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IMPROVING RECRUITMENT, SELECTION AND RETENTION OF EMPLOYEES

Case: Dpointgroup Ltd

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DESCRIPTION

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Abstract <p>The purpose of this study was to evaluate the current Human Resource Management processes in the case company Dpointgroup. The main research problem was to identify better recruitment channels, selection methods and personnel retention strategies in a multicultural company. The objectives of the research were to analyze the current situation in the company from the HR point of view; to point out the most effective recruitment channels and selection methods; to make suggestions for the employee retention; and to provide the commissioning company with practical and trustworthy information about how to improve the human resource management in the company, and to make suggestions about strategies for further development.</p> <p>The research was focused on recruitment channels, selection methods and retention tools for small-and-medium-sized companies. Secondary information on those topics was found through various paper and internet based sources, previous researches and surveys; whereas, primary information was collected with the help of quantitative and qualitative research methods.</p> <p>The qualitative methods included interviews with the CEO, the head of Human Resource department and a former trainee in the case company. The quantitative findings were discovered with the help of two questionnaires conducted among the former and current interns in Dpointgroup, and students and graduates from European universities. The received data was carefully analyzed; the quantitative findings were presented in form of graphs.</p> <p>The conclusions of the research were made in the end of the study, the research questions were answered, and practical suggestions for the case company were made. As the result of this work, the most effective recruitment channels were discovered, the most suitable selection methods were proposed, and sufficient retention tools were discussed. Furthermore, some additional ideas for future research were given.</p>		
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1 INTRODUCTION

Nowadays more and more companies understand the importance of human resource management and its influence on the successful operations of a company. It is not a secret that various corporations pay a lot of attention to the recruiting process and wellbeing of their employees, as people are the main asset in the business. Even though a company has a good strategy and sustainable funds, it will not reach success without loyal and well-trained human resources.

The case company of this work is called Dpointgroup, and it operates mostly in a B2B sector providing business solutions, organizing events and selling inflatable products. The company consistently hires new interns from different countries and with various backgrounds in order to generate new ideas and expand their business to new markets. Therefore, the human resource management is very important in the company, as the workforce changes rapidly and Dpointgroup needs continuous improvements in the HR strategy.

The main research problem is to identify better recruitment channels, selection methods and personnel retention strategies in a multicultural company – Dpointgroup. The first objective is to analyze the current situation in the company from the HR point of view. The second one is to point out the most effective recruitment channels and selection methods. The third one is to make suggestions for the employee retention. The final one is to provide the commissioning company, Dpointgroup, with practical and trustworthy information about how to improve the human resource management in the company, and to make suggestions about strategies for further development.

In order to achieve the research objectives, the following research questions should be answered:

RQ1 What are the most effective recruitment channels for the Dpointgroup?

RQ2 Which selection methods should the case company focus on?

RQ3 What is the role of a Human Resource manager in the company?

RQ4 Which retention methods can be used by the company?

The stated questions should be consequently answered with the help of the theoretical framework, as well as the data collected and analyzed with various research methods. As the outcome of the research, practical development ideas will be suggested to the case company based on the answers to the research questions. It is desired that the results and conclusions of the research will assist Dpointgroup in improving its strategies of recruiting and selection as well as the employee retention.

The current study consists of three chapters of the theoretical framework, practical part and conclusions. In the theoretical framework such themes as human resource management, employee retention, and the role of a human resource manager are examined. Those chapters will help answer the research questions and to create the overall theoretical background of the research topic. The practical part consists of a data gained during semi-structured interviews with the company representatives and former trainee, and two questionnaires completed by the interns in the case company, and students and recent graduates. The data is analyzed and conclusions are made and presented in the last chapter of this research paper. In addition, practical suggestions concerning improving the human resource management are made. Further some ideas about future researches are discussed.

2 HUMAN RESOURCE MANAGEMENT

This chapter defines human resource management and the main functions of this discipline, including managerial and operative functions. The recruitment and selection processes are described in order to understand how the staffing system looks like. This part of the theoretical framework is further narrowed down to the most well-known sources of recruitment, with paying close attention to the internet channels, and selection methods. In addition, various techniques and methods of recruitment are briefly presented.

It is commonly known that any interaction between people in the business world is impossible without communication and management. Moreover, if we are talking about operations of a company, it is essential to know how to build the communication, leading and managing processes. Nowadays every company understands that a good strategy and clear objectives are not enough for the success of

a company; and that the main component of the organization is human resources. Thus, it is important to understand how the human resource management works and what should be done by HR managers to expand and develop a company, with the help of a process of hiring the most talented and suitable employees.

2.1 Definition of Human Resource Management

According to Rao (2009, 2), Human Resource Management (HRM) “is managing (planning, organizing, directing and controlling) the functions of employing, developing, compensating and utilizing human resources.” As a result, the human and industrial relations are created and developed; and with further practices are ready to contribute to the organizational, individual and social goals.

Sarma (2008, 15) defines Human Resource Management (HRM) as: “an approach to the management of people, based on four fundamental principles”. First, managers should take into consideration that human resources are the main asset a company has. Second, the personnel’s attitude and procedures should be closely connected with the accomplishment of the corporate objectives and goals. Third, the organizational climate, company values and atmosphere at the work place have a major influence on the success of the corporation. Finally, it is very important that employees work together with a sense of common purpose and feel the integration. (Sarma 2008, 15-16.)

2.2 Functions of HRM

From the definition of Human Resource Management stated earlier, it is seen that HRM consists of managerial functions; involving planning, organizing, directing and controlling. In addition, DeCenzo and Robbins (2009) propose that the HRM goals are accomplished through the four basic operative functions: (1) Staffing, (2) Training and Development, (3) Motivation, and (4) Maintenance. All of them are presented in the Figure 1.

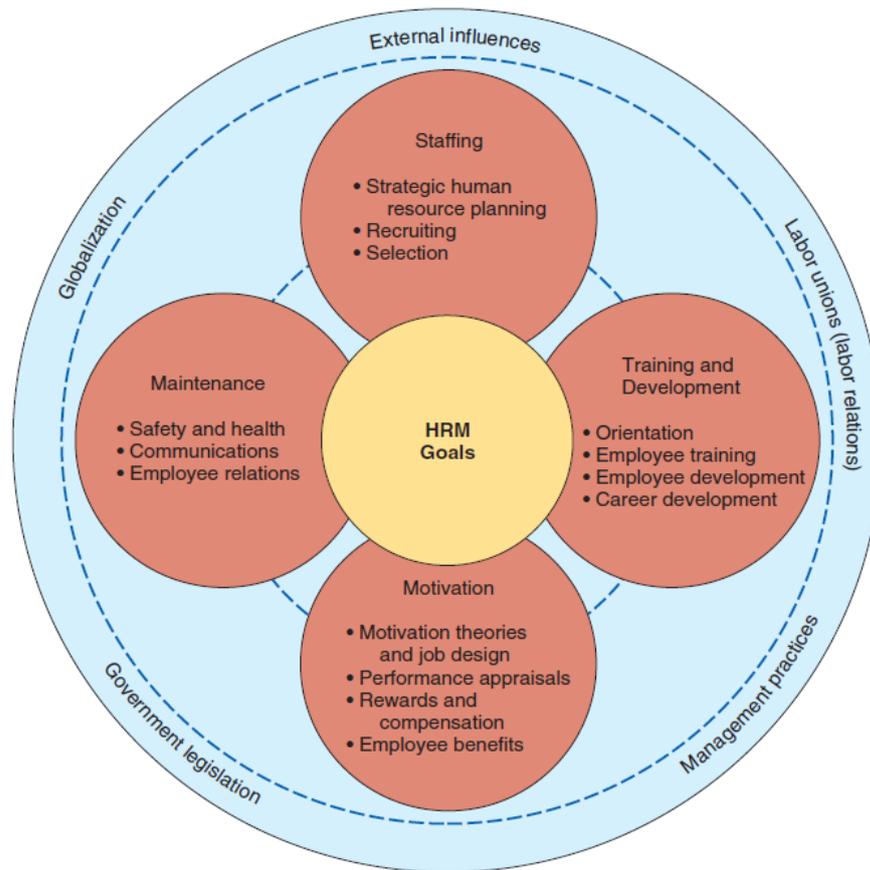


FIGURE 1. Human Resource Management: Primary Activities. Adopted from DeCenzo & Robbins (2009, 34)

In less academic words, it can be said that there are four main activities: hiring, preparing, stimulating and keeping people in the company. Even a small organization without a formal HRM department must recognize responsibility for those functions; in that case, each line manager is responsible for its implementation. (DeCenzo & Robbins 2009, 33-34.) Each group of functions is very important for the strategic development and should be implemented with careful planning. As this work is mainly focused on a recruitment, selection and retention of employees, further staffing and motivation functions are examined.

2.3 Recruitment

Lewis (1985) defines recruitment as: “The activity that generates a pool of applicants, who have the desire to be employed by the organization, from which those suitable can be selected.” In other words, “recruitment is a process of attracting applicants with

certain skills, abilities and other personal characteristics to job vacancies in an organization”. Furthermore, it is not only the activity that satisfies the needs of the company, it is also an action that influences the future of the organization and its sustainable development. (Sarma 2008, 87.)

2.3.1 Recruitment process

Following the definition of the term “recruitment”, it becomes obvious that the recruitment process is complex in nature. According to Breugh and Starke (2000, 408), this process can be divided into five stages (Figure 2).

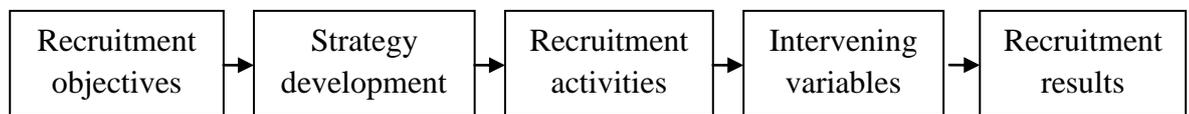


FIGURE 2. Five stages of recruitment process. Adopted from Breugh & Starke (2000, 408)

The first stage includes the determination of the recruitment objectives, and consequently prepares a basis for the development of the recruitment strategy. In addition, pre-hire, post-hire, and post-hiring outcomes are classified. (Breugh & Strike 2000, 409) More detailed recruitment objectives are necessary to secure a certain standard for the next stages of the recruitment process. (Hubschmid 2013, 38.)

After the identification of the main recruitment objectives, the development strategy can be derived. Therefore, the following questions should be answered:

- Who should be recruited?
- Where to recruit?
- When to recruit?
- What recruitment sources should be used?
- What message should be communicated?
- Who should carry out the recruitment process?

In addition to the stated questions, budget limitations should be taken into consideration at this stage as well. (Breugh et al. 2008, 48.)

According to Breugh & Starke (2000, 412), once the recruitment strategy is developed, a company can launch specific recruitment activities. They may include recruiters, recruitment sources, and message to be communicated. The right combination of recruitment activities leads to the desired pre-hire and post-hire outcomes, and thus to successful recruitment results. The intervening variables stage helps an employer to understand the relationships between recruitment activities and outcomes.

2.3.2 Sources of recruitment

Recruitment sources refer to the ways of making targeted individuals aware of job openings (Breugh 2008, 57). In order to hire the most suitable and talented employees, it is important not only to identify the best skills and specifications needed, but also to choose the most suitable sources where the candidates can be reached. Therefore, it is crucial to know the sources of recruitment and understand which of them could bring talented people to the company.

According to Wanous (1992) the sources of recruitment can be divided into three distinctive groups:

- Internal recruitment sources
- External recruitment sources
- Walk-ins (e.g. direct applications)

However, other authors such as Rao, Sarma, Rashmi etc. identify only two main groups – internal and external sources (including Walk-ins into external recruitment). Moreover, Rao and Arthur define traditional and modern sources, and divide each of them into internal and external.

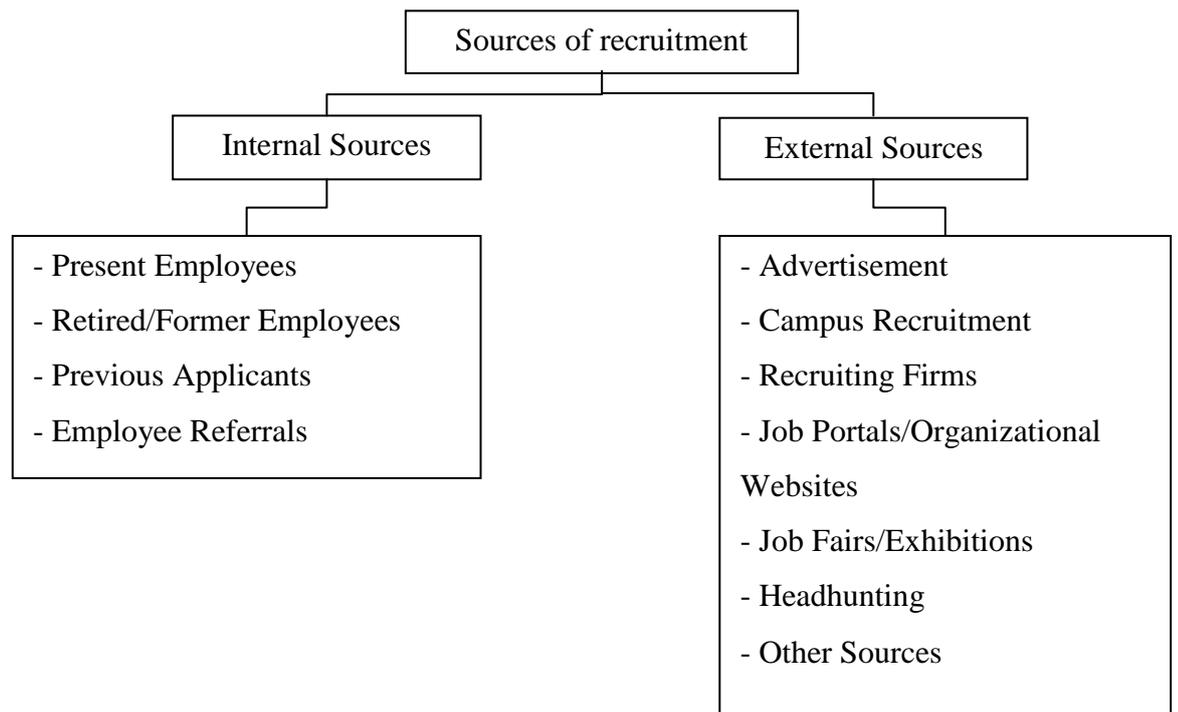


FIGURE 3. Recruitment Sources. Adopted from P. Subba Rao (2009, 100)

The sources included under each category are presented in the Figure 3. Each type of a source has its own advantages and disadvantages, and the key decision for a recruiter is whether to hire internally or externally.

Internal recruitment sources

The best candidates for open positions can be found within a company. Internal sources include the existing workforce of an organization, employee referrals, former employees and previous applicants. Whenever the new position arises, somebody within the organization is upgraded, transferred, promoted or sometimes demoted. This type of recruitment seeks prospective candidates for vacancies from among those who are already on a pay-roll of an organization. (Sarma 2008, 90.) Current employees can be informed of an open position by internal advertisements, e-mail or in person. According to Rashmi (2010, 36), employee referrals is one of the oldest sources of recruitment and it could save up to 70% of the costs to the company than other sources could do. Present employees are well aware of the skills, qualifications, behavior and experience of their friends or acquaintances as well as of the job requirements; and thus make a match between the vacancy and a candidate. Therefore,

most of the time applicants through employee referrals have a positive feel to an organization and are aware of the organizational culture; and would likely be a great asset for the company. (Rao 2009, 104.)

The advantages of using internal resources are presented below (Patel & Rana 2007, 41):

- Better motivation of employees. Their capabilities are considered and opportunities offered for promotion.
- Better utilization of employees. The company can often make better use of their abilities in a different job.
- It is more reliable than external recruitment. A present employee is known more thoroughly than an external candidate.
- It promotes loyalty. A present employee is more likely to stay with the company.
- It is quicker and less expensive than the external, and requires less orientation and training.

Taking into consideration all the mentioned benefits, it can be said that the use of internal sources is a very good option for a company. However, there are some drawbacks as well. The limited choice of candidates is the main disadvantage, especially for a small-sized company. Furthermore, current employees are comfortable in the company and may not see possible future perspectives and fresh ideas which an outside candidate may bring in. (Rashmi 2010, 26.) In other words, it often leads to inbreeding, discourages the flow of new blood into the organization (Rao 2009, 101). Another important point is that the selection of a candidate may be unfair based on the management likes and dislikes, which can lead to promoting not the most suitable applicant, resulting in insufficient efficiency and disgruntlement across the company. (Sarma, 2008; Rashmi, 2010.)

External recruitment sources

External recruitment means that candidates are brought from outside, hence, it supplies a suitable pool of applicants. There are much more external sources than internal; and it is important to identify them. External recruitment can be expensive

and time-consuming; however, it is possible to reduce these disadvantages to some extent with the help of good planning. (Patel & Rana 2007, 41.) Below there are presented main external sources, characteristics, advantages and drawbacks.

- **Advertisement.** This is one of the oldest and frequently used sources of recruitment, but it requires a good funding and creativity. Advertisements can be done in printed (newspapers, magazines, professional sources) and electronic (television, radio, telephone, online advertising) media. By choosing the correct media, the right candidates can be reached quickly. Careful planning in terms of content, location and timing is likely to create a large response and often results in hiring. First of all, it is important to define the audience you want to reach and clearly state the desired skills an applicant should have. According to Arthur (2005, 35), the following advertisement placement strategies should be applied in order to increase the chances of finding first-class applicants via advertising: 1) capture the job hunter's attention; 2) hold the job hunter's attention; 3) design your ad to be the last one a job hunter wants to read. In other words, it is important to carefully consider the location of the advertisement, its title, placement of the logo and graphics; provide just enough information and use the right language. (Arthur 2005, 33-36; Rashmi 2010, 26-28.)
- **Campus Recruitment.** Different types of organizations can find inexperienced candidates from various fields of study in educational institutions like colleges and universities (Rao 2009, 102). Some organizations have long-term cooperation with such institutions, especially when the field of study is very precise and specific specialists are needed. Unfortunately, candidates from that source are usually available only once in a year and lots of them have similar backgrounds and knowledge. However, there is an important advantage – applicants most of the time do not have much working experience; therefore, they can be trained to suit the organizational needs. (Patel & Rana 2007, 41; Rashmi 2010, 34.)
- **Recruiting Firms.** There are two types of recruiting firms: Employment agencies, which are generally used for junior level, clerical, semi-skilled positions; and Executive search firms, which are focusing on professional openings and usually undertake the complete recruitment process (Arthur 2005, 38; Patel & Rana 2007, 42). This external source of recruitment usually

is quite expensive and most of the time a company relies on the choice of the recruiting firm; however, it has access to a large labor pool and can bring a great candidate more quickly than a company on its own. It is important to choose the right agency to work with; therefore, a thorough research should be conducted. (Arthur 2005, 38-39.) One of the advantages for a company would be to develop long-term relationships with several firms. Preferably, there should be different firms for different levels of positions. (Rashmi 2010, 33.)

- **Job Portals/Organizational Websites.** With the increase in the number of internet users, more and more companies as well as prospective candidates use various job portals. This kind of recruitment source attracts more applicants and is very effective for mass recruitment. However, it is important for a company to choose the most suitable portal, in order to find the most talented candidates for an open position. That process could be very challenging for a recruiter; therefore, there are some points to consider while choosing the job portal: 1) number of people recruited through the portal; 2) size, freshness and relevance of the database; and 3) cost effectiveness. Concerning the organizational websites, it could be said that there is an increasing trend in companies of establishing their own career sites for attracting candidates. Many large corporations encourage potential employees to apply for the vacancies through their own websites, as it creates a better understanding of the organizational culture as well as the brand building. (Rashmi 2010, 28-29.)
- **Job Fairs/Exhibitions.** This is a source of recruitment which allows recruiters to interview quite a few candidates over a short period of time. Such fairs or exhibitions are often focused on a specialized field or a certain group of people (e.g. students, minorities, recent graduates, women). Job fairs can be effective not only for a mass recruitment, but also for establishing new contacts with other organizations, as usually such events take place in big halls, which contributes to cooperation and exchange of information. (Arthur 2005, 41; Rashmi 2010, 35.)
- **Headhunting.** Most of the time this source of recruitment is used for senior executive positions. Its advocates believe that the best candidates are those who are successful in their present jobs and are not considering changing it. A headhunter gets an assignment from a company to find a particular candidate with certain skills, who is successful at the moment. Potential candidates can be found (1) in competing businesses, (2) in the membership lists of

professional bodies, (3) and through confidential headhunting networks. There are some advantages of headhunting: reducing advertising and administrative costs, confidence in the skills and qualifications of the candidate, ability to attract the most talented employees, etc. On the other hand, there is some criticism of headhunting, including high fees, unreliable database of candidates, disclosure of private information, etc. (Patel & Rana 2007, 43-44.)

- **Other Sources.** Various authors identify some additional recruitment sources, especially nowadays in an era of integration and globalization. In addition to the sources of recruitment presented above there are some others, which organizations can use. For example, Government agencies, Employment exchanges, Response cards, Professional associations, Data banks, Trade unions, etc. All of the mentioned sources could be of use depending on which candidate is needed for a particular vacancy.

Summing up the presented information concerning the sources of recruitment, it can be said that there are numerous recruitment sources that will bring excellent candidates to a company. However, reaching out to the right applicant is easy only if the right source of recruitment is used. According to Arthur (2005, 53), before starting a recruitment campaign, four main factors should be considered: how much money is available, how quickly the openings must be filled, whether a wide audience must be reached, and the exemption level of the available position. A great outcome is possible only with a careful planning.

2.3.3 Techniques and methods of recruitment

After taking into consideration all the factors and sources of recruitment and identifying the prospective employees, an HR manager has to stimulate internal and external candidates to apply for the open positions in the company. It can be done through various recruitment techniques. According to Rao (2009, 106), "Recruitment techniques are the means or media by which management contacts prospective employees or provides necessary information or exchange ideas in order to stimulate them to apply for jobs." Those techniques can be divided into two groups: traditional and modern techniques. Traditional techniques include promotions, transfers and advertising; modern techniques stimulate prospective employees through scouting,

salary & perks and ESOPs (Employees Stock Ownership Programs). (Rao 2009, 106-108.)

The recruitment methods refer to the ways of establishing contacts with potential job seekers. According to Dunn and Stephen (1972), those methods can be broadly classified into three categories: Direct, Indirect, and Third party. The most frequently used *direct method* is at schools, colleges, educational and training institutes. The representatives of the organization are sent to establish contacts with the prospective candidates. Usually, employer firms work in cooperation with placement bureaus of educational institutions or contact professors directly to gather information about students with outstanding academic records. This method is low-cost and attracts numerous applicants at a short period of time. Other direct methods include establishing exhibits at job fairs, shopping centers and rural areas where unemployed people may be contacted. (Sarma 2008, 90-91.)

Indirect methods include the use of advertisements in newspapers, magazines, various professional journals, on the radio and television and various notice-boards. As it was stated earlier, an advertisement should be brief, catchy and comprehensive to make the potential candidate interested in the vacancy. In addition, a carefully prepared and worded sound advertisement can help in building a good image of an organization. The indirect method is useful when there are no suitable candidates to be promoted within the company; the organization is aiming at reaching out a vast territory; or a very specific specialist is needed. (Sarma 2008, 90-91.)

Third party methods include the use of public and private employment agencies, management consultants, trade unions, employee referral, voluntary organizations and various data banks. They are typically used for recruiting candidates for the positions that are difficult to fulfill or for candidates from a specific working field. (Sarma 2008, 90-91.)

2.4 Internet recruitment

Nowadays, in an era of new technologies, the internet plays a significant role in people's life. Therefore, it is not a surprise that the internet made a change in recruitment practices as well. The trend of using online recruitment is common for

small and medium sized companies as well as for big corporations, and helps to create a large pool of qualified applicants quite fast. According to a recent research, the most popular recruitment sources used by employers are web sites (87%) and the internet job sites (82%) followed by other less popular sources presented in the Table 1.

Sources of Recruitment	Percentage of Employers Using the Source
Company web sites	87%
Internet job sites	82%
In-house referrals	78%
Newspapers and magazines	73%
Colleges and high schools	60%
Professional associations	58%
Job fairs	55%
Internships	52%
Headhunters	52%

TABLE 1. The most popular sources of recruitment used by employers. Adopted from DeCenzo & Robbins (2009, 145)

According to DeCenzo & Robbins (2009), online recruiting is going to replace most of the traditional sources of recruitment such as newspaper advertisements and employment agencies in the nearest future. Nowadays, it is quite hard to find any organization without a personal web site or a professional profile on the LinkedIn platform; furthermore, most of the companies have a special “careers” section where candidates can read about open positions and apply for those. In addition, organizations that plan to do a lot of Internet recruiting often develop dedicated sites exclusively designed for recruitment and some of them accept only online applications. It is a great way of building an employment brand, as such web sites usually include the company’s values, mission, vision, corporate philosophy and other important information a candidate would like to know. As a result, there is an increase in the quality of applicants, as they understand how they are expected to behave in an organization. (DeCenzo & Robbins 2009, 143-144; Gusdorf 2008, 6.)

There are a lot of advantages to the internet recruitment. One of the most important ones is that it is cost-effective, which means that an organization does not have to invest huge amounts of money in that process. In addition, it is easy and quick to post an advertisement or remove it, a great number of responses arrive very fast and a wider pool of applicants is presented. The online recruitment can also save time of a HR manager, rejecting the unsuitable candidates automatically with the help of selection tests. (Gusdorf 2008, 6.)

Many job applicants are also using the Internet to find a suitable position. A recent research (conducted by a well-known business and employment-oriented social networking service – LinkedIn) for small and mid-sized businesses on how candidates want to be recruited shows that 65% of candidates used social professional networks or online job boards to find an open position. That survey shows the importance of the Internet recruitment and gives tips to a company concerning building its brand image and creating a right first impression. (Agrawal et al. 2016.)

2.5 Selection

Selection is a process of choosing the most suitable and qualified candidate for a particular position from a group of applicants. The main objective of the selection decision is to decide who can most successfully perform the job and be a great asset for an organization. Finding and putting a candidate in a position is an expensive process, therefore, it is important for a HR manager to be sure that a candidate is interested in the offered position and has the required qualifications and skills. (Rao 2009, 111; Sarma 2008, 96.)

2.5.1 Selection process

Selection process is a practice which includes different steps. The selection of unskilled labor for particular jobs does not cause a lot of problems and a complex selection procedure is not required for it. However, for supervisory and higher levels jobs such a procedure is essential. The selection practices and procedures can be different in various organizations; the complexity of the process depends on the enterprise needs and the level on which the selection is made.

Typically, the selection process consists of eight steps: (1) initial screening interview, (2) completion of the application form, (3) employment tests, (4) comprehensive interview, (5) conditional job offer, (6) background investigation, (7) medical examination, and (8) permanent job offer (Figure 4).

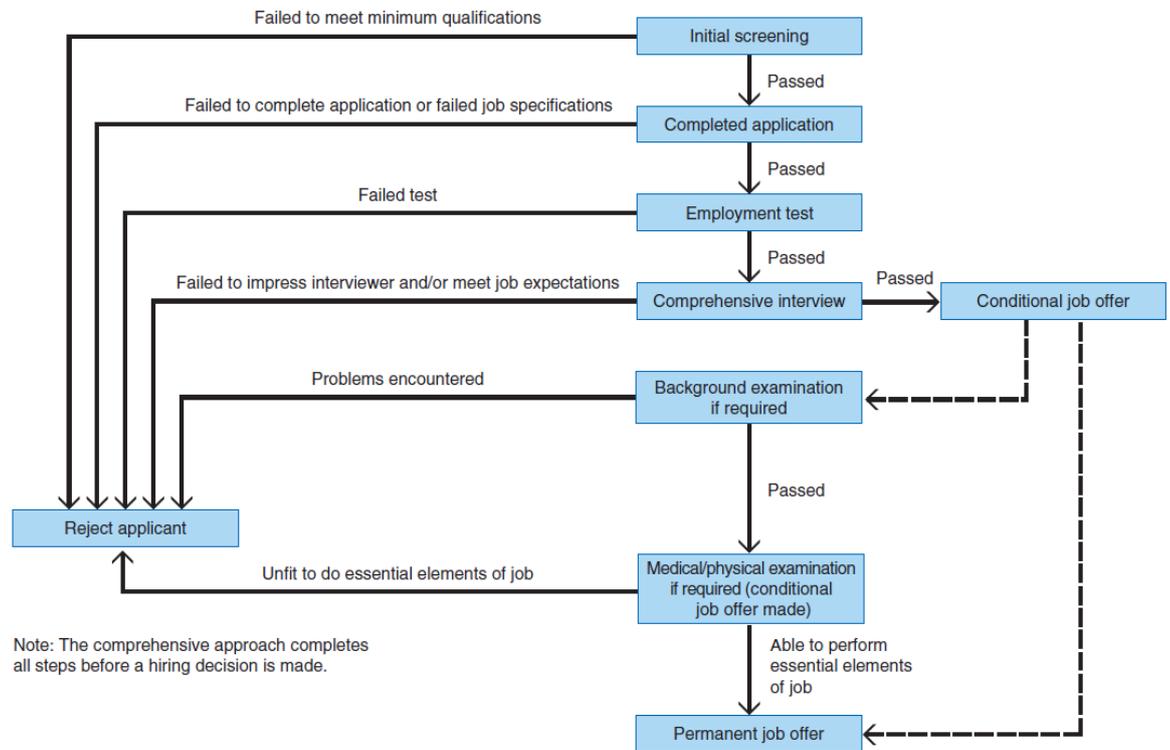


FIGURE 4: The Selection Process. Adopted from DeCenzo & Robbins (2009, 157)

Each step helps an employer to get better knowledge about a candidate, his or her abilities, motivation, background and additional information which is useful for making a decision. However, not every employer uses every step, omitting some of them due to high costs or unnecessary data. (DeCenzo & Robbins 2009, 156-157; Sarma 2008, 96.)

- **Initial screening** of potential candidates is the first step in the selection process, and it includes screening inquiries and screening interviews. At this point an organization can eliminate some of the applicants who lack certain experience or appropriate education. In addition, during the screening interview candidates can receive much information about an open position and consider if it fits their expectations.

- ***Completing the Application Form*** is the second step candidates go through. Sometimes the organization's application form is brief and asks only general information about the applicant (name, address, and telephone number); but most of the time companies would like to see a more comprehensive employment profile, in other words, a job-performance-related synopsis of a candidate's life. The data about a prospective employee is needed to make a proper selection and to know him/her better. There should be a place for a signature in the application form; therefore, an applicant confirms that everything on the form is true.
- According to Wall Street Journal (Prager 2000, 4), ***employment testing*** is used in more than 60% of all organizations and it is a great tool to predict who will be successful on the job. There are literally hundreds of tests that can help in the selection process. They can measure various abilities, skills, competences, candidates' intellect and personality.
- ***Comprehensive interview*** is used for obtaining in-depth information about an applicant after he/she passes the initial screening, application form and required tests. It is designed to probe such areas as motivation, attitude and values of the applicant, his/her ability to work under pressure and to fit in the organization. It helps to identify whether a person will adapt to the organization's culture and stay in the company for a long period of time. The interview can be conducted by HR or senior managers, a potential supervisor, colleagues, or some of them.
- ***Conditional job offer*** is made when the applicant has passed each step of the selection process so far. This offer can become permanent after checking out an applicant's medical or physical condition and background.
- ***Background investigation***, or a reference check, is intended to verify the information provided by a candidate and to make sure that it is correct and accurate. The HR manager must always ask a permission to check any applicant's background information (references, former employers, educational accomplishments, etc.).
- ***Medical/physical examination*** is usually done for jobs that involve a physical activity and the candidates have to show their ability to physically comply with the job requirements. In addition, some companies require a candidate to have a mental health inquiry or pass a drug test.

- After successfully passing all the steps of the selection process a *permanent job offer* is usually received by an eligible candidate. This offer can be made by the HR manager or the manager of the department where the prospective employee is going to work. (DeCenzo & Robbins 2009, 156-168; Gusdorf 2008, 7-8.)

2.5.2 Methods of selection

A recruiter in any organization is going through much pressure during the selection of the most suitable job candidate, as the recruiter is the one who makes a decision and this decision must be right for the wellbeing of the company. In order to hire the most talented employees, an HR manager has to take into consideration diverse criteria. Fortunately, there are a lot of various selection methods that help a recruiter in this difficult process. It was briefly mentioned earlier that HR managers use various tests in order to better know the applicant and to determine his/her abilities, talents, skills and qualifications. Below the most commonly used employee selection methods are presented:

1. **Ability tests.** These assessment methods are designed to test the competences of a candidate and to predict his/her potential to develop the required skills for a certain vacancy. There are two types of tests: the first one measures general aptitudes (verbal and mathematical ability, reasoning ability, reading comprehension etc.), the second one is designed to measure specific aptitudes (selling skills, mechanical skills, proficiency skills etc.). Ability tests are incredibly useful predictors of job performance and thus very often help in making a selection. Typically, these tests include multiple choice questions and are done with paper and pencil or via computer. (Pulakos 2005, 6; Rashmi 2010, 89.)
2. **Integrity tests** help in measuring attitudes and experiences that are relating a prospective employee with his tendency to be honest, dependable and trustworthy. Those tests are strongly correlated with ethics and, therefore, a perfect supplement to personality tests. (Pulakos 2005, 10.)
3. **Personality tests** are the most important ones for any small or big organization, as it is always possible to improve skills and qualifications in a specific sphere, but it is almost impossible to change the personality of a human being. Those

tests help an employer to predict the behavior of a potential employee based on his/her personality. Personality traits have a significant impact on job performance, especially in professions where an employee has to deal with people (management, selling, various customer related jobs etc.). Identifying traits relevant to job performance is crucial, as a person with one personality can be successful in one job but fails in another. Personality tests assess such factors as conscientiousness, extraversion, emotional stability, agreeableness and openness to experience. Those tests usually consist of multiple choice and true/false questions measuring each personality factor. (Pulakos 2005, 8; Rashmi 2010, 90.)

4. **Group situational tests** are designed to reveal a candidate's ability to work in a team, organizational skills, leadership skills, communicational skills and others. Usually, a group of candidates are given a task or a problem to solve as a team and observed by the selectors. In such tests observers see the interpersonal skills of applicants, their ability to handle the situation and behavior during crisis times. (Rashmi 2010, 91.)
5. **Work simulation tests** create an atmosphere of real work, including tasks that a prospective employee is going to do when he/she gets the job. This selection method helps an employer to understand if a candidate is capable of completing the tasks and if his/her qualifications and skills are suitable for the vacancy. The fact that the work simulation essentially identical to job content makes this method of selection a better predictor of an applicant's performance than any paper-based tests. (DeCenzo & Robbins 2009, 160.)
6. **Personal interview** is the most frequently used method of selection. The interview can be unstructured and structured. Some researches show that unstructured interviews are not particularly useful for the selection of a most suitable candidate. On the other hand, structured interviews are very helpful for predicting job performance, as they consist of a specific set of questions designed to assess almost any group of skills. In addition, a standardized rating criterion helps HR managers to judge the quality and effectiveness of the responses. (Pulakos 2005, 11.)
7. **Assessment centers** have the highest predictive validity, as they use various combinations of tests that are administrated during the whole day (sometimes even a number of days) and include assessment by a range of specialists (line managers, practicing supervisors, psychologists etc.). The exercises, completed

by applicants, are designed to simulate a work of managers and thus are very close to reality. This method of selection is not very popular as it is not cost effective, especially when there is only one position to be fulfilled. Most organizations prefer less expensive methods, such as structured interviews and psychometric tests. (DeCenzo & Robbins 2009, 160; Rashmi 2010, 91-92.)

8. **References** are used quite rarely, as this selection method does not give an employer the freedom to know more about a prospective employee. It only gives information about the candidate's performance in the previous work places and his/her abilities from the prior employer's point of view.

One of the key difficulties for an employer is to identify which method or a combination of methods should be used. In order to choose the most suitable selection tests, the employer should have knowledge of statistics and measurement issues relevant to testing. To be effective a selection method needs to satisfy the conditions of reliability and validity. (Pulakos 2005, 16; Rashmi 2010, 87.)

A selection method must be reliable, in other words, it should ensure that the candidates' scores are consistent and do not change with time or circumstances (DeCenzo & Robbins 2009, 171). A valid method is one that measures what is important to be measured (e.g. job performance). In order to choose a valid selection method, it is important to take into consideration three aspects of validity: 1) Agree on desirable attributes, or competences required for successful job performance; 2) Adjust these so they can be measured; and 3) Select the methods that will accurately predict the possession of these attributes or competences. (Rashmi 2010, 87-88.)

According to Gusdorf (2008, 13) each organization should keep at least minimum statistical information on its staffing process. It is needed in order to evaluate the process itself and to ensure that it is cost-effective, timely, and that the right person is hired. Furthermore, such information can be of help in future recruiting and selecting operations as the organization grows.

3 RETAINING AND MOTIVATING EMPLOYEES

This chapter consists of a theoretical framework that explains various factors that prevent employees from leaving their jobs. Firstly, the employee orientation, training and development are presented; the types of training are identified. Further two content motivation theories are considered and explained, and the role of motivation in a work process is indicated. Finally, some additional tools for the employee retention are presented, including leadership styles for engagement, using feedback and encouraging interrelations among the employees.

After completing the recruitment and selection processes, an organization is finally happy to obtain a new employee, but it does not mean that the employee is fully ready to perform all the given tasks and to be loyal into a new job for the rest of his/her life or at least for 5-10 years. Therefore, it is very important to make a new employee to fall in love with the company from the very first steps of his/her involvement in the working process and keep the employee in the company for a long period of time. In order to build the right strategy for retaining employees, it is essential to pay attention to their needs and evaluate various tools which can be of help in that process.

3.1 Employee orientation

The first day at new work place is always a big stress for a new member of the team; and it is a great when a newcomer feels welcome and expected. Therefore, the employer should encourage other staff to introduce themselves and to create a positive atmosphere. (Pritchard 2006, 142.) An orientation or induction process begins. It communicates the basic philosophy, objectives, rules, politics and procedures of an organization (Sarma 2008, 115).

During the orientation, relevant information concerning working hours, payment procedures, company benefits, and specific duties and responsibilities should be communicated. Another question is who is responsible for transferring all the information to a new employee? This can be done by HR managers, supervisors, or a head of the department, or through computer-based programs (sometimes it can be a combination of several people and programs). (DeCenzo & Robbins 2009, 186-187.)

The main goal of the orientation is to make an employee to go through a socialization period very smoothly, and gain confidence and pride in him/herself and the company

he/she works for. Any organization must realize that the first impression is the base for the future job satisfaction, competence, and company loyalty. Therefore, an orientation program must be carefully planned and conducted with a reasonable timetable. (Sarma 2008, 116.)

One of the most significant persons in the orientation process is a supervisor, he/she is the one who leads and supports the new employee. His/her main duties are to reduce anxiety and to provide motivation toward a good work performance. (Sarma 2008, 118.) At the same time some organizations have a buddy system, which is very valuable for the orientation successes (Pritchard 2006, 144). An experienced employee can give a newcomer some tips about working in the company and keep him/her up to date. This kind of system helps a new employee to adapt faster to a new step in his/her career, and as the buddy relationship is not based on hierarchy, a new employee does not feel so much pressure as with the head of department or a supervisor.

At the end of the orientation process, a new employee should evaluate it and give reasonable feedback in terms of the content, presentations, and overall impact of the induction on his/her perception of the organizational culture. The evaluation should be done in order to enable the company to improve or change some sections of the orientation process, which will lead to more productive employer-employee relations. (Arthur 2005, 305-307.)

3.2 Training and development

Taylor and Stern (2009) presented four main steps which help employees to fall in love with a company:

Step 1: Reward people fairly. The employer should reasonably evaluate employees with an appropriate salary, bonuses, promotions, days off or gift certificates. Such tools of recognition and reward will stimulate people to increase their performance at work.

Step 2: Treat members well. Creating a positive and easy-going atmosphere in an organization is very important for the retention of employees. The employer should

show respect to workers, and pay attention to their needs and requests concerning the organization of work, trainings, involvement in various projects etc.

Step 3: Train employees and improve their skills. Training is always applicable to a new member of the organization, as he/she most of the time has no real skills set required exactly for this position; and at the same time training enhances skills and the abilities of the old employees, as every organization does not want to be in stagnation.

Step 4: Develop the most talented employees. Apart from the training development focuses on preparing an employee to perform a broader role in the future, in other words it is all about preparing leaders.

Based on the information stated above, it is obvious that training and development are very important aspects of the employee retention. Further those aspects are discussed more precisely.

Many organizations establish their own training and development programs with the purpose of improving the productivity and quality of work as well as the personal growth of the employees. A new employee should go through various training activities in order to be prepared for the future tasks in the company. At the same time all other employees should be periodically trained as well. According to Sarma (2008,126) training and development should be done because of two factors: first, the rapid rate of technological and economical changes followed by forming new jobs and new working methods and tools, which persuade workers to gain new skills and abilities in order to keep up with the times; and second, employees' attitude towards their position, as most employees seek not only a well-paid job, but challenges and opportunities to grow and to move up the career ladder. Periodic training is always necessary in order to raise the employees' performance, to keep up with the changes on a market, and to show that a company takes care of itself and its employees, which is very important for retention.

Sinha and Sinha (2009) suggest five types of training and present its major categories (Figure 5). It is difficult to identify the most useful training method; however, an employer should choose it basing on the current situation in the company, trainees' level and the purpose of the training.

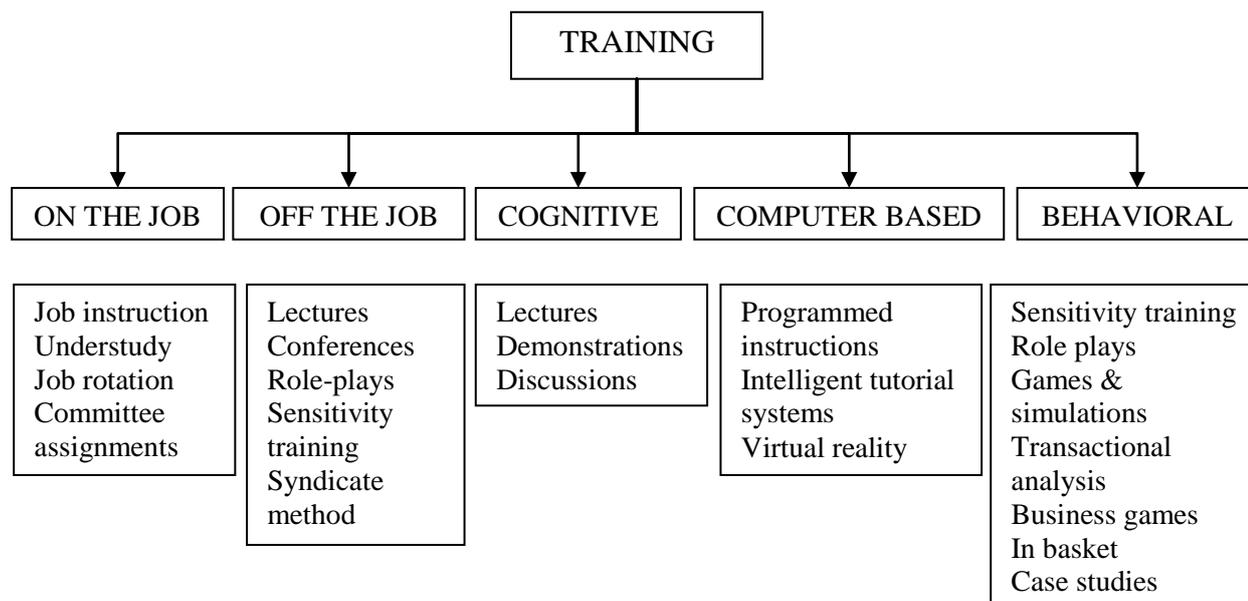


FIGURE 5. Training and its major categories. Adopted from Sinha & Sinha (2009, 167)

On-the-job training is the most effective method to train the operatives, as the worker is trained at a work place and uses the same equipment and materials he/she will utilize every day; such an environment motivates the trainee to learn (Sinha & Sinha 2009, 165). This type of training is most suitable for acquiring skills and knowledge that can be learned during several days. According to Patel and Rana (2007, 92) the main disadvantage of this method is that it is often disorganized and lacks supervision.

Off-the-job training includes programs that take place away from the job site and are conducted by professional trainers. Unfortunately, this type of training is relatively expensive and sometimes workers are unable to apply new methods and skills on the job.

Cognitive approach is focused on the theoretical knowledge. It provides the guidelines on how to do something, demonstrate different concepts and relationships among them, give additional knowledge, etc. (Sinha & Sinha 2009, 166.) Computer-based training uses various computer systems and tools to conduct informative training sessions. Such sessions are provided in 75% of organizations, as those

methods are cost effective and do not require interaction with a human trainer (Sinha & Sinha 2009, 170).

Behavioral training is about practice and skill development. This includes e.g. role-plays, simulation, and case studies and aims at the behavior modification to reach the desired outcomes.

As stated earlier, development programs apart from training are more focused on preparing the future leaders of the organization. In order to do so an employer should develop a leadership strategy. First of all, the current leadership in the company should be assessed. Next step is to develop a customized leadership plan and identify leaders who fit the culture and comply with the values of the company. The last step is to choose a leader who exhibits multiple characteristics. (Taylor & Stern 2009, 150-155.)

3.3 Employee motivation

In addition to orientation and training activities, employers should not forget the importance of motivation at a working place. Without motivation a person just would not do any of the work. According to Dubin (1974, 53), “motivation is the complex of forces starting and keeping a person at work in an organization”. Following this definition it can be said that motivation combines a lot of diverse elements which can be of help in the employee retention. The main purpose of motivation, according to Sarma (2008, 217), is to make people work with interest, enthusiasm and initiative, and be responsible, disciplined and loyal toward the company.

There are a lot of motivation theories and approaches; however, below there are presented only two of them. Those are content theories which are focused on needs and motives that trigger behavior (Friedrichs 2012, 10). Whenever anyone talks about motivation, a *Maslow's Hierarchy of Needs* (1943) comes to mind. Abraham Maslow was a clinical psychologist who wrote a book on motivation and presented his Pyramid of needs, or motives, that all humans have. The Maslow's Hierarchy has become a popular model in the business environment in terms of understanding worker needs (Mathe at al. 2011, 13).

There are top ten qualities that people want most from their jobs, according to Dell and Crisp (1993, 13) (Figure 6):

1. To work for efficient managers;
2. To think for themselves;
3. To see the end result of their work;
4. To be assigned interesting work;
5. To be informed;
6. To be listened to;
7. To be respected;
8. To be recognized for their efforts;
9. To be challenged;
10. To have opportunities for increased skill development.

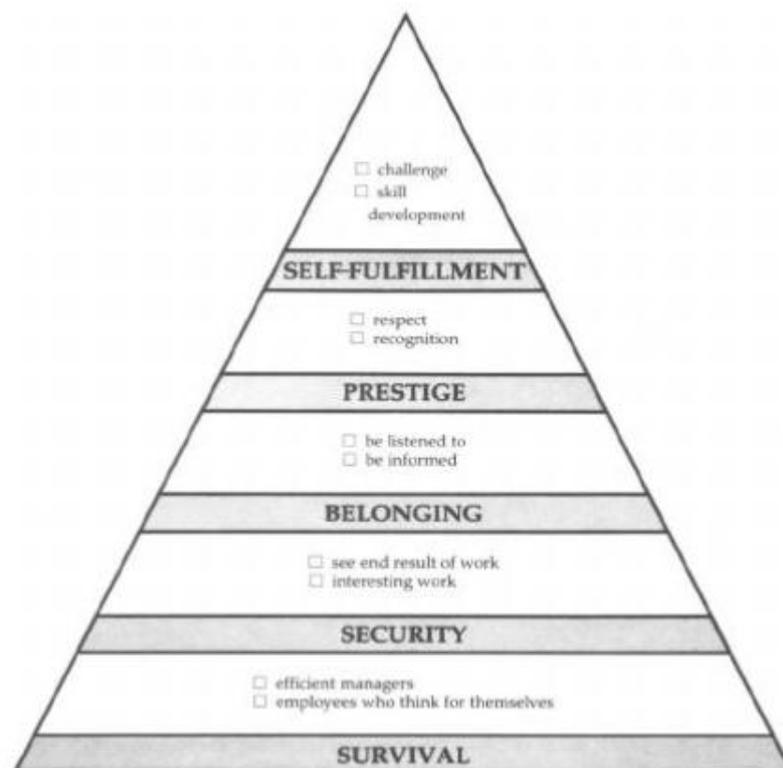


FIGURE 6. Maslow's Hierarchy of needs. Adopted from Dell & Crisp (1993, 17)

Each organization should take into consideration the presented needs in order to design an action plan for the employee motivation.

Another famous motivation theory is *Two Factors Theory* developed by Frederick Herzberg (1959). The key of the theory is that different needs have different impacts on the motivation at work. He presented two types of needs: motivator factors, which cause satisfaction and create positive impact, and hygiene factors which cause dissatisfaction and demotivation if they are unfulfilled (Mathe et al. 2011, 18). The combination of those two factors stimulates motivation and helps to satisfy employee needs.

From the conducted research, Herzberg found that “factors contributing to satisfaction were not, in fact, opposite to factors contributing to dissatisfaction” (Mathe et al. 2011, 19). In Figure 7 hygiene and motivator factors are presented.



FIGURE 7. Two factors and their implication. Adopted from Herzberg (2003, 6)

In order to avoid dissatisfaction an organization should take care of fulfilling hygiene needs through provision of adequate compensation and safe, secure working conditions. At the same time it is necessary to fulfill motivator needs such as recognition and growth in order to stimulate motivation. (Mathe 2011, 20-21.)

In addition to motivation theories, Dell and Crisp (1993, 39) offer a special guide to successful motivation at work. There are five steps which spell the acronym “**LEARN**”:

L – Learn to Lead. The first skill a manager should show an ability to lead. This can be done in two ways: by being efficient (competent, skillful, capable and productive) and by teaching employees to think for themselves (to make their own decisions). Employees respect excellence and want to see their manager as a role-model. In addition, manager should share a vision, so the employees know that they are on the same page with the company.

E – Examine Expectations. This step includes identifying the manager’s expectations for the employees. It is important to explain the expected final results on workers’ activities, as it is hard for employees to get excited about what they do, if they do not know the final outcome and are unable to evaluate their contribution to the work/project.

A – Act Like You Care. When employees feel that they are cared, they do their job with more pleasure. Care can be shown by listening, especially when employees have ideas on how to improve the working process and what can be done better. This two-way communication creates a win-win situation for the company and its employees. In addition to listening, managers should keep employees informed, as without updated information they would not know what new is going on in the company. The feeling of belonging is one of the greatest ways to close the commitment gap.

R – Respect Employees as Professionals. Managers should treat people with respect and offer recognition when earned. Respect can be shown through good working conditions, appropriate working places and personal attitude toward workers. Effective managers and leaders never underestimate the power of recognition as a successful motivator. In addition, many researches show that people work harder not only for money, but mostly for recognition.

N – Never Stifle Personal Growth. The last step in motivating people to give their best is to create opportunities for further growth. One of the greatest things about creating

a room for employees' growth is that the manager creates it for him/herself as well and helps to develop new skills to keep up with innovations. (Dell & Crisp 1993, 40-79.)

3.4 Additional tools for employee retention

Orientation, training and motivation are the most useful tools to make an employee to stay in a company for a long period of time, to be loyal and productive. In addition to those essential activities, an employer should understand and take into consideration such aspects as managers' leadership styles to engage employees, the importance of a feedback and interrelations in a working team. Those aspects are discussed more precisely below.

Cervai et al. (2014, 205) identify two specific leadership styles that help to create employee engagement. The first one is the *participative leadership style*, which can be defined as “a non-directive form of role-clarifying behavior which is gauged by the extent to which leaders allow subordinates to influence decisions by requesting input and contribution” (Ogbonna & Harris 2000, 776). This leadership style boosts employee moral as they take part in the decision-making process, and they feel that their opinions matters. The participative leadership style welcomes creativity and innovation and, moreover, ensures the employee development and growth (Cervai et al. 2014, 205).

The second type is the *instrumental leadership*, which is according to Ogbonna & Harris (2000, 776) is “akin to directive or transactional leadership and is designed to measure the extent to which leaders specify expectations, establish procedures, and allocate tasks”. In this leadership style, managers and employees set predetermined goals together, and workers follow the directions of the leader to achieve those goals. Managers provide various rewards and punishments in order to stimulate employees to accomplish desired goals.

According to Cervai et al. (2014, 205-206), the fact that employees participate in a decision-making process is positively related to job satisfaction, job involvement, employee productivity, and turnover. On the other hand, a leader with instrumental leadership style guides employees, provides directions and support for accomplishing

desired goals, and monitors the working process. Those two leadership styles play a significant role in the employee engagement and, therefore, in the retention of employees. The research conducted by Society for Human Resource Management (2011) shows that “employees with the highest levels of commitment perform 20% better and are 87% less likely to leave the company”.

Cook (2008, 10) defines four groups of employee engagement: Cognitive engagement (the extent to which an employee focuses on work), Emotional engagement (the extent to which an employee feels absorbed in the work), Physical engagement (the extent to which an employee is ready to put extra effort), and Advocacy (the degree to which an employee recommend the company to his/her friends and family). In order to develop a strategy for employee engagement, a WIFI model can be utilized.

The acronym WIFI stands for **W**ell-being, **I**nformation, **F**airness, and **I**nvolvement. Well-being stands for feeling good about the organization and consists of two facets: corporate social responsibility and employer branding. However, well-being is more than feelings for the company; a recent research shows that it is more about a good work-life balance. The second element of the WIFI model is information. It is an essential element in bringing employees together. A clear vision and mission of the company must be communicated as well as organizational goals must be set. Fairness and involvement are also very important elements of the model, as without even one of them employees would not know what is expected from them and what could be done in a better way. (Cook 2008, 59-61.)

Another important tool for retaining employees correlated with fairness is using feedback. Hiam (2002, 114) defines feedback as “information about employees’ performance that they can use to improve the results and/or underlying process.” Feedback that can help to advance the employee performance should contain useful and constructive information on what was done right and what was done wrong. In order to do that clarity of a feedback form should be maximized. The feedback provides the most clarity when it is: Specific (can be related to behaviors or actions), Accurate (leads to helpful insights), Informative (informs how to do things better), and Controllable (so the employee can change his/her behaviors or actions).

The last but not the least tool for employee retention presented in this chapter is interrelations in a working team. It is known that different people have different characters, and finding the balance in the communication among employees is essential for the productivity and job satisfaction. Therefore, a successful manager must unite a working team and contribute to positive communication and friendly atmosphere in the company.

4 THE ROLE OF HR MANAGER

According to Taylor and Stern (2009, 166), many organizations underestimate the power of HR manager by choosing the second-rate person to perform some of the most complex tasks in the company. Those tasks include finding and identifying the right people, conducting the competition to hire the best staff, designing a reward strategy, and developing the best training and leadership programs. If the HR leader is not skilled enough to perform the job, most of the time it is the fault of the CEO and the leadership team, as they have not succeed in selecting the most qualified candidate for this position.

One of the main missions of the HR senior executive is making sure that people are the main asset of the company. At the same time recruiters create an employer brand, therefore, they affect how prospective employees perceive the organization. A job seeker may read much information about the company and its work environment; however, he/she never experiences the employer brand until conducting conversation with the HR manager for the first time. The dialogue between the HR manager and a job applicant is essential in terms of making a good first impression, and it is a very important step in the communication process as for a potential employee as for a recruiter.

A survey from CareerBuilder (2012) shows that 56% of the employers who recruited new workers in 2011 had some job applicants reject their job offers. Most of them rejected these offers based on a poor recruiter behavior: 21 percent of the respondents said that the recruiters were not enthusiastic about their own employers; 17 percent said that HR managers did not have enough knowledge about the company and the areas of its operations; and 15 percent said that the recruiters acted unprofessionally.

From this survey it is seen that a HR manager plays a giant role in creating the employer brand and making candidates interested in the offered position.

Hilaire and Kosinski (2015) designed a special guide for recruiters to create an Employer Brand. There are three main components that any recruiter must pay attention to:

1. **The Flash: What Recruiters Say.** Recruiters should pay attention to what they say and how they say it, especially concerning statements about the company, its values, vision and mission. They should shape a certain picture of the employer in the candidate's mind, so an applicant receives a clear message about the company, employer and the atmosphere at the work place.
2. **The Substance: What Recruiters Do.** It is commonly known that actions speak louder than words. In addition to clear statements about the company HR managers should treat job candidates well in order to make a positive impression; otherwise, if applicants are treated poorly, they develop negative perceptions of the employer. Actions creating negative feelings about a recruiter (and therefore an employer) are: taking too long time to get in touch with a candidate, not following up with him/her, ignoring requests for more information, not being interested in the candidate's experiences and education, or trying too hard to "sell" an employer to an applicant. Likewise, if the HR manager does respond quickly, update the job seeker application, answer questions and take time to listen and understand the job candidate, then it is likely that the candidate will become even more passionate about the company and the open position.
3. **The Total Package: End-to-End Candidate Experience.** Recruiters are the first contact points of an organization, and prospective employees usually start their relationships with HR executives through job advertisements. The advertisement is a special bridge between a company and a candidate, and therefore, it must be well organized and informative. Once an applicant reads and responds to the advertisement, a recruiter should get in touch with him/her and prepare for the next steps in the application process. When a recruiter helps job candidates and develops trust in them, the employer brand is building.

5 CASE COMPANY PRESENTATION

The commissioning party of the bachelor thesis is a company called Dpointgroup, which is located in Barcelona, Spain. The company was launched in 2002 by Daniel Gustavo Bukin, an Argentinean entrepreneur who had an idea of establishing a company that would provide business solutions. In the beginning, it focused on providing those solutions and organizing various events for a B2B sector. However, after a certain time Dpointgroup decided to develop new services and established three daughter companies: Dpinflatables, Dprental, and Dpcard.

Currently Dpointgroup provides various business solutions in four main areas:

- Marketing services;
- IT services;
- HR services;
- Events and audiovisual services.

Dpinflatables is the first daughter company of Dpointgroup, the main activity of which is selling inflatable products for different events. The range of the inflatable products includes arches, tents, giant cans and bottles, inflatable screens, static cold air balloons, sky dancers, advertising mascots, and almost any inflatable product that clients need. Most of the time those products are used for advertising purposes during festivals, conferences, sports events and other occasions which include a big number of participants.

Dprental is the second daughter company of the case organization and provides different facilities for long and short-term rent such as:

- Design Lofts;
- Offices;
- Apartments;
- Houses;
- Entire buildings.

Dpcard is the third daughter company of Dpointgroup and sells a special personal discount card that gives various benefits to its holder, including discounts in shops, bars and nightclubs.



FIGURE 8: Dpointgroup company's logo. Adopted from the company's website www.dpointgroup.com.

The company possesses approximately 10-12 permanently working employees; in addition to that Dpointgroup hires 5-10 interns a month depending on the needs of the organization. Businesses are the main target group of Dpointgroup. The company collaborates with over 8 countries all over the globe and 80% of the income comes from abroad.

Denomination	Dpointgroup
Juridical form	Limited liability company
Customer catchment area	Spain, France, Italy, Switzerland, Belgium
Annual Turnover	350 000 EUR 80% coming from exports
Year of foundation	2002

TABLE 2: Dpointgroup in a nutshell. Adopted from the company's website www.dpointgroup.com.

The mission of the company is “to give its customers a one stop shop experience in online marketing and communication solutions, resourcing and education in order to satisfy all needs”. The organization operates in many branches and is working in collaboration with a range of clients such as advertising and television companies, restaurants, shops, bars and nightclubs.

In 2016, Dpointgroup hired about 50 trainees for the total year. Note that the average internship duration is up to 3 months and 8 of them are currently considered as active. Diverse student nationalities were appointed, as for instance French, Russian, German, Italian, Spanish, and Turkish students. This multicultural working atmosphere is a real asset for Dpointgroup, because it creates a bulk of multiple competency and cultures that can end up with original and relevant ideas for the company's operations. However, new ideas are not recognized most of the time.

The case company uses various recruitment sources and some selection methods to hire new interns. However, there is no strategy concerning choosing the best recruitment channels and selection methods for the successful recruitment. The orientation and training in the company are quite weak and need improvement as well.

The organizational culture in the company is not really strong, mainly because there are a lot of positions changing in a short period of time. Therefore, Dpointgroup offers the most talented interns an opportunity to stay in the company on a permanent basis in order to improve the work of the company and develop new ideas. However, as it is seen from the statistics interns most of the time reject the offer of a permanent job, as they are not motivated to stay in the company after the internship period.

From the information stated above, it is easy to make a conclusion that Dpointgroup needs improvement in Human Resource activities, especially concerning the sources of recruitment, selection methods and retention of employees. In the theoretical framework those aspects of HR activities were described. The next chapters consist of practical findings and explain the research process and research results which can be helpful for the case company.

6 RESEARCH PROCESS AND DATA COLLECTION

The following chapter consists of the research objectives and questions theoretical framework concerning research methods and design, and the flow of the research itself, the data gathering process and its analysis.

Research is an essential part of the thesis, as only a theoretical framework is not enough to understand how certain processes can be improved. In addition, nowadays, the world is changing very fast and people have to keep up with the times and, therefore, should conduct various researches to evaluate the employee and company's performance, build new strategies, and improve the working process.

According to Krishnaswami and Satyaprasad (2010, 2) "Research simply means a search for facts – answers to questions and solutions to problems." There is also scientific definition of the research designed by Kerlinger (1986, 10), he defines research as a "systematic, controlled, empirical and critical investigation of hypothetical propositions about the presumed relations among natural phenomena." The presented definition reveals some characteristics of the research: it is a systematic and critical investigation, it aims at explaining a phenomenon, it is objective and logical, and it is based upon empirical evidence (Krishnaswami & Satyaprasad 2010, 3).

6.1 Research objective and research questions

The main objective of this thesis is to identify better recruitment channels, selection methods and personnel retention strategies in the case company – Dpointgroup. The research is aimed at analyzing the current situation in the company from the HR point of view; pointing out the most effective recruitment channels and selection methods; making suggestions for the employee retention; and providing the case company, Dpointgroup, with practical and trustworthy information about how to improve the human resource management in the company and to make suggestions about strategies for further implementation.

In order to achieve the research objectives, the following research questions should be answered:

RQ1 What are the most effective recruitment channels for the Dpointgroup?

RQ2 Which selection methods should the case company focus on?

RQ3 What is the role of a Human Resource manager in the company?

RQ4 Which retention methods can be used by the company?

The desired outcome of the research is to provide the case company Dpointgroup with suggestions concerning the human resource management in the company based on the answers to the research questions. The answers to the research questions are presented in Chapter 8 and hopefully will assist the company in the future.

6.2 Research design, approaches and methods

According to Kumar (2011, 95), research design is a special strategy, structure and plan of an investigation which help to answer the research questions and problems. It includes all the information starting from the hypotheses and ending with the data analysis. Research design is a very important step in the research process, as it allows to see the whole picture of the research and to give answers to the stated questions as accurately as possible.

Authors identify several types (or purposes) of research:

- *Exploratory studies* help finding out the current situation and look at the problem from different sides and angles, to see it from the inside and outside. Usually this type of the research is very flexible; however, it requires direction and focus. Exploratory research is conducted in three major ways: literature search, interviewing experts and interviewing a focus group.
- *Descriptive studies* are about portraying a phenomenon and its components. It is aiming at answering the questions who, what, when and where.
- *Explanatory studies* are used to describe a cause-effect relationship, explaining the connection between variables. (Saunders et al. 2009, 139-141.)

In addition to the identification of a research design, a research approach should be chosen. Various authors state that research approaches can be divided into three categories: deductive, inductive, and abductive approaches. The *deductive approach* examines the validity of the hypotheses based on an existing theory, following the path: Theory → Hypothesis → Observation/Test → Confirmation/Rejection. Alternatively, the *inductive approach* contributes to the appearance of new theories and does not involve the formulation of hypotheses, following this path: Observations/Tests → Pattern → Theory. The *abductive approach* is designed to overcome the weaknesses of two previously stated approaches via adopting a pragmatist perspective. In this approach, the process starts with “incomplete

observations” or “puzzles”, and it is dedicated to their explanation. (Bryman & Bell 2015, 27.)

After identifying the research design and approach, it is essential to choose the research methods. There are two well-known types of research which can be utilized: quantitative and qualitative researches. As it is seen from the titles, in quantitative research the data is usually presented in numbers and in qualitative research in words. In addition to those two types, there could be a mix of them.

6.2.1 Qualitative research method

It has been already stated that the qualitative data is most of the time text-based. The qualitative research methods are very effective in obtaining various information concerning values, behaviors and opinions of certain population as well as identifying intangible factors, such as status, social norms and gender roles (Mack et al. 2005, 1). The main purpose of the qualitative research is to answer questions “Why” and “How”, to understand processes and discover what influences those (Hennink et al. 2010, 16).

Mack et al. (2005) identify three most commonly used qualitative research methods, which are in-depth interviews, focus groups, and participative observation. Those methods generate data in form of transcripts, audio/video recordings, and field notes. Below, the most popular qualitative research methods are described.

Observation

Generally speaking observation is “seeing” and “hearing” what is happening around. Krishnaswami and Satyaprasad (2010, 94) categorize observation into several subdivisions: participant versus non-participant observation, direct versus indirect observation, and controlled versus uncontrolled observation.

Participant observation is the process when a researcher becomes a member of a team and participates in all the activities of the subjects. It helps not only to observe but also to feel the atmosphere and changes within a company or a team. However, this kind of observation usually involves emotions and, thus, preconceived conclusions

can be made. There are four roles that a researcher can adopt: complete participant, complete observer, observer as participant, and participant as observer. (Figure 9) (Gill & Johnson 2001, 144.)

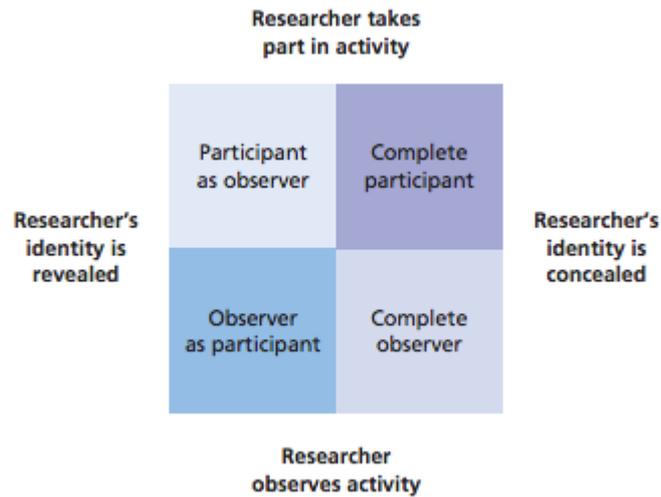


FIGURE 9: Typology of participant observation researcher roles. Adopted from Saunders et al. (2009, 293)

The role of the observer is usually chosen based on following factors (Saunders et al. 2009, 295-296):

- The purpose of the research
- The time available
- The degree to which the researcher feels suited
- Organizational access
- Ethical considerations

In *non-participative observation* a researcher does not take part in the phenomenon observed, and, thus, it does not involve emotions and the observation is more impartial. *Direct observation* requires a physical presence of the observer during the events related to the subject. It is a flexible method of observation; however, if there are many events, it is very hard to visit all of them; thus, important pieces of information can be missed. *Indirect observation* is opposite to the direct one, it does not involve the researcher's presence during the event. In this method of observation, the researcher gets the necessary information through recordings which are done by

various electronic devices. *Controlled observation* requires structured and standardized techniques and the control of whole process should be maximized. *Uncontrolled observation*, on the other hand, does not require any controlling techniques and a special plan. It is usually utilized in descriptive research. (Krishnaswami & Satyaprasad 2010, 95.)

Interviews

According to Eriksson and Kovalainen (2016, 93), interviews can be classified into three types: structured, semi-structured and unstructured interviews. The *structured interview* consists of questions prepared in advance, which are put in the same order and asked from all the respondents. Usually structured interviews are used for surveys with a lot of respondents. The data received this way is easily comparable and present only necessary information, avoiding unrelated and time-consuming answers. (Krishnaswami & Satyaprasad 2010, 103-104.)

Semi-structured interview is less structured than the previous interview type. The researcher has a list of questions and topics that should be covered; however, he/she can make changes during the dialogue. In a semi-structured interview, the order of questions may be different as well as some new questions may appear during the conversation. (Saunders et al. 2009, 320.)

Unstructured interview, as it is seen from the title, does not have a special structure or questions prepared beforehand. A researcher typically gives the topic to a respondent and encourages him/her to talk without restraint. This type of interview is quite popular because the researcher has an opportunity to explore the problem deeper, but it is time-consuming and some irrelevant information may be obtained. Therefore, the researcher should have relevant experience to make the process productive. The data collected using the unstructured interview is not comparable and, thus, it is hard to analyze and use it for surveys. (Krishnaswami & Satyaprasad 2010, 104.)

Focus Groups

According to Mack et al. (2005, 51), focus groups are usually used in marketing studies, for example to choose a new product or service that a company would like to

launch. Typically, this data collection method includes a researcher (or two of them) and several participants, who are gathered together to give their opinion on a specific topic. One researcher is the leader who drives the conversation and asks open-ended questions which require in-depth responses, and the second researcher is an observer who takes notes. Focus Groups method is one of the best methods to create a complete picture of the influence of various issues on people.

6.2.2 Quantitative research method

Saunders et al. (2009, 360) define questionnaires as one of the most popular quantitative research methods. Most of the time questionnaires contain various questions with prepared answers which a respondent can choose from. In addition, questionnaires can usually be filled in anonymously, which can provide more honest and relevant data. Different authors recommend designing questionnaires in an appropriate order and making them not very long, so respondents could understand the logic behind the questions and be ready to spend some time to answer the prepared questions.

Various literature sources suggest the following types of questions:

- 1) Open Format Questions. Those questions are also called open-ended questions and ask respondents to express their opinions in free manner.
- 2) Closed Format Questions. Those are multiple choice questions and already offer the scale of answers to choose from. Below seven types of closed format questions are presented.
 - Listing questions – the list of answers is presented, respondents can choose more than one option;
 - Importance questions – respondents have to rate the level of importance of a certain issue;
 - Likert questions – respondents have to evaluate the level of their agreement on a presented statement;
 - Dichotomous questions – respondents have two choices Yes/No, Agree/Disagree, True/False;
 - Bipolar questions – respondents have to mark their choice between two extreme answers written at the opposite ends of scale;

- Rating scale questions – respondents have to rate a particular issue (usually between “very good” and “very poor” options);
- Propensity questions – respondents have to measure their intention to do something one more time.

6.3 Data collection

The collection of data can be defined as a “search for answers to research questions” (Krishnaswami & Satyaprasad 2010, 84). The data is a raw material for any analysis; therefore, without data no research can be made. The sources of data can be divided into *secondary sources* and *primary sources*. These sources were used in order to collect the necessary data and to find solutions to the main research problem which was to identify better recruitment channels, selection methods and personnel retention strategies in the case company – Dpointgroup.

Secondary data

Secondary data is the data that was collected not exactly for the purpose of the current research (Krishnaswami & Satyaprasad 2010, 86). However, it is very important to have it as a source in order to create a background analysis and examine theories. A researcher should pay a lot of attention, choosing relevant information for the study, as that data was collected for a different reason. The types of secondary sources used for this particular research are: written materials (such as books and online journals), non-written material (welcoming video for new employees in the case company), and survey data (such as previously conducted surveys and available statistics).

There are some advantages of using secondary data: it can be secured quickly and cheaply, and a wider area may be covered, which broadens the data base, and enables the researcher to verify the findings (Krishnaswami & Satyaprasad 2010, 87-88). Nowadays, most of the secondary sources can be found in the Internet, which makes the process of gathering information easier. However, a researcher should choose the sources widely, as some information could be unreliable or even false.

Primary data

Primary data is a first-hand information collected by a researcher directly from the respondents, and primary sources are designed specially for the current research. One of the main advantages of the primary data is that original and uninvestigated information can be explored. The process of data collection should be carefully planned in order to reach the desired outcomes, and a researcher has to choose the most suitable and relevant ways of conducting those data. The types of primary sources used for this particular research are interviews and questionnaires.

Interviews

In order to collect primary data and answer the research questions, there 3 semi-structured interviews were designed and conducted. Two of them were performed via Skype with the CEO of the case company (Appendix 1) and the Head of Human Resource department (Appendix 2). The third interview was conducted personally with the former intern in Dpointgroup (Appendix 3). As those were semi-structured interviews, the questions were formulated beforehand and additional questions were asked. The questions are correlated with the objectives of this research and designed to cover the investigated topics. The full transcripts of the interviews are presented in Appendix 1, 2 and 3.

Questionnaires

In addition to semi-structured interviews, two questionnaires were designed. Both of those were created on an online platform in order to simplify the process of gathering necessary data. One of the questionnaires was taken by students and young professionals, who are 18-25 years old and in a process of getting higher education or having graduated several years ago. The main purpose of this questionnaire was to get an overview of the recruitment trends among the young professionals and students, as they are the main target group of the case company. The questions were designed to investigate: 1) which sources of recruitment are the most popular; 2) which online recruitment channels are used more frequently; 3) which selection methods other companies conduct; 4) what motivates students; and 5) how respondents evaluate the importance of the HR manager's performance during the application process. The full design of the questionnaire is presented in Appendix 4.

The second questionnaire was conducted among former and current interns in the case company. It was designed in order to investigate their attitudes towards the recruitment and training processes, their motivation and overall atmosphere in the company. The full design of the questionnaire can be found in Appendix 5.

6.4 Data analysis

After the data has been collected, the question about how to analyze it appears. Quantitative and qualitative data are analyzed differently, because facts and figures, which are usually received from the quantitative research, can be analyzed with the help of various statistical methods, and words and opinions received through qualitative research cannot be analyzed so easily.

The statistical analysis of data is well-established and serves the following purposes. It summarizes information into logical and meaningful form; makes exact descriptions possible; discovers casual facts; and draws reliable inferences. The statistical analysis can be descriptive (describe the nature of the object/phenomenon) and inferential (draws conclusions from the findings). (Krishnaswami & Satyaprasad 2010, 160-161.) As it was briefly mentioned, quantitative data can be presented in a form of figures, tables and graphs, which helps to interpret the gathered data and to draw conclusions.

It is more difficult to analyze qualitative data; therefore, a researcher should understand what information is more relevant and necessary for a particular research. During the interview a researcher should take notes, and it is essential to record and later transcribe it, as the tone and speed of the speech can help to make the analysis. During the observation notes should be taken as well in order not to miss important findings. The content analysis can be helpful during the qualitative data examination. In the content analysis data is divided into themes and categorized, which assists in making conclusions.

6.5 Research trustworthiness

It is important to evaluate the trustworthiness of the study in order to provide high quality research to a reader. According to Eriksson and Kovalainen (2008, 294), the

qualitative study can be evaluated by four aspects: Credibility, Transferability, Dependability, and Confirmability.

Credibility

First of all, a researcher should be familiar with the topic, in other words, he/she should be knowledgeable enough in the field in order the research to be credible. In addition, the investigator should be able to make logical links between data and conclusions. Sufficient data should be presented, and it can be reached by making respondents feel relaxed and ensure them that their answers will be used only for the studying purposes. (Lincoln & Guba 1985, 301.)

Transferability

Transferability determines that the research can be connected with previous results and applicable to other contexts. The theoretical framework of this research involves an overview of the recruitment sources, selection methods, and previous researches; and it connects the practical part of this thesis with the literature. However, it is almost impossible to know if the data from this research is transferable to future studies or not.

Dependability

Dependability means that the researcher should take care of the whole research process: make sure that it is well-documented, logical and easy to trace. In other words, the right methods of data collection should be chosen; the collected data should answer the research questions; and the flow and concepts of the study should be easy to read. (Eriksson & Kovalainen 2016, 307.)

Confirmability

Confirmability refers to the researcher's objectivity, in other words, it links the findings and interpretations to the data. The correlation of the data and results should be explained carefully, so any reader could follow and understand it. (Lincoln & Guba 1985, 314.)

7 RESEARCH RESULTS

This chapter consists of the results generated by the analysis of the secondary and primary data which was collected during the research. The results are presented in a written form with the help of tables, graphs and figures to make it easier to read and understand. The secondary data results analyze the previous researches correlated with current topic, video and written materials provided by the case company. The primary data, three interviews and survey results, are presented as well.

7.1 Results of secondary data

The secondary data was taken from the previous researches and provided by the case company. It has been already briefly mentioned in the chapter “2.4 Internet recruitment” that LinkedIn (2016) conducted a research for small and mid-sized businesses (SMB) on how candidates wanted to be recruited. The survey was conducted among 21,489 LinkedIn members worldwide between January and March 2016. The collected information can be used for this research as well in order to answer a research question number 1 “*What are the most effective recruitment channels?*”, and helps to understand what prospective employees expect from the company.

The survey shows that employees who would work for SMB are interested in learning about the company’s Culture and Values (66%), Perks and Benefits (55%), and Mission and Vision (50%). Some direct advice from the respondents is also presented (Agrawal et al. 2016, 12):

- “Give a real picture of the company working environment, not the usual made-in-heaven company profile”
- “Share what makes the company different from its competitors and why a potential candidate should apply for the position”
- “Information about strategy/vision and ambitions of the company – not just the headlines, but how they will achieve their ambitions/vision”

The most popular channels for finding a new job in an SMB are illustrated in Figure 10.

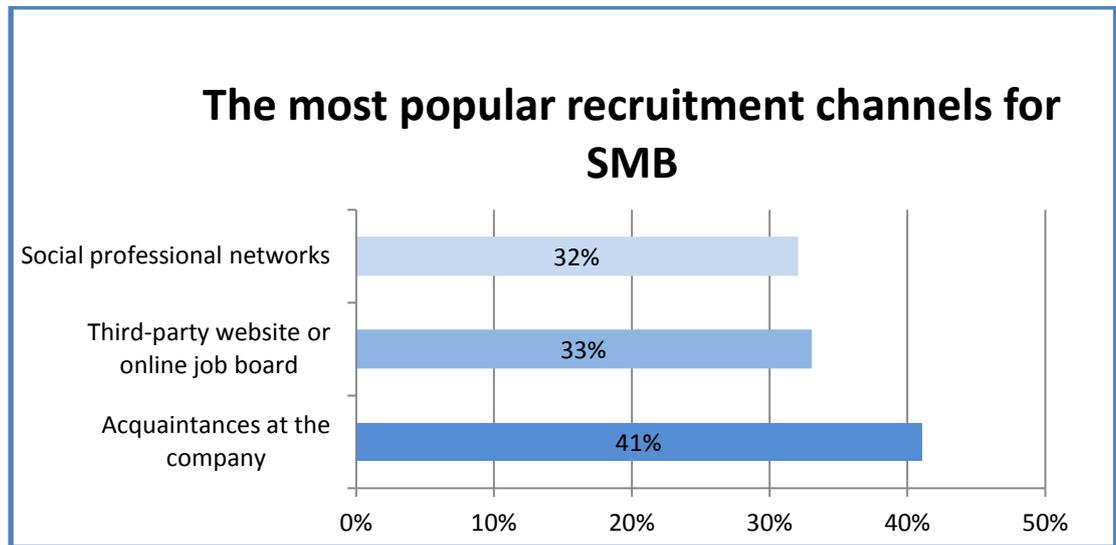


FIGURE 10. The most popular recruitment channels for SMB. Adopted from Agrawal et al. (2016, 19)

As it can be seen from Figure 10, the current employees are the main source of recruitment in small and medium sized companies (41% of the respondents used this channel to find a job). Online job boards (33% of respondents) and social professional networks (32% of respondents) are also very popular and show that the internet recruitment is essential nowadays. (Agrawal et al. 2016, 19.)

Another interesting survey was conducted by The McQuaig University (2016). They asked HR professionals to complete the survey; and one of the questions was about the channels they use to find talented candidates. Answers of the respondents can be seen in Figure 11. This survey shows the importance of online recruiting and social cooperation as well as gives the list of 7 the most popular channels to be used in the recruitment process.

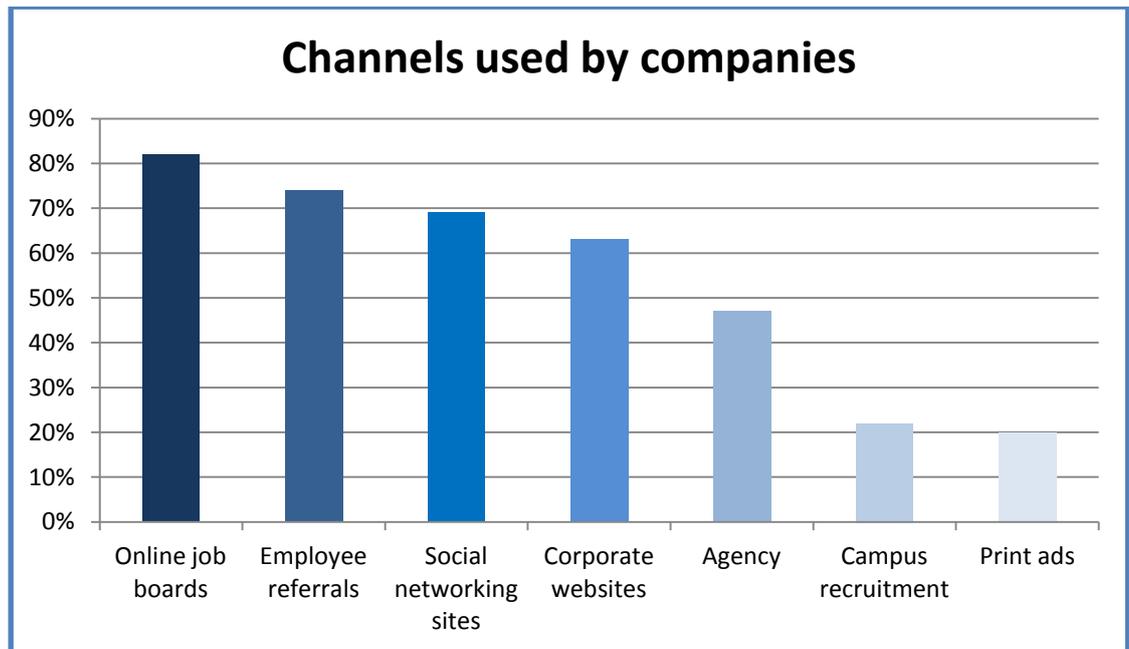


FIGURE 11. Channels used by companies for finding candidates. Adopted from The McQuaig Institute website (2016)

Presented surveys help to combine the views of prospective employees and employers, and give important information to both of them concerning which recruitment channels are the most effective. It can be seen that the internet sources play an enormous role in recruiting and employee referrals are very important.

7.2 Results of primary data

It was already mentioned in Chapter 6 that the primary data is designed for the particular research and collected by the researcher directly from the respondents. Further, the results of the interviews and questionnaires are presented. All the questions are correlated with the objectives of the current research paper and are designed in order to answer the research questions stated in the beginning. Moreover, the results of the collected data are interlinked with the theoretical framework.

7.2.1 Results of interviews with CEO and HR manager

In order to gain information from the inside of the organization two company representatives were interviewed: the CEO of Dpointgroup and the Head of Human Resource Department. Those semi-structured interviews cover the main topics of the

research, such as identifying the most suitable recruitment channels, effective selection methods and employee retention strategies; and help to evaluate the current situation in the case company. The interviews were taken via Skype and the full transcript of those can be found in the appendices (Appendix 1 and Appendix 2).

According to the CEO and HR Manager, Dpointgroup hires 5-10 interns monthly, who usually stay in the company from 3 to 6 months. Hiring interns is one of the ways to reduce the expenses of the company and bring new ideas. During the discussions various questions about recruitment, selection and employee retention were argued. The main findings of two dialogues are presented below.

Currently, Dpointgroup uses such internal recruitment sources as employee referrals and external sources such as internet (advertisements on internet job boards, social networks, and company website), campus recruiting and headhunting (the detailed description of those sources can be found in Chapter 2). The CEO of the case company also mentioned that they had had a contract with one recruiting firm in Turkey; however, they do not need it anymore. The company representatives believe that the HR department does a very important job and uses the most relevant sources of recruitment. The selection procedure in the case company is very simple: candidates send their CV and Cover Letter, and after screening those documents, a personal interview is conducted. After that the final decision is made.

Each intern has a training session at the beginning of the internship, which is accomplished on a special online platform. There are several tasks that every intern should complete; in addition, a video about the company's operations, mission and vision is shown. Interns who work in the marketing department have also an access to the educational videos on working with computer programs such as Photoshop, Illustrator, and others.

Another important issue that appeared during the semi-structured interviews is that the case company has problems with the employee retention. However, CEO and HR manager has a bit different views on this issue. The CEO of the case company believes that interns receive interesting tasks and are motivated by remuneration, and the main problem is that they hire not the right employees. HR manager, on the other hand, believes that the interns could not realize their potential because of the repeating

unchallenging tasks and the lack of communication between managers, interns and the CEO. In addition, CEO mentioned that every intern has a supervisor, who helps and guides the work. However, HR manager talks about the lack of supervision. From those findings, it can be concluded that the communication between CEO and HR manager is quite weak and needs improvement.

7.2.2 Results of an interview with a former intern

To obtain the information from various angles, a former intern at the case company was interviewed. She was an intern in Dpointgroup for 4 months and was happy to answer the interview questions. The interview was taken in person, and it helped to see the mood of the respondent, as during the conversation gestures, tone and speed of the speech were noticed and taken into consideration. The full transcript of the interview can be found in Appendix 3. The overall results of the discussion are presented below.

The interviewee found the vacancy of a HR intern in the case company on the Erasmus intern website, sent the CV and the Cover Letter, and received an acceptance for the position in a couple of days. A company representative did not require any other documents and an interview was not conducted. Those findings differ from what was said by the HR manager about interviewing all the candidates.

Further, the interviewee was asked to describe her first day in the case company. The expectations of the intern were not met. During the first day a supervisor (who had been an intern in the company for four months) explained the responsibilities and gave the tasks to be completed online. Those tasks were not related to the HR area, and according to the interviewee the training did not teach her anything valuable or important. She expected to receive some useful knowledge during the face to face training sessions; however, there were none of those. She also mentioned that the training was the same for every department.

The overall atmosphere in the case company was described as disorganized and not professional; every intern did their work, however, there was a lack of communication and quite slow cooperation among the employees. In addition, the interviewee mentioned that once an intern was accepted without any knowledge of the English or

Spanish languages. The presented findings demonstrate that the company representatives do not see or do not want to see the current situation in the company and problems that exist. Moreover, the words of the intern sometimes contradict the words of the company representatives, which lead to the conclusion that either the CEO does not see the real situation or does not eager to change it.

During the conversation, such topics as motivation and leadership were discussed as well. The interviewee says that unfortunately the only motivational factor was money; however, she also enjoyed working with diverse people. The leadership skills of the CEO of the case company, in accordance with the former intern, should be developed and the concept of running the business should definitely be improved.

The outcomes of those interviews are quite sufficient and will help to make suggestions for further improvements in the case company. Moreover, those findings will be taken into consideration in the following subchapter and compared with the responses of the other interns in the case company.

7.2.3 Results of surveys

In addition to the interviews with the company representatives and a former intern, two questionnaires were designed in order to help to answer the research questions; and the results of those are presented in this subchapter. The questionnaires were implemented with the help of an online survey platform and were placed on a famous social network in order to reach the respondents. The presented graphs are designed by the author based on the received answers.

Survey among students and recent graduates

The first questionnaire was designed in order to explore how students and graduates search for internships or jobs: which sources they use, which selection procedures they go through, what motivates them, and their opinion on the importance of an HR manager's performance. In total, 104 respondents took part in the survey; all of them were students and graduates from the European universities. 67% of women and 33% of men from the age of 18 to 25 participated in the survey.

The first question was about the sources that the respondents used while searching for a job. The results of this question can be seen in Figure 12. The most popular answer was Internet Job Boards, about 90% of the respondents used those for finding open vacancies. Company websites and Friends/Relatives were also very popular sources among the respondents (75% and 60% respectively), followed by University Informative Boards (35%), Job Fairs (29%), Newspapers (12%) and Recruiting Agencies (8%).

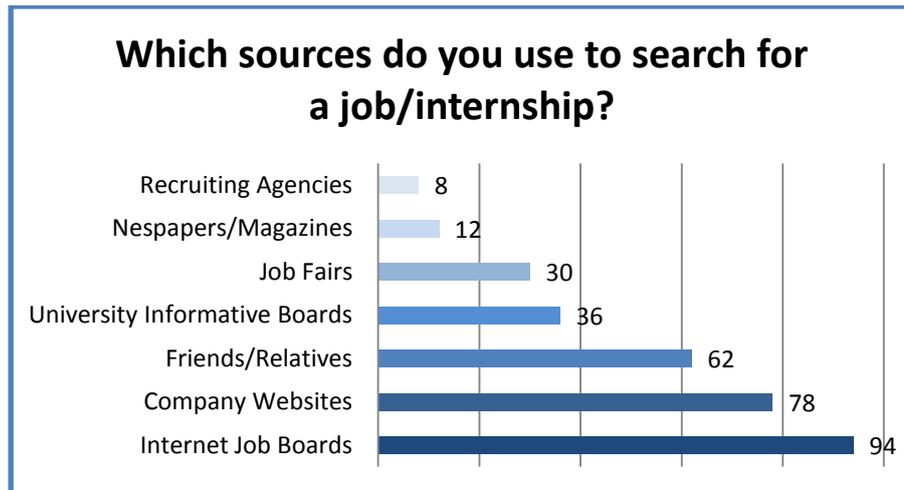


FIGURE 12. Recruitment sources (Made by author)

The presented results are quite similar to the surveys conducted by LinkedIn and McQuaig Institute (presented in the secondary data results), and the table presented by DeCenzo & Robbins (2009, 145), which can be found in the subchapter “2.4 *Internet Recruitment*”. That confirms that online job boards and company websites as well as employee referrals are the three most popular recruitment channels nowadays. In addition, universities and job fairs are good channels to be used for finding entry-level jobs and internships.

Figure 13 shows the percentage of the respondents who have and do not have a LinkedIn profile. As it was stated earlier, LinkedIn is the most popular business and employee-oriented social networking service, and it is commonly used for making business connections and interacting with potential and current colleagues, employers and employees. According to the distribution of the answers, 81% of the respondents have a LinkedIn profile and used it in order to make connections with prospective

employers. Therefore, the usage of this social network can be helpful in finding an open position or a suitable candidate.

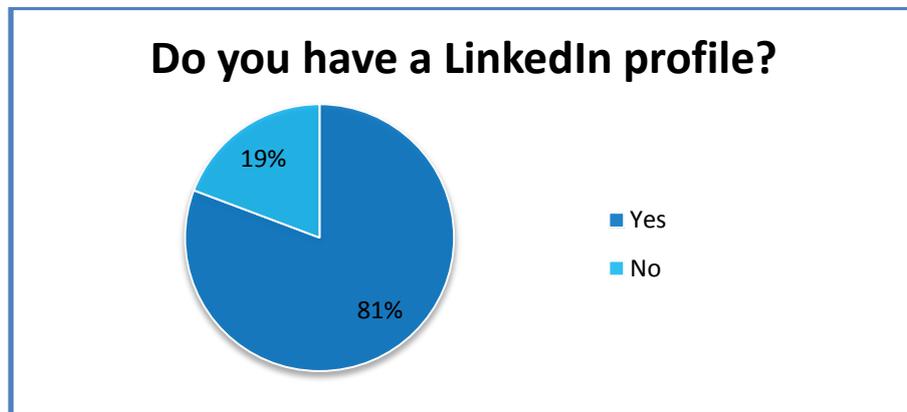


FIGURE 13. LinkedIn profile (Made by author)

The following Figure 14 displays the answers to the question concerning the most frequently used online job boards by students and graduates. According to the answers, indeed.com is on the first place (30%), followed by erasmus.com (33%), erasmusintern.org (31%), and graduateland.com (29%). The interest to Erasmus websites can be explained by the popularity of the Erasmus Program, which was designed in order to increase the mobility of students. In addition, most of the presented websites are free of charge to the candidates and for employers.

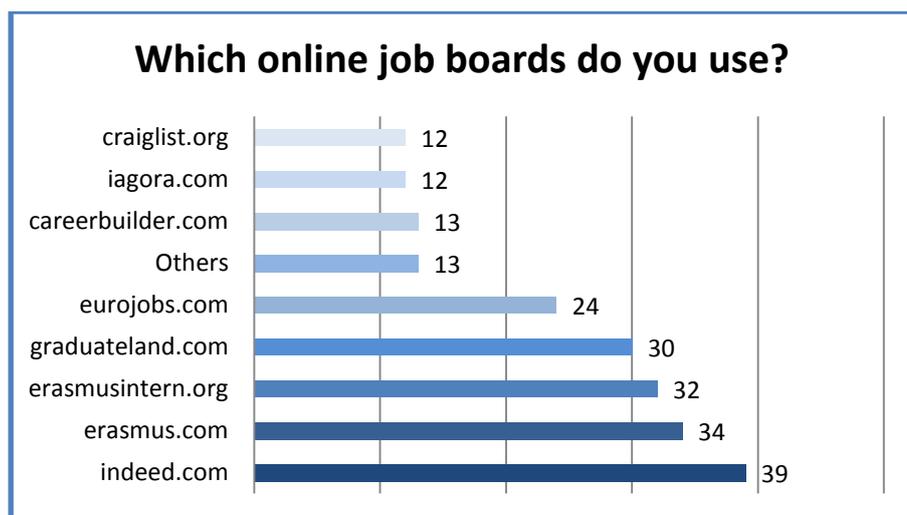


FIGURE 14. Online job boards (Made by author)

Figure 15 shows the summary of the selection methods which the respondents went through in the companies they worked for. It can be seen from the results that Personal Interview is the most popular selection method, as 92% of the respondents did pass an interview. Less popular methods were written tests (29%), reference check (19%), group interview (15%), and work simulation tests (11%). Such results can be explained by the fact that the respondents are young adults who have just graduated from a university or are still students. Therefore, most likely those were entry-level jobs which do not require many tests and complicated recruitment procedures.

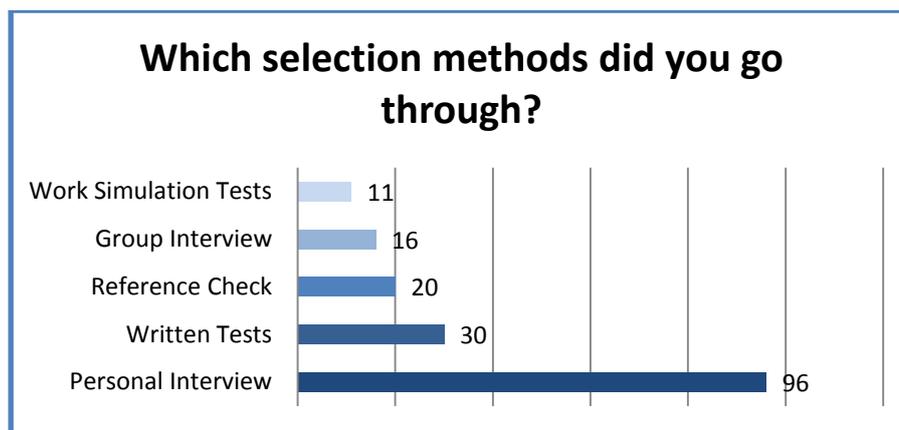


FIGURE 15. Selection methods (Made by author)

Figure 16 presents the results of the question about the motivation of the students and graduates at work. The most popular answer for this question was Pleasant Working Environment: 81 out of 104 respondents were motivated by the atmosphere in the company. Almost the same number of the respondents (80 participants) was motivated by the financial factor, which of course plays a significant role in the life of a student who does want to be independent and earn a living. Job challenges were the third most popular answer, which is not surprising, as a job without challenges is not so interesting, turns work into routine and leads to the employee dissatisfaction. Promotion perspectives, training, recognition and colleagues have almost the same percentage of the respondents (about 38%). Those findings are related to the theoretical background presented in Chapter 3. Other factors that motivate respondents were the field and operations of a company, interesting tasks, effective managers, and inspiring leaders.

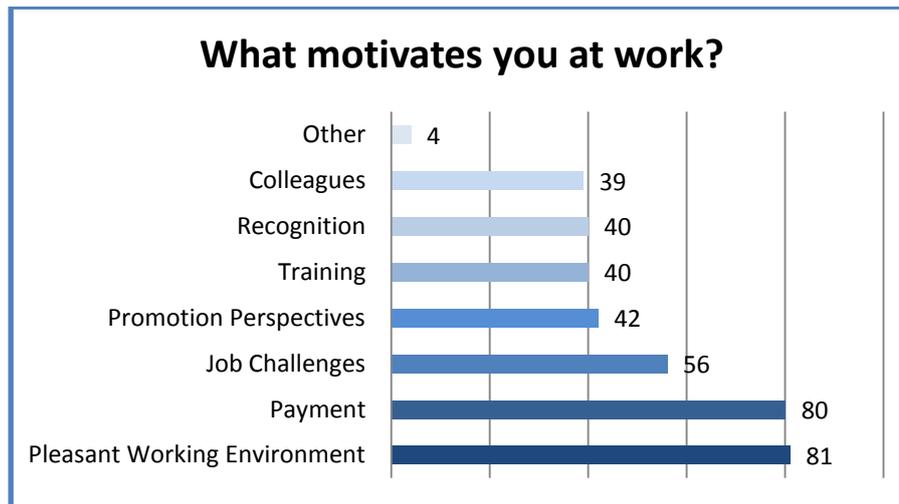


FIGURE 16. Motivation at work (Made by author)

The final question was asked in order to investigate how important the performance of a Human Resource Manager was in the respondents' point of view. The results are presented in Figure 17. Only 44% of the respondents thought that the performance of an HR manager was very important, 24% believe that it was fairly important, and 17% that it was important. The remaining 15% either did not have an opinion or considered that the HR manager's performance is not important.

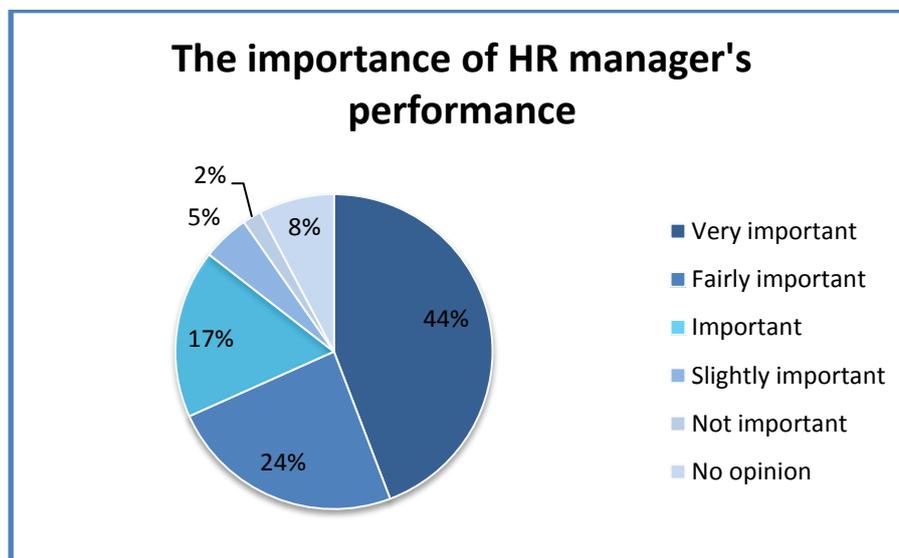


FIGURE 17. HR manager's importance (Made by author)

The results of this questionnaire have shown that students and graduates use various channels for a job search; however, the internet sources are put on the first place. The

most popular online job boards, selection methods and motivational factors are identified and thoroughly analyzed. These findings support the theoretical framework and help to answer the research questions. It was already mentioned that 104 respondents participated in this survey, meaning that it was a small part of students and graduates. However, the findings presented are quite similar to previous studies and the presented theoretical background, which confirms that the results are valid and reliable.

Survey among interns

The second questionnaire was designed in order to investigate the recruitment process from the interns' point of view. Overall, ten former and current interns in the case company took part in this survey. Three males and seven females at the age of 18 to 25 were reached. Further, the results of the survey are presented with the help of graphs.

Figure 18 displays the summary of the results to the question concerning finding out about an open vacancy at the case company. Half of the respondents found the vacancy with the help of various internet job boards, two respondents used a company website, and two applied after having received information from their university. Only one respondent found out about an open position from his friend.

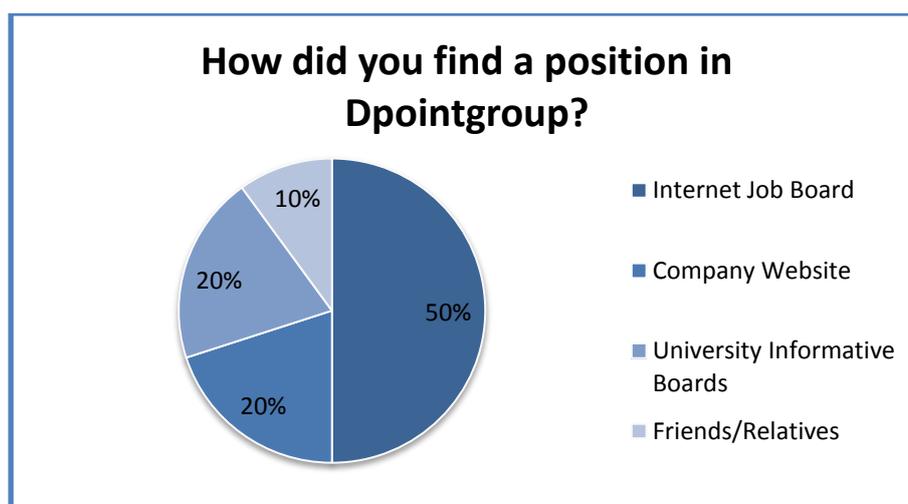


FIGURE 18. Survey summary 1 (Made by author)

Received data again confirms the importance of the internet in the modern society. The fact that 70% of the respondents used internet job boards and the company website concludes that. However, communication and various connections are also important and can help to find something that was desired (in this case – an internship).

Figure 19 represents the distribution of the interns in the company departments. Most of trainees operate in marketing and sales (40%), as the case company is eager to be a well-known international organization and increase its profit. 30% of the respondents are involved in the human resource activities, 20% in a business development, and 10% in an event management. Such distribution confirms the words of the HR manager about the ratio of hired interns in the case company (Appendix 2).

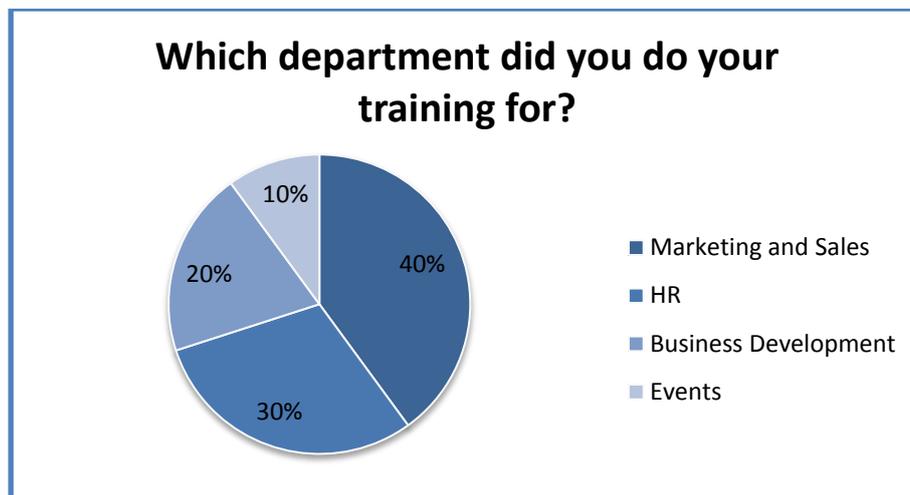


FIGURE 19. Survey summary 2 (Made by author)

Figure 20 shows which selection methods were used when interns were applying for open positions. From the presented graph it is seen that all of the respondents did send a Curriculum Vitae, six of them also sent a Cover Letter, and four respondents had a personal interview with the company representative. Such results lead to the conclusion that the case company does not pay much attention to the selection of candidates. If only four out of ten trainees are interviewed, how can the company evaluate their future performance?

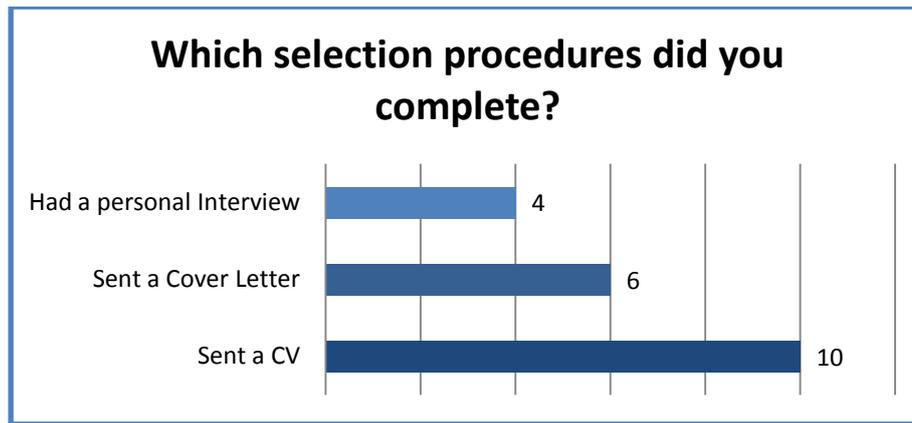


FIGURE 20. Survey summary 3 (Made by author)

In addition to the previous question, respondents were asked to evaluate the recruiter's performance on a scale from 1 (very weak) to 10 (very strong) during the recruitment process and after it. The average response resulted in 4 points, which was very low for the performance of such an important figure in the case company. The next question was about the training at a workplace: only 6 out of 10 respondents claimed that the training was provided and evaluated it at 3 points on a scale from 1 to 10. These results are very weak for a company that affirms the importance of training and hires interns permanently. Moreover, only seven respondents had a supervisor, which contradicts the statement of the CEO about the supervisors and their communication with interns (Appendix 1).

Another important question was about the motivation of the respondents at the case company, results are presented in Figure 21. According to the graph, half of the respondents were motivated by receiving actual work experience and training. Four out of ten trainees were excited about working in a pleasant atmosphere, three interns considered money as the main motivational factor. Other drivers of motivation were the possibility for promotion (20%), job challenges (20%) and colleagues (10%). The results are correlated with the Figure 16, as a pleasant environment at the office and salary are the 3 most popular responds both among the students and graduates and among the interns at the case company.

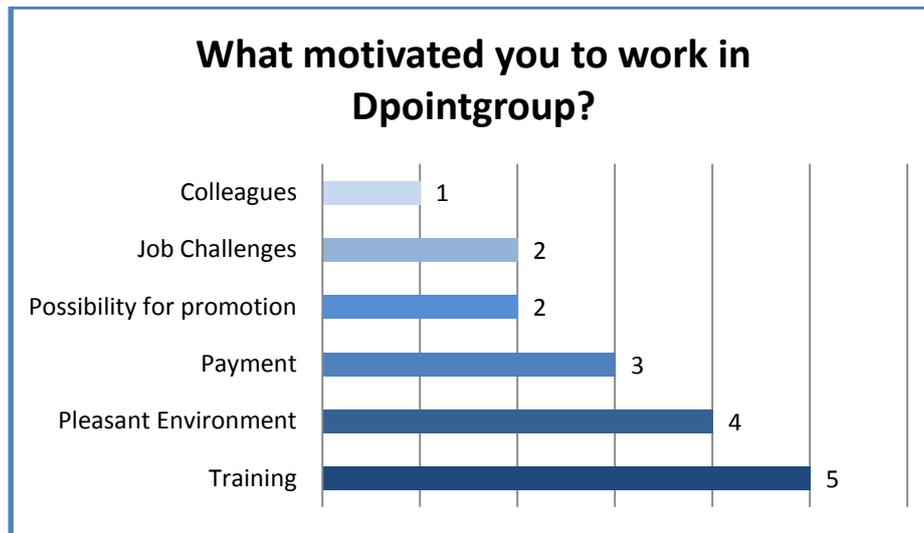


FIGURE 21. Survey summary 4 (Made by author)

In addition to the previous questions, respondents were asked to evaluate the leadership skills of the CEO in the case company on a scale from 1 to 10: the average result appeared to be 4 points. A leader without leadership skills is not a successful leader and without improving these skills he/she may lose talented employees. Therefore, it is important to understand that the changes should be started from the leader and to remember about the continuous improvement all the time.

It was stated earlier in Chapter 3 that the feedback plays a significant role in motivating employees. In the case company, only 7 out of 10 respondents received feedback on their performance, which again contradicts the statement of the CEO about giving feedback to all of the interns (Appendix 1).

The final question was concerning working at the case company on a permanent position. Only 2 out of 10 respondents would stay in the company if they received such an offer. The main reasons for not staying in the company are the lack of motivation, messy and ambiguous atmosphere, tasks, the attitude of the CEO, and the lack of certainty in the future of the company.

8 CONCLUSION

The following chapter consists of the conclusions and discussions of what was found with help of the theoretical framework and practical results. The research questions stated in the beginning are answered and recommendations to the case company are provided. Further, the validity and reliability of the research as well as the limitations are discussed. The final subchapter suggests themes for the further research.

8.1 Answers to the research questions

RQ1 What are the most effective recruitment channels for the Dpointgroup?

Dpointgroup is a small company; therefore, most of the internal recruitment sources, described in the theoretical framework, are not suitable. However, there is an exception for employee referrals, as the case company hires a lot of interns and they can easily spread information concerning open vacancies among their friends and recommend them to the managers. A survey conducted by LinkedIn (2016) and the survey for this particular paper confirm that employee referrals are an effective source of recruitment for the case company.

Concerning the external recruitment, it can be said that the internet channels play a significant role in today's recruiting process. Moreover, these channels bring various applicants from abroad, which is very important for the case company. The questionnaire among the students and graduates shows that 90% of the respondents use the internet to find a job. At the same time 70% of the interns at the case company did find an open position online. Effective online recruitment channels for Dpointgroup are: Internet job boards (Erasmus websites, graduateland, indeed, LinkedIn etc.), social networks (Facebook, VK, Instagram etc.), and company website. Another important recruitment channel for Dpointgroup is universities. It is a great place to find talented students, especially when they search for an internship or an entry-level job.

RQ2 Which selection methods should the case company focus on?

First of all, the case company usually hires interns from abroad; therefore, it is almost impossible to perform any selection procedures face-to-face. However, with the help of new technologies it is possible to conduct personal interviews or ability tests online.

The company should focus on such selection methods as personal interviews in addition to a CV and a cover letter. It can be easily conducted via Skype or another application for online communication. During a personal interview, it is possible to know the applicants' skills and knowledge in certain areas as well as their expectations and desired goals. The interview should be carefully designed beforehand in order to receive as much relevant information as possible.

Another useful selection method can be a completion of tasks or ability tests, which of course should be related to the working area. Such selection procedures have to be carefully designed and evaluated by professionals. However, these methods can be time-consuming and expensive for a company. Therefore, if the company representatives are not eager to spend that much time and money, a reference check can be a proper selection method. The case company can request to demonstrate a reference from a teacher or a previous employer. Such documents will help to evaluate an applicant's performance at work.

RQ3 What is the role of a human resource manager in the company?

Human Resource Manager is a key figure at the case company as she has a lot of responsibilities and work to do. However, her work is underestimated. First of all, an HR manager is responsible for communicating the brand of a company. It means that the advertisement for an open vacancy should be designed in a proper way, the communication should be formal and productive, and the knowledge about the company and its operations should be complete. It should be always remembered that the HR manager is the first person an applicant is making a contact with; and therefore, a positive first impression should be made.

Furthermore, all the questions from applicants are addressed to the Human Resource Manager, and the preparation of interviews and tasks are done by Human Resource Department. Training is also a responsibility which should be accomplished by the HR representative. All the presented responsibilities show the importance of the human resource manager and describe her role in the case company.

RQ4 Which retention methods can be used by the company?

The results of the conducted research display such retention methods as productive orientation, informative training sessions, motivation, encouraging leadership, employee engagement and the use of feedback.

First of all, the case company can improve orientation during the first couple of days. New interns want to feel that they are welcome and can ask for help anytime from every employee or manager. This retention tool can create a positive first impression and make new employees overcome the uncertainty in their behavior.

Concerning training sessions, it can be said that those can and should be used for retaining employees. However, from the presented results of the survey among the interns at the case company it is seen that they are not satisfied with the training at all. Such findings lead to a conclusion that the training sessions need improvements and each department should design a special training plan to be followed.

Another and one of the most productive methods of employee retention is motivation. Without motivation, nobody will have a desire to do the job. The theoretical framework discusses two motivational theories which present the main factors and drivers of motivation. In addition, the conducted surveys confirm those theories and describe the most important drivers of motivation among students and recent graduates. At the same time, the survey among the interns at the case company present information about which motivational factors are the main in Dpointgroup. Therefore, the case company should focus on improving and developing new ways of motivating employees in order to force the retention.

From the carried research, it can be concluded that the leadership skills of the management of the case company is quite poor and need to be enhanced. Leadership is the key tool to run a successful business, as a manager without leadership skills cannot control and unite employees. Therefore, in order to retain employees, the managers should develop their leadership skills and attitudes. In addition, these skills should contribute to the employee engagement in the company. A successful strategy for employee engagement can be developed with the help of Cook's WIFI model described in the theoretical framework.

The last discussed retention method is giving constructive feedback. The use of feedback, as it was already mentioned in the theoretical framework of this research paper, gives an employee the feeling of accomplishment. Positive feedback makes an employee proud of his/her work and brings satisfaction whereas constructive negative feedback makes an employee work harder in the future.

8.2 Recommendations to the case company

This subchapter presents several recommendations to the case company based on the research and theoretical framework. Some suggestions concerning the improvement of recruitment, selection and retention in Dpointgroup are discussed. The following recommendations are prepared based on the findings, and the views and opinions of the respondents:

1. Improve the communication among the CEO, managers and interns. As the research has shown the company representatives as well as the interns in the company have a lack of communication. The controversial answers during the interviews and questionnaires lead to a conclusion that the employees' interaction in the case company is very poor. First of all, it is suggested to organize meetings of the managers once or twice a week to argue the current situation and important issues in Dpointgroup. Each manager should introduce him/herself to new interns and show that they are ready to help with any questions. Then, it is proposed that each intern has a supervisor who is responsible for the adaptation and management of a new employee. The final suggestion to improve the communication in the case company is to use feedback. Such tools will help the interns and managers to improve their performance and attitudes.
2. Be focused on the internet recruitment channels. The theories as well as practical results have shown that the internet recruitment channels play a major role in today's recruitment process. Therefore, it is suggested to use the internet job boards, social networks and the company website as the main channels for finding candidates.

3. Increase the quality of the selection process. The results of interviews and questionnaires have shown that the selection process lack a strategy. Some interns even did not have an interview or a check of their ability to speak English or Spanish. Therefore, it is recommended to design personal interview questions for each position separately and perform those via Skype with all the applicants whose CV and cover letter satisfy the requirements of an open vacancy. In addition, the company could ask candidates to complete an ability test or check references from previous employers or teachers.
4. Upgrade the training process. The survey among the interns in the case company showed that the training process needed to be improved. It is suggested to design a new training strategy. Training sessions should combine such training categories as on-the-job, computer-based and behavioral trainings. A training session should be conducted at the beginning of the internship period. The case company can start with personal face-to-face training with a manager who works in the same department, and then use computer programs to continue the process of familiarization with the company and its operations. Further, behavioral trainings, such as business games and case studies, could be conducted every 2-3 weeks in order to develop new skills, and keep employees focused and motivated.
5. Use various tools to increase motivation. The survey results showed that the main motivational factor for the interns in the case company was money. However, as it was mentioned in the theoretical framework, money was a factor of dissatisfaction rather of satisfaction, and can enhance motivation only for a short period of time. Thus, it is suggested to increase the motivation with such nonmonetary factors as overall atmosphere in the company, regular training sessions, challenging tasks, enthusiastic management, and employee cooperation. In other words, an employee should fall in love with the company and be excited about working there. In order to reach a better level of motivation, several guides and tools could be applied. One of those is a WIFI model discussed earlier in the theoretical framework.
6. Improve the leadership skills of management in the company. The final recommendation that should be discussed is increasing the quality of the

leadership of the CEO and managers in Dpointgroup. According to the results of the research, leadership skills of the CEO are very weak. Therefore, it is suggested to hire a coach who will conduct various training sessions on the subject of leadership for all the managers, as it is important to continue educating and improving yourself, and be willing to admit and learn from failures and weaknesses.

8.3 Quality and limitations of the research

It is important to make sure that the conducted research is reliable and can be trusted. Therefore, the concept of “Research Trustworthiness” will be utilized in order to evaluate the quality of this work. This concept was mentioned in the Chapter No.6 and now four aspects of this theory (*credibility, transferability, dependability, confirmability*) will be employed.

The *credibility* is believed to be achieved, as the author of this research paper did get familiar with the topic and gained enough required knowledge before conducting the research. Various secondary and primary sources were used, which is reflected in the bibliography. Moreover, it is seen that the collected data is sufficient and has strong links with the results and conclusions of this work. The *transferability* of the research is presented by previous studies. Unfortunately, those do not cover the whole topic of this particular research; however, present some transferable data. In addition, it is a question if the results of this research could be applicable to future studies. Concerning *dependability* it should be said that it was achieved by choosing the right data collection methods as well as appropriate literature. The collected data give answers to the research questions and it is easy to trace the flow of this work. The *confirmability* can be seen through the connections between the findings and data, as it will be easy for any reader to understand and follow the research.

Further, the limitations of the current research will be discussed. First of all, only two company representatives and one intern were interviewed. The information received and analyzed influences the final results, and probably some views of other managers or interns differ from what was discussed. The fact that the interviewees were completely honest is also under suspicion, as sometimes the answers were quite different and contradictory. Concerning the conducted questionnaire it can be said that

quite a small population had been reached, which limits the discovered data. There is also a small chance that some of the respondents were not completely honest or chose answers randomly.

8.4 Suggestions for future research

This subchapter will discuss some suggestions for further research. First of all, a bigger population for a qualitative research could be examined in order to make the results more accurate and complete. In addition, such a topic as improving motivation could be a good theme for next research, as this topic is very broad and the research could result in a productive strategy of motivating employees for the case company. Another topic for future research could be a deep analysis of the leadership styles and concepts applicable in the case company. The final suggestion for further research is designing a new training strategy which will improve the training sessions and overall training of employees.

9 CONCLUDING REMARKS

The presented research was designed and conducted in order to improve the work of the commissioning company. Hopefully, presented findings and conclusions will be helpful for Dpointgroup and progress its operations in the human resource department. Moreover, the results of the study reveal the current interns' attitudes toward the company, which will help the management of Dpoingroup to understand which aspects of work should be reconsidered and developed.

From my personal point of view, this research work was very interesting to work on and I gained a lot of new knowledge on the human resource management topic. In the very beginning, I did not know how to design right research questions and felt quite frustrated. However, after a literature review it was easier to start the process of writing the thesis. The combination of theories and practices helped me to deepen in the topic of the research and get excited about finding answers to the questions. Sometimes the research process was quite stressful, as it took a lot of time and energy. However, it was a great opportunity to develop my research skills and become more educated in the sphere of Human Resource Management.

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APPENDICES

APPENDIX 1(1) Interview with the CEO of the case company

1. *How many interns do you hire monthly?*

We hire 5-10 interns each month depending on needs of the company, as different departments sometimes need more help than the others.

2. *What is the average time an intern stays in the company?*

Usually, the internship lasts from 3 to 6 months, but if the intern works really hard and wants to stay longer in the company, we can extend the length of internship and sometimes we offer permanent positions to the most outstanding interns.

3. *What are the reasons to fill in positions with interns instead of hiring permanent personnel?*

To be honest, the company could not fully recover after the crisis in Spanish economy; we lost a lot of clients and had to reduce the number of employees. And after that the idea of hiring interns appeared. It is cheaper for the company and interns bring fresh ideas and propose improvements, which helps our company to stay on the market. And also, workers from different countries assist in entering new markets.

4. *Which recruitment channels do you usually use?*

As we hire quite a lot interns we try to use as many channels as possible. The main source is of course the internet: facebook, internet job boards, and our company website. Also we contact different universities and ask our current interns to distribute information about open positions among their friends. We used to have a contract with one agency in Turkey, but now we do not need it anymore as the HR department works quite well on its own.

5. *Which selection methods do you use?*

Usually, we ask a candidate to send us a CV and a Cover Letter. If we need more information, an employee from the HR department conducts a Skype interview.

6. *Which countries do interns come from?*

We have interns from France, Italy, Greece, Germany, Russia, Turkey and Spain.

7. *How training is conducted? How long does it last?*

APPENDIX 1(2) Interview with the CEO of the case company

We have a special online learning platform, where interns have all the necessary materials to understand the company's operations and possible tasks. We have educational videos about programs which interns use during working process, presentation of the company and additional written materials. Every intern has a supervisor, who explains tasks and helps if questions appear. Usually, interns complete training in 1-2 days and show the completed tasks to their supervisor.

8. How do you motivate your interns?

They work on commission basis, so remuneration motivates them. Also, we try to give interesting and challenging tasks to our employees, so they have a strong will to complete them. However, I think that it is not enough and we need to improve motivation of interns. I hope you will give us some suggestions.

9. Do you encourage the interrelations among employees?

We do want our employees to interact, and most of the time they do it working in teams. However, quite often interns from the same countries communicate more often, as they speak the same language.

10. Do you conduct any events out of the office together with employees?

Sometimes we have corporate parties, when we close a deal or celebrate Christmas. Also, during summer we organize some events, games in a park or at the beach.

11. How can you evaluate the work of HR department?

HR department is very important for our company and the head of the department does her work very well. Thanks to my employees, we do not lack interns and they do their best to make better the atmosphere in the company and company itself.

12. Do you give a feedback on the work of the interns?

Of course, if intern operates not so well, we talk to him and discuss what could be done in a particular situation. And if he is doing great, we let him know that, and encourage working in the same direction.

13. What is in your opinion can be done to improve the employee retention?

To be honest, retaining employees in the company is one of the main issues we face. Of course, we need to develop some strategies to improve the retention;

APPENDIX 1(3) Interview with the CEO of the case company

or we just hire not the most suitable people... Well, I think we should improve motivation and make our employees love what they do in our company.

APPENDIX 2(1) Interview with the HR manager of the case company

1. Could you describe ways of searching for new interns in your company?

We use different sources to find new interns. More often we put advertisements on internet, on such platforms as facebook, erasmusintern, graduateland, iagora and others. We contact universities and develop our company website to attract more candidates. Sometimes, when we do not have a lot of time to wait for an applicant to find our vacancies we do the headhunting.

2. How long does it take to find a suitable candidate? Which departments are the most popular among the applicants?

Well, it depends on an open position. Vacancies in marketing department are filled in very fast, as a lot of students study marketing. It can take a week or two to find several candidates, especially for summer internships, and of course, Barcelona attracts a lot of young people during the whole year. Other departments are less popular, but it takes maximum 5 weeks to find a suitable candidate.

3. Please, describe the selection process. Which selection methods do you use?

In Dpointgroup we do not have a complicated selection procedure. Once we receive an application, we screen the experience and skills of a candidate; and if those suit our requirements, we conduct an interview with the applicant. After discussion we make a decision.

4. How the training is conducted?

We have a special online platform, where some tasks, which have to be completed, are placed. Also, we provide a welcoming video, where the CEO of the company tells about the company's structure, its operations, mission, vision, and interns give their comments and share the gained experience. If an intern is going to work in programs such as Photoshop, Illustrator, or others, we provide some video instructions too.

5. Which countries do applicants come from?

More often applicants are coming from European countries: Spain, France, Germany, Italy, Greece, Finland, Austria, and Czech Republic; we also receive quite lot applications from Turkey.

6. How do you motivate interns?

APPENDIX 2(2) Interview with the HR manager of the case company

Unfortunately, we have a lack of motivation in our company. We try to give our interns interesting tasks and make them interested in company's operations, but it is quite hard as the company is a bit messy right now. I think we lost our path and need more structure and strategy in our business.

7. *What are the main challenges about working with candidates from various countries?*

When working across cultures, we should pay more attention to what we are saying and in what manner. At the same time different people have different accents and levels of knowing English or Spanish, which make the communication process harder. That is why we require candidates to have at least the level B2 in English. Also, when you work with diverse population all the time, it is important to explore other cultures and do not forget about the Cultural Iceberg.

8. *What is in your opinion can be done to improve the employee retention?*

Unfortunately, employee retention is a big problem for our company. In my opinion, first of all, the company should create interesting tasks for interns and necessary for the company. The company's structure is not in the best conditions right now, as I mentioned before, and most interns cannot realize all their potential. Then, the system of supervision is not so good as well, most of the time we have only one supervisor, and that is not enough. Well, also training could be done better; interns need more contact with co-workers than with computers. In my opinion, training should be more personal.

APPENDIX 3(1) Interview with the former trainee of the case company

1. How did you hear about the company and an open position there?

I found the position on the recruiting website, called Erasmus intern. Company had plenty of opened positions on this website, therefore I applied for several of them; however, the main emphasis I have done for the position in Human Resource department.

2. Could you describe the selection process? What documents did the recruiter ask you to send? Did you complete any tests or pass any kind of interview?

I would not say that there was any complicated selection process. The only thing that was done by me is sending the application via Erasmus intern website with attached CV and cover letter. Couple of days later I have got the reply from one of the company representatives saying that I am accepted for the position I have applied for. So, yes, selection of candidates was done quite fast and quite easy as well.

3. Could you describe your first day at work in Dpointgroup?

My first day in Dpointgroup was more or less fine. I am saying that without enthusiasm because the expectation of the first day being an HR intern was not met. I just came to the office and another student, who has worked in the company since February (my internship started in May) described all responsibilities of mine, what I should do in the beginning and just how it all works. Surprisingly, I did not even see the boss for the first couple of hours. He entered the office and greeted new interns with the handshakes, however already at that time I realized that the boss does not care much of what is going on. We even did not have much of the working equipment. I was given some tasks to do in the beginning, which were not related with HR at all. I gave my university documents to the boss to be signed, however it was not done instantly but postponed until the late evening or even further days. First day was quite stressful for me, because I was assigned to be the supervisor of our department and was already given loads of responsibilities. So I did my best to fulfill the expectations of people about me and tried to be the fast learner.

4. Could you describe the training process? The work of your supervisor?

My supervisor was great. She wrote me detailed description of what and how should be completed in this company. She explained me the main concepts and what should I do. I already got much of the work to do in just the beginning of

APPENDIX 3(2) Interview with the former trainee of the case company

my internship. I would say that training that was provided by the company, did not meet any of my expectations. I expected to have face to face contact with the boss or another professional who I see literally going to teach me useful stuff, however I was just given an access to the learning platform, and tasks to do. I will repeat myself. Tasks were not connected with the department I have been working for. Fun fact: all the interns who came for various positions, either it is web development, hr or marketing; everybody should have done similar "training" - which is in other words just delivering the tasks.

5. How could you evaluate those processes?

On the scale from 1-10 I would assess the processes on 3. My supervisor was lovely, who explained me everything, however everything else was just too odd and to my mind not professional.

6. How could you evaluate the recruiter during the application process and during the training?

The lady I was in touch with before coming was exceptionally supportive and helpful. I got the replies from her within hours (or sometimes even minutes), helping me with all the documentation and answering all the questions which arises in my mind about the company and the position itself. I wanted to make sure that everything is clear for me with the procedures; therefore I was really picky and meticulous before coming to have everything settled and all questions answered. However when I came, I could not meet the same lady I was in touch with because she was already gone. Thereafter I was assigned another girl, also extremely supportive, who helped me in the beginning. Frankly speaking, she even helped me and provided with more advices than the boss of the company himself.

7. Describe the overall atmosphere in the company?

Well, as it was said in the beginning, "the atmosphere in the company is relaxed and perfect for students to work in". I would partly agree on that. It was quite peaceful in the office, not including the beginning of the months, because this was the time when new interns came and all the questions, concerning different internship issues, were addressed to me. Otherwise, it all has been quiet. Everybody just has done their work. People were separated into small sub groups; usually they worked for different departments. If any

APPENDIX 3(3) Interview with the former trainee of the case company

question arises it could have been addressed to me or my colleague who was helping me enormously in dealing with everything during the internship. Talking about negative sides, I find the atmosphere and the general environment not professional and absolutely disorganized. Carelessness of the boss sometimes drove me super crazy. The way he dealt with business is just inappropriate, however we have to admit that it still works for fourteen years already, and he has constant profit. I suppose that business should be done quickly, in order to maintain constant close relationship with your clients. However all the work has been procrastinated and postponed. Another issue that was unpleasant is that as it turned out, almost all the interns are accepted to the company and sometimes their records are not carefully examined. Once we had a French intern who came to the company without any ability to speak English or Spanish. How do you expect us to fix the problems if we easily cannot communicate?

8. *What motivated you to work in Dpointgroup?*

What motivated me... unfortunately, I have to admit that I had extrinsic motivation during the internship. It was money. I did not have any desire to work for this company anymore. Looking at the bright side, I really enjoyed working with people and explaining them what to do, because after 3 months working, I was quite proficient in my field which was HR.

9. *Would you stay in the company on a permanent position? Why?*

I would definitely not stay on permanent bases, only if the whole business model and business operations of the company will be rethought, professional staff members will be hired to actually teach students duffle to aspects of business. If it web development, just hire the IT guy who will explain how to use the software. If you are marketing intern, find a marketing manager who will be willing to explain the basics of marketing communication and how to be effective in it. I was offered a permanent position, and I have refused. I am not willing to work there with the salary I was offered. I do respect myself and I think I have done too much for this company already so I was really motivated to leave.

10. *How do evaluate an executive manager's leadership skills?*

APPENDIX 3(4) Interview with the former trainee of the case company

Leadership skills of the executive should be really developed. I would evaluate it on 2 out of 10. He cannot manage people, and the only thing he can do is to drop all the responsibilities to other employees and interns. He is not flexible with his decisions at all and sometimes refuses to help. So, I liked the experience of working in this company, but I would rather prefer another pace for my future placement.

APPENDIX 4(1) Survey among students and recent graduates

Questionnaire draft

1. Gender
 - a. Male
 - b. Female

2. Age group
 - a. <20
 - b. 21-25
 - c. 26-30
 - d. 31+

3. Which sources do you use to search for a job/internship?
 - a. Friends/Relatives
 - b. Company Website
 - c. Internet Job Boards
 - d. Newspaper/Magazines
 - e. Job Fairs
 - f. Recruiting Agencies
 - g. University Informative Boards
 - h. Other, please specify _____

4. Do you have a LinkedIn profile?
 - a. Yes
 - b. No

5. Which of the following online job boards do you know/use?
 - a. Erasmus.com
 - b. Erasmusintern.org
 - c. Craigslist.org
 - d. Iagora.com
 - e. Eurojobs.com
 - f. Graduateland.com
 - g. Careerbuilder.com
 - h. Indeed.com
 - i. None of those
 - j. Other, please specify _____

6. Which selection methods did you go through when having applied for a job?
 - a. Personal Interview
 - b. Group Interview
 - c. Reference Check
 - d. Written Tests
 - e. Work Simulation Tests
 - f. Other, please specify _____

7. What usually motivates you at work?
 - a. Payment
 - b. Colleagues
 - c. Pleasant Working Environment

APPENDIX 4(1) Survey among students and recent graduates

- d. Promotion Perspectives
- e. Job Challenges
- f. Recognition
- g. Training
- h. Other, please specify _____

8. How important are HR manager's performance and behavior during the application process?

- a. Very important
- b. Fairly important
- c. Important
- d. Slightly important
- e. Not important
- f. No opinion

APPENDIX 5(1) Survey among former and current interns in the case company

Questionnaire draft 2

1. Gender
 - a. Male
 - b. Female

2. Age group
 - a. <20
 - b. 20-25
 - c. 26-30
 - d. >30

3. How did you know about an open position in Dpoingroup?
 - a. Friends/Relatives
 - b. Company Website
 - c. Internet Job Boards
 - d. Recruiting Agencies
 - e. University Informative Boards
 - f. Other, please specify _____

4. Which department do you do your training for?
 - a. Marketing and Sales
 - b. HR
 - c. Business Development
 - d. Logistics
 - e. Web Development
 - f. Events
 - a. Audiovisuals
 - b. Other, please specify _____

5. Which selection procedures did you complete?
 - a. Sent CV
 - b. Sent a Cover Letter
 - c. Had a personal interview
 - d. Had a group interview
 - e. Passed a written test
 - f. Other, please specify _____

6. How could you evaluate the recruiter's performance during the application process on 1 to 10 scale?

1 2 3 4 5 6 7 8 9 10

7. Did you have a training?
 - a. Yes
 - b. No

8. If you had a training, please evaluate it on 1 to 10 scale.

1 2 3 4 5 6 7 8 9 10

APPENDIX 5(2) Survey among former and current interns in the case company

9. Do/Did you have a supervisor?

- a. Yes
- b. No

10. How could you evaluate an executive manager's leadership skills on a 1 to 10 scale?

1 2 3 4 5 6 7 8 9 10

11. What motivates/motivated you to work in Dpoingroup?

- a. Payment
- b. Colleagues
- c. Pleasant Working Environment
- d. Promotion Perspectives
- e. Job Challenges
- f. Recognition
- g. Training
- h. Other, please specify _____

12. Do/Did you receive a feedback on your performance?

- a. Yes
- b. No

13. How long is/was your internship in the company?

- a. 1-3 months
- b. 4-6 months
- c. 7-9 months
- d. 10-12 months

14. Would you stay in the company on a permanent position?

- a. Yes
- b. No

15. If you answered no, could you explain why?
