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THE ROLE OF NEW MEDIA IN THE HUMAN RESOURCES RECRUITMENT AND SELECTION PROCESS

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SUMMARY

Personalization and interactivity are the cornerstone of the digital revolution which, within the framework of globalization and the hypermobility of human capital, has become increasingly less focused on spatial and temporal boundaries. In such an environment, organizations that advertise job openings do so intentionally according to a segmented auditorium, on the basis of numerous digital information on potentially interested individuals. Two-way communication during advertising and a wide range of multimedia content represent a significant comparative advantage in attracting candidates who meet the requirements in terms of knowledge, skills and abilities. At the same time, non-linear forms of communication and sharing advertising content enables interested individuals to reach a large number of advertising content based on their interests and competences.

The emergence of untrue, incomplete and non-transparent ads threatens to undermine the credibility of advertising content in new media and lead to the erosion of trust.

Key words: Recruitment, Selection, Internet, New Media

SAŽETAK

Personalizacija i interaktivnost predstavljaju temelj digitalne revolucije, koja se u okvirima globalizacije i hipermobilnosti ljudskog kapitala, sve manje obazire na prostorne i vremenske granice. U takvom okruženju, organizacije koje oglašavaju potrebu za popunom upražnjenih radnih mesta čine to smisleno prema segmentiranom auditorijumu, na bazi brojnih digitalnih informacija o potencijalno zainteresovanim pojedincima. Dvosmerna komunikacija prilikom oglašavanja i široka paleta multimedijalnih sadržaja predstavljaju značajnu komparativnu prednost u privlačenju kandidata koji ispunjavaju zahtevane uslove u pogledu znanja, veština i sposobnosti. Istovremeno, nelinearne forme komuniciranja i deljenje oglasnog sadržaja omogućavaju zainteresovanim pojedincima da, na osnovu svojih interesovanja i kompetencija, dolaze do velikog broja oglasnih sadržaja.

Pojava neistinitih, nepotpunih i netransparentnih oglasa, sve više pretili da uruši kredibilitet oglasnih sadržaja u novim medijima i da dovede do erozije poverenja.

Ključne reči: Rekrutacija, Selekcija, Internet, Novi mediji

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INTRODUCTION

The imperative of preserving dynamic and innovative growth and technological challenges, in a global context, is the cause of numerous structural changes. The capacity of the workforce should be adjusted to constant changes, given that it is a key element in achieving and maintaining high productivity. In this context, future EU labor market reforms must be considered as preconditions for more and better jobs (European Union, 2010: 16).

The impact of new information and communication technologies on global human resources management is potentially huge.

Although most organizations have only just started doing this, they already understand that technology will dramatically change human resources management capabilities (Sparrow et al., 2004).

The media landscape has undergone significant changes in the last decade with the focus increasingly shifting towards digital media. Martinoli (2011) points out that in the era of converged media, content and access cannot be exclusive and hard to reach, while the users of new technologies have been given the opportunity to access, use and unrestrictedly manipulate services and media content. In practical terms, only time and attention span limit an increasingly demanding media audience.

Compared to all previously implemented novelties, media convergence, which is the result of the application of advanced multimedia communications, is one of the most significant turnarounds, not only in the production and distribution of tourist media content but also in relation to the role of the recipient. For this reason, dealing with this topic represents a need to point to new frameworks that have changed access to mass media, and which were previously viewed as separate platforms (Sančanin, 2018).

The use of the Internet speeds up the recruitment and selection process and engages less funds in relation to advertising in traditional media. The availability of the Internet is a significant comparative advantage: at the end of the first quarter of 2019, slightly more than 4.4 billion users had Internet access, an increase of 8.6% compared to the same period of last year. There is also steady growth in the use of social network users - by more than 200 million, since there were 3.5 billion last year (Kemp, 2019).

On the labor market, there are more and more young people, *i.e.*, those born in the last two decades of the twentieth century, and who, thanks to new technologies, have grown up in a virtual world. This leads to the conclusion that employers have a new obligation to continuously innovate recruitment and selection techniques in order to be attractive to potential candidates. For the Y generation, insufficient visibility on the Internet and social networks can be equated with an organization being non-existent or lacking a good image and reputation (Slavić et al., 2017).

If we agree that "the all-comprehensible objective of labor market policies and institutions is to ensure high and stable employment and efficiency, while at the same time providing adequate employee equity" (Duvall ?Loungani, 2019: 5), then the path to the optimal design of labor market policies and institutions should be focused on new media, which contributes to the shortening the recruitment times and selection of job applicants, lowering costs and minimizing the wrong choice of candidates.

RECRUITMENT

Continued labor development has led to the growing need for companies to have quality staff possessing multifunctional skills, technological literacy, entrepreneurial agility and the ability to work in different cultures, structures and markets (Carpignano et al., 2019). The decision to start recruitment can be decisive for the scope of the segmented group of potential applicants, which is particularly evident in jobs with a pronounced seasonality such as tourism. Turban and Cable (2003) indicate that the delay in the recruitment process results in a smaller number of applications per ad, but also a lower reported quality. In addition, job seekers want to minimize uncertainty in finding jobs which is another reason for timely recruitment (Becker et al., 2010).

Recruitment, at a time when unemployment rates are getting lower, is a challenge for employers who are now increasingly focused on passive candidates who are increasingly more selective in terms of potential employment opportunities.

Recruitment includes actions and activities assumed in order to identify and attract individuals who have the ability to help the organization achieve its strategic goals. Such activities should generate a set of desirable candidates, increase their interest and attractiveness, and increase the likelihood of accepting a job offer (Saks, 2005).

The labor force structure of the labor market has changed, with new generations being more demanding with greater work expectations. Requirements placed before an organization's management, in terms of techniques for attracting and selecting candidates, are moving away from a traditional approach. In order to obtain useful and credible information, which will be in the function of choosing the best candidate, an approach is needed that combines traditional and modern techniques (Slavić et al., 2017).

External recruitment is determined by oscillations in the labor market, changes dictated by technical and technological innovations, as well as by the acquired reputation and the attractiveness of a position (Šehić, Rahimić, 2009). The goals of recruitment are to attract candidates with multi-dimensional skills and experiences that correspond to the present and future organizational strategies, the addition of new ideas at all levels of the organization, and the development of an organizational culture that attracts competent candidates, regardless of the actually required number (Mahapatro, 2010: 64).

Attracting talent is one of the most important challenges for human resources managers. With the rise of online recruitment channels, the number of applicants for a given vacancy has increased significantly... In today's competitive market, employers should highlight their image for potential job seekers so as to increase the chance of hiring the best candidate for their needs (Banerjee & Gupta, 2019). Given that employees are the reason for the growth and success of an organization, *i.e.*, that human capital is the most valuable asset for an organization, attracting the best candidates during the recruitment process and the adequate selection of the same will, in the future, result in even greater quality and a recognizable image and reputation of the organization. Such a development architecture is not only an incentive for applicants but also an additional reason for reducing the fluctuation of employees.

Organizations have recognized the need to focus on branding corporate products, but a brand has its own prominent place in human resources management as well. Edwards

(2010) suggests that the branding of an employer, through enhancing an organizations attractiveness, integrates the management and retention of human capital.

The use of an employer's website for recruitment is a relatively new phenomenon, which is motivating more and more researchers in an effort to understand the characteristics of websites and their impact on job applicants. Websites provide more credible job information, which candidates evaluate positively and express a greater likelihood for applying. Also, the wealth of media use, where video streaming with sound is favored in comparison to text, is positively correlated to the time that candidates spend on a website (Breaugh, 2013).

Online recruitment, as a growing trend, uses tools that allow for the receipt of job applications, the search for talent, rapid screening and feedback to candidates. Undoubtedly, it is a quick method that can reach a wide audience (Brandão et al., 2019). The accelerated implementation of television-based Internet access or terminologically equally acceptable "Internet on Television" supports online recruitment and selection which transmits web advertising content from a personal computer to television, so that online interviewing is possible in real-time, which saves the limited resources of all participants. The online employment platform should not be seen merely as an opportunity for advancement and a competitive step forward, it is necessary to implement them as an existential issue to the survival of the organization in a dynamic business environment.

Interactive advertising, with respect to the recruitment process, is based on a retrieval strategy where the user actively accesses and "retrieves" information about the advertised opening (Kelly?Wolf, 1997). This is a qualitatively significant advantage over prior advertising in traditional media, where consumers were exposed to advertisements on job openings, in integrated blocks with other advertising content (Babić, 2016). The strategy of pushing ads on viewers and/or listeners, regardless of whether the audience wants this or not, is largely insufficient in relation to the strategy of actively attracting ads.

The use of artificial intelligence is a new trend in the process of e-recruitment and selection. Although current applicability is at the initial stage of the applicant's selection process, an applicant's anxiety towards the use of artificial intelligence is secondary in comparison to the candidate's attitude towards the employing organization (Esch et al., 2019). What the application of artificial intelligence can bring to the recruitment process is a positive and sustainable relationship visualized through five key factors: aesthetics, ease of use, playfulness, excellence of service and usefulness. Huang and Liao (2015) emphasize that ease of use and playfulness allows candidates, with low cognitive innovation, to form a sustainable relationship with a prospective employer while aesthetics, excellence of services and usefulness are directed towards candidates with high cognitive innovation.

In a dynamic environment, digital media architecture has been undergoing significant changes and, due to the phenomena of false, incomplete and non-transparent ads, more and more attention is paid to compliance with regulations that would prevent the creation of disinformation ballast which threaten to endanger the credibility of advertising content in selected media and lead to the erosion of trust.

The transition of ads aimed at attracting job candidates, from print to the online sphere, is accompanied by manipulative formulations which culminated in user-generated content on social media.

SELECTION

An adequately planned and implemented selection is one of the most important steps in achieving a competitive advantage. Greer (2003:406) and Mathis ? Jackson (2010:214) suggest that, despite the fact that training and development of employees are often marked as critical, it is difficult to overcome the problem of choosing from a poorly qualified and uncoordinated workforce. Even if some shortcomings in skills can be overcome through training, this requires additional financial expenses which are necessary to compensate for inappropriate selection, which can lead to a disadvantage. In order to avoid such problems, what has been insisted on is that the selection procedures contain psychometric properties of reliability and validity.

Although organizations are aware of the connection between selection and cost, there is a need for further improvements to selective methods and techniques, with particular attention being paid to reliability as a technique that indicates the consistency in repeating measurement during use and validity, as the relationship between test results and the work performance of the tested candidate (Marinkovic, 2010).

During the selection process, organizations resort to the online testing of candidates in order to attract as many candidates as possible who fulfill the set conditions, regardless of time and place. The most commonly used tests are tests of competences and ability tests, personality tests and interest tests. Bahtiarović-Šiber (1999) points out that tests in the selection process are becoming more and more frequent and, as a reason for this, claim that they, and especially intellectual ability tests, have proven to be one of the most valuable selection instruments, *i.e.*, future work performance, with there also being an economic benefit from a successful testing program.

An interview is used in order to gather information on candidates and verify their competencies, which should be harmonized, according to structure, in order to determine the competences defined in the job description.

According to form, the interview can be structured, unstructured and semi-structured. A structured interview contains pre-prepared questions, and the interviewer is required to pose questions according to a defined order, which makes the later response-evaluation phase more efficient. An unstructured interview does not have pre-prepared content and order, while a semi-structured interview contains a combined approach previously outlined.

In terms of the number of participants, we distinguish individual, sequential, panel and group interviews. Regardless of the type of interview, new media make this iteration much faster and cheaper. The advantages are especially noticeable when organizing panel interviews, when it is difficult to gather interested candidates at the same location, which new media, such as audio and video platforms, enable in real time, respecting a reserved time and at no additional costs.

Regardless of which selection methods and techniques are used, an operational manager plays an important role in decision making, which makes the final decision of the top manager more efficient, effective and economical.

Two key principles are at the heart of the selection process and the technique selection process (Bratton ? Gold, 2007:201): individual differences and predictions. Namely, the attraction and wide choice of candidates will be of little use if the method of measuring

their diversity is not secured. In addition, recognizing the way in which people differ (intelligence, skills, experience, physical characteristics, *etc.*) must be expanded to predict workplace performance, with the support of statistical theory and methods.

SOCIAL MEDIA

The talent attraction race is accelerating, and the end result will depend on a readiness to respect current trends and implement new technologies. There is no better place to start recruiting than the three major dominant network sites: Facebook, LinkedIn? Twitter, each with a different set of engagement rules (Davis, 2017).

Facebook is the largest social network where users create personal profiles, add other users as friends, share messages and include notifications when they update their profile. It is also important that users, or job seekers, interact with brands they find interesting and useful, and integrate all age groups, gender and ethnicity. In short, Facebook is too big to be abstracted while still challenging enough to leave room for growth.

Twitter is a massive microblogging site that has a limited number of characters, which imposes an obligation for minimizing the number of words. Apart from the characters, there is a possibility of enhancing content with photos and videos.

LinkedIn is the most popular and most frequently visited recruitment platform. It is estimated that LinkedIn, as the world's largest professional network, enables a high level of professional links between active and passive candidates. The study, globally implemented by *Jobvite* in 2012, confirms that as many as 93 percent of employers used LinkedIn during recruitment, Facebook accounted for 66 percent and Twitter for 54 percent. It has been observed that the use of social media tools, and their utilization during different stages of recruitment, varies, as does their application among employers (Broughton et al., 2013).

Finding a candidate should not be limited to only three of the most common locations. Taking into account the specificity of each social network and regional indicators on the number of users, the framework of the activities should be extended to YouTube, Google+ and Instagram. Of course, when deciding on social media to be used in attracting talent, regional mapping should not be forgotten. Thus, data from the *Northwestern University in Qatar* reveals that WhatsApp is the most popular direct messaging service among Arab citizens of the world (Dennis et al., 2016).

Social media has become a sensory expansion of consumers: we see, learn, buy, recommend, and present ourselves, as well as our interests. Research conducted by *GlobalWebIndex*, on the significance of social media to the entire media landscape, and its role in the everyday life of people, conducted among Internet users in the United Kingdom and the United States in the second quarter of 2017, showed that 51% of respondents watched/read entertainment content, 48% clicked on a post to read an article, while 37% listened to music on social media. However, as many as 32% of all users in the United Kingdom and the United States deactivated or closed a social media account during the previous 12-month period (Bayindir, 2019). The penetration of Facebook and Twitter into the Arab region has had a negative trend since 2013, while neither LinkedIn nor Pinterest have managed to secure a foothold in the surveyed countries of: Egypt, Lebanon, Qatar, Saudi Arabia, Tunisia and the United Arab Emirates (Dennis et al., 2016).

Despite these trends, the annual *CareerBuilder* survey shows that there is a positive trend when it comes to employers consulting social media to make the final decision regarding job applicants. This research showed that 51% of employers, researching job candidates through social media, found content which led them not to recruit candidates, compared to 43% in 2013 and 34% in 2012 (Grasz, 2014).

Indicators of minor interest in individual social media can point to the saturation of the social media landscape, but also to less free time reserved for these purposes. In order for the social media to retain a useful function during the process of attracting candidates to the recruitment contingent, it is necessary to make the media offer - advertisement more diverse, more interesting, current and motivating for action.

Despite the fact that social media is increasingly used in the recruitment and selection process, numerous challenges and limitations are evident: reliability and validity are not always known, data obtained from social media in some cases is not practical, and in some situations it is justified to raise the question as to the legality of such information. Also, there are environments where the issue of legality may not be raised but the issue of ethics may. Of course, it should also be noted that continuous innovation and a number of improvements, imposed on users, are much faster than the pace of creating optimal research strategies, which is a signal for researchers for an accelerated and more comprehensive access to research (Landers & Schmidr, 2016).

O'Brien (2014) notes that social media's involvement in the selection process is up to the decision makers free assessment, *i.e.*, a small number of selection systems formalized the collection and use of data from social media. Expectedly, the human factor is deeply rooted in the recruitment and selection process, which implies the need to maintain a high level of expertise in analyzing and interpreting a large number of data.

CONCLUSION

New media in the recruitment and selection process represents a previously unknown and, today, an almost inescapable source of information on an applicant, which has the capacity to be a crucial determinant in the final outcome. E-recruitment has imposed itself as a rational solution compared to traditional employment channels: the employment cycle is shorter and the costs per employee are lower.

Highlighting the image and reputation of advertisers has a positive correlation to encouraging potential applicants to take action, *i.e.*, submitting an application for a job vacancy.

Numerous employers, before making a final decision, consult social media, and research confirms that each year more and more people are empowering the process of recruitment and selection with social media data.

Despite the wide range of opinions and attitudes, the perspective of the use of social media during the recruitment and selection process is certain although researchers and practitioners are faced with a long list of legal and ethical dilemmas.

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