RECRUITMENT IN THE SOCIAL ENTERPRISES

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Abstract

The paper deals with the issue of the recruitment in the social enterprises. The social enterprises play more and more important role in the economics. Their approach to the social matters such as employment of disabled people, people difficult to employ, and support of minorities or seniors brings different demand on the employees in non-profit organizations. The article is based on the qualitative research among social enterprises in the area of recruiting employees. The researched practices are compared with the recommendations grounded in theory for the recruitment in profit organizations. Further development and long-term sustainability of social enterprises bring the need of the same kind of professionalism in the non-profit organizations. The selection of the right candidates is one of the key issues of success and long term attendance of the enterprises on the market. The output of the research suggests areas of possible improvement in the recruitment processes of social enterprises.

Key words: Social enterprises, Recruitment, Non-profit organizations

JEL Code: J24, L31, M12

Introduction

Selection of employees is one of the key human resource processes of each organization. This is true even for the non-state non-profit organizations, which can be called also social enterprises. This research was focused on the methods of recruitment in these type of enterprises.

1   Social entrepreneurship

Social enterprises are a part of civil society. Civil society is the expanding space between family, market, and State. This is a space for the pooling and self-expression of individuals in society, the space in which they produce values and standards. Civil society is a space where they provide many services, and also space, which is often perceived as a protection against the State and against its expansiveness. The idea of civil society is based on the idea that each

Central Authority (whether it is democratic or autocratic) has widening tendencies. Civil society, which works as a space of unlimited and free the human power of the central pooling can control and monitor these authorities.

Civil society is also called the civil sector, the third sector, voluntary sector, non-governmental sector, social enterprises, etc. Non-governmental non-profit organizations are a part of civil society. The author of this paper use the term social enterprises for this kind of organizations.

Social enterprises in the Czech environment are based on the structurally-operational definition of Salomon and Anheier (1998). The types of the social enterprises can be specialized units of churches and religious societies, generally beneficial companies, foundations, and foundation funds and the constitution, limited liability companies and institutions (Prouzova, 2015). This definition is used by the national administration and local authorities, and in particular for the purposes of the distribution of subsidies to the non-profit sector. The research analyses the methods used for attracting employees to social enterprises.

1.1   New methods of recruitment

Recruitment process involves specifying and finding the correct work resources. An important part of the process is to enhance the information about a vacancy in the organization. There are many possibilities to announce the free position. One of the possible approaches is searching candidates on the job portals. There is often possible to use the database of resumes of potential candidates. Portals often have developed various filters, and the recruiter can search candidates according to specified criteria. Using this method the recruiter can save a lot of time in finding candidates. The social enterprises usually have a free access to the database as a part of job portal provides philanthropy. Currently, the situation on the Czech labor market is characterized by the lack of employees. In the opposite of the situation in 2012 and 2013, where especially the young people had difficulties to find a suitable job (Paliskova, 2014). Organizations are looking for modern methods of recruitment. The focus only on the active candidates, using the method which Joos (2008) called SPRAY AND PRAY is no more effective. It described, in particular, the ads acquisition tools, paper applications, summaries, meeting face to face, etc. The employer sends into the world their needs for a new employee through media. And then the employer prays for the good outcome of their efforts. Internet created many web pages dealing with by offering jobs and facilitating the search for applicants, as mentioned above. These pages, in addition to direct job seekers, create a category for passive job seekers that currently have jobs, but they are also curious about the options offered. Due to

the fact that a large percentage of passive applicants, only occasionally looking at possibilities, some employers have started to use other methods to attract their attention.

Social media

Social media are often used for increasing the attractiveness of job offers. Human Resource professionals are increasingly using Social Networking Websites for personnel recruitment and selection processes (Aguado, 2016). Open positions are published through media types as Facebook, MySpace, Yahoo!, Twitter, LinkedIn (Khatri at al., 2015). Especially LinkedIn is a widely used form of professional social networking and will continue to grow as a selection tool in the workforce (Zide et al., 2014). Social media are useful for finding suitable candidates, they extend job offers, develop relationships with employees and candidates. In the acquisition of new applicants is also possible through their own employees sharing news via their contact networks. It is one of the quickest and easiest methods to keep the current selection practices (Healy, 2014). Social media are a source of information about applicants. It is necessary to give attention how candidates but also employer are present on those networks (Bajardi et al., 2014)**.** Online media has the ability to mobilize a large number of people to achieve a goal in limited time (Wang, 2015).

Blogs

Blogs are Web pages that publish texts in the style of a journal or newsletter. Often offers comments on specific topics, such as sports, politics, and local news. Commenting is one of the main characteristics of blogging. Blogs are often kept by individuals, sometimes it's readers to allow for text blogs match. A typical blog combines text, images, and links to other blogs and websites. Blogs have become a large matter at the time when Google created a special search tool designed to search the blog. This is the web page http://blogsearch.google.com/. A blog can be an effective way to reach out to a wide group of passive candidates who are merely curious. Blogs provide the readers a steady supply of interesting articles, job search tips, up-to-date information, research (Joos, 2008).

Podcasting

A podcast is an audio file that is distributed over the internet to computers and other electronic devices. The candidate can download them and listen to or watch it later. Originally arose as fun or information files that are downloaded on Apple iPod, but soon began to be used for a wide range of content from light entertainment programs, through music, tutorials, educational lessons, expert interviews, comments and information about recruitment and vacancies. For recruitment, the organosation can create a short video with information about the position, interviews with the newly acquired or existing employees. In particular, some foreign

companies are creating short videos with answers to any questions that might be of interest to potential applicants (Joos, 2008).

Employees marketing videos

Similar to the podcast are marketing videos that allow to highlight the name and face of the company along with a preview to its organizational structure, corporate culture, and working conditions. The company presents itself as a progressive and modern. On the other hand, the video also serve for job seekers who want to raise the profile of the labor market.

Scouting

Scouting is sending the representative of the Organization on various occasions, where can get an employee. These ambassadors have the responsibility to persuade the candidates to apply for a position in the organization. Furthermore, they are able to immediately provide information about the company they represent, to answer the questions of the candidates, to clarify any confusion, etc. (Joos, 2008).

Networking

Networking is a method particularly used by HR professionals. Creating links and relationships helps them to obtain the necessary work resources from different sectors and organizations.

Recruiting actions

It is a recruitment event where come the possible candidates that the company needs. The company is present and can be visualized in a way that candidates understand it in a clear picture. Managers of social enterprises would be able to improve both their image and their effectiveness in reaching their social mission thought the recruiting actions (Rodriguez, 2012). Such recruiting action are organized by the universities.

Re-recruiting

If the qualified and experienced worker left the company, the organization can use the re-recruiting on his recovery. The thing is, let him know that he will be welcomed back if not satisfied at the new location. This saves time and resources, and also the training of new employee.

Referral program

Make each employee recruiters. The current employees know the information about vacancy in the company. Employees at their discretion may spread the information among the people that the employer is difficult to address. Employee refer usually a good candidate to keep good reputation at the job. They also prefer to employ similar people that fits into company culture and share the same values.

Search-engine marketing

Use of advanced Internet technologies to find suitable candidates for the job. One of the methods to allow easier searching of the company is the process known as marketing in search engines, which ensures a better placement in search. The search engine optimization is based on keywords. Consistent advocacy, maintaining the technological peak and the use of new methods of recruitment is a combination that has a great chance of attracting the attention of suitable candidates.

2 Research findings

2.1 Research sample

The research took place in 2015, between thirty non-profit organizations active in the field of employment of hard-to-employ groups of people. The research was provided in a form of qualitative research using semi-structured interviews. The main research question was: How the social enterprises use modern methods of recruiting. The research results were compared with the theoretical methods. The research also identified the specifics in the acquisition and selection candidates of non-profit organizations from the perspective of the main players.

For the purposes of research were identified a sample of nonprofit organizations, divided by size, and legal form. Although in theory, it was possible to expect certain differences between the methods used in small and large organizations, and between organizations founded by the public administration and organizations founded by the private bodies or persons the research did not confirmed this assumption. The overview of social enterprises involved in the research is shown in the table 1. Small social enterprises employ to 10 employees, medium sized between 11 and 100 employees. Larger organization was not involved in the research. The organization so civic sector are usually small or medium sized enterprises. The table 2 shows the decomposition of the research sample in percentage. 40 % of the social enterprises involved in the research were public benefit organizations. This tape of legal form is mostly used for social enterprises in the Czech Republic.

Tab. 1: Research sample

Type of social enterprise	Total number	Small	Medium sized
Public benefit organisations	12	4	8

Institutes (Registered Institutes)	2		2
Foundations and foundation fund funds	6	1	5
Church legal persons, established by church, and religious societies (registered legal persons – church institutions; church institutions, and charitable trusts)	3		3
Co-operatives	2		2
The limited liability companies	5	2	3
Total	30	7	23

Source: own research

Tab. 2: Research sample in %

Type of social enterprise	Total number (%)	Small (%)	Medium sized (%)
Public benefit organisations	40%	57%	35%
Institutes (Registered Institutes)	7%		9%
Foundations and foundation fund funds	20%	14%	22%
Church legal persons, established by church, and religious societies (registered legal persons – church institutions; church institutions, and charitable trusts)	10%		13%
Co-operatives	7%		9%
The limited liability companies	17%	29%	13%
Total	100%	100%	100%

Source: own research

The analysis of the research did not show any difference in selection methods and procedures according the size of organization.

The research procedure used the chronological sequence of recruitment process in social enterprises based on the theoretical literature. Although there exists differences in the methods used by the organizations in the selected sample, especially when it comes to advertising vacation, there are also quite a distinct similarity among the organizations in their recruitment process. These similarities are: the absence of strategic planning, providing personnel management by the executive management of the organizations, an informal job defining requirements, exploiting the potential of the internet and the use of personal contacts for getting new employees into the organization.

The table 3 shows the usage of recruitment methods in the researched social enterprises. The main source of advertising vacancies are social media and referral program. Referral program is the main source of candidates. The civil society environment is very specific, for the employees in social enterprises is typical strong believe in the mission of the organization,

friendly atmosphere and democratic leadership (Legnerova, 2016). In the table 4 is shown the percentage of usage of recruitment methods.

Tab. 3: Recruitment methods

Recruitment activities	No. of SE
Public recruitment	15
Social media	25
Blogs	5
Podcasting	6
Employees´ videos	3
Scouting	9
Recruiting actions	15
Re-recruiting	12
Referral program	28
Search-engine marketing	6

Source: own research

Tab. 4: Recruitment methods in percentage

Recruitment activities	No. of SE (%)
Public recruitment	50%
Social media	83%
Blogs	17%
Podcasting	20%
Employees´ videos	10%
Scouting	30%
Recruiting actions	50%
Re-recruiting	40%
Referral program	93%
Search-engine marketing	20%

Source: own research

Referral program and social media are the mostly used sources for attracting new employees. Videos, blogs and search-engine marketing are not the main channels in the researched companies.

For the statistical evaluation of the recruitment methods was used the statistics of frequency. Statistically important are two methods: social media and referral program.

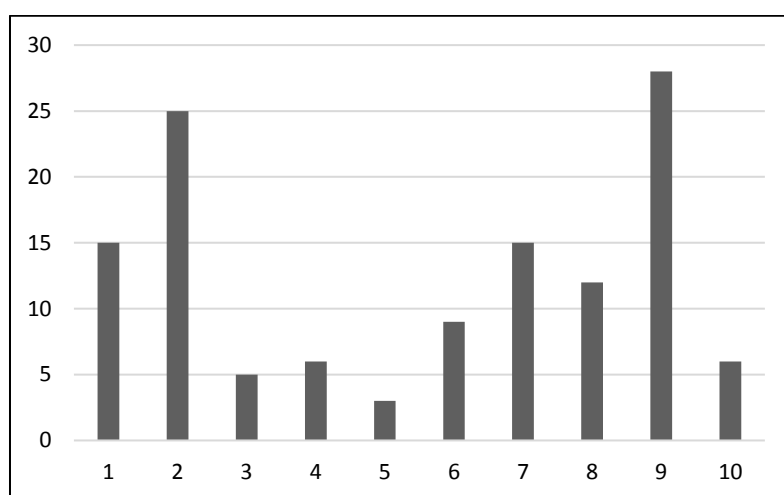**Table 5: Statistics of frequency of usage the recruitment methods**

0	Public recruitment
1	Social media
0	Blogs

0	Podcasting
0	Employees´ videos
0	Scouting
0	Recruiting actions
0	Re-recruiting
1	Referral program
0	Search-engine marketing

Source: own research

The frequency is displayed in the graph Nr. 1.

Graph Nr. 1: Frequency of recruitment methods

Explanatory notes	
1	Public recruitment
2	Social media
3	Blogs
4	Podcasting
5	Employees´ videos
6	Scouting
7	Recruiting actions
8	Re-recruiting
9	Referral program
10	Search-engine marketing

Source: own research

The last part of the research identified the specifics of attracting and selecting staff in social enterprises, as perceived by the respondents themselves. The specifics have been determined on the basis of direct questions and based on secondary analysis of the interviews. According to the opinions of managers employees of non-profit organizations are to a certain extent a closed group of people, which very often meet each other on several occasions. This affects also the acquisition and selection of employees. This finding confirms the importance of referral program as one of the main sources of potential employees.

Limitation of the research

The research sample does not represent the whole population. The findings cannot be generalized and apply only to the selected pattern of respondents. For further research, the author recommends to wider the research sample. In the context of the information received from the selected sample can be detected some similarities in the acquisition and selection of staff in social enterprises.

Conclusion

The recruitment process in social enterprises does not differ from the recruitment process in profitable organizations. Non-profit organizations are using the same methods, including modern approaches. The most common methods of the recruitment include referral programs and use of social media. These methods can be particularly effective in non-profit organizations, where the main role play the meaningfulness of the work and the teamwork. Due to lack of both financial and human resources in the non-profit sector, the recruitment process is less formal in comparison with the theory. Yet the non-profits are using the latest methods of attracting employees such as social networks, re-recruitment or referral program. These methods use the social enterprises rather intuitively than based on a proven theory.

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