The Use of Recruitment Portals Functionality in the Selection of Workers by the SME Sector in the Kujawsko-Pomorskie Voivodeship Illustrated with the Case Study of pracuj.pl Portal

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Abstract: The aim of the paper is to examine the key functionalities of recruitment portals in selecting employees. Pracuj.pl serves as an example of a recruitment portal existing on the Polish market of recruitment services. The case study comprises of confirming the view that all accessible functions of a recruitment portal concerning publishing job advertisements and searching for candidates are rather important in the process of employing a relevant person in the SME sector from the Kujawsko-Pomorskie voivodeship. In order to confirm the thesis the following research goals were set: (1) specifying the key factors influencing the choice of pracuj.pl recruitment portal by the SME sector from the Kujawsko-Pomorskie voivodeship; (2) identifying the functionality of pracuj.pl available in the area of publishing job advertisements; (3) defining the functionalities of the portal available in the area of searching for candidates meeting the requirements of a given job position.

Keywords: recruitment, recruitment portal, functionality.

1. Introduction

The aim of the paper is to specify the key functionalities of a recruitment portal that are required by its users in order to increase the effectiveness of the recruitment process. The empirical part of the work concerns the case of pracuj.pl recruitment portal, whose market share of the recruitment market in Poland is significant. Therefore, the main research question asked in the case study analysis is as follows: are all of the functionalities of the pracuj.pl recruitment portal important in the process of searching for a candidate meeting the requirements of recruiters in the SME sector? Moreover, apart from the main question, the following more detailed ones were formulated: (1) Which functions of the service are regarded vital in the recruitment process by recruiters from the SME sector in the Kujawsko-Pomorskie voivodeship?; (2) Does the possibility to employ a person appropriate for a given position with the use of the available functions increase when an advertisement is placed on a recruitment portal?; (3) Does using the extensive functionality of the job search engine by applicants increase the possibility to find a job in the SME sector in the Kujawsko-Pomorskie voivodeship?

The paper consists of two parts: a theoretical one and empirical research based on the case study analysis. The theoretical part concerns the issue of the recruitment process and selection of workers as well as the development of the Internet networks used in the recruitment process by a potential employer. The practical part includes a case study analysis conducted with the use of questionnaires at the turn of April and May 2016. The questionnaires were sent to randomly selected representatives of the SME sector in the Kujawsko-Pomorskie voivodeship. On the base of the respondents' answers, a report was created which includes expectations and requirements that a recruitment portal such as pracuj.pl should meet in order to improve the communication between the sides of the recruitment process and to lead to employing people meeting the requirements specified in job advertisements by the SME sector in the Kujawsko-Pomorskie voivodeship from the point of view of available functions.

2. Basic concepts related to recruitment

As a matter of principle, recruiting employees is closely connected with building the image of a company. Therefore, an in-depth knowledge

of business and human resources strategy in the short and long term constitutes the starting point for recruitment processes. A selection of the most competent employees is a significant challenge in the labour market as people constitute the most crucial resource for a company. A properly conducted recruitment process, and also an application of a proper tool for its conducting, allows reducing the number of incompetent employees in a company. Recruitment is not only searching for a new employee, but it is most of all a whole process consisting of a few interplaying elements. Among them planning, employing, adaptation and development (Marciniak, 1999, p. 15) can be found. Listwan defines the concept of recruitment as an initial stage of choosing staff, whose aim is to provide information to the defined labour market on readiness to employ and the requirements and conditions of employing a specified employee, and also to attract a group of candidates, determined in terms of the quantity and quality, who can apply for a given position (Listwan, 2005, p. 46). Other author claims that recruitment is a process of searching for and attracting a considerable number of candidates for vacant posts for selection purposes. According to the above-mentioned definition, the main objective of recruitment is to provide information on a vacant post to the market and to encourage candidates to apply for a given post (Ludwiczyński, 2006, p. 79). The field of human resources management does not give an unambiguous definition of recruitment. Regardless of the theory presented by specialists in their works (Pocztowski, 2003, p. 72), recruitment should fulfil three basic functions:

- – it should inform (present working conditions);
- – it should motivate (encourage people from appropriate professional groups to apply for a vacant post);
- – it should provide pre-selection (initial verification of application documents).

In the era of high economic growths around the world and with increased competition among companies for finding the best employees, it is recruitment and selection that are considered the most crucial processes in human resources management. The main objective of the recruitment process should be attracting and then selecting the best candidates who have applied for the given position (Girard and Fallery, 2010, pp. 1–14). The percentage of candidates who stay in companies after the trial period attests to the success of recruitment (Judge and Cable, 1997, p. 50). The process itself does not have to base

on searching for the best, most talented people. It most often bases on looking for people who with talent and commitment will perform the assigned tasks. Therefore, a new employee's talent may be manifested in the right place and at the right time at the given position. Talent hunter (Lenartowicz, Reichhart and Zych, 2010, pp. 99–112) deals with analysing and mapping of the environment in which a new employee's talent can be manifested. The stages of the recruitment process are presented below.
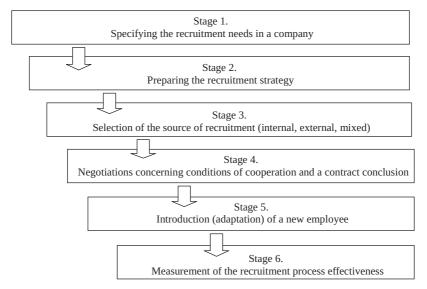

Figure 1. The stages of the recruitment process

Source: Lenartowicz, Reichhart and Zych (2010, pp. 99–112).

The first stage concerning identifying the recruitment needs in a company includes planning staff needs, that is specifying the need for employees. While planning employment both external and internal factors must be taken into consideration (Suchar, 2003, pp. 43–46). Among external factors, that is those on which a company does not have a direct influence, but it should take into consideration, are:
  – technological progress and developments in science;
  – new products on the market;
  – changes in work organisation;
  – qualification of human resources supply on the labour market;
  – users waiting for new goods and services;

– changing legal regulations concerning economic activity, etc. (Miotk, 2013, pp. 23).

When planning employment, apart from external factors, the changes that take place inside a company should be taken into consideration and they are:

– new objectives and tasks for a company in the short and long term;
– developing new goods and services;
– changes in the structure and methods of work in a company;
– prepared and qualified employees;
– new methods of a business management (Daniecki, 2014, pp. 9–10).

Specifying recruitment needs in a company, apart from the aforementioned factors, information whether a given position we recruit for is new or already functioning in a company should be taken into account. Apart from that, a company should:

– indicate a detailed plan of its activity development;
– analyse its workforce potential in relation to its future tasks;
– determine the opportunities for the development of current staff needs in the context of planned changes;
– make a detailed plan for development of structures in a company (Marciniak, 1999, p. 35).

After identifying recruitment needs in a company, a profile of an employee a company searches for is determined and a recruitment strategy, which constitutes the second stage of the recruitment process, is prepared. It consists in taking decisions in the area of the sources of obtaining candidates, methods of searching, tools used for evaluating candidates and a recruitment campaign (Lenartowicz et al., 2010, pp. 99–112).

3. The sources of selection of employees

The selection of the source of recruitment appears to be essential for future satisfaction and efficiency and effectiveness of employees. According to Breaugh and Stark (2000, pp. 405–434), the employees who were employed through informal sources (e.g. employees' recommendations or direct applications) are more satisfied with their work and then staff turnover is lower than in the case of employees employed

through formal sources (e.g. advertisements in media or employment agencies). Another research shows that informal sources allow finding more qualified employees. The importance of finding employees through the Internet is growing every year. A company with its own website makes it more attractive, and also candidates for employees find it more interesting (Kafalska, 2010). The research shows that the rate of the effectiveness of internet recruitment increases if a company provides feedback showing how a candidate matches a given position and business profile (Dineen, Ash and Noe, pp. 723–734).

The subject literature mentions two basic strategies of selection of employees. The first one is the strategy of selecting human capital among a company's own employees. It consists in selecting an employee for a vacancy among a company's own staff that is not qualified enough yet but that manifests high intellectual potential and other capabilities which promise to achieve planned effects in the future. Such a strategy of selecting human capital in the recruitment process has its advantages and disadvantages. Among the advantages the following should be mentioned:

– stabilisation of employment;
– strengthening employees' relationship with a company;
– employees' engagement in new responsibilities;
– employees' creativity in entrusted tasks;
– low fluctuation among staff (Dale, 2006, pp. 46–50).

Apart from advantages, the strategy has its disadvantages like:

– high costs of employees' professional development when bringing their competences in line with a new working position;
– employees' low usefulness in the initial period of employment (Daniecki, 2014, p. 14).

The other strategy of the selection of employees is the filter approach, which consists in recruiting for vacancies among people not connected with a company. As a rule, they are people developed professionally and they do not need investing in order to be prepared to carry out tasks. The first stage of the process leading to employing an appropriate worker for a given position is selecting the candidates who do meet requirements. Just like the first strategy, this one manifests its advantages and disadvantages. Among the former the following must be mentioned:

– clear criteria of recruitment;
– low costs of new employees training;

  – significant usefulness of employees from the very beginning of
    their employment;
  – a supply of new involved and innovative employees (Kawka
    and Listwan, 2010, pp. 43).
The disadvantages of the strategy are as follows:
  – fluctuation among staff;
  – atmosphere shaped by competition and rivalry;
  – feeling of insecurity;
  – the necessity to introduce high wages in order to attract the best
    staff (Daniecki, 2014, pp. 13–14).

The main reason supporting the filter approach is the assumption that a person is a 'ready' human being, already fully developed and changing him or her (i.e. their behaviours or habits) is extremely difficult, if not impossible. Therefore, a company attempts to find the best candidates on the labour market, thus ensuring the best employees. Employees are found through recruitment or with the aid of so-called 'head-hunters'. During recruitment the biggest possible group of candidates is invited, so that those among them who meet an employer's all requirements and expectations best can be selected. The suitability of an employee is manifested in qualifications, courses, diplomas and references. When appointed to the position an employee is exposed to constant rivalry and competition among employees. Because of job insecurity, the filter approach does not favour loyalty of employees towards an entrepreneur. Constant competition and rivalry in a company stimulate employees to develop and improve qualifications constantly, which in most cases is financed by themselves. Constant stress and job insecurity result in unpleasant atmosphere at work (Ściborek, 2010, pp. 56–59).

According to the research, the most common model of recruitment is a mixed one, based on joined strategy of the filter approach and of human capital. Among Polish entrepreneurs, using various models in different segments of the internal labour market can be observed. The concept of human capital is most often used for management positions. The concept of filter is used as a rule for executive positions (Sułkowski, 2001, pp. 19–21).

The choice of the source of recruitment is influenced by first of all the size of an enterprise, the conditions it operates in and the staff needs (Wawer and Muryjas, 2011, pp. 112–118). The selection of staff recruitment has a few stages. The process of deciding on the source of recruitment is presented in Table 1.

Table 1. The stages of taking decisions in the process of selecting the source of recruitment

Stage 1.	→	Establishing whether the need to employ a new person exists
Stage 2.	→	Creating the image of an 'ideal employee' for the position
Stage 3.	→	Specifying the places and environments where the people with the qualities and predispositions we expect exist
Stage 4.	→	Specifying the maximum time of recruitment and the acceptable level of expenses
Stage 5.	→	Specifying the best method of selecting candidates
Stage 6.	→	Selecting the source of recruitment

Source: Marciniak (1999, pp. 50–51).

From the point of view of the type of recruitment used in the process of selecting employees two types can be distinguished: internal and external recruitment. The former can be open or closed. It is characterised by informing all employees of a given company about vacancies in the form of internal advertisements or a closed competition. In an open internal recruitment, each employee with suitable qualifications is able to apply for a job. The tools most often used in such a type of recruitment are advertisements accessible for employees, for instance published on the Internet sites of enterprises that are accessible for their employees only, advertisements on notice boards, in company bulletins, advertisements sent by emails or oral information disseminated by supervisors or between employees (Allen, Van Scooter and Otondo 2004, p. 57). In closed internal recruitment, only selected employees are informed about a vacancy in an enterprise. The arrangements concerning the rules, criteria and potential candidates are made by an exclusive group of policy makers (Kostera, 2010, pp. 198–213). The main incentive for employees selected in this type of recruitment is development, which can happen in the atmosphere of security, cooperation and satisfaction (Sobocka-Szczapa, 2014, p. 108).

In the case of the shortage of appropriate candidates for a given job position in an enterprise and when an enterprise develops its activities or its staff has difficulties in completing their tasks, an enterprise is forced to use external recruitment (Strojek, 2009). External recruitment

can be divided into broad recruitment and segmental recruitment. The latter is aimed at an identified group of potential employees presenting specific qualities, skills and qualifications. In external broad recruitment, offers of employment are directed towards the so-called broad job market so the information about recruitment can be reached a big group of potential employees, for example through using a tool such as the Internet (Wyrwicka and Grzelczak, 2011, pp. 58–59).

According to the research conducted by Potentialpark (Rynekpracy. pl 2013, accessed on 03 February, 2016) in a group of over 180 students and graduates of universities in Poland in 2013, the most often chosen source of information on the labour market are: the Internet (98% of respondents), Careers Offices (80%), career tabs on a company's website (73%), job portals (65%), university departments (57%), friends and family (55%), leaflets (53%), magazines and printed materials (33%).

4. The use of e-recruitment in organisations

In the 21st century, the Internet has become an indispensible tool in business in the daily exchange of information, in advertising and promotion, and in customer service and data publication. In recent years, it has also become a basic tool for employees searching for a job. A number of reasons why employers and recruiters prefer online recruitment to traditional methods can be indicated (Kennedy, 2000, pp. 45–51). The most significant advantage of the methods of searching for employees by means of the Internet over traditional methods is the ability to overcome spatial barriers, to cross national borders and go large distances. Before employment websites came into existence, managers looking for employees were limited to the closest geographical area. Nowadays, thanks to the Internet, an employee or a job can be found wherever the Internet works. Moreover, through employment websites, a significant candidate information base is created in one place. Their significant advantage is validity of job offers and the possibility of introducing information about a given offer and its immediate publication. Finding a suitable profile of a candidate by means of employment websites is much faster and cheaper if compared with the traditional methods of recruitment. Search engines offered by employment websites make it quick and easy to find a candidate suitable for a given position. Moreover, employers have the chance to use the filtering options by means of

keywords or additional criteria like for instance a region. Analysing the advantages from a candidate's point of view, he or she is able to apply by attaching application documents within a few seconds. The growing number of employment websites has led to the appearance of websites offering so-called vertical search, which consists in simultaneous looking through databases of numerous websites. It can be more and more often observed that company websites are used in the recruitment process through for example the Career tab, by means of which candidates can check out vacancies and apply (Wilk, 2001, pp. 78–89). One of the Polish employment websites indicates the benefits of searching for potential employees by means of employment websites and they are among others:

- – creating a company's image as a leader on the labour market in terms of the attractiveness of the offer for students and graduates;
- – more positive perception of the brand and the familiarity of registered users and business partners with a company;
- – a powerful tool to reach the registered most gifted students and graduates;
- – a wide range of recruitment services from presenting an announcement about the possibilities of recruiting, through popularising information during career fairs, to support in selecting candidates (www.kariera.com.pl).

Online recruitment has its advantages and disadvantages. An easy access to candidates, quick transmission of information and the time from the moment of recruitment to the employment of a worker should be indicated as the reasons for which organisations use the Internet in recruiting. Also, low costs when compared with traditional methods play an important role in deciding to choose this type of recruitment. However, not everybody realises what influence the Internet recruitment has on the corporate image, as the Internet recruitment brings benefits connected with self-advertising. Through a well-designed advertisement and an appropriately conducted recruitment process, companies enhance candidates' and customers' trust (Zasępa, 2001, pp. 43–44). Social networking websites have been playing a significant role here in recent years. Both social and business websites enable recruiters to get familiar with a candidate better, i.e. getting to know him or her basing not only on a traditional CV, but also by means of his or her private blogs, links, comments or videos. Social networking

websites give a candidate the chance to be more creative by for instance starting his or her own website, making a video or preparing a CV on Pinterest. Besides, the information in a CV is often idealised and it is what can be found on a social networking website that can be used for evaluation a person in the context of an offered job. Recruiters claim that if somebody manages well on the Internet, he or she will do equally well at work. In the era of an information society, more and more professions require being present on the Internet, and a candidate who has a problem with the Internet communication is not attractive for an organisation. It must be emphasised though that social networking websites should not constitute the only source of recruiting candidates by organisations, but only an addition to the traditional recruitment strategies (Wielgórska, 2012).

Analysing the using of e-recruitment in the process of finding candidates for work, its disadvantages must be mentioned as well. Candidates with higher education on specialist and managerial positions can mainly be found on the Internet. When searching for physical workers, one should focus on traditional methods of recruitment. Moreover, a job offer placed on the Internet will attract a great number of applications, which makes the recruitment process harder if only CVs are analysed and a recruitment application matching a job offer is not available. It greatly influences the quality of the information. Candidates applying by means of the Internet also fear the danger of their personal data being stolen and being used inappropriately (Krajewska-Nieckarz and Białas, 2013, p. 96).

Despite the fact that e-recruitment brings some dangers (a considerable number of applications of low quality, the danger of stealing personal data), it is assumed that its range will widen. It can also be concluded that the functionality of employment websites and social networking websites will also develop through competing for customers among enterprises involved in the sector of online recruitment.

5. The role of the pracuj.pl recruitment portal in the process of staff recruitment

The pracuj.pl recruitment portal belongs to Grupa Pracuj, which is one of the fastest developing technology companies in Central Europe (Kubik, 2012). 30,000 clients from 40 countries use their products and

services. It was founded in 2000 by a group of friends who had the idea to use the Internet for looking for a job in Warsaw. The idea was based on British guides to the labour market and career websites. Creating a recruitment portal was by no means an easy task, as the Internet was at the early stage of development in Poland in those days. That was the reason why pracuj.pl at the beginning of its existence constituted only an addition to a paper guide "Employers". In November 2003, Grupa Pracuj was awarded as one of the fastest developing IT companies in Central and Eastern Europe in a competition organised by Deloitte. In October 2006, the company became the owner of Rabota.ua, the biggest recruitment website in Ukraine. Other most important successes of Grupa Pracuj includes the title of "The Best Employer" in 2008, the introduction of eRecruiter, the company's own online recruitment system (2009) or taking the fourth position in Forbes Diamonds among the fastest growing companies in 2013.

Nowadays pracuj.pl is visited by millions of Polish people every month, and the service gives employment to over 400 people in several Polish cities. For 15 years of its existence, about 2 million people have looked for a job by means of pracuj.pl. About 300,000 fans on Facebook prove the popularity of the service. It also cooperates with 13 recruitment websites including money.pl and wp.pl.

Pracuj.pl recruitment site is designed for both people searching for a job and also for companies looking for employees. Using the service requires logging on and it is free of charge only for those searching for a job. Depending on the status of a user, an employer account and a candidate account can be distinguished.

In order to appear on pracuj.pl as an employer, a person must create an account of a company first. It must be emphasized that fees are charged for adding job offers on the site and depending on the recruitment needs Standard offers, Biznes offers and Biznes Plus offers can be distinguished. The most complex one is Biznes Plus, thanks to which an employer is entitled to the publication of an offer for 30 days in 1−3 voivodeships in two categories with the possibility to move the offer up the list and presenting the logo of a company in it. In the case of a Standard package, a job offer is published in one voivodeship and in one category for 14 days. Moreover, a company can use additional packages like hiding the name of a company, placing a logotype next to an offer on a list of offers, distinguishing super offers or the possibility to specify the city where the employment is offered. Also, pracuj.pl

offers Pracuj Select package, by means of which a company has the access to the work profiles of those applicants who meet the requirements of a job offers best. All additional packages to job advertisements are not free of charge and for this reason they are not always used in the recruitment process. CVs of candidates interested in a given offer are sent to an email address specified in the offer when clicking the 'Apply' button and they belong to a company which uses the services of pracuj.pl. Then, the company itself selects CVs and contacts chosen candidates. Pracuj.pl does not conduct job interviews. Within additionally purchased Pracuj Select package, it can only select a few work profiles of candidates that meet the requirements of a job advertisement posted by a company. The whole recruitment procedure on pracuj.pl is conducted by means of the eRecruiter Application. Thanks to the Application, creating job advertisements, filtering in the service, using email templates and easy publication of job advertisements are all possible. With the aid of eRecruiter, it is also possible to place an application link in the Career tab on the Internet site of a given company. Using an employer's account, apart from placing job offers, a company may also use other applications like among others extensive reports, free e-books on recruitment, trainings or FAQs (Frequently Asked Questions).

Thus, there is a need to examine the functionality of recruitment portals in regard to the needs to search for candidates by potential employers. Owing to the conducted analysis of the functionality of pracuj.pl, it will be possible to identify the important functions of the portal which play the key role in selecting this portal by companies for the process of searching for employees (Wątróbski, 2011, pp. 397–407).

6. The results of the empirical research on the basis of an analysis of the case study of pracuj.pl portal

The practical part of the paper was prepared on the basis of case study analysis. Pracuj.pl was selected as an individual case of analysis. This research method makes it possible to identify the key areas of the functions of a recruitment portal. Naturally, a single analysis of pracuj.pl may not constitute an attempt to generalise such functions of all recruitment portals (Zając, 2012). The research only leads to detailed examination and understanding of the analysed unit, that is the pracuj.pl portal in the context of the functions it offers to companies. Thus, the

case study analysis raises the following research question: are all of the functionalities of the pracuj.pl recruitment portal important in the process of searching for a candidate meeting the requirements of recruiters in the SME sector? Moreover, apart from the main question, the following more detailed ones were formulated: (1) Which functions of the service are regarded vital in the recruitment process by recruiters from the SME sector in the Kujawsko-Pomorskie voivodeship?; (2) Does the possibility to employ a person appropriate for a given position with the use of the available functions increase when an advertisement is placed on a recruitment portal?; (3) Does using the extensive functionality of the job search engine by applicants increase the possibility to find a job in the SME sector in the Kujawsko-Pomorskie voivodeship?

The research, whose results are presented in this paper, was conducted at the turn of April and May 2016 using the method of an Internet standardised questionnaires. The research was addressed to employers from the SME sector from the Kujawsko-Pomorskie voivodeship. The questionnaire included 20 closed questions concerning the functionality of recruitment portals illustrated with the example of pracuj.pl. The applied measuring instrument (a questionnaire) was sent by email to 100 randomly sampled enterprises from the SME sector from the Kujawsko-Pomorskie voivodeship. In total, 57 correctly completed questionnaires were collected.

Among the respondents searching for employees in the SME sector in the Kujawsko-Pomorskie voivodeship, small enterprises employing 11–50 workers constituted the biggest group – 52.63%, microenterprises employing up to 10 workers constituted 29.82%, and middle-sized enterprises employing up to 250 workers made up 17.54%. Among the respondents, trading companies were most numerous (26.32%), then service companies (15.79%), transport companies (12.28%), media and advertising companies (10.53%) and industrial companies (8.77%). The questionnaires were completed by personnel and recruitment specialists (45.61%), company owners (31.58%) and managers (22.81%). When asked to choose maximum three answers to the question in which departments they conduct recruitment the representatives of the SME sector the Kujawsko-Pomorskie voivodeship most often indicated: the commercial department (30; 52.63%), the customer service department (26; 45.61%) and financial departments (24; 42.11%).

In the questionnaire, the representatives of the SME sector in the Kujawsko-Pomorskie voivodeship, when asked about three most

often used sources of searching for a job they indicated: the Internet (91.23%), the press (77.19%), and friends (59.65%). As far as looking for employees by means of Internet services, the respondents indicated five most common forms of recruitment: recruitment portals (50; 87.72%), own websites (45; 78.95%), social networking services (37; 64.91%), specialised and regional portals (20; 35.09%) or websites of job agencies (12; 21.05%). The results are presented below.
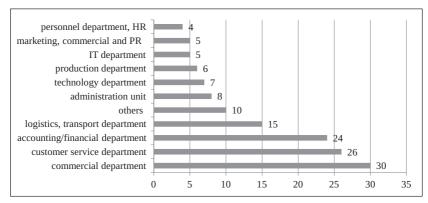
Figure 2. Departments to which employees are recruited in the SME sector in the Kujawsko-Pomorskie voivodeship [N]

Source: own study based on the conducted research.
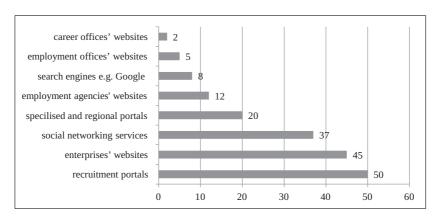
Figure 3. The Internet sources of recruitment in the SME sector in the Kujawsko-Pomorskie voivodeship [N]

Source: own study based on the conducted research.

Employers of the SME sector in the Kujawsko-Pomorskie voivodeship use the following recruitment portals: pracuj.pl (44; 77.19%), infopraca.pl (42; 73.68%), praca.pl (38; 66.67%), jooble.com.pl (27; 47.37%), money.pl (20; 35.09%) or gazetapraca.pl (16; 28.07%). Using recruitment portals, as many as 38 (66.67%) of the respondents indicated that a worker had been employed in their companies. Among the examined enterprises of the SME sector in the Kujawsko-Pomorskie voivodeship that found a worker using recruitment portals, as many as 41 (71%) are satisfied with their work.
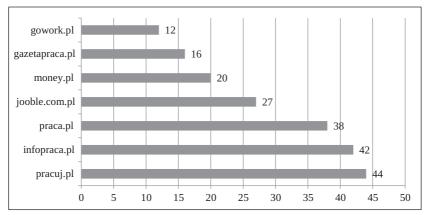
Figure 4. Recruitment portals used for online recruitment by the SME sector in the Kujawsko-Pomorskie voivodeship [N]

Source: own study based on the conducted research.

Employers of the SME sector in the Kujawsko-Pomorskie voivodeship when selecting pracuj.pl paid special attention to its popularity among potential applicants (the possibility to reach a big group of recipients), extended functions of using the portal for placing offers (the possibility to copy job advertisements, to send messages to a wide group of applicants, creating reports, etc.) or the abundant base of candidates offered by pracuj.pl (cf. Figure 5).

Representatives of the SME sector in the Kujawsko-Pomorskie voivodeship evaluated two types of functionalities of recruitment portals. The first area included the functions of the portal connected with placing job advertisements. Taking into account extended functions of using pracuj.pl for placing job advertisements, the respondents were asked to evaluate 20 available functions on a five-point scale, where 1
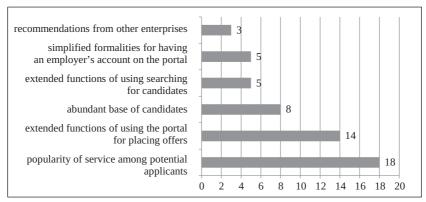
Figure 5. Factors influencing choosing pracuj.pl by the SME sector in the Kujawsko-Pomorskie voivodeship [N]

Source: own study based on the conducted research.

meant an unimportant function and 5 meant a very important function. The results of the research are presented in the Table below.

Table 2. Evaluation of functionality of recruitment portals by the SME sector in the Kujawsko-Pomorskie voivodeship in regard to placing job advertisements [%]

No.	Name of a function related to placing job adverts	Unimportant	Rather unimportant	Moderate importance	Rather important	Very important
1.	Copying content of the same advertisement when placing another advertisement	7.55	7.55	9.43	18.87	56.60
2.	The possibility to review own advertisements	5.66	0.00	15.09	18.87	60.38
3.	The possibility to edit placed job advertisements	3.77	3.77	16.98	30.19	45.28
4.	The possibility to use archival job advertisements e.g. for the purpose of copying	15.09	3.77	18.87	28.30	33.96
5.	The possibility to publish job advertisements as a hidden employer	7.55	0.00	15.09	30.19	47.17
6.	The possibility to place an employer's logo in a job advertisement	3.77	3.77	7.55	28.30	56.60

Table 2.
continued

No.	Name of a function related to placing job adverts	Unimportant	Rather unimportant	Moderate importance	Rather important	Very important
7.	The possibility to create a draft of an advertisement	1.89	11.32	13.21	15.09	58.49
8.	The possibility to manage coming applications, e.g. grouping according to age, education, residence, etc.	5.66	1.89	1.89	26.42	64.15
9.	The possibility to join job advertisements on pracuj.pl with Facebook	15.09	3.77	9.43	41.51	30.19
10.	Publishing job advertisements on pracuj.pl with the possibility to share them on other portals	3.77	1.89	9.43	24.53	60.38
11.	Email notifications from pracuj.pl about sent applications	11.32	3.77	22.64	26.42	35.85
12.	Assistance available from pracuj.pl	3.77	7.55	9.43	32.08	47.17
13.	Checking applicants with the use of online tests	9.43	9.43	13.21	22.64%	45.28
14.	Using a meeting for pre-selection of applications	3.77	13.21	15.09	18.8	49.06
15.	Convenient import of a CV from pracuj.pl	1.89	5.66	16.98	18.87%	56.60
16.	The possibility to send group correspondence to reply to a number of applicants simultaneously	3.77	18.87	24.53	22.64	30.19
17.	Practical templates of messages	3.77	5.66	47.17	28.30	15.09
18.	The possibility to archive correspondence with applicants	0.00	3.77	15.09	30.19	50.94
19.	Unlimited access e.g. through mobile applications	3.77	3.77	18.87	18.87	54.72
20.	Comprehensive reports	3.77	9.43	28.30	32.08	26.42

Source: own study based on the conducted research

As the research shows, the most important functions for placing job advertisements on pracuj.pl are: the possibility to manage coming applications, the possibility to review own advertisements or publishing them on pracuj.pl with the possibility to share them on other recruitment portals (partner portals) or the possibility to place an employer's logo in an advertisement. Practical templates of messages, the possibility to

send group correspondence to a group of applicants or using archival job advertisements and receiving reports were rated the lowest.

The support to selecting candidates for a job was another functionality of pracuj.pl assessed by the SME sector in the Kujawsko-Pomorskie voivodeship. In the questionnaire, the respondents were asked to evaluate 8 available functions from the perspective of an employer's account looking for candidates for a job. The most important functions appeared to be: making a CV of other candidates with similar parameters to the one being viewed accessible for an employer, the possibility to remember the selected candidates from the CV database and comparing candidates in a convenient table. The least important functions for the SME sector in the Kujawsko-Pomorskie voivodeship appeared to be: the possibility to verify and assess candidates and the direct contact with a candidate without the necessity to open CV. Taking into account the average rating of the above-mentioned functions in the area of selecting candidates for work, the highest grades were given to the same functions that were the most important for the respondents. The results are presented in Table 3.

Table 3. Evaluation of recruitment portals functionality by the SME sector in the Kujawsko-Pomorskie voivodeship in regard to the support of selecting candidates

No.	Name of a function related to the support of selecting candidates	Unimportant	Rather unimportant	Moderate importance	Rather important	Very important
1.	Making accessible for an employer CVs of other candidates with similar parameters to the one being viewed	1.89	0.00	3.77	18.87	75.47
2.	The possibility to remember the selected candidates from the CV database	1.89	0.00	11.32	22.64	64.15
3.	The possibility to contact a candidate directly without opening a CV	5.66	0.00	9.43	32.08	52.83
4.	The possibility to view candidate base according to selected criteria (e.g. area, voivodeship, qualifications)	0.00	0.00	7.55	37.74	54.72

No.	Name of a function related to the support of selecting candidates	Unimportant	Rather unimportant	Moderate importance	Rather important	Very important
5.	The possibility to search for candidates meeting the requirements of an enterprise	3.77	5.66	7.55	28.30	54.72
6.	Searching for candidates according to completed questionnaires, key words, grade obtained or consent to take part in future recruitments	0.00	1.89	24.53	30.19	43.40
7.	The possibility to verify and asses candidates (e.g. adding notes next to names)	7.55	5.66	9.43	18.87	58.49
8.	Comparing candidates in a convenient table	1.89	7.55	11.32	16.98	62.26

Source: own study based on the conducted research

Data collected in both of the above tables show that the most of the indicated functions of recruitment portals play an important role for enterprises from the SME sector in the Kujawsko-Pomorskie voivodeship in looking for workers online or placing job advertisements. Comparing all the accessible functions in both areas, the higher rating was given to the functionality of pracuj.pl in regard to searching for candidates than in the case of placing job advertisements.

7. Conclusion

The development of the Internet and the e-recruitment services such as recruitment portals encourage entrepreneurs and candidates for a job to search for it online. One of the indicators for measuring the efficiency of the recruitment process conducted online is the percentage of workers employed in enterprises (Rzemieniak and Wawer, 2012, pp. 353–367). As the research conducted among the companies of the SME sector in the Kujawsko-Pomorskie voivodeship indicates, as many as 38 (66.67%) of the respondents have ever employed workers through recruitment portals and 41 (71%) of them are satisfied with their work.

With the increase of the functionality of recruitment portals, the increase of the efficiency of this source of obtaining candidates for work

can be expected. In recent years, an increased competition between recruitment services in the area of obtaining customers has been observed. Portals compete with the prices, quality, efficiency and also the range of available functions (Stone, Lukaszewski, Stone-Romero and Johnson, 2013, pp. 50–70). The more functions a portal has to offer, the higher possibility to recruit. As the conducted research shows, all the functions available on pracuj.pl concerning placing job advertisements and searching for candidates are rather important in the process of recruiting an appropriate person for a job in the SME sector in the Kujawsko-Pomorskie voivodeship.

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