hour	8.50 euro [45]	2.17 euro [46]
Monthly minimum wage	1,473 euro [47]	366 euro [48]

Table no. 3 Basic data

As the table shows, Germany is over four times bigger than the Czech Republic. The number of unemployed population is higher in Germany than in the Czech Republic but of course to be objective it is necessary to compare total number of economic active population with unemployed population. Therefore, unemployment rate serves as better

indicator of unemployment. The unemployment rate in the Czech republic is 1,8% higher in compare to Germany. It is also necessary to consider the factor that Germany is federal republic consisting of sixteen federal states and each state more or less differs e.g. in Bavaria is the unemployment rate around 3,9% in contrast to Mecklenburg-Vorpommern where the rate is extremely high in comparison to German average rate- around 11%. [49]

The most different factor is the minimum wage per hour and per month in both countries. The minimum salary in Germany is four times higher than in the Czech Republic. Wages in the Czech Republic are fourth lowest in European Union, which leads to brain drain into more developed neighbour states such as Germany, Austria, Switzerland, etc. [50]

	Germany	Czech Republic
Number of recruiting agencies	18,500 [51]	1,762 [52]
Number of population on one recruitment agency	4,392 [53]	5,989
Number of population employed via recruitment agency	856,195 [54]	261,819 [55]

Table no. 4 Czech and German recruiting agencies in numbers

The number of recruiting agencies in the Czech Republic has slightly decreased due to the low amendment, which prevents illegal activities of recruitment agencies. The highest number of recruitment agencies was reached in year 2008 - that time was in the Czech Republic 2,228 agencies with one of the lowest number of population on one recruitment agency. [56]

Number of employment agencies in proportion to population

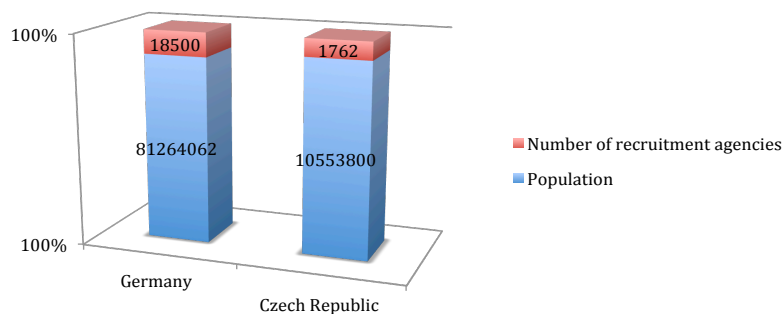


Chart no. 8 Number of employment agencies in proportion to population

On the other hand, the number of recruiting agencies in Germany is, compare to the previous years, slowly increasing and right now the number of recruiting agencies compared to the population is slightly lower than in the Czech Republic. [57]

Working through agencies is spread in both countries. According to Eurociett Annual Economics Report (2013), around 0,9 % (penetration rate) of economically active population in the Czech Republic works through recruitment agency and in Germany the number is around 2,2 %. [58]

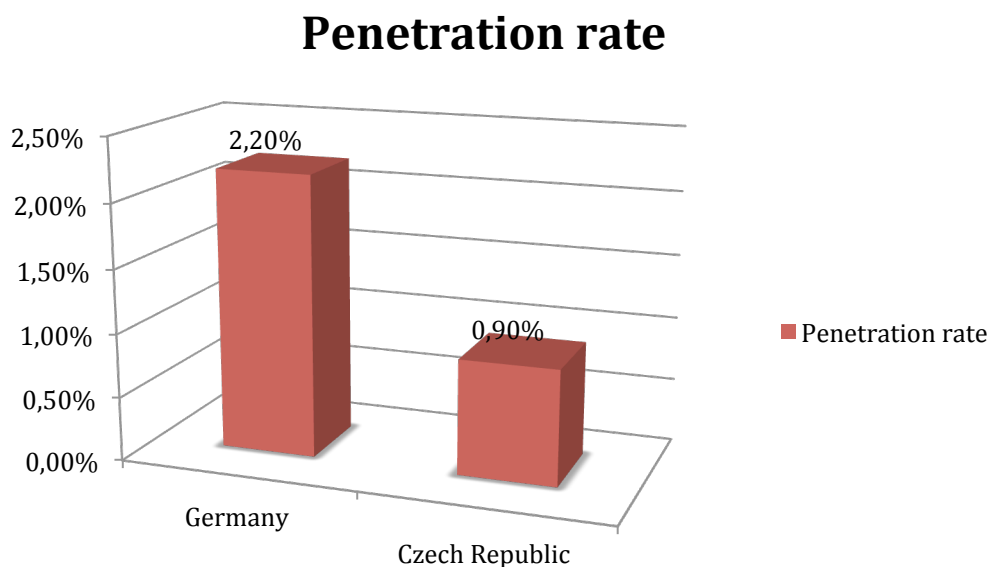


Chart no. 9 Penetration rate

11.2 Development of recruitment agencies on the Czech and German labour market

In the Czech Republic, first considerable evidence of recruitment agencies dates back to the year 1990. Demand for agency workers in the last year increased by 18 %. This stems from the statistics of the leading Czech recruitment agency Grafton Recruitment. The great Czech employers, mainly from the manufacturing or logistics companies have on average 20 % of employees hired through an agency. However, for the year 2017 government plans to determine the proportion of agency workers to 15 % of the total number of employees in the clients company. [59] Last year, over 250,000 Czechs found work through work agency, but still in this aspect the Czech Republic is below the European average. Gender balance among agency workers is almost equal. The majority of workers is under 30. Most of the workers are between the age 26 and 30. [60]

In Germany, agency work was firstly regulated in 1972 and from that time it became important part of the German labour market. Demand for agency workers is during the time mostly increasing (see chart no. 9). The number of agency workers has doubled between the years 2004 and 2014 from 439,000 to 779,000 workers. Almost two third of workers are between age 25 to 50 and predominantly male (70 %). [61]

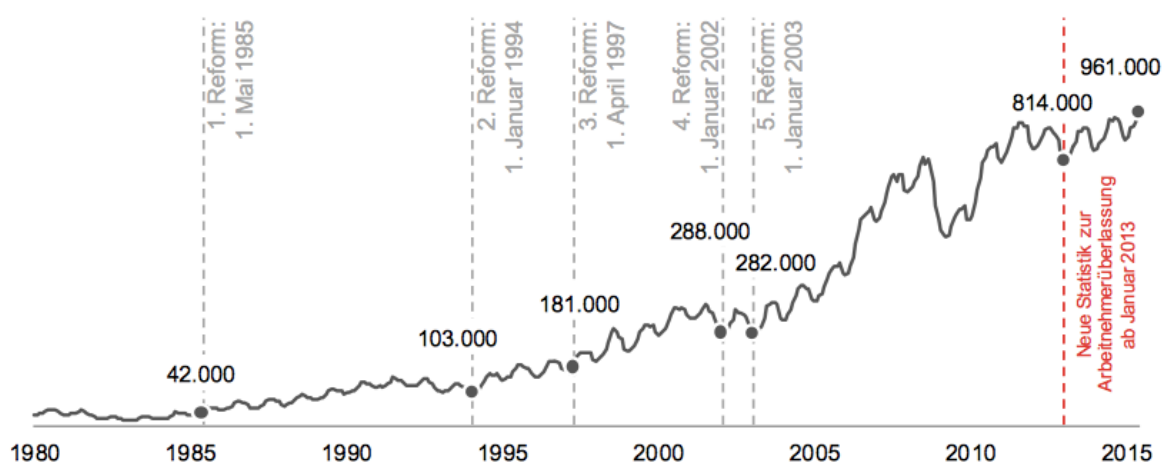


Chart no. 10 Development of number agency workers in Germany [61]

11.3 Qualification of agency workers

According to the Ciett survey (2015) most of the hired workers in Germany are low skilled (53 %) on the second place middle skilled (40 %) and on the last place are high skilled workers (7 %). Situation in the Czech republic is in contrast to Germany different because medium skilled (60 %) workers are most desirable on the Czech labour market, on the second place are low skilled workers (22 %) and close behind are high skilled workers (18 %). [62] The reason of lower demand for high skilled workers is because agency workers are mainly used as a flexible and manual workforce in production of various industries where is not generally high education needed. The highest number of low skilled workforce is in Germany because it is more industrialized country with bigger production than in the Czech Republic. [63][64]

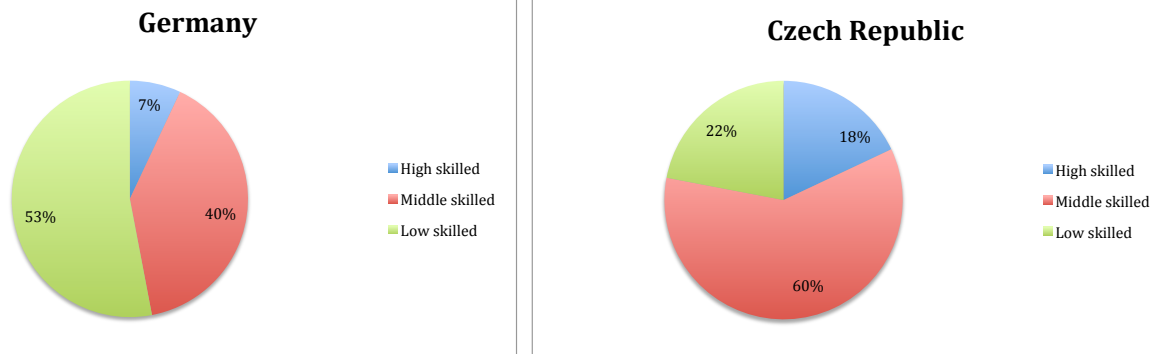


Chart no. 10 Skills of agency workers in Germany and Czech Republic [65]

11.4 Occupational fields

The most fundamental occupational field for German recruitment agencies is production and activities connected with it. Germany is a country with a dense and modern transportation infrastructure that ensures the transport needs of the population, agriculture and industry. Germany is also third biggest exporter in the world. [66] Transportation and logistics dominates in agency work due to the Port of Hamburg that is second-busiest port in Europe, one of the densest and longest motorways networks in the world and major international airport located in Frankfurt. Closely follows production and all activities and fields connected to it such as car industry including electro and metal technologies or agriculture. Less filled vacancies are in services, building industry or tourism. [67]

Occupational fields Germany

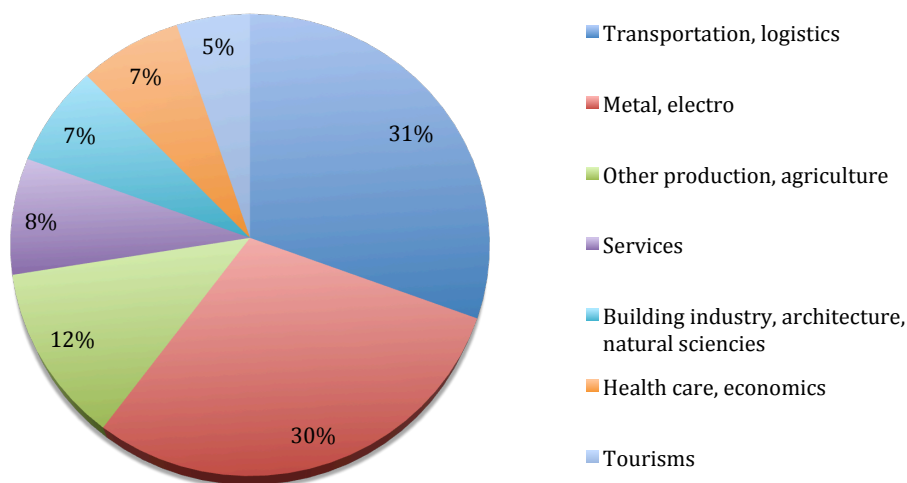


Chart no. 11 Occupational Fields Germany [68]

Recruitment agencies, in the Czech Republic, fill slightly different jobs in different scale. On the Czech labour market dominates production including mainly car industry. Because of neighbourhood with Germany and free trade within the EU, large amount of German companies place and outsource their production in the Czech Republic due to lower personnel costs. Foreign individuals own almost every fourth company. One of the most important trading partners for the Czech Republic is Russia. In fact Russian businessmen own Also vacancies in the sectors of food production are frequently filled by recruitment agencies. Less filled vacancies are in services, building industry, health care or tourism. [69]

Occupational Fields Czech Republic

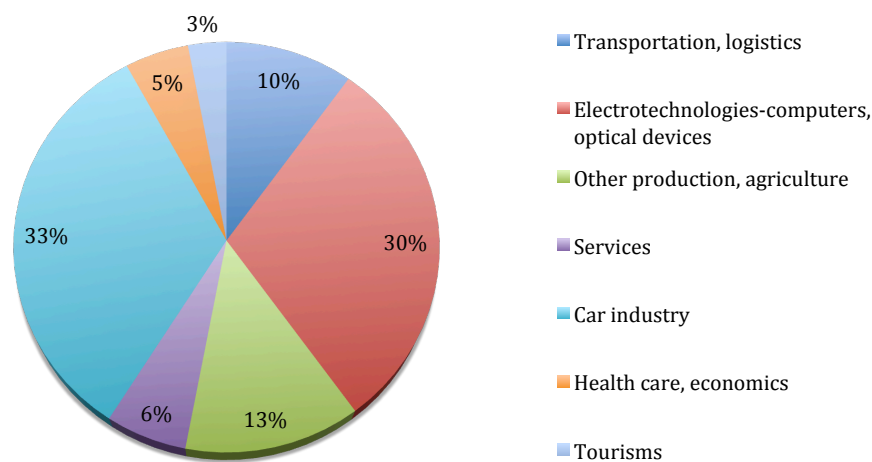


Chart no. 12 Occupational Fields Czech Republic

11.4.1 Hardest Jobs to Fill

Recruitment agency Manpower, whose subsidiaries are in Germany as well as in the Czech Republic, publishes 10 hardest jobs to fill almost every year. The survey showed that results of the survey in both countries slightly differ.

In the Czech Republic, the most demanding it is to find worker with technical education. For example, to find welder, lathe operator or locksmith is like looking for a needle in a haystack. Same situation is in information technology field. This confirms the fact that the majority of agency workers are middle or low skilled. It is mainly due to the fact that more educated individuals find work much easier and they are mainly able to find a job themselves according to their requirements. [70]

On the other hand, according to the survey of Czech recruitment agency Profesia (2013), the most popular position for agency work is warehouse keeper. For this

position was detected 62 responses pro one job advertisement. Compare to the field of information technology, where 2.2 candidates by an average respond to an ad, it is 60 times more. [71]

In Germany, the most difficult to fill job is by operative workmen. Those workmen need to be educated in particular field. Due to the large German production those workers are highly demanded. Germany is often forced to outsource workers from abroad since it is unable to meet the demand for these workers. However, it is not so difficult due to the attractive salary and better working conditions. This is a common reason of high outflow of qualified workforce abroad that often appears on the Czech labour market. Other highly demanded positions on the Germany market are in information technologies, gastronomy, administration and financial services or health care. [72]

	Czech Republic 2014	Germany 2014
1.	Craftsman	Craftsman
2.	Accountant, financial services	Engineer
3.	Computer programmer	Executives
4.	Software engineer	IT programmer
5.	Service engineer	Staff in gastronomy
6.	Workman	Administrative
7.	Salesmen	Salesmen
8.	Technologist	Doctor/ Health care
9.	Charwomen and housekeepers	Technologist
10.	IT programmer	Accountant

Table no. 5 10 hardest job to fill by recruiting agencies [73] [74]

12 COMPARISON OF CZECH AND GERMAN RECRUITMENT DIGITAL STRATEGIES

In the following analysis are compared digital strategies such as: social media recruitment, online recruitment, mobile recruitment, etc. Analysis deals mainly with social networks like Facebook, LinkedIn and Xing. Most data are used from three main resources: The Jobvite Recruiter Nation Survey 2015, Die Arbeitsmarkt in Deutschland – Zeitarbeit aktuelle Entwicklungen and Eurociett Annual Economics Report 2015. They are one of the most comprehensive surveys of their kind because more than 1,000 recruitment agencies and human resources professionals in different industries completed and participated those surveys and reports. [75] [76] [77]

12.1 Number of agencies using internet connection

Due to the integrated systems of Ministry of Labour and Social Affairs used in both countries and many other systems that requires internet access for submitting applications, keeping the books, payments of social and health insurance, etc. Therefore, it is highly implausible that agencies would not use or have any access to the internet connection.

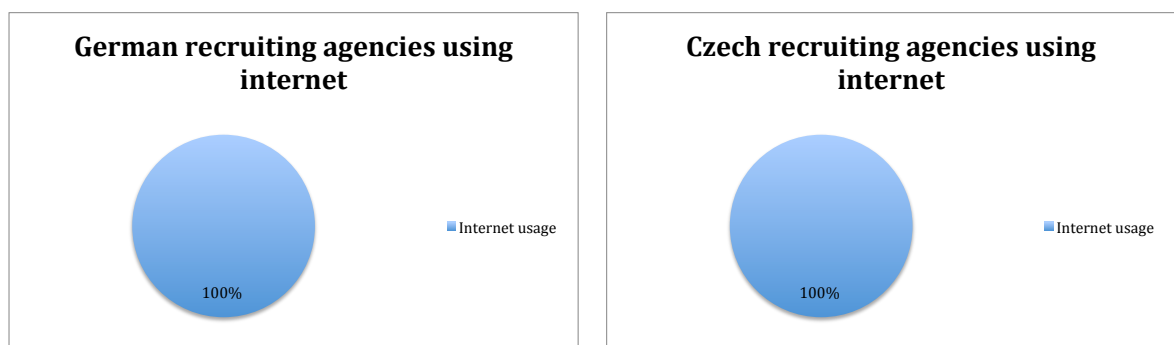
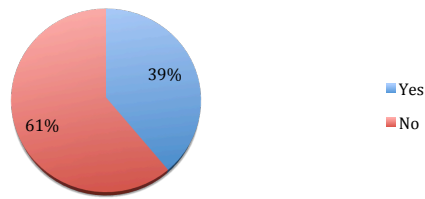


Chart no. 11 Czech and German recruiting agencies internet usage

12.2 Number of population using mobile internet

It is no doubt that every recruiter owns mobile phone and so it is with mobile internet. Statistic shows that around 2,498,300 Czech individuals used mobile internet in the first quarter of the year 2014. The number refers to 28.5 % of population. In the same time, the number of German mobile internet users was 31.77 millions which refers to the 39 % of total German population in the year 2014. [78]

German population using mobile internet



Czech population using mobile internet

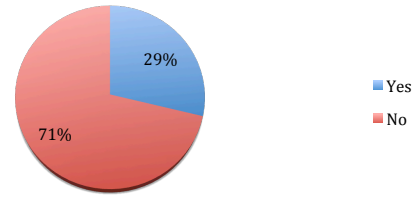


Chart no. 12 German and Czech population using mobile internet [79]

Mobile device and mobile internet connection is essential tool for all recruiters and HR professionals. It is important for responding candidates and clients on social media, answering and writing emails, posting new positions on job boards, updating websites, etc. Recruiters are usually not only sitting in their offices all day but they are also many times on the move to visit clients, the authorities or candidates. For recruitment agencies it is true that faster they are able to find suitable candidate the higher chance they have to place him/her and mobile internet is the faster available feature to achieve it. The main group of users mobile internet are generally educated and employed individuals who uses mobile internet not only in their personal life but mainly in their professional life. There could be multiple reasons why mobile internet is more used in Germany than in the Czech Republic. First reason can be that Germany is more developed and economical stronger country and second is that the mobile networks offer conventional tariffs.

12.3 Recruitment agencies using social network

According to the Grafton recruitment Survey over 30 % of Czech citizens find work through social media. That contributes to the fact that recruiting agencies are increasingly seeking candidates for vacant positions on social networks. It is caused not only by the huge popularity of Facebook and LinkedIn in the Czech Republic, but also the strong revival of the labour market. While in the past Facebook functioned more as a tool to "test" candidates, today it is also actively used by recruiters when they are searching for suitable job seekers, as well as to advertise vacancies. [80]

According to the information provided from the Czech recruitment agency TODAY Servis s.r.o., the most popular social network both for recruitment agency and its candidates is Facebook. The candidates mostly respond through Facebook (67 %), on the second place is LinkedIn (8 %) and third is Xing (5 %). The agency, due to the high response of the candidates on Facebook, focuses on job advertisement mainly on this social platform (34 %). Second option is Xing (20 %) due to agencies' alignment on the German labour market and third LinkedIn (16 %). [81]

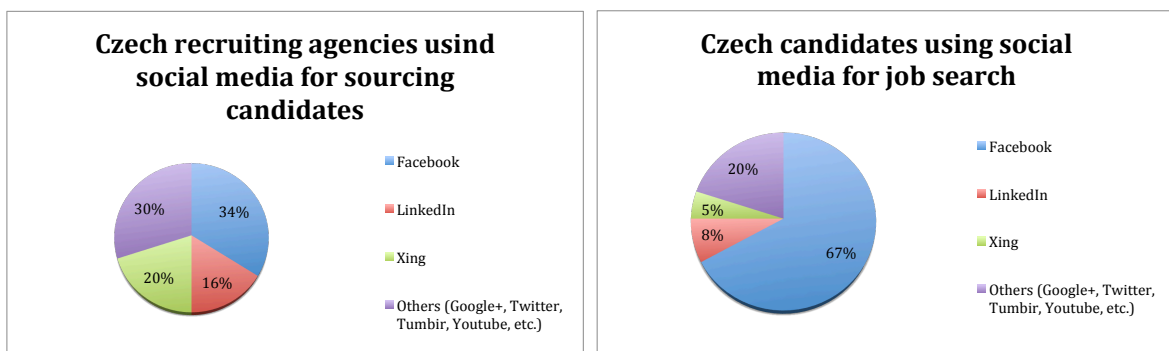
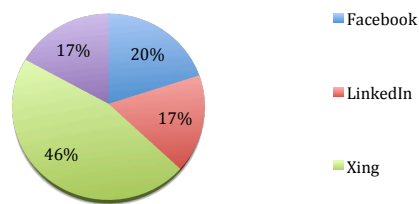


Chart no. 13 Czech recruiting agencies and candidates using social media [82]

In Germany, social media are in recruitment and recruiting agencies playing important role, as well. Recruitment agencies use social networks in particular to strengthen the employer brand, to post job advertisement, to receive applications or to verify published content of the candidate. As the Adecco survey shows, 42 % of German recruiters use social media to search suitable candidates for job vacancy and equally behave candidates where around 42% of them uses social media for their job search. The most popular social platform by German recruiters is Xing - 46 % recruiters use it to represent their agencies. On the second place is Facebook (20 %) and third is LinkedIn (17 %). Candidates have similar preferences. Xing is again on the leading position with 29 % and close behind is Facebook (16 %) and LinkedIn (13 %). [83]

German recruitment agencies using social media for sourcing candidates



German candidates using social media for job search

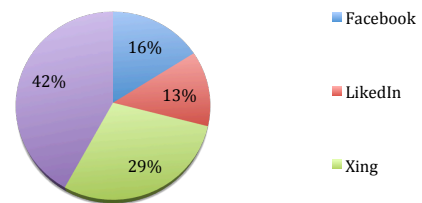


Chart no. 14 German recruitment agencies and candidates using social media [84]

12.3.1 Recruiting agencies and candidates using Facebook

The number of Czech Facebook users has increased over the past year by about a tenth and currently is around 4.2 million. That's roughly two-thirds of domestic internet population. In Germany the number is due to the higher population much significant. Germany belongs with 28 millions users to the countries with the highest number of Facebook users. Those factors indicate high potential for recruitment agencies in both countries. However, in percentage 34 % of population in Germany uses Facebook and the number in the Czech Republic is surprisingly higher around 40 %.

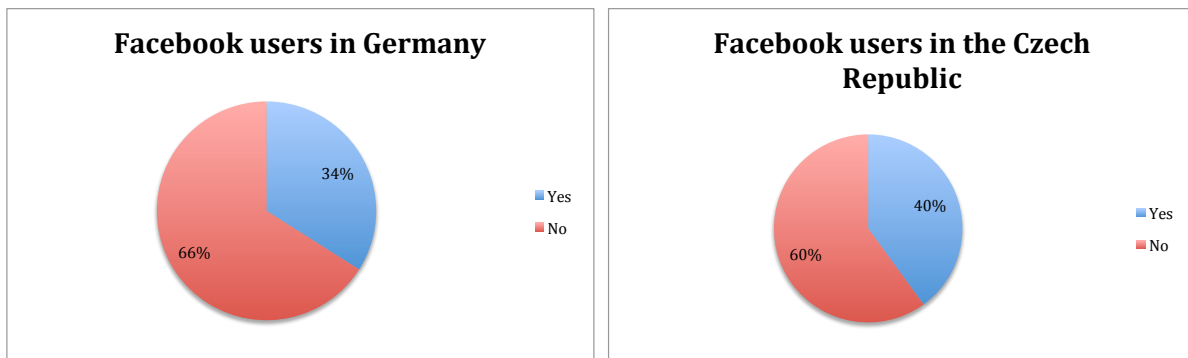


Chart no. 15 German and Czech population using Facebook

The statistic of the usage of social media platforms for recruiting in German companies showed that Facebook is the most popular social media platform for publishing job ads with 35.1 % and on the second place was Xing with 28.3 %. [85]

12.3.2 Recruiting agencies and candidates using LinkedIn

LinkedIn is the most popular network from the perspective of recruiters and job seekers. The total number of users of this network worldwide is 380 million, representing 56 % of men and 44% women. Czechs are on LinkedIn over 650,000 and it is the third most popular social network after Facebook and YouTube. The most popular recruited job positions from LinkedIn are in information technology and services, software engineering, financial services, advertising and marketing, as well as telecommunications. Users are generally highly educated and experienced. [86]

12.3.3 Recruiting agencies and candidates using Xing

Xing is professional network, which is mainly popular in German speaking countries (Germany, Austria, Switzerland). As already mentioned in chapter 9.2.3, Xing was founded in Germany and nowadays Xing uses 7,3 million German individuals. [87]

In the Czech Republic, Xing is not as popular as in Germany. The main intention why Czech individuals or recruiting companies use Xing is to find vacancies on German labour market or to communicate with their German colleagues.

13 CONCLUSION

The analysis showed that Czech and German labour markets differ in some aspects. Germany recruitment agencies have a larger share on the German labour market than Czech agencies on their domestic labour market. Domain of German labour market is transportation and logistics and in the Czech Republic leads mainly production. Thus, most vacant jobs are filled by recruitment agencies in the areas of production and transportation. The most demanding for recruiting agencies is to fill a job in production required qualified workforce and in information technology. Therefore, the highest number of agency workers is usually middle or low skilled.

The analysis also showed that recruitment agencies in both countries are fully aware of the importance of social media. It is only question of time until every HR professional, recruiter and recruitment agency will use social media as the main tool for sourcing candidates. In Germany, the most popular social network for job search and sourcing candidates is Xing. On the other hand, Czech recruitment companies prefer Facebook.

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16 ABSTRACT

The aim of this thesis is to provide information in the field of recruitment especially about recruitment digital strategies and recruitment agencies. Further aim is to compare Czech and German recruiting agencies from several of aspects mainly from the influence of fast developing digital world.

The first part of the thesis focuses on the theoretical part. Theoretical part deals with general explanation of recruitment and essential terminology. In the second half of theoretical part the explanation focuses more on the importance of social media in recruitment.

The practical part deals with comparative analysis of Czech and German recruiting agencies on the labour markets in terms of number, alignment and characteristics of agency workers. Furthermore, the analysis focused on the impact of social networks on the recruitment agencies, which consists not only the use of social media by recruitment agencies, but also by job seekers.

17 RESUMÉ

Hlavním cílem bakalářské práce je poskytnout informace v oblasti náboru zaměstnanců zejména strategie při náboru zaměstnanců v digitálním světě a prostřednictvím agentur práce. Dále je cílem porovnat české a německé agentury práce z několika různých aspektů, kde hlavním aspektem je vliv sociálních sítí na nábor zaměstnanců.

První část práce se zaměřuje na teoretickou část. Teoretická část se zabývá obecným vysvětlením pojmu náboru pracovníků a terminologie s tímto tématem spjaté. Ve druhé polovině teoretické části se výklad více soustředí na důležitost sociálních médií v oblasti náboru pracovníků.

Praktická část se zabývá srovnávací analýzou českých a německých agentur práce na pracovním trhu z hlediska jejich počtu, zaměření a charakteristiky agenturních zaměstnanců. Dále je analýza soustředěna na vliv sociálních sítí na agentury práce, kde se jednak pojednává o užití sociálních médií agenturami práce, ale i uchazeči o práci.