

## Screw production as an attractive career for graduates

### Abstract

The case study describes HR processes in a middle-sized manufacturing company. Specifically, it deals with recruitment of employees in the selected company. The aim of the case study is to focus on recruitment challenges and create recommendations to increase the attractiveness of the company as an employer especially for students, graduates and Y and Z generation members.

The practical part of the case study focuses on the application of theoretical knowledge within the selected company. The principal focus is on creating a company page on the social network Facebook.

### Introduction to the organisation and industry

The chosen company deals with the production of screws, turned parts and washers. It was founded in 1951. The company's turnover was 242 million Czech crowns at the end of 2016. The company exports its products overseas, for example to Brazil, Hungary, Italy or Germany.



**Figure 1: Examples of products**

Source: internal source

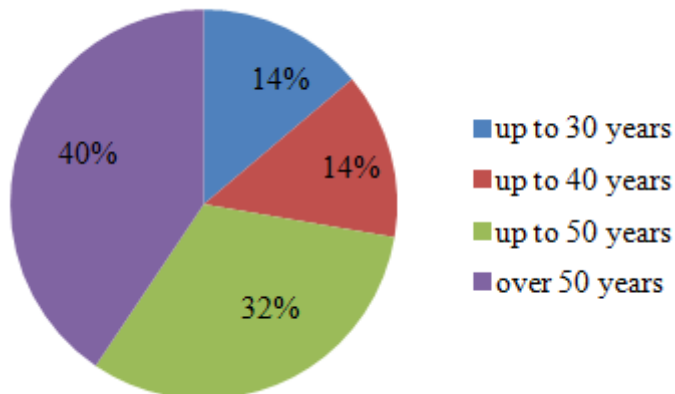
### HR processes in the company

The HR department consists of only one employee. This personnel specialist deals with all the personnel agenda, ensures contact with employees and last but not least, deals with payroll accounting.

### Employee structure development

The company divides employees into four groups for analysing age structure of employees. Figure 2 shows employee age structure at the end of the year 2016. 40% of employees are aged over 50 and some of them are above retirement age. The next extreme is that only 14% of

employees are aged under 30. As one can see, aging employees is a big problem for the company. The aim of this project is to find ways to increase the attractiveness of the company to the Y and Z generation. Turnover was 14.36% in 2017.



**Figure 2: Pie chart of employee age structure**

Source: internal source

### Strengths and weaknesses analysis of HR activities

The main strengths and weaknesses of HR in the company are shown in the following table. The company’s location is one of its main strengths, because it is located in the middle of the city and there is very good public transport access. The next positive aspects are communication between departments and a long tradition of the company co-operating with high schools. The company has ISO certification, which can bring some improvements to the area of HR. The company tries to build employer brand. It doesn't use social media and that is the issue that this case study will attempt to address.

**Table 1: Strengths and weaknesses analysis table**

STRENGTHS	WEAKNESSES
Location	Lack of employee motivation
Communication	Under-developed employer brand
New buildings – pleasant working space	No social media
ISO certification	Basic benefits
Co-operation with high schools	1 HR specialist
Long tradition	Employees leaving the company
Readiness to improve HR activities	Lack of potential candidates
	Fierce competition on the labour market

Source: own elaboration



## Objectives of case study

The objective of the case study is to help solve some of the HR challenges identified by analysing recruitment processes in the company. The main objective is to increase the attractiveness of the company as an employer, especially to students, graduates and Y and Z generation members.

## Literature review

The theoretical basis is introduced using Powtoon, which you can see here:  
<https://www.powtoon.com/online-presentation/g7LI2FOGrkS/?mode=movie#/>

Here you can find the recruitment process, available sources of candidates and much more.

## Generation X, Y and Z

Generation Y members (people born between 1976 and 1995) are the first generation to grow up with modern technologies such as familiarity with internet access. People born after 1995 are generation Z members, some of whom have yet to start full-time work. Their work experience is confined to part time jobs or internships and that is why this generation's work practices are not defined yet. It is clear that generation Z use the internet and especially social media, for all aspects of their lives, including looking for a job. Companies have to adapt their activities to this fact (Flodrová, Šilerová, 2011).

## E-recruitment using Facebook

Facebook has 5 million users in the Czech Republic and it is the most common social media tool in the country, with people making extensive use of it to search for jobs. Companies can use it to find potential candidates for their vacancies and many of them do so.

### *How Facebook works*

Facebook is based on posting pieces of information called “Posts”. These posts can be pictures, videos or text. Posts can link to other Facebook pages or profiles. They can get “Likes” from Facebook users and they can become followers of the Facebook page which added the post. Posts can be Liked, Commented on or Shared. Sharing means displaying them on your profile.

A Facebook page is always directly linked to a Facebook profile. The difference between a Facebook profile and a page lies in the fact that the profile belongs to only one real person. On the other hand, a page can be dedicated to anyone or anything and more than one person can manage it. You cannot add a Facebook page as friend, you can just subscribe to it (Lewis, 2010).



### *Page promotion*

The tool for extending the reach of the page is called promotion. It is the only paid service on Facebook; everything else, including creating a page, is completely free. Users who are interested in posts of the company can Like, Follow or Share the company page on the profile. To follow the page means that the follower will see all of the posts from that page on their Facebook profile, regardless of whether the post is promoted or not.

### **Methodology**

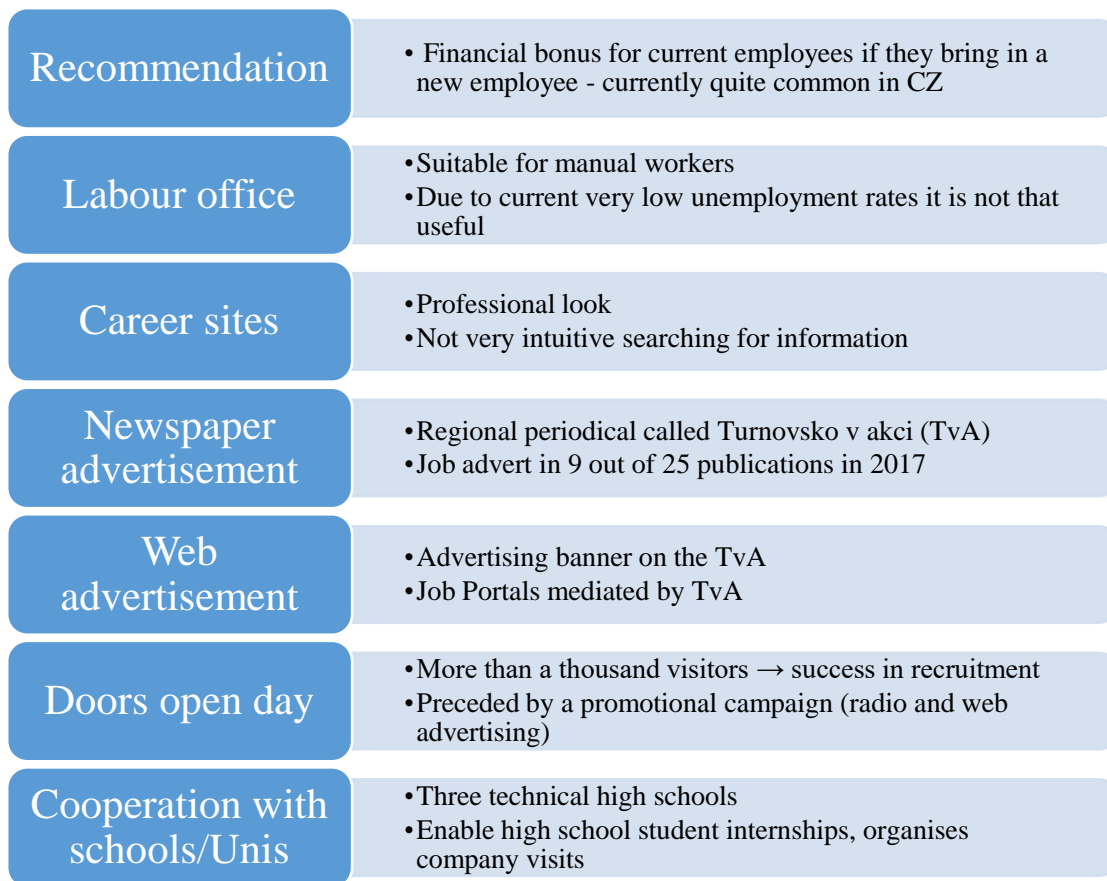
The case study is based on literature review and analysis of the chosen company. The current employee recruitment process of the chosen company was analysed. The process, as well as secondary data of competitors in the region – companies with similar challenges and interests in the area of recruitment, was investigated and evaluated. Primary data (both qualitative and quantitative) were collected by a qualitative survey, shadowing and a CAWI questionnaire. Some of the important data was collected by interviewing the HR manager and the CEO. Their experience and knowledge were the most important data for this case study. Last but not least, the author utilised their own experience and observations from an internship lasting several months.

### **Findings and analysis**

#### **Current employee recruitment process in the company**

The recruitment methods of the case-study company were analysed. The company uses internal and external sources of candidates. Internal recruitment does not entirely meet the company's needs and that is why they make more use of external sources. For example, in 2017, the company spent almost 130,000 Czech crowns (5,000 EUR) on the recruitment of employees.

The following figure shows the most important recruitment methods the company uses and briefly comments upon them.



**Figure 3: The most important recruitment methods the company uses**

Source: own elaboration

### Analysis of nearby companies

For the analysis, eight companies were chosen. Six of them were mid-sized, one was small and one large. The use of social media and career sites was analysed as well as cooperation with high schools and universities. The results are shown in the tables 2 and 3.

Four of the eight companies use LinkedIn and three of them also use Facebook. All of the chosen companies have career sites.

**Table 2: Analysis of social media and career sites using**

Name of the company	Number of employees	Social media using		Career sites
		Facebook	LinkedIn	
Šroubárna Turnov, a.s.	150-200	NO	NO	YES
KAMAX, s.r.o.	500-550	NO	NO	YES
KV Final, s.r.o.	200-250	YES	YES	YES
Resim, s.r.o.	1-50	YES	YES	YES



<b>Sklostroj Turnov s.r.o.</b>	<b>CZ,</b> 150-200	NO	YES	YES
<b>Kovovýroba Kadlec, s.r.o.</b>	50-100	NO	NO	YES
<b>TREVOS, a.s.</b>	200-250	YES	YES	YES

Source: own elaboration

Based on the analysis it was found that the use of social media sites is a good way of attracting candidates and the growing trend of it is undisputable.

Next the cooperation with schools was analysed. The trainee programme is only used by the one large-sized company. That is why this type of school cooperation will not be recommended to the case study company. The case study company uses high school internship and cooperates with three technically oriented high schools.

**Table 3: School cooperation analysis**

<b>Name of the company</b>	<b>Trainee program</b>	<b>High school internship</b>
<b>Šroubárna Turnov, a.s.</b>	NO	YES
<b>KAMAX, s.r.o.</b>	YES	YES
<b>KV Final, s.r.o.</b>	NO	NO
<b>Resim, s.r.o.</b>	NO	YES
<b>Sklostroj Turnov CZ, s.r.o.</b>	NO	YES
<b>Kovovýroba Kadlec, s.r.o.</b>	NO	NO
<b>TREVOS, a.s.</b>	NO	NO

Source: own elaboration

The case-study company does not use any social media neither Facebook nor LinkedIn. Many other companies included in the analyses do. That is why the case study company should begin to actively use social media. It was also identified that the case study company offers the possibility of an internship for high school students and this is evaluated as beneficial and it is appropriate to support and develop it.

## **HR Challenges**

Based on analysis and observations in the company, several HR challenges were discovered. One of the principal ones is the need to recruit young manual workers. The effort to recruit young people can help solve one of the HR challenges shown in the figure no 2 above – aging of employees. The company appears not to be attractive enough to younger workers. Hence a key question arises about why it is not attractive enough to this age group. This is a challenge that the company should identify and try to solve. A related and significant challenge is the lack



of young people with appropriate education, in the Liberec region. This limits the pool of potential candidates.

### **Proposed HR tools**

According to the information gained from analyses, questionnaire and visiting the company, it was decided to recommend the following measures to increase the attractiveness of the company to young generations Y and Z.

- LinkedIn profile creation
- High school cooperation development – Internship
- Facebook page creation

Another suggested proposal to improve the HR processes, is the evaluation of the success rate of recruitment methods.

### **LinkedIn profile creation**

LinkedIn is the largest professional social media site in the world. It is used both by people seeking employment and by companies seeking to fill recruitment vacancies. Not only do potential candidates and HR managers have profiles here, but so too do various specialists and consultants. Every LinkedIn user should have a CV on their profile, together with photos and other basic information. A basic profile is free and LinkedIn is predicated on expanding ones network of contacts. The tool is principally of use for advertising professional job vacancies.

### **Internship**

Internship is a quite an effective way to attract students and potential future employees. The financial support of students during their internship can vary. The author suggests the subsidy should be 5,000 Czech crowns (200 EUR) per semester. The subsidy can be influenced by student's work, behaviour, ambitions, grade point average and so on. The main advantage of the internship for the company is to obtain younger prospective workers, who the company can develop according to its needs. The company can select its interns by interview, some tests, assessment centres and much more. Due to this method the company can choose the ideal student and its future employee will be more likely to match its exact requirements.

### **Evaluation of the success rate of recruitment methods**

It is important to have an overview of where the candidates learn about the job vacancy. That is why the question “Where did you learn of the vacancy?” was added to the company's entry questionnaire. Answers to this question should be electronically processed and evaluated regularly (once a month). The results should be taken into account. The company should invest



in those sources which provide the greatest number of prospective candidates and conversely withdraw from using those which deliver relatively few.

### **Facebook page creation**

Creating a Facebook page is quite simple and basic usage is free. Having created a page, it is necessary to manage it appropriately. Two schemes in the appendices show how to create Facebook page (Ap. No. 1) and how to use and edit it properly (Ap. No. 2).

Before the company begins to create a Facebook page, it is necessary to find the answers to a few crucial questions. What is the purpose of creating the Facebook page? How does the company want to present itself? How to customize the content of the page for a specific purpose? What kind of information does the company want to post? For the case study company, the purpose will be to recruit employees. It does not mean that the company should only post job advertisements, because that in itself will not attract many people. The company should post interesting or engaging information to build as large a following as possible.

### **Conclusion**

In 2018, SMEs in the Czech Republic face a lack of well qualified candidates in the labour market. Moreover, SMEs often have limited resources to attract the best potential candidates. This is one of the HR challenges which the mid-sized production company highlighted in this case study also faces. This case study focuses on recruitment challenges and proposes a few recommendations to enhance the recruitment of employees and increase the attractiveness of the company to graduates and Y and Z generation members.

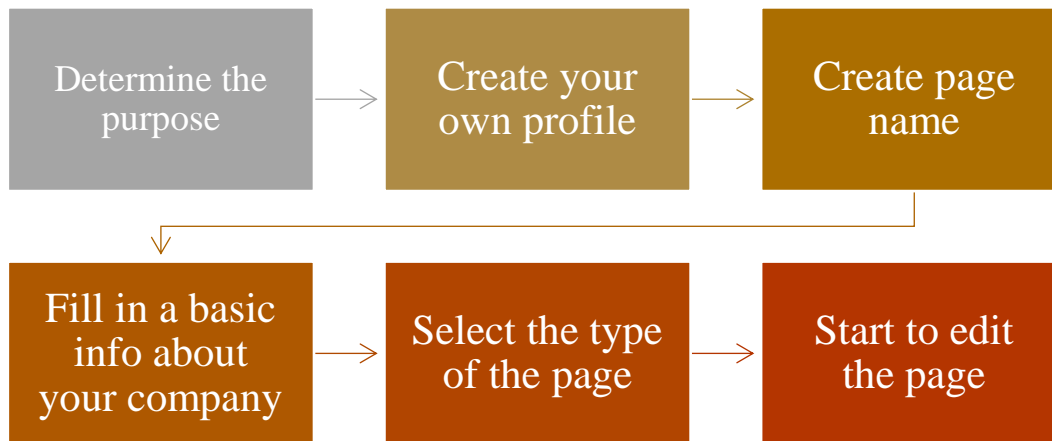
The case study SME was introduced by summarising the number and structure of employees and its production. The strengths and weaknesses of its HR activities were then discussed. Subsequently, recruitment methods used by the company were described.

Several analyses were made and based on these, some recommendations were proposed. The main recommendation is to create and actively use a Facebook page. The literature review indicates that Z and Y generation members spend a lot of time online and they use social media for many aspects of their lives, including searching for a job. A guide to the process of Facebook page creation and appropriate use of it was developed and is shown in appendix. The guide is designed to be as elementary as possible and that is why a novice Facebook user can use it properly. Further recommendations include creation of internships for technical high school students and creating a LinkedIn profile.



## Appendices

### Appendix No. 1 - How to create Facebook page – step by step instruction



Determine the purpose of the Facebook page and adapt your activity on Facebook to it. You have to adapt the majority of your activity to building employer brand and your following.

Create your own Facebook profile, because that is the only way to create a Facebook page. The difference between Facebook profile and Facebook page was mentioned above.

#### Useful tip:

You can visit every page on Facebook after profile creation and logging in. Check some of your competitors or some international corporations and inspire yourself by their functional pages. Moreover, you can find out how it works and get an idea of what you are interested in and which direction you want to focus on.

Create the page name. The name of your page should correspond with the name of your company and thereby effectively communicate what the page is about. Check the rules for page names creation and make sure that everything complies with them.

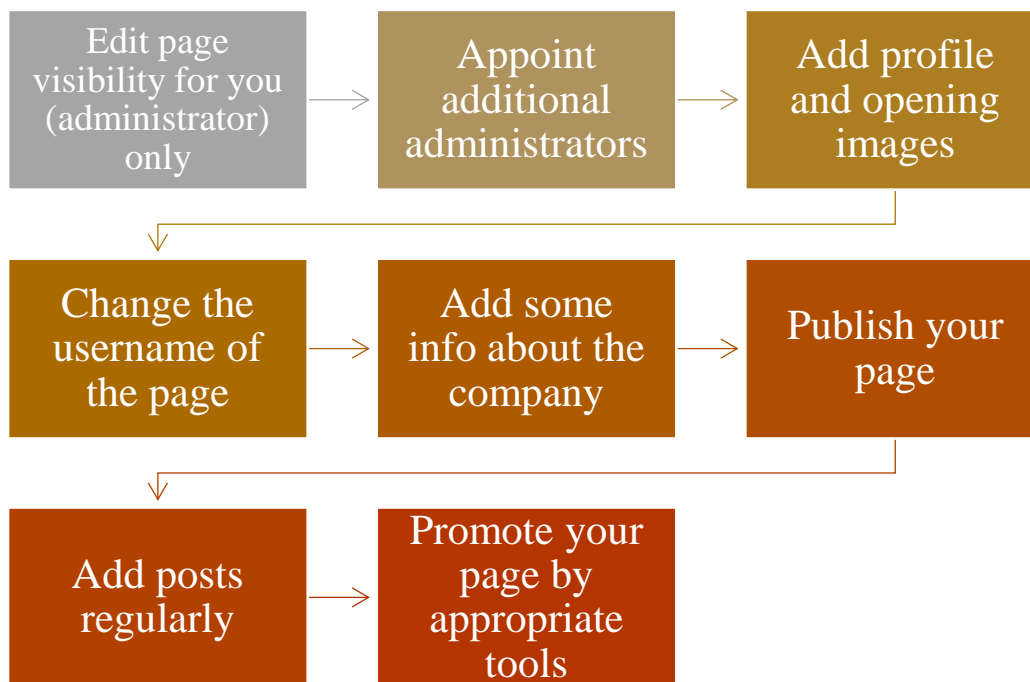
Fill in a basic info about your company. Facebook requires for example basic information about your business or address.

Select the type of the page. There are several types to choose from. In this case you should choose “company, organization or institution.”

Start to edit your page. If your page has already been created, you can start to edit it. You can follow step by step instructions in Appendix No. 2.



## Appendix No. 2 – How to edit Facebook page to use it correctly – step by step instruction



Edit page visibility to “only for you”, if you are an administrator. This is a really important step. The page will be visible only to you and no other Facebook user is going to find it. It is useful in case you are going to publish a piece of information which requires authorization by the company.

Appoint additional administrators. If more people in your company are responsible for Facebook page management, you can appoint further administrators.

Add a profile picture and cover photo. These two pictures are one of the most important things on your Facebook page. It is the first thing your Facebook page visitor will see. That is why it is necessary that these pictures are presentable, interesting and able to catch Facebook users’ eyes.

Create the user name of the page. It can help your potential followers to find your page.

Add some info about the company to inform Facebook users for example about current activities, news and changes related to your company. It is important to add the contact, mission and vision. The visitor of your page can find all this information in the section “about”.

Publish your page. Change the visibility back to: “visible for all Facebook users”, if you think your page is ready to astonish the world.



As mentioned above, Facebook works on the basis of adding posts. You should begin to add posts regularly. If you have couple of ideas about the post you want to add, you should not add them all at once on your page. Add posts gradually, ideally every day and try to change the time when you add them. Some of your potential followers will visit Facebook in the morning, some of them only in the evening (Štěrbová, 2013).

\* Remark: Of course, your posts are available on your page all the time, but you can influence when the post is visible on the follower's home page.

While adding and commenting posts, you should communicate effectively. Here you can find some basic recommendations:

- You can communicate by comments under posts or via private chat. For communicating personal data or answering some very specific questions - **definitely choose private chat!** On the other hand, when answering frequently asked questions or to convey something general - **use comments**.
- Do not be overly formal when communicating with Facebook users and potential followers.
- Express your company's communication in a creative and entertaining manner. No one wants a boring job in a boring company.
- **Respond immediately**, no later than next day.
- Always be **nice and friendly**, despite the fact you may be answering some negative or aggressive comments.

Promote your page by using appropriate tools. As was mentioned above, you can promote your page in many different ways. Choose at least one of them (Boost post, for example), select a suitable ratio between range and financial spend and launch your Facebook page.



## Appendix No. 3 – Proposal of the company's Facebook page – Information section

Šroubárna Turnov, a.s.

Page | Inbox | Notifications | Insights | Publishing Tools | Promotions | Settings | Help

Šroubárna Turnov, a.s.  
Create Page @username

Home | Posts | Reviews | Videos | Photos | About | Community | Groups | Info and ads | Promote | Manage promotions

**ABOUT** [Edit Page Info](#)

**FIND US**

Bezručova 788  
Turnov  
m.me/759074704480753  
Call 481 440 111

[Get Directions](#)

**GENERAL**

Category	Industrial company	Edit
Name	Šroubárna Turnov, a.s.	Edit
Username	Create Page @username	

**BUSINESS INFO**

- Founded in 1951
- This Page represents a corporate office or headquarters
- [Edit Mission](#)

**ADDITIONAL CONTACT DETAILS**

- obchod@sroubtu.cz
- <http://sroubarnaturnov.eu/>
- [Edit Other Accounts](#)

**MORE INFO**

**STORY**

**Představení Šroubárny**

Společnost Šroubárna Turnov je akciovou společností s téměř 70 lety praxe v oboru, která po celou dobu své existence sídlí v příjemném prostředí města Turnov.

Jak již název společnosti napovídá, vyrábí šrouby, podložky a soustruženou výrobu zejména pro automobilový průmysl a je předním dodavatelem těchto komponent také pro výrobce kompresorů.

Roč...

[See more](#)



## References

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