

RECRUITMENT AND EMPLOYMENT OF HUMAN RESOURCES IN SLOVAK ENTERPRISES

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Abstract

The aim of the paper is, based on analysis of recruitment methods and selected forms of employment in Slovakia, to identify the rate and main advantages and disadvantages of their use in business practice. Analysis of recruitment methods and forms of employment of employees is handled through information from the questionnaire survey conducted on a sample of enterprises in the Slovak Republic. Results of the analysis are the basis for conclusions in the field of use of selected methods of recruitment and forms of staff employment in Slovakia. The paper applies a number of theoretical methods of investigation, in particular the method of analysis, synthesis, induction and deduction.

Key words: *Employees, Employment, Flexibility, Recruitment methods*

JEL classification: *M51, M54*

1. Introduction

Enterprises may use by recruiting of employees either own internal resources, respectively may select human resources from external environment. The unemployment rate in Slovakia is reaching relatively high level compared with EU countries. This fact makes the topic of recruitment of new employees high on the agenda. The meaning is also confirmed by the fact, that correct decisions in the area of recruitment allows enterprises to avoid increasing of costs associated with staff fluctuation in the future. Consecutive selection of a form of human resources employment is equally important in the management of labor costs. Besides the possibility of work on a full-time, entrepreneurs have the possibility of using a number of flexible forms of employment.

2. Theoretical background

The scope of human resource management is extensive. However, the primary task of human resource management is to choose the right kind of person for the right job (Durai, 2010, p. 131). Therefore, recruitment and employment of employees play a significant role among other functions of human resource management. Main goal of this chapter is to provide the theoretical information about the possibilities that a company has in the field of recruitment and employment of employees with emphasis on the flexible forms of employment.

2.1. The importance and forms of recruitment

R. Carbery and Ch. Cross (2013, p. 23-24) define recruitment as a process that includes searching for and obtaining job candidates in sufficient numbers and quality, so that they feed the selection process. Once the pool of candidates has been collected, it is over to the selection process to filter these candidates further, short listing them until agreement is reached on which candidates(s) should be offered the position(s). R. Kleynhans et al. (2006, p. 81) mentions that recruitment involves attracting individuals on a regular basis, in enough numbers and with the right qualifications and motivating them to apply for specific jobs in the organisation. The importance of the decision an organization makes with regard to the types of individuals to target for recruitment should be apparent (Yu, Cable, 2013, p. 380).

We can characterise recruitment as a positive activity that requires employers to sell themselves in the relevant labour markets so as to maximise the pool of well-qualified candidates from which future employees can be chosen (Taylor, 2005, p. 166). According to P. C. Tulsian and V. Pandey (2008, p. 20) recruitment is the process of identifying the sources for prospective candidates and encouraging them to apply for a particular job or jobs in an organisation. It involves placing right person on the right job.

R. Compton, W. Morrissey and A. Nankervis (2009, p. 17) suggest that recruitment can be divided into few steps and activities that are mutually connected. Therefore, we can describe recruitment process as steps the company needs to take to make sure that the right individuals end up with the right company in the right job so that the company's overall goals can be achieved. The first step in this process is strategic planning which determines overall goals and objectives for the organisation. Secondly, human resource planning determines whether there will be too many workers, a shortage or just enough employees to achieve these organisational goals. If the organisation decides that they have a shortage of workers, they have to recruit new workers. There are alternatives to recruitment that can be used to deal with a shortage of workers, such as outsourcing and contingency workers.

Before an organisation start recruiting, it must have clear guidelines on recruitment, called policies, as well as procedures that will be followed in recruitment (Kleynhans et al., 2006, p. 81). Policies and procedures are guidelines that an organisation deals with recruitment in the same way. These policies must take into account the internal and external factors that affect the recruitment process. After the policies and procedures have been set up, the organisation can either use internal sources and methods to fill positions by attracting people from inside the organisation, or they can use external sources and methods to attract the right individuals from outside the organisation to fill vacancies (i. e. job openings) (Compton, Morrissey, Nankervis, 2009, p. 18-19).

The literature recognizes two basic forms of recruitment – internal and external recruitment. It is also important to understand the difference between a recruitment source and method. The recruitment source is the place or location where the organisation will look to find employees. The recruitment method is the way in which they will attract employees to the organisation. If an organisation decides that recruiting is the best option, they need to choose the most effective recruitment source. These sources can either be in the company (internal) or outside the company (external) (Kleynhans et al., 2006, p. 86).

According to K. Aswathappa (2010, p. 137) internal recruitment seeks applicants for positions from those who are currently employed. Internal sources include present employees, employee referrals, former employees and former applicants. In each case current or former staff is made aware of opportunities to develop a new role in the organisation before external candidates are considered. S. Taylor (2005, p. 167) identifies four distinct internal recruitment activities - promotions from within, lateral transfers, job rotation, and re-hiring former employees. According to R. Kleynhans (et al., 2006, p. 88) we can include among internal

recruitment sources skills inventories and internal moonlighting. Internal recruitment methods then include job posting and job bidding and employee referrals.

There are a number of advantages for organisations when using internal recruitment. First, of course, internal recruitment is very cost effective; vacancies can be advertised at no cost at all using newsletters or intranet system. It also helps in the establishment of a strong internal labour market, giving people reason to stay in the organisation rather than moving on to develop their careers elsewhere. Other advantages include better knowledge on the part of new appointees about the way the organisation operates and what to expect in the job. Learning times for new jobholders are thus shorter, while early leaving as a result of dashed expectations is less likely (Taylor, 2005, p. 167). K. Aswathappa (2010, p. 139) adds that organisations typically have a better knowledge of the internal candidates' skills and abilities than ones acquired through external recruiting. He also reminds that an organisational policy of promoting from within can enhance employees' morale, organisational commitment and job satisfaction.

On the other hand, internal recruitment has also some disadvantages that need to be mentioned. One theory is that the method simply perpetuates the old concept of doing things – that creative problem solving may be hindered by the lack of new talents (O'Meara, Petzall, 2013, p. 227). Some organisations complain of unit raiding in which divisions compete for the same people. A third possible disadvantage is that politics probably has a greater impact on internal recruiting than does external recruiting. Thus, while more job-related information may be known about internal candidates, personnel decisions involving internal candidates are more likely to be affected by the political agenda of the decision makers (Taylor, 2005, p. 423).

Considering the disadvantages and also despite the potential advantages cited for filling jobs internally, in some circumstances, an employer may perceive there are greater advantages to recruiting external candidates. Among these potential benefits are that new ideas are brought into the organization, the necessary talent to fill a job opening does not currently exist within the organization and filling a job internally would create too much disruption (Yu, Cable, 2013, p. 366). External recruitment is needed (Kleynhans et al., 2006, p. 87):

- to fill entry-level jobs,
- to obtain skills that the current employees do not have, and
- to get employees with different backgrounds so that there is a wide variety of ideas or input into the organisation.

External recruitment sources include the following - high schools and vocational schools, community colleges, colleges and universities, competitors, former employees, the unemployed, persons with disabilities, older individuals, military personnel, and self-employed workers. There are various external recruitment methods as well as different combinations of methods. Some of the methods include advertising, employment agencies, recruiters, job fairs, internships and executive search firms (Kleynhans et al., 2006, p. 88-89). According to K. Aswathappa (2010, p. 140) external sources far outnumber the internal sources. Specifically, external sources to an organisation are professional or trade associations, advertisements, employment exchanges, college/university/institute placement services, walk-ins and write-ins, consultants, contractors, displaced persons, radio and television, acquisitions and mergers, and competitors.

Figure 1 summarizes the most important information about the pros and cons of internal and external recruitment.

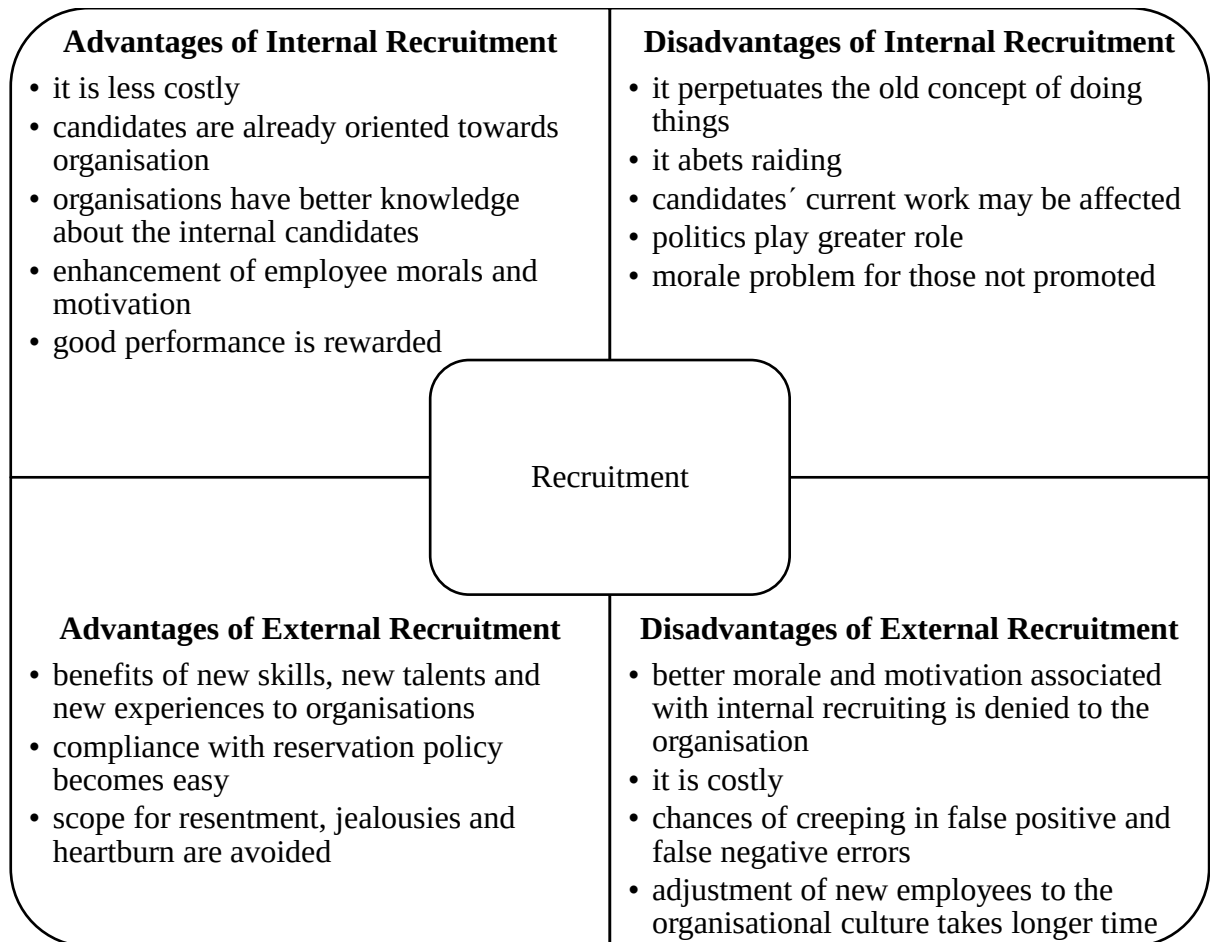


Figure 1 Internal versus External Recruitment
Source: Aswathappa, 2010, p. 146-147.

2.2. Employment of employees and flexible work arrangements

Various factors, such as downsizing and cutting costs of full-time employees have disposed many organisations to favour of external recruitment of contractors, temporary workers and executive leasing (O'Meara, Petzall, 2013, p. 77). Atypical employment relations are those that differ from the traditional model of the employment relationship. This traditional model was characterised by the fact that the worker had only one employer, worked full time on the employer's premises and (was) expected to continue so indefinitely. This model of full-time wage employment survived until the 1970s, when the world of work witnessed the emergence of atypical employment characterised by the absence of one or more of the standard features. Hence atypical employment relations can be defined as employment relations that deviate from full-time open-ended wage employment, including part-time work, labour on call contracts, min-max contracts, fixed-term contracts, seasonal work, agency work, home-based work, telework, apprenticeship contracts, freelancers, self-employment and informal work (Delsen, 1995, In: Regalia, 2006, p. 6). The literature proposes essentially three reasons for the development of flexible employment arrangements: the changed requirements of enterprises operating in a broader, more uncertain and more unstable economic context with constantly intensifying pressures to increase competitiveness and to cut costs; the changed behaviour of labour supply, with a marked increase in labour-market participation especially by women; changes in the labour policies by governments and the European Union as to unemployment (Regalia, 2006, p. 9-10).

All these forms of employment are termed as a “non-standard”, “atypical”, “non-traditional” or “flexible” (Regalia, 2006, p. 4). Nowadays, the term “flexible working” is used to describe a vast array of non-standard working patterns that go beyond traditional part-time working (Paul, 2008, p. 15). S. Sweet et al. (2014, p. 116-117) talks about flexible work arrangements that include practices that enable workers to potentially reduce the amount of work to be performed (i. e. job share), move their work in respect to when or where it is performed (i. e. work at home, work on weekends), or pause work (such as take time off or work part of the year). Thornthwaite (2002, In: Albion, 2004, p. 276) listed three levels at which balance could be managed: time management, dealing with inter-role conflict, and ensuring care arrangements for dependent family members. Some of the arrangements that are used to achieve the balance are shorter working hours, special leave and career breaks, part-time work, telecommuting, flexitime, child and elder care, parenting seminars and provisions to ensure job security and career protection for those who take up flexible options.

Flexible forms of employment include a possibility to freely choose whether to work or not to work; a possibility to choose a part-time employment, flexitime schemes or so-called flexible working hours, annualisation of working hours, voluntary work, self-employment, assistance works and others (Dambrauskiene, 2004, s. 17-18). Flexible work arrangements are also defined as “employer provided benefits that permit employees some level of control over when and where they work outside of the standard workday” (Lambert, Marler, Gueutal, 2008, In: McNall, Masuda, Nicklin, 2010, p. 62).

These forms of employment bring advantages for employees and also for employers. Perhaps the main gain for employees who are permitted to work flexibility is the ability to balance the requirements of their personal life with their work. Some flexible working patterns enable employees to avoid commuting in peak times, thus reducing increased stress levels. This may also reduce the number of employees taking sick leave (Paul, 2008, p. 14). Businesses are also recognising that flexible working is a valuable recruitment and retention incentive. Higher quality candidates will be attracted by good, flexible working conditions offered by an employer, and moreover existing employees are more likely to strive for and maintain a high level of work in order to retain their position.

There is no doubt that higher labour market flexibility appears advantageous to employers at first glance. Flexible jobs are not only useful for screening worker productivity; they also enable firms to find substitutes for permanent staff members who are on sick leave or maternity leave, to avoid firing costs in countries with strict employment protection legislation and to reduce wage costs, as flexible workers are generally paid less than permanent employees. Firms also gain the flexibility to adjust the size of their workforce to business-cycle fluctuations. Consequently, increasing labour market flexibility is widely expected to increase firm’s productivity and competitiveness (Houseman et al., 2003, Boeri, 2011, In: Jahn, Riphahn, Schnabel, 2012, p. 115).

Table 1 summarizes the most frequent forms of flexible employment together with the advantages and disadvantages for the company and the employees.

Table 1 Forms of flexible working

Form of flexible working	Advantages	Disadvantages
<i>Homeworking / teleworking</i> - employees work either wholly or partially away from the office, usually at home	- reduced costs for employers in terms of office space and equipment - reduced absenteeism, particularly in the case of working parents - enables the employee to sustain a work-life balance and provides flexibility in	- difficulties in monitoring employee progress - may not be suitable where the work involves a significant amount of client contact

and communicate via Internet and mobile phones, enabling video / tele-conferencing	emergencies	
<i>Annualised hours</i> - the period over which the employee must work is defined over a whole year, rather than per week	- allows the employer more flexibility in organising working time over a year, without the limitations imposed by the standard working week, staff are at work when the business needs them to be and not when the work flow is low - employees are equally free from the shackles of the standard working week and can enjoy a more flexible lifestyle	- the system does incur, at least initially, high administrative costs - requires careful monitoring to ensure that employees meet their annual requirements
<i>Compressed hours</i> – the amount of work which an employee must do can be allocated over a number of working hours rather than days. Employees work more hours per day on certain days, in order that they reduce the number of working days over a given period (usually a week or a fortnight).	- employers are able to use employees outside of traditional working hours without paying them overtime, reducing staffing costs - if the scheme is used to facilitate the balance of the life of a working parent then it may enable higher retention rates and thus allow for consistency in the work force - employees have more substantial time off, allowing them to either keep their work-life balance in check, or to pursue further interests without impeding on their working time - because the hours will not be so regular, commuting time will be reduced, as well as the stress provoked by travelling in rush hour	- it is important to bear in mind the dangers of allowing employees to work too long hours in any day or unbroken period, both in terms of productivity and health and safety requirements - normal requirements under the regulations with regards to hours and rest breaks still apply
<i>Flexitime</i> – employees are expected to be at work at certain core periods, set by the employer, but around those hours have some freedom to determine when they start and finish work, and when they take lunch breaks etc. Employees are required to balance their actual working hours with those they are contracted to do, and hours need to be formally recorded.	- employees are able to manage their working hours to fit in with non-work pressures and time commitments; this makes normal day-to-day activities such as the school run, waiting for deliveries or utilities people manageable - for employers, flexitime is a good recruitment and retention tool	- it can be difficult for an employer to balance the needs of the business with the preferences of all employees; typically employees all want flexibility at the same time
<i>Job-sharing</i> – one job is shared between two, or sometimes more, employees, with the	- employers benefit from the combination of skill sets, and increased motivation and loyalty from their staff - during holiday periods or when one employee is sick, the employer enjoys	- the complications encountered are usually finding a fit between two employees who can cover the whole spectrum of

hours they work negotiated between them.	greater continuity - employees can better balance the demands of home against those of work	hours and tasks - additional costs may be incurred through the duplicated training, administration and equipment required
<i>Shift swapping</i> – as long as required staffing levels are met at all times, employees may arrange and swap shifts among themselves.	- more flexibility may help to retain staff and encourage new recruits	- increased administrative costs - difficulty in monitoring the hours worked by individual employees - scope for miscommunication between employees resulting in no cover
<i>Staggered hours</i> – employees have staggered starting and finishing hours.	- allows employers to extend the business' working day by "stretching" the hours of coverage by employees - employees are given a degree of choice in the hours they work	- as it is difficult to monitor it is advisable that there is consistency in employing this scheme

Source: Paul, 2008, p. 15-18.

3. The methodology and outcomes of empirical research

The enterprises often face the challenges in finding and retaining quality human resources meeting the needs of business strategy and increasing their productivity. Suitable methods of recruitment and employment enable to attract and maintain qualified staff. Especially flexible working arrangements facilitate work-life balance and satisfaction of employees at work on one hand and flexible management of workload and optimisation of personnel costs (related to employees turnover, rewarding, care) of employer on other hand.

The objective of empirical research was to investigate methods of employees' recruitment and employment applied by enterprises with emphasis on innovative methods of dealing with vacancies. We have explored internal and external recruits using as well as implementation of different employment forms in business practice. The empirical data has been gathered by query method, more specifically electronic questionnaire served as a tool of primary data collection. The primary research has been conducted in 2014 on the sample of 50 Slovak enterprises of different size operating in different lines of business. The sample comprised of 16 % of microenterprises, 16 % of small enterprises, 40 % of medium enterprises and 28 % of large enterprises classified according to number of employees. Most of respondents were manufacturing enterprises with 48 %, merchandising enterprises represented 24 % and 28 % service providing enterprises participated in the survey.

Recruitment issues have been investigated based on the questions aimed at potential employee recruiting sources and methods of candidates attracting. Majority (80 %) of employers taking part in survey apply a combination of recruiting sources, 16 % search for candidates only on external labour market and remaining 4 % rely on internal sources only. Motivation to use external or internal recruiting sources comes from advantages perceived by respondents. As the main benefit of internal sources is considered that an enterprise already knows a candidate, maintains complete records of employees professional skills and experience. For that reason it can better judge suitability of candidates for a job and achieve better performance with lower possibility of errors in selection. Another frequently selected advantage was faster adaptation of employees within a company because they are familiar with its culture, operating procedures and policies. More than a half of respondents indicated

also less time it takes to fill a position through internal placement, especially by large number of external candidates. Time saving is manifested in decreased time of advertising, interviewing (selection) as well as integrating employees to the workplace. Consequently it cuts the costs associated with recruitment and training of candidates. The possibility of career mobility and advancement (promotion) can encourage employees' motivation to work and loyalty because employees are offered an opportunity to take on new responsibilities or move into a better (desired) position. It helps to improve labour relations and morale of all employees since they are preferred over external candidates and shown that performance is appreciated by employer. Detailed results are presented in table 2.

Table 2 Advantages of internal recruitment sources for enterprise

Advantages	Relative number of respondents
More accurate assessment of employees based on available reviews	84 %
Faster adaptation and orientation of employees	68 %
Less time consuming process	56 %
More information on enterprise and workplace for employee	48 %
Employee development, motivation for higher performance, increasing work morale	48 %
Economy in recruiting and training costs	40 %
Improved return on investments in training and development, retention of employees, reduced turnover	32 %

Source: Empirical research.

Regarding weaknesses of internal recruiting the respondents have indicated limited supply of new ideas and limited number of potential candidates as prevailing disadvantages. According to the survey filling vacant positions by existing employees prevents entry of fresh candidates from outside the enterprise, brings stereotyped thinking and preserves stale ideas. The number of candidates inside a company (talent pool) is limited and their qualification and skills do not have to fit well the needs of workplace. When additional training has to be provided to internal employee, the employer might incur higher costs than if trained external candidate joined the company. Internal recruitment can also strengthen competition among employees and increase resentment and dissatisfaction of rejected applicants. The training as well as recruiting costs might be increased because of filling vacant positions induced by transfer or promotion of employees. The answers of respondents regarding drawbacks are available in table 3.

Table 3 Disadvantages of internal recruitment sources for enterprise

Disadvantages	Relative number of respondents
Limited arrival of new ideas, approaches and experience	76 %
Limited choice upon current employees	56 %
Competition and weaken relationships among employees	20 %
Increased training costs	8 %
New vacancies needed to be filled	4 %

Source: Empirical research.

The main weakness of internal recruiting has been proven to be the strongest advantage of external recruiting. The majority of enterprises agreed on advantage of innovative ideas, perspectives, insights inflow and improved methods brought into company by process of

external recruitment. Almost half of respondents considers better opportunity to find experienced and skilled candidates to be an advantage of outside hiring. The enterprises in the sample also shared opinion that external environment offers larger talent pool thus increasing a chance to find suitable prospective candidate for the job in comparison to internal labour market. Some of them even consider external recruiting to be less expensive and easier way of finding skilled and experienced applicant compared to internal training and developing of employee within a company. It also provides a possibility to search for employees in industries different from one an enterprise operates. Table 4 contains the frequency of responses concerning advantages of recruiting externally.

Table 4 Advantages of external recruitment sources for enterprise

Advantages	Relative number of respondents
Arrival of new ideas, approaches and experience	80 %
Better chance to find the right employee	48 %
Larger number of candidates, wider range of skills	28 %
Cheaper and easier way of finding qualified employee	16 %
Finding employees in other industries	8 %

Source: Empirical research.

Disadvantages of recruiting from outside specified by respondents have been dispersed more proportionally (table 5). The enterprises recognized the external recruitment process as time consuming because of time needed for advertising, collection and evaluation of applications and selection of suitable candidates. Adaptation of new employee takes longer time as well, a new coming employee must become familiar not only with workplace but also organizational environment therefore orientation of external candidate can be more expensive. More difficult assessment of applicant's skills and experience is considered a disadvantage of external hiring. The problem might be that an enterprise decides on suitability based on reviews of applications and relies on information provided by candidates. In comparison to internal recruitment there is no record on past performance to judge. Limited information on new candidates might cause a risk that they will not meet the needs of employer and fit in with the corporate culture. Least of respondents stressed that recruiting externally is expensive. However the costs of external announcement, testing, interviewing and selection of employees might be significant.

Table 5 Disadvantages of external recruitment sources for enterprise

Disadvantages	Relative number of respondents
Time demanding process	68 %
More complicated assessment of applicants and their competences	60 %
Lack of information available on applicants	60 %
Adaptation and orientation needed	44 %
Demands on recruiting costs	36 %

Source: Empirical research.

Next we have explored the methods of recruitment applied by surveyed enterprises. Respondents were asked to specify all the methods practised no matter the character of position being filled. The results proved that Slovak enterprises became familiar with innovative and trendy recruiting methods. The most frequently selected method was internet recruiting using company websites, specialised job portals and social media. E-recruitment is widely used method especially due to cost effectiveness, flexibility and easy access thanks to

modern technologies (24 hours a day). Employee referrals also represent a low-cost and efficient method based on referring potential candidate to employer or passing the information on vacancy to applicants by current employee. Recommended employees are usually reliable and fulfil the requirements of the position. Outcomes revealed by research are presented in table 6.

Table 6 Recruitment methods used by enterprises

Methods	Relative number of respondents
E-recruitment	84 %
Internal employee referrals	56 %
Office of Labour, Social Affairs and Family	28 %
Newspapers and professional journals advertisement	28 %
Recruitment agencies	24 %
Former employees	24 %
Casual callers/unsolicited resumes	20 %
Cooperation with educational institutions (campus recruitment)	12 %
Leaflets, posters	8 %

Source: Empirical research.

When asking about the most intensively used method of recruitment, 48 % of employers reported e-recruitment as top method. Second method preferred by respondents (16 %) refers to recommendations made by existing employees. Businesses of all sizes (except of micro-enterprises) stated internet recruiting as the most frequently implemented one. In micro-enterprises dominates the method of employee referrals most likely because of its simplicity, costs savings and trust in personal recommendations of well-known current employees. 68 % of researched enterprises using internet for recruiting purposes search employees through job portals, 40 % announce open positions via company websites and 16 % of them attract job seekers by means of social networks. Job portals are used by all size categories, the larger an enterprise, the more intensive use of specialized job servers. Social networks are used especially by micro-enterprises (obviously because of their accessibility). Websites are more popular by large and medium enterprises having more sophisticated, maintained company sites.

The process of recruitment is followed by employment of selected candidates. There is a variety of employment methods adopted by employers in business practice which were investigated as well (table 7). The majority of enterprises applies employment relationship based on permanent and temporary labour contracts with full working time. When it comes to agreements on work performed outside employment relationship, work performance agreement is preferred. Generally agreements provide more flexible employment with regards to changing needs of employer and lower financial burden as well. Only few respondents took advantage of temporary help offered by specialized agencies. Working flexibilities brought by work at home and shift work are used by minimum of respondents involved in the survey. Other possible flexible arrangements like job sharing, telework, project employment or on call employment are not implemented by investigated enterprises at all.

Table 7 Employment forms used by enterprises

Forms of employment	Relative number of respondents
Indefinite duration contract – full time	84 %
Fixed-term contract – full time	64 %
Indefinite duration contract – part time	20 %
Fixed-term contract – part time	16 %
Work performance agreement	64 %
Agreement on temporary job of students	40 %
Agreement on work activity	32 %
Temporary help	12 %
Home work	4 %
Shift work	4 %

Source: Empirical research.

In terms of business scope full time contracts prevail in all lines of business. In addition, merchandising enterprises frequently employ employees with indefinite duration contracts with reduced working time and agreements on temporary job of students. Enterprises engaged in manufacturing activities use different types of agreements, work performance agreements are applied the most intensively. Service providing enterprises manage employment not only by diverse forms of labour contracts but frequently by work performance agreements and agreements on temporary job of students.

4. Conclusions

Human resources represent an essential part of every business. The aim of employer is to attract employees of required number and quality and retain them in enterprise to ensure its long-term sustainability. To reach this goal, managers may apply a variety of methods to recruit and employ prospective employees. As the business environment constantly changes and demands improved flexibility, enterprises tend to introduce innovated procedures to stay competitive. In addition, the needs and values recognized by labour force change dynamically as well.

To recruit highly qualified staff, the enterprises practice a number of methods including those using information technologies to spread information on vacant positions in the most effective way. Particular recruiting sources and methods should be carefully reviewed by managers to identify the most appropriate ones considering their advantages and disadvantages including the costs, time needed and character of vacancy. The empirical research proved that employers mostly combine internal and external recruitment sources and are familiar with diverse, even progressive, up to date recruitment methods.

The way of employment considerably determines success in managing of human resources. Particularly nowadays it represents an effective tool to attract skilled and experienced candidates to a company and keep them satisfied respecting their specific needs. Empirical survey revealed that investigated enterprises do not apply all the potential forms of employment. They focus more on traditional, well established forms concerning the time and place of work performance. International comparison of employment has shown that Slovak Republic lags behind other EU countries in terms of flexibility of working arrangements. Besides the traditional full-time work at a specific workplace, enterprises can apply a number of innovative forms providing working time and workplace flexibility and responding better to business and employee's needs. Both employer and employees can benefit from flexibility of time, location and manner in which employees work. They deliver better satisfaction and

improved work - private life balance to employees and more effective labour costs management as well as higher productivity to employers.

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