

Staffing of Organizations: Search Channels and Selection Tools

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ABSTRACT

A research question has been posed on the speed of adjusting the control systems of domestic enterprises to changing the parameters and value requests of the labour subject. Challenges that enterprises are forced to overcome when organizing staffing in a highly competitive labor market are highlighted. The results of a survey (N = 539) of specialists employed in the organisation are presented. Diagnostic tasks included assessment of used channels and identification of effective channels of job search; fixation of the applicants' suitability measures used during the professional selection of tools and diagnostic tools. The differences in the channels used to attract applicants belonging to different generational groups are determined. There was a slow change in the tools used by organisations to diagnose the professional suitability of applicants. Differences in the implementation of adaptation programs for new employees of organisations belonging to different age groups are indicated.

Keywords: *staffing, search and attraction tools, professional selection tools, generation groups*

1. INTRODUCTION

Organisations' approaches to the formation of staffing undergo significant changes. Several factors contribute to this. Firstly, in most professions and positions, a change in the labor market conditions and an increase in the imbalance between the demand and supply parameters are recorded. It becomes more difficult for employers to close vacancies and ensure high specialists' tightness [8, 10].

Secondly, there is a clear change in labor resources belonging to different generational groups. The share of specialists in older age groups belonging to the so-called generation X is significantly reduced, while the share of employees of generations Y who have other leading qualities and put forward new distinctive requests for organizing labour activities is expanding [11]. The change of generation groups and, as a result, the targeted requests of job seekers necessitates the adjustment of management systems and labour organisation to new requirements.

Thirdly, the procedures for staffing are actively equipped with automated tools aimed at reducing the resource provision for diagnosing professional suitability and making managerial decisions on applicants hiring. The introduction of tools changes the tactics of attracting and selecting targeted job seekers.

The transformation of approaches to staffing and instrumental equipment for their implementation raises the research question of the response and the readiness of management systems to work with other value preferences of specialists, to adapt diagnostic tools to the targeted requests of applicants. The author's hypothesis of the study is that the organisation of the personnel management

systems of organisations is subject to the changing demands of generation Y applicants slowly and the tools used to attract, select and adapt do not fully reveal the value preferences of applicants.

These arguments and the hypothesis put forward determine the purpose, logic of the study and this article:

- firstly, we consider what search tools attracting job seekers, are used by enterprises to transform the labor market conditions from labor-surplus to labor-scarce;
- secondly, we determine whether there are differences in the channels and means of communication with applicants belonging to different generation groups;
- thirdly, we will talk about the dynamics of the approaches used to select and adapt new employees;
- finally, we will conclude if there is a change in the way employers communicate with applicants of different age groups and the applicable tactics for working with personnel in the labour-deficit market.

The results of the study and conclusions on the assessment of the employment of specialists of different age groups allow us to make a scientific statement: a gradual refusal to use universal means and tools for attracting, selecting applicants and their subsequent adaptation is recorded. Changes in value requests to the work of applicants

determine the adjustment of the staffing system and its instrumental equipment. New tools for attracting, selecting and adapting applicants are becoming more individualized to meet the needs of applicants.

2. METHODS OF RESEARCH

To identify the dynamics of approaches to the formation of personnel and instrumental equipment of the processes of attraction, selection and adaptation, a survey method of data collection was chosen. A questionnaire has been compiled with the following key indicators: differences in the employment channels of applicants belonging to different generation groups; differentiation of tools used by the employer during the selection procedures and adaptation programs for new employees [3]. The study involved 539 respondents working in organisations engaged in various types of activities

(production (for example, Dalstam Group of Companies, AVEC CJSC, etc.), finance (Levoberezhny OJSC), trade (Lenta, Maria-ra, Leroy-Merlin), healthcare (Clinic No.16 of Novosibirsk), education (Novosibirsk State Technical University). Sample distribution (Table 1) shows:

- the breadth of the applicants of all ages coverage with a slight shift in the group from 16 to 27 years;
- observance of the equality of respondents according to the Gender criterion;
- the slight predominance in the sample of respondents with higher education.

These features of the sample impose a restriction on the subsequent interpretation of the research results and conclusions.

Table 1 Sample Distribution during the survey according to the criteria

Sample characteristics	Number of people	Share in the total sample, %	Criteria		Education level	Share in the total sample, %
			Gender, %			
age groups			men	women	education	
under 16 years old	37	6.86	40.54	59.46	average	6.86
16-24 years old	127	23.56	46.46	53.54	secondary vocational education	15.77
25-30 years old	65	12.06	40	60	incomplete higher education	15,58
31-35 years old	74	13.73	37.84	62.16	higher education - bachelor	23.01
36-40 years old	54	10.02	38.89	61.11	higher education - specialty	23.56
41-45 years old	70	12,99	34.29	65.71	Higher Education - master	12,43
46-50 years old	53	9.83	45.28	54.72	postgraduate studies	2.78
over 50 years old	59	10.95	40.68	59.32	-	-

3. RESEARCH RESULTS. TOOLS FOR SEARCHING AND ATTRACTING APPLICANTS.

The development of automated means of job search and attracting applicants is changing the ways and channels of employment. The most significant changes concern the expansion of communication methods, the acceleration of diagnostic procedures and the addition of functions to

maintain the focus of attention of applicants to vacancies. Changes will continue in the future [1], as competition for employees intensifies.

According to experts' forecasts, in the near future, the need for direct contact between the applicant and the employer during search and selection can be minimized, because the big data technologies and the diagnostic tools of the digital footprint of users make it possible to accumulate information about the applicant and to conduct professional diagnostics in a preventive format (generating

resumes and building a profile of the applicant [5]; initial selection by key diagnostic parameters, automation of analysis of the interaction with applicants incl. information support and interviews (Experium, 1996; Friendwork, 2012; Amazing Hiring, 2014; Potok, 2016; Robot Vera, 2017).

It can be expected that technology in the near future will significantly change the methods of communication and the employment channels used by applicants. In the present (according to the results of the authors' research),

various measures of the demand for communication channels when searching for work are also recorded (Table 2).

The variety of applied job search channels reflects the activity of applicants and wide opportunities for building the interaction "employer-employee". Both external intermediary communication platforms (for example, work, specialized professional sites, job fairs) and the accumulated social capital of the applicant (networking, patronage, headhunting) are used [17].

Table 2 Frequency of using job search channels, % of the number of choices

Job search channel	Age groups, years							
	up to 16	16-24	25-30	31-35	36-40	41-45	46-50	50+
social networks	20.5	18.9	14.7	9,7	8.3	2.8	6.1	4,5
personal connections	19.3	27.6	23.6	21,9	25.0	33.1	20.0	27.6
work sites	18,2	17.6	17.8	19,4	12.1	11,9	9.1	8.9
professional sites	14.8	4,8	7.6	9.2	9.9	9.9	7.3	2.2
media	9.1	7.7	8.3	11,7	6.8	10.6	13.3	11.2
employment agencies	5.7	1.3	2.6	4.6	3.8	6.3	10.3	4,5
forums	4.6	1.3	1.9	1.5	0.8	0.7	0.6	2.2
organisation website	3,4	5.1	7.0	5.1	6.8	4,2	5.5	5.2
job fairs	3,4	1.6	0.6	1.0	3.0	2.8	1.8	2.9
educational institution	1.1	5.8	5.7	5,6	7.6	3,5	10.9	8.2
patronage	-	1.3	0.6	3.6	5,3	5,6	6,7	8.2
HR-service itself went to the applicant	-	3.8	7.0	4.1	3.8	2.8	2.4	2.9
employment service	-	2.6	1.9	2.6	6.1	5,6	6.1	10,5
independent appeal to the organisation	-	0.6	0.6	-	0.8	-	-	0.8

More than 50% of applicants of all age groups are employed through such channels as social networks, personal connections and work connections. At the same time, the differentiation of job search channels by applicants of different ages (belonging to different generational groups) is recorded.

Employment through work sites is no longer the undisputed leader among the channels used. Job seeking websites are most often used by applicants aged 25 to 40 (2nd place in the ranking of priority). In general, the frequency of use of social networks, professional specialized sites, personal connections and patronage is increasing [6].

For applicants of all age groups (with the exception of Generation Z), the predominant channel for job search is personal communication. Every fourth graduate of an educational institution starts his or her career due to family or friends. The use of the method is understandable since there are restrictions on the confirmation of a professionally formed potential and additional guarantees

of the immediate environment are required to increase the chances of competitive employment.

Every third person who has crossed the 40-year milestone is also employed through the reputation capital formed in the family or among friends - personal connections. Using the channel in this situation allows reducing the cost of checking/confirming professional suitability due to accumulated assessments of the applicant's performance in other periods through a guarantee [7]. Therefore, the search for work in personal relations is applicable in situations of declining competitiveness of the applicant in relation to other players in the labor market.

With the accumulation of professional potential, commitment to the chosen field and functionality, the frequency of accessing specialized employment channels increases. Thus, applicants aged 31 to 45 years more often than others seek work through appeals to professional communities and groups.

Competitive advantages in the form of high efficiency and activity in mastering the professional competencies of employees in the age group from 25 to 31 provide more frequent cases of independent initiation of appeals to the

employer (employment through the organisation's website) and response processes from HR managers. It should be noted that the resource-intensive search channels for job seekers — job fairs, interaction with

educational institutions — do not provide for the closure of a large number of job openings even for applicants of younger age groups, while low ratings of job performance through these channels are also recorded (Table 3) [12].

Table 3 Efficiency of employment channels used by applicants, % of the number of choices

Job search channel	Age groups							
	up to 16	16-24	25-30	31-35	36-40	41-45	46-50	50+
social networks	26.0	14.4	9.4	6.9	4.6	2.2	7.6	2.3
personal connections	30.0	37.2	30.2	33.0	32.9	44.2	29.6	42.1
work sites	20.0	20.6	18.8	19.1	15.9	8.9	9.8	6.8
professional sites	6.0	5.0	9.4	4.4	7.9	8.9	2.2	1.1
media	6.0	4.4	5.2	9.6	5.7	11.1	8,7	9.1
employment agencies	6.0	0.6	2.1	4.6	3,4	4.4	8,7	4.6
forums	-	0.6	1.0	0.9	-	-	2.2	-
organisation website	4,0	2.8	3.1	4.4	3,4	2.2	6.5	4.6
job fairs	-	2.2	-	0.9	2.3	2.2	-	2.3
educational institution	-	6,7	7.3	7.8	6.8	2.2	14,1	9.1
patronage	-	1.1	-	4.4	10.2	5,6	5,4	9.1
HR-service itself reached the applicant	-	1.7	9.4	4.4	3,4	5,6	3.3	2.3
employment service	-	2.2	3.1	0.9	2.3	1.1	2.2	6.8
independent appeal to the organisation	-	0.6	1.0	-	1.1	1.1	-	-

In general, the most effective employment channels are personal and work ties. Many methods from the arsenal that the applicants have resorted to do not become effective. This situation indicates that the job search strategy is based on wide coverage of all possible options while maintaining a small number of effective channels on the market [16]. The breadth of coverage is associated with an increase in resource provision and causes the applicant to increase the cost of finding a job. At the same time, the stability of the return of only a limited number of channels is preserved.

Thus, the results of the use of job channels by applicants show, on the one hand, the expansion of the search field and means of communication with employers, and on the other hand, the preservation of the priority of productive channels — worksites and personal connections. This may indicate that the employer is moderate in developing new forms of interaction with target groups of applicants.

There is a differentiation of channels by age groups of applicants. The channel "personal connections" is more often used in situations of reduction/absence of competitive advantages among applicants (young specialists, employees over 40) [4]. Increasing competitive position and sustainability of professional choice (25-40) allows using highly specialized employment channels more often - it can be specialized forums and

communities, organisation sites and response to the initiation of a request from the organisation.

It is possible that the employer's moderation in expanding the channels for closing vacancies and adjusting job applicants of different age groups to the targeted needs reflects the situation of a massive "pen" into the selection funnel with brutal subsequent filtering at the selection stages. Let us consider how organisations set their selection procedures and what tools are used to diagnose job applicants' professional suitability and job placement.

4. DISCUSSION OF RESULTS. CHANGES IN THE USE OF DIAGNOSTICS OF PROFESSIONAL SUITABILITY OF SEARCHERS AND ADAPTATION OF SPECIALISTS.

It was revealed that despite the variety of diagnostic tools presented in theory and practice [2,13,14,15,18], organisations significantly differ in the frequency of application of instrumental support. Thus, to a greater extent, interviews are used at different levels of expertise (HR specialist, head of the structural unit and/or organisation). In general, these tools are used in almost half of the cases (Table 4).

Table 4 Frequency of use of selection tools, in % of the number of selections

Instruments	Age groups, age							
	up to 16	16-24	25-30	31-35	36-40	41-45	46-50	50+
testing	27.0	29.9	44.6	39.2	31.5	35,7	41.5	25,4
interview with the head of the unit	27.0	35.4	53.8	52.7	50.0	40.0	47.2	40.7
qualifying conversation with the head of the organisation	24,3	40.9	64.6	51.4	27.8	40.0	32.1	32,2
interview with an HR specialist	21.6	36,2	44.6	41.9	38.9	34.3	47.2	23.7
questioning	21.6	20.5	24.6	24,3	16.7	18.6	18.9	13,6
resume analysis	18.9	37.0	49.2	51.4	46.3	27.1	41.5	27.1
medical checkup	10,8	25,2	20.0	18.9	27.8	27.1	24.5	23.7
professional test	10,8	22.0	23.1	20.3	18.5	10.0	22.6	16,9
alcohol/drug test	5,4	2.4	3.1	2,7	-	8.6	1.9	6.8
business games	2,7	7.9	4.6	8,1	5,6	-	5.7	-
recruitment agency ratings	2,7	-	4.6	8,1	-	7.1	7.5	3,4
assessment center	0.0	0.8	1.5	-	3.7	1,4	-	0.8
polygraph	0.0	4.7	3.1	4.1	1.9	2.9	1.9	3,4
braintester interview	0.0	0.8	-	-	-	-	-	3,4
stressful interview	0.0	5.5	6.2	8,1	3.7	2.9	1.9	3,4
graphology	0.0	-	1.5	-	-	-	3.8	-
others not listed	-	3.1	1.5	-	1.9	-	-	-

An analysis of the tools used in the professional selection did not reveal significant changes in relation to applicants of different age groups. The most common are contact (and resource-consuming) ways for the employer to interact with job seekers (interviews and interviews) and gather information through analyzing resumes and questionnaires [9]. The frequency of distribution of new and automated diagnostic tools for professional suitability is not high enough in the presented sample. For example,

primary selection through interaction with chatbots and voice assistants was not widely disseminated (according to the sample formed in this study). It is worth talking about the moderation of the majority of employers in the active updating of the instrumental equipment of the initial diagnostics of the suitability of the applicant for the requirements of the position.

The professional experience of the applicant and the accumulated social capital lead to a decrease in the need for the employer to implement adaptation programs for employees of older age groups (Table 5).

Table 5 Frequency of candidates passing adaptation programs, in % of the number of elections

Implementation of adaptation programs	Age groups, years							
	up to 16	16-24	25-30	31-35	36-40	41-45	46-50	50+
carried out	43,2	62,2	72.3	70.3	53.7	57.1	54.7	50.8
not carried out	56.8	37.8	27.7	29.7	46.3	42.9	45.3	49.2

Starting from the age group from 36 to 40 years, a decrease in the frequency of use of adaptation programs is

recorded, while a relatively small variety of adaptation tools used is preserved (Table 6).

Table 6 Tools used in implementing adaptation programs,% of the number of choices

Instruments	Age groups, years							
	up to 16	16-24	25-30	31-35	36-40	41-45	46-50	50+
briefing	33.3	22.0	18.9	16.7	18.6	25.7	19.2	22.0
counselling	20.5	16.5	17.3	13.9	16.1	13,2	16.2	17.1
work techniques demonstration	5.1	12,4	9.4	9.8	10.2	7.2	11.1	9.8
mentoring	12,8	11.0	13,6	10.6	9.3	9.9	16.2	8,5
trainings	-	5.2	5.2	6.9	9.3	9.2	3.0	7.3
lectures	2.6	4.1	2.6	1.6	5.1	4,0	-	7.3
self study	2.6	5.2	7.9	10.2	7.6	8.6	10.1	6.1
"leaving behind"	2.6	5.2	2.6	3.7	1.7	5,3	3.0	3.7
participation in social projects	2.6	1,4	1.6	2.0	2.5	-	-	3.7
business games	-	2.1	2.6	1.2	0.9	1.3	3.0	2.4
discussions	2.6	1.0	3.1	4.1	1.7	2.6	2.0	2.4
round tables	5.1	0.7	1.6	1.6	-	2.0	1.0	2.4
harder job method	5.1	3.8	3.1	4.1	4,2	2.6	4,0	2.4
educational films	-	1.0	2.6	2.0	2.5	2.0	2.0	1.2
distance learning	-	1,4	2.6	3.3	2.5	1.3	2.0	1.2
brainstorm	2.6	3,4	0.5	3.3	1.7	1.3	1.0	1.2
modelling/analysis of situations	2.6	3.8	4.7	4.9	5,9	4,0	6.1	1.2

For beginners and young employees, the frequency of passing adaptation programs is high. Here are a few reasons that explain the need for programs for applicants in the age group of 16 to 35 years.

Firstly, the greater mobility of such job seekers in the labour market and the variety of work organisation systems implemented in organisations. It should be noted that the diversity of organisations stimulates the mobility of applicants in the search for conditions for updating value requests to work. The change of employer necessitates the development of new distinctive regulations for the implementation of functional and corporate standards. Therefore, there is a need for organizing and implementing fairly fast schemes for the social and professional adaptation of new specialists.

Secondly, respondents noted the influence on the need for factor adaptation programs - a change in the direction of activity. The business's request for professional knowledge and skills is characterized by increased variability and forms a response from applicants for the development of new areas of professional knowledge and the mastery of new tools for implementing functionality. As a rule, specialists under 40 are more likely to decide to change their professional field and master new working methods; further, with age, the frequency decreases. Checking the conformity of the level of professionalism to the demand of the position and organisation, bringing it to

the level of the norm is realized through adaptation programs.

Thirdly, employees at this age (from 16 to 35) are characterized by greater capacity for work, flexibility, openness to master new schemes of labour actions. Obtaining greater labour returns from specialists is based on reducing the time spent on "readjustment". Adaptation programs, in fact, are structured schemes of standards of social expected professional and organisational behaviour. Training on the rules of performing labour functions according to structured schemes reduces the cost of entering a post and speeds up the process of bringing an employee to the planned level of labour return.

5. CONCLUSION

A review of the employment practices of specialists in the regional labor market allows us to conclude:

- there is significant differentiation in the speed of development, introduction on the market of instrumental equipment for staffing and its testing and active use in the operational activities of organisations;
- a relatively small differentiation in the applied tools for attracting and communicating with applicants of different age groups is revealed;

- a variety of staffing tools is used more intensively to generate selection funnels, further selection and adaptation procedures do not differ in the frequency of application of new ones, automated tools.

Perhaps the speed and frequency of updating the arsenal of recruitment managers depend on the time and financial resources of the organisation. The data from the current study record a moderate rate of introducing new instrumental solutions into the practice of staffing organisations.

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