

A PHENOMENON OF DIGITALIZATION AND E-RECRUITMENT IN BUSINESS ENVIRONMENT

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Abstract: Man lives in a global environment where new technologies, mainly digital, information and communication technology, is changing the possibilities and manner in which corporations produce and provide services their customers. Given the noticeable and quick progress and the increased reliance on modern technology, the question of how it is changing work, employment and processes, methods, approaches and processes related to human resources management field in today's corporations. This research paper presents part of a research focusing on the process of digitalization and e-recruitment in business environment in the Czech Republic. The aim of this contribution was to examine the present implementation of social media platforms in business practice in the context of the size and industry classification of the selected corporations in the Czech Republic. The research was conducted on the basis of a structured questionnaire survey available in printed form. Two research hypotheses have been formulated. The verification of null research hypotheses was performed through the statistical method of the Pearson's Chi-square test. A research sample included 426 respondents (the employees of selected corporations in the Czech Republic that are active in and responsible for area of human resources). Main results of research confirmed a statistically significant relation between implementation of social media platforms in business practice and the size and industry classification of the selected corporations in the Czech Republic.

Key words: digitalization, employees, e-recruitment, HR marketing, human resource management, social media platforms, technology, Czech Republic

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Introduction

Many authors such as Adeola and Adebisi (2016), Ungerman et al. (2018) say that with today's competitive environment, it is necessary for corporations to discover strategies, methods and techniques to be more efficient and effective in process of utilization their resources so as to improve their overall competitiveness and performance. According to Vydrová (2011), the corporations should understand

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that the greatest wealth that they have at their disposal is in the knowledge, intelligence and qualities of their current and future human resources. Therefore, there is necessity to recruit and retain highly motivated, engaged and qualified human resources in order to remain performing and competitive in today's domestic and global markets. In this context, Cocul'ová (2015) says that today's corporations must be concerned with their human resources in corporations.

A process of digitalization has become a cornerstone of competitiveness in the business and industrial environment. The managers have to handle the complexity that comes along with Industry 4.0 in diverse dimensions to leverage the potentials of digitalization process for their prosperity, goals and advantages (Jansen and Jeschke, 2018). In this context, Ślusarczyk (2018) says that Industry 4.0 substantially modifications production systems and products related to operations, processes, methods, design and services. A progress and development of new digital technologies have turned the Internet into the regular recruitment source. This new form of recruitment implies progressive and significant changes with regard to the traditional recruitment (Pfieffermann et al., 2010). Differences between the regular recruitment source and E-recruitment are identifiable when it is referred to the experiences which become available with Internet web pages (for example animations, images, sound) as well as the opportunity of providing interesting experience where the job-seeker is involved in recruitment process instead of being a passive informational receiver (Cober et al., 2004).

The main aim of this contribution is to examine the present implementation of social media platforms in business practice in the context of the size and industry classification of the selected corporations in the Czech Republic. A structure of this paper is the following: the next section introduces a basic review of the literature and the theoretical background to the research topic. The second part defines the goal of the research, the research methods and the description of the data used. The main results of the research are presented and discussed in section Results and Discussion. The last section highlights the significant conclusions of the research and offers a final summary of the article.

Literature Review

This chapter, a literature review (the theoretical bases), presents the research results related to the process of the digital transformation, digital technologies, digitalization and Internet recruitment (e-recruitment) in business environment.

Digitalization, Digital Technologies and Process of the Digital Transformation

More academic researches, studies and practitioner reports claim that human work is increasingly disrupted or even determined by digital, information and communication technology. New technologies are not just helping people to do things effectively, faster and better, but they are enabling important changes in the ways that work is done in corporations (Cascio and Montealegre, 2016). Many authors such as Châlons and Dufft (2016), Petter et al. (2012) claim that digital,

information and communication technologies have been undergoing energetic and brisk changes and have an enormous impact on almost every part and aspect of daily life. Therefore, corporations are faced with new opportunities and challenges due to the radically increasing digitalization and process of the digital transformation of the business environment. In this context, Sorgner et al. (2017) argue that high proficiency in digital skills will become fundamental requirement in the digital age. Corporations can obtain advantages from digitalization when tangible investments in the digital economy infrastructure, such as communication and information technologies, are related to intangible investments in human capital and organizational resources (Balcerzak and Pietrzak, 2017).

Social Media Platforms

According to Liu et al. (2018), social media platforms can be defined as a group of online applications that allow for the creation and exchange of user-generated content (Hamm et al., 2013). Many authors such as Chung et al. (2018); Kaplan and Haenlein (2010) declare that social media platforms can have copious and wonderful opportunities for corporations, but a failure to manage how these applications are used can have important and undesirable consequences. In this context, Aggarwal et al. (2012), Duane and O'Reilly (2012) or Piskorski (2011) assert that a social media (business) profile is an online presence and platform used by corporations for marketing, advertising, public relations, recruitment, research, product and service testing. According to Thomas and Ray (2000), social media platforms fall into following categories: social networks (Facebook, Twitter, and LinkedIn), media sharing sites (Instagram, YouTube, Snapchat) and other (Pinterest, Google Plus).

Internet Recruitment (E-recruitment, online recruitment)

Wołodźko and Woźniak (2017) introduce that one of strengths of e-recruitment is broadening the scope of information used to improve corporation's image and employer branding. The building of employer branding, reinforcement the awareness of people and increasing loyalty of present HR can raise the offer of job vacancies and obtain new well-educated and qualified human resources (Urbancová et al., 2017). Regarding this, Gavurová et al. (2018) say that building of employer branding is also important in the online environment. The most effective methods are clearly the use of social media platforms. Web portals also allow besides other things e-recruitment. In this way, the successful corporations provide resourceful method of recruitment, more flexible and creative, making it accessible to a greater number of potential employees (Álvarez, 2012). According to Herbell and Zauszniewski (2018), the use of e-recruitment and social media platforms as recruitment strategy for research is a fairly new and topical recruitment methods as e-recruitment and social media platforms are also a relatively new technological development in business environment. Wroblowska (2016) says that a combination of various methods of E- recruitment, including effective job posts on job boards, makes effective strategy.

Data and Methodology

The paper focuses on the process of the digitalization, digital technologies, social media platforms and E-recruitment in business environment in the Czech Republic. The aim of this article was to examine the present implementation of social media platforms in business practice in the context of the size and industry classification of the selected corporations in the Czech Republic. The scientific journals and scientific papers in the Web of Science database and Scopus database were analyzed within the secondary information sources. These secondary information sources were focused on the process of the digitalization, digital technologies, social media platforms and e-recruitment. This study applied a quantitative approach to examine a research problem. The quantitative marketing research was conducted in 2017 (from April to December) on the basis of a survey of the present implementation of social media platforms in business environment. The research of the present implementation of social media platforms in business environment has been conducted by a structured questionnaire survey. The marketing research has been developed on the basis of results of foreign scientific papers, studies and author's knowledge of this issue. The questionnaires were available in printed form, in an attempt to increase the response rate for the marketing research, and distributed among HR managers (HR specialists or HR employees) of selected corporations in the Czech Republic. The corporations were selected according to the previous research cooperation. The questionnaire used in this research included open, semi-open and closed questions because open questions will allow the respondents have a free description for their response while the closed questions allow respondents to select from a range of offered answers. The questionnaire respected the ethical aspect and anonymity of respondents. Selected corporations were chosen only for the given research and their composition is random, it does not respect the exact division ratio in national economy. A random sampling technique was used in research, indicating that each member of the population has an equal chance to be sampled for research. A pretest of structured questionnaire was performed on a sample of ten respondents. Research sample consisted of four hundred and twenty-six respondents. In order to evaluate research results, descriptive statistics tools such as absolute and relative frequencies were used. This article presents only part of the results obtained. A verification of the given research hypotheses was performed by the Pearson's statistical method of Chi-square test. Chi-square test is based on the dependence measurement. This is a test that detects whether there is the dependence between statistical characters. That means that the occurrence of certain character values A can assume probability of occurrence of a certain character values B. If the p-value is lower than the confidence level (typically 5%, i.e. 0.05) this leads to the rejection of the null hypothesis. The null hypothesis claims there is no association between variables. Calculations have been performed in statistical package IBM SPSS Statistics 23 and Microsoft Excel.

Characteristics of the Sample of Respondents

The quantitative research, anonymous questionnaire survey, was comprised of four hundred and twenty-six respondents. The employees of selected corporations in the Czech Republic that are active in and responsible for area of human resources (HR managers, leaders, specialists or HR employees) were confronted with research hypotheses. Selected corporations in the Czech Republic were segmented according to the following attributes: (1) industry classification and (2) corporation category. According to Economics (2018), the primary sector is related to the production and retrieval of raw materials. Secondary sector involves transformation of the raw material into the finished or manufactured goods. Tertiary sector is service sector, which involves the giving away direct services to its consumers. Quaternary sector is an improved form of tertiary sector as it involves services related to knowledge sector. Professions of people working in quinary sector are generally referred to as gold collar professions since the services included in sector focus on interpretation of existing or the new ideas, evaluation of new technologies, and creation of services. A structure of the selected corporations in the Czech Republic is shown in following table (Table 1). Based on theoretical framework which was outlined in the previous part of paper, the following research hypotheses were set prior to the research hypothesis:

(H1): There is a statistically significant relation between the implementation of social media platforms in business practice and the industry classification of the selected corporations in the Czech Republic.

(H2): There is a statistically significant relation between the implementation of social media platforms in business practice and the size of the selected corporations in the Czech Republic.

The Table 1 introduces the structure of the selected corporations in the Czech Republic.

Table 1. The structure of the selected corporations in the Czech Republic

Variable	Category	The absolute frequency (N)	The relative frequency (%)
Industry classification	Primary sector	19	4.46
	Secondary sector	53	12.44
	Tertiary sector	338	79.34
	Quaternary sector	14	3.29
	Quinary sector	2	0.47
	Total	426	100.00
Corporation category	Micro (< 10 employees)	2	0.47
	Small (< 50 employees)	168	39.44
	Medium-sized (< 250 employees)	192	45.07
	Large (\geq 250 employees)	64	15.02
	Total	426	100.00

Results

The survey results are tabulated below: the relationship between the implementation of social media platforms in business practice and the industry classification and the size of the selected corporations in the Czech Republic. Four hundred and twenty-six respondents participated in the research. The respondents were employees of selected corporations in the Czech Republic who are active in and responsible for the area of human resources (HR managers, specialists or HR employees). The implementation of social media platforms in business practice was assessed by the offer in the questionnaire by the closed question. Two research hypotheses (H1, H2, which were part of the quantitative research, were established. *H1: There is a statistically significant relation between the implementation of social media platforms in business practice and the industry classification of the selected corporations in the Czech Republic.*

H0: There is no correlation between the implementation of social media platforms in business practice and the industry classification of the selected corporations in the Czech Republic.

The data that define the research hypothesis 1 are introduced in the Table 2.

Table 2. The verification of the research hypothesis H1 by means of the Pearson's Chi-square test

H1: There is a statistically significant relation between the implementation of social media platforms in business practice and the industry classification of the selected corporations in the Czech Republic.			
The statistical method	Chi-square	df	p-value
Pearson's Chi-square test	42.971	4	.000

A goal of research hypothesis H1 was to verify a relation between the implementation of social media platforms in business practice and the industry classification of the selected corporations in the Czech Republic. Data introduced in table (Table 2) were explored using Pearson's Chi-square test of independence, which researched the mutual relationship between the defined variables. The p-value is compared with the defined level of significance 5%. If the p-value is lower than the confidence level this leads to the rejection of the null hypothesis. The null hypothesis claims there is no association between variables. The result of a verification of the research hypothesis H1 presents a discovery that the null hypothesis (H0) of independence was therefore rejected at a level of independence of 5%. The H1 hypothesis was therefore not rejected. The H1 hypothesis – there is a statistically significant relation between the implementation of social media platforms in business practice and the industry classification of the selected corporations in the Czech Republic – was therefore confirmed.

H2: There is a statistically significant relation between the implementation of social media platforms in business practice and the size of the selected corporations in the Czech Republic.

H0: There is no correlation between the implementation of social media platforms in business practice and the size of the selected corporations in the Czech Republic.

The Table 3 brings out data that characterize the research hypothesis 2.

Table 3. The verification of the research hypothesis H2 by means of the Pearson's Chi-square test

H2: There is a statistically significant relation between the implementation of social media platforms in business practice and the size of the selected corporations in the Czech Republic.			
The statistical method	Chi-square	df	p-value
Pearson's Chi-square test	25.690	3	.000

The verification of the research hypothesis H2 presents a result that the p-value of Pearson's Chi-square test of independence is 0.000. The result of its validity verification shows that the p-value of the Pearson's Chi-square test of independence is lower than the characteristic value of 0.05. Therefore, the H0 hypothesis is rejected on the significance level of 5%. In this context, it can be deduced that there is a statistically significant relation between the implementation of social media platforms in business practice and the size of the selected corporations in the Czech Republic.

Discussion

Research surveys of Hansen et al. (2017) discovered that using social media platforms to recruit is inexpensive and provided not only a wide geographical reach. García-Izquierdo et al. (2015) claim that 75.8% of Spanish corporations with Internet access had their own website and 21.1% of Spanish corporations used it to advertise the jobs or receive work requests (in 2014). A research study by Delbosc and Mokhtarian (2018) presented that the 24.0% of respondents never used social media platforms whereas those who used it tended to use social media platforms at least weekly with the highest twice-daily use of any mode. A research study by Jobvite (2011), realized with a sample of 800 HR specialist, HR managers and HR professionals, presented that the majority of corporations are using social media platforms to recruit (89.0 %) and screen candidate profiles (45.0%). According to the Society for Human Resource Management survey (2011), HR specialists indicated use of LinkedIn (95.0%), Facebook (58.0%) and Twitter (42.0%) for recruitment process. According to research study of Hamm et al. (2013) focusing on digital and new technologies on Internet, the discussion forums were immensely prevalent and represent 66.6% of the research sample. Social media platforms (14.8%) and blogs/microblogs (14.1%) were the next most commonly used tools.

Study Results Implication for Management

The research study results indicated that there is dependence between the implementation of social media platforms in business practice and the industry classification of the selected corporations in the Czech Republic. Thus, the industry classification had an impact on implementation of social media platforms in business practice. The research further confirmed that the implementation of social media platforms was the most significant in the tertiary sector. Tertiary sector is service sector; this could explain why the use of social media platforms was the most significant in this sector. It is possible to assume that the use of social media platforms will continue to increase in all sectors. The results of the study further indicated that there is dependence between the size of the selected corporations in the Czech Republic and the implementation of social media platforms in business practice. Small corporations still have to learn a lot in this area but the question here is the effectiveness of social media platforms for these corporations. This could explain why small corporations showed less interest in social media platforms than other corporations. It can be said that the key question in E-recruitment is also what type of person the corporation is looking for and what job position needs to be filled.

Conclusion

The aim of this paper was to examine the present implementation of social media platforms in business practice in the context of the size and industry classification. The selected corporations in the Czech Republic introduced a research sample of respondents. Main results of research confirmed a statistically significant relation between implementation of social media platforms in business practice and the size and industry classification of the selected corporations in the Czech Republic. An originality and a value of this research study are based on identify the use of social media platforms in business practice in the Czech Republic. The research study showed that the use of social media platforms is an actual and interesting topic not only in marketing but also in HR management. This research study has got certain limits. The respondents were only corporations from Czech Republic and it is obvious that the number of respondents was not so large. Despite these limits, this research study brought new and interesting findings and information in digitalization and E-recruitment. Future researchers could investigate the comparison of the use of social media platforms in other countries not only in the Czech Republic or expand the sample of respondents.

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ZJAWISKO DIGITALIZACJI I E-REKRUTACJI W ŚRODOWISKU BIZNESOWYM

Streszczenie: Człowiek żyje w globalnym środowisku, w którym nowe technologie, głównie cyfrowe, technologie informacyjne i komunikacyjne, zmieniają możliwości i sposób, w jaki korporacje produkują i świadczą usługi swoim klientom. Biorąc pod uwagę zauważalny i szybki postęp oraz zwiększoną zależność od nowoczesnych technologii, pojawia się pytanie o to, jak zmienia się praca, zatrudnienie i procesy, metody, podejścia i procesy związane z dziedziną zarządzania zasobami ludzkimi we współczesnych korporacjach. Niniejszy dokument badawczy stanowi część badań poświęconych procesowi

cyfryzacji i e-rekrutacji w środowisku biznesowym w Republice Czeskiej. Celem tego opracowania było zbadanie obecnej implementacji platform mediów społecznościowych w praktyce biznesowej w kontekście wielkości i klasyfikacji branżowej wybranych korporacji w Republice Czeskiej. Badania przeprowadzono na podstawie ustrukturyzowanego kwestionariusza dostępnego w formie drukowanej. Na potrzeby badania sformułowane zostały dwie hipotezy badawcze. Weryfikacja zerowych hipotez badawczych została przeprowadzona za pomocą statystycznej metody testu chi-kwadrat Pearsona. Próba badawcza objęła 426 respondentów (pracowników wybranych korporacji w Czechach, którzy są aktywni i odpowiedzialni za obszar zasobów ludzkich). Główne wyniki badań potwierdziły statystycznie istotny związek między wdrożeniem platform społecznościowych w praktyce biznesowej a wielkością i klasyfikacją branżową wybranych korporacji w Czechach.

Słowa kluczowe: digitalizacja, pracownicy, e-rekrutacja, HR marketing, zarządzanie zasobami ludzkimi, platformy mediów społecznościowych, technologia, Republika Czeska

商业环境中数字化和电子招聘的现象

摘要: 人生活在一个可以获得技术和技术的全球环境中。鉴于当今公司领域人力资源领域的显著和进步。该研究论文是捷克共和国的一部分。该项目的目的是审查捷克共和国。该研究是在结构化问卷的基础上进行的。已经制定了两个研究假设。通过Pearson的卡方检验进行了无效研究假设的验证。研究样本包括426名受访者(捷克共和国在人力资源领域活跃)。选定捷克共和国的主要成果。

关键词: 数字化, 员工, 电子招聘, 人力资源营销, 人力资源管理, 社交媒体平台, 技术, 捷克共和国