NEW CHALLENGES IN RECRUITMENT AND SELECTION - ATTRACTION OF THE Y GENERATION

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Abstract

Recruitment and selection processes are one of the most important steps in a company beeing repeated periodically. Through them, the company attracts and hires staffing that are considered to have a major influence on the company's success. Attracting the younger generation can be challenging for companies, given their current need to be addressed in a different manner, in an innovative way. It is important to have their attributes acknowledged, but different ones and not those that are already reported in the CV. According to studies conducted by various companies, young people need leadership programs, mentoring or coaching. To better understand these concepts, I carried out an analysis of the company Catalyst Solutions which is a human resources company and it deals exclusively with the recruitment and selection processes for employing companies. Using qualitative research through a questionnaire, I could analyze the knowledge of students and graduates based on processes of recruitment and selection. In terms of research, young people want to be active in the labor market but feel a certain uneasiness when dealing with recruitment basis. They consider that processes can be sometimes too harsh and they believe that they are not appreciated at their true value.

Keywords
Y generation, recruitment, selection, human resources, evolution

JEL Classification
O15, J62, M51

Introduction

Employment is one of the most important aspects of the staff management, not only because it is an essential condition of creating an organization (actually to set up it) but also because it is a permanent activity (Emilian, 1999). In order to be successful, organizations have to solve in an adequate way the following issues regarding staff: identifying skills and selecting candidates that best meet new or vacancy needs and identifying and attracting competitive candidates by using the most appropriate methods, resources or recruitment environments.

A successful solution to these problems ensures the success of the whole process of staffing, a process that is extremely important because of the hiring errors that may occur. So rejecting a competitive candidate or hiring a poorly trained one can cause great harm to the organization.

The recruitment of human resources refers to the need for staff hiring and the identification of potential candidates able to meet the requirements of the posts as efficiently as possible. Recruitment consists in the process of searching, locating, identifying and attracting potential candidates, from where the candidates will be selected. From this point of view, recruitment can be an active process. A sufficient number of candidates should be attracted to identify those who meet the best the job requirements.

An efficient staff selection can only be achieved if the recruitment process ensures a sufficient number of competitive candidates. The recruitment of human resources takes into account- as we have shown- the analysis of the posts and the design of the work (Păuș, 2006).

Generation Y was born between 1990 and 2000. They have a completely different perspective of the world and life compared to the previous generations – baby boomers (1946-1980) and X generation (1980-1990). The latest technology does not pose any problems, but they need constant feedback for their own development. They value free time and personal life, but they build more career options in parallel because they are interested in very diverse topics which require their creativity.

Different global studies show that, by 2025, 75% of the global workforce will be made up of members of Y generation and 15% of them are already managers. Also, more than 92% of the members of Y generation believe that business success is not measured by the profit generated, but also by the company's social involvement.

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In Romania, a similar study shows that the company's prestige and the quality of its products and services are important for teenagers of Y generation. So, 81% of the respondents say that the company's good reputation is a criterion in selecting the future job, and 94% of them give equal importance to the environmental and quality impacts of the products and services of the company they are in process of recruiting. All Y generation youths say that besides social responsibility, innovation is a criterion with a great deal of relevance in choosing a job (Răileanu, 2014).

1 The process of recruitment and selection

One of the most important activities of the human resources function is recruitment, a set of decisions that have a decisive and lasting influence on an enterprise. A long and costly approach, recruitment requires not only appropriate tools and knowledge but also a great experience of the support team (Roşca, 2005).

1.1 The recruitment of potential employees

Recruitment is an activity aimed at anticipating the emergence of new and/or vacant positions in the enterprise and ensuring their employment in the best possible proficiency, cost and time. Its importance justifies the establishment of specific procedures for valid candidature with the required qualification and motivation to cope with the position offered (Răileanu, 2014).

Recruitment is a complicated and costly process with a strong impact on the organization. Efforts for the success of the recruitment must be developed from staff forecasting and planning and from the analysis of the posts which are going to be occupied (Emilian, 1999).

In order that the recruitment be carried out under the best possible conditions, the policies that the enterprise promotes in terms of working environment, pay and career opportunities are appropriate to its objectives, to be at least at the level required by competition and to be supported by economic results. A good recruitment allows the company to hire people whose skills are very close or even overlapped with job requirements. It supposes that the enterprise purposes to employ one or more job positions of a certain profile and the labor market to provide individuals with different skills, capable of being employed at any time. The company makes proposals on the job requirement and the skills that are not always available to the prospective occupant (Roşca, 2005).

The recruitment activity targets the following objectives: establishment of recruitment criteria; selection of candidates according to their compatibility with the job offered and increasing the number of candidates and highlighting their qualities through various methods.

Organizations do not operate in the same way when it comes to the recruitment process. Obviously, in large enterprises, the recruitment process takes place more intensively than in the small ones. Also, the process varies according to the category of the offered job. As a rule, the labor market benefits from more qualified employees than to other categories.

The intensity of the recruitment of new employees on the labor market may depend on two factors that have a strong influence: the organization's lifecycle- when it grows, the organization will be more active in recruitment than when it is in decline and the general economic cycle – a favorable or unfavorable economic period has an influence on the recruitment of the enterprise.

The first step in the preparation of recruitment by the expression of demand (through which hierarchical officers submit a request from the details needed for the post), demand analysis (done through a logical model that verifies whether other possible and less expensive solutions have been taken into account) and the description of the post and the profile (found in the job sheet).

The second stage is entitled "Search for candidates", which is achieved by: internal search: priority given to internal resources; external candidatures and recruitment sources: external spontaneous candidatures, candidacies received as a result of an advertising campaign, co-opting etc. and the recruitment announcement campaign: which aims not only to the appearance of candidates for the job to be filled, but also to strengthen the image of the enterprise on the labor market, presenting it in a more favorable light.

The next one is the selection of candidates and their receipt and integration.

Some of the recruitment methods are: advertising, knowledge network, using recruitment counsellors, searching for people, potential employee file and marketing activities. These methods are applied in some areas like: professional schools and high schools, other enterprises, offices of work and social protection, universities, own Enterprise, job fairs, recruitment programs for staff, professional associations.

The recruitment process is a complex one which is in a continuous improvement of techniques. Both employers and specialists are looking for new methods of recruitment to be more clearly and understandable. Nowadays is quite difficult to present this process easily.

1.2 Selection of candidates

Selection is a choice, according to certain criteria, of the most suitable candidate for a particular post in the organization. The selection refers to the final stage of decision made in the recruitment process. It should meet two essential characteristics:

A. To identify from a number of employees the person who is suitable for the job and has the performance required by the organization

B. To be effective, the resources used to design and carry out the selection process are justified by the quality of the new employees (Emilian, 1999).

There are various selection methods and tools that can reveal useful information, but they are not necessarily defining the choice of the ideal candidate. The complexity of the human being, the multiple aspects of the training, the skills and the temperament of the candidates for employment complicate the selection process very much. The choice of selection methods should take into account and meet some requirements such as: validity, efficiency, practicality, generality, acceptability, legality (Emilian, 1999).

The choice of the recruitment methods and techniques is becoming more and more scientific in nature because it is based on three fundamental elements: knowledge of the basic assumptions used for sample construction (tests, group, discussions, simulations); fundamental studies that have allowed the validity of their loyalty to be determined and researching what one can expect to measure the coordinates of a candidate in relation to a reference group.

Some organizations have used very sophisticated techniques, others, such as those in Western Europe, have recourse to ancient techniques such as astrology, graphology, morphophysiology, etc. In the absence of widely accepted rules, each organization has to choose the techniques that best meet the requirement of the job offered, which give equal opportunities to each candidate and which do not contradict the internal cultural environment (Roşca, 2005).

The steps of selection process are: Letters of intent and CV – Selection – Preliminary interview – Selection – Tests, work samples – Selection – Physical, medical examinations, references, final interviews – Final decision.

From all the above mentioned we can notice the importance of these two processes that can determine the future of a company and can influence its good development. By setting criteria and ways to access the performance required by a company, the recruitment and selection become drastic and complex processes that may take quite a long time.

2 Y generation and the impact on the Human Resources in Romania

At a simple search on the Internet for the words "Y generation" we find articles showing a series of specific characteristics of today's Y generation. Many studies and many human resources specialists say that Y generation is problematic and lazy. In fact, what is Y generation and how is it characterized?

On GEN90.net, a magazine founded for young people in 2012, there is a chronicle written by Nicoleta Diaconeasa called "Romanian youth focus- Y between X and Z". The article talks about the "Romanian Youth Focus" conference held in the I.L. Caragiale Hall at Ramada Majestic Hotel on October 21, 2013. More than twenty-five speakers were present at this event, including Gina Apolzan (specialist in the development of teenagers and young people UNICEF), Cristina Ungureanu (communications planner, Geometry Global), sociologist Mircea Kivu, Andreea Coca (qualitative research consultant at Gfk Romania), Florin Boldescu (cash management manager, Raiffeisen Bank), Radu Bogdan (Managing partner, Brennan Research & Consultants), Alexandru Dincovici (Senior Qualitative Researcher & Market Anthropologist, Brennan Research & Consultants) and others. The passage that attracted my attention in particular takes the forefront of sociologist Mircea Kivu, who made a generational classification plus a suggestive bibliography for each label:

1. 1883-1900: "The lost generation" suggesting "Fiesta" by Ernest Hemingway;
2. 1900-1924: "The G.I Generation" or " The Biggest Generation"- "The greatest generation" by Tom Brokaw;
3. 1924-1964: "The silent generation" is well prepared in the series " Mash";
4. 1964-1980: "Baby Boomers", the generation of our parents, also called by Mircea Kivu in a playful way "helicopter parents" due to remote surveillance of their children, translated into Salinger's novel "The Catcher in the rye";
5. 1980-1990: Generation X suggesting Douglas Koupland,, "Generation X: Tales for an Accelerated Culture";
6. 1990-2000: Y generation, recommending the French film "Tanguy". It demystified all those mysteries about the Baby Boomers demographic explosion, false abundance and consumerism, pop

culture, and the decline in fertility in X generation, but in an single phrase defined the Y generation that cannot be demolished anyway: The Digital Natives generation (aka born free) (Diaconeasa, 2016).

By consulting the site "Romania, I love you", I could see an article about the new generation, I met Doru Dima, CEO Profiles International Romania and Doctor in Labor and Organizational Psychology. He says that today's young people are misunderstood, they desire too much, they only get involved if they really think it deserves, and there is also the old problem of the intergenerational conflict that consists in the fact that the board of directors of various corporations is largely formed of X generation members.

In the article "Generation who said NO to the 8-hour service. Why young people in Romania do not find a job", we find that young people lay much emphasis on leisure and not on salary, they want a flexible program, and because they saw their parents neglecting their privacy and not loving their job. More precisely, 83% want a job where creativity is appreciated and 92% wants a job where they can be "themselves" (Dima, 2016).

They also choose the job by completely ignoring their true potential. Here we can include the various specializations of the universities which many times more distract you than offer you a solution or help you when you have to take a decision. There are many graduates who do not practice in the field they studied. When asked why, a good answer would be that they did not want to do this, that they did the respective faculty only for the sake of their parents, friends and so on. For example, 54% of the Romanian employers say that recruitment is a problem due to the lack of talent on the market.

Companies are looking for people, but they do not know what they are looking for, they don't know what kind of people they want and they don't understand yet that this generation is different from the others. Young people want their work to have a purpose, they are eager to learn, not to suffer, to trust, to have new challenges, and don't hesitate to say "NO" when they don't agree with certain things. More than 80% prefer a pleasant and flexible job and want regular feedback from the manager.

Many times, when young people are left by their parents to go their way without being guided, they come back to their parents' home, often frustrated.

For this reason, the fact that they do not have a stable and safe situation, young people get married later. At European level, over 50% of couples divorce because they no longer understand one another from an economic perspective. In other studies, 50% say: "I rather don't have a job than have a job to hate"; 95% say: "I'm motivated to work more when I know what the aim of my work is"; 66% want to invent their own position at work and 60% say: "If I don't find a job that I like, I'll try to create my own job".

Deloitte Global Leaders discussed the Deloitte Millennial Study and the impact of the Y generation on employers and business at the World Economic Forum in Davos, Switzerland, on 20-23 January, 2016. This is how companies have to change their pattern of gaining Y generation loyalty or they risk losing a considerable percentage of their workforce. According to the survey, 44% of Y generation representatives claim that if they had the opportunity, they would leave their current employers in the next two years. The percentage of those who would leave their current employer reaches 66% if the time period is extended to 2020. The results of the study are based approximately on 7,700 Y generation respondents from 29 countries between September and October 2015.

Y generation seems to be guided by strong values regardless of the stage they are in the career, and they become noticeable when it comes to choosing employers, the tasks they are willing to accept, and the decisions they choose when placed more important role in a career. Although they continue to have a positive perspective on the role of business in society, and negative perceptions of business motivation and ethics have diminished compared to previous studies, Y generation still wants businesses to focus more on people (employees, consumers and society), products and purpose, less on profit.

"Y generation harnesses the organization's purpose more than the financial success without giving up the values and opportunities of personal development. Their leaders have to show that they appreciate these priorities, otherwise their organizations risk losing much of the workforce" said Punit Renjen, Deloitte Global CEO. "Fortunately, the Y generation has provided the business environment with an x-ray of how employers can meet their career development needs".

According to the Deloitte study, employers who offer leadership, mentoring opportunities, encourage career balance and privacy, provide flexibility and more freedom in their career, have the highest chances of retaining employees of the Y generation.

"The previous generation was looking for long term relationships with employers and most did not plan to ignore their supervisor", said Deloitte Global CEO Punit Renjen.

"Y generation is more independent and will most likely put its own values before the values of the organization. They redefine professional success by managing proactively their career and as they progress professionally, their principles remain unchanged, which can have a serious impact in the future business environment".

Other aspects included in the Deloitte study are: a closer relationship between satisfaction and purpose; Y generation is not just for economic reasons; business in the service of good; unhappy with the possibilities of personal development; focus on productivity, personal development; searching for flexibility and the sense of control (Covaci 2016).

Last but not least, the personal opinion of Sorin Faur, The Human Resources Director of the BDO Balkans Tax Audit and Consultancy Firm, has made me particularly aware of the fact that "Companies are no longer today what they were twenty-five years ago, so to compensate for this posting, HR concepts have evolved to adapt to Y generation. We can talk today of engagement rather than satisfaction and we speak of EVP (employee value proposition) rather than benefits. In order to be effective in the role of leader in the relationship with Y generation, you have to adapt because the age of rigid procedures imposed from above has passed away, dialogue, communication and transparency are necessary. Employees of Y generation become not only the beneficiaries of the organizational building of a company, but its co-builders ! They have to be involved in the design and personalization of the workplace, have to be allowed to spend time on social media channels during the program to be productive and should be consulted in all their concerns".

3 Recruitment and selection at S.C CATALYST SOLUTIONS S.R.L

I choose to analyse the company S.C Catalyst Solutions S.R.L because I have done a three-week internship in a POSDRU project called "IMPACT- Together with a step closer to your career".

The company continually innovates in the development of tools that provide access to talented candidates that cannot be found through classic recruitment channels. I support companies in building a strong and attractive employer brand for talented candidates to help their organizations to grow.

They are a creative and enthusiastic team with over eight years of proven results in offering solutions for the largest companies in Romania. Although they started as a three- consultant company, the team currently has twenty-five consultants experienced in recruitment, employer branding, digital marketing, design and software development. This demonstrated their dedication to providing sustainable solutions to their clients and motivates them to become the best in their field.

Innovation: The idea behind Catalyst's birth was to be a viable alternative when classical channels no longer produce results. Guided by this goal, they have created innovative solutions that deliver measurable results within a well defined time horizon.

They like challenges and obstacles. They see in them an opportunity to make a difference and to be a catalyst that changes things for the better. They never stop at the first solution, but explore all the opportunities.

Results: They respect promises and guarantee performance because they understand that investments made must be reflected in the results that customers get. They always appreciates the trust that a client invests when chooses to work with them and do their best to reward the trust so he comes back next time.

Responsibility: They are responsible for their successes and mistakes. It rewards successes, assumes mistakes and learns from them.

Working environment: People are more motivated and they develop when they have the freedom to implement their own ideas. In Catalyst, there is a work environment that encourages the initiative so that each individual develops and sees the impact his work has on the organization. They appreciate dedication and reward results.

Catalyst Solutions has an ambitious team in which each member has a clear vision of the future they want to create for their company and for them. They are confident, dynamic, know that they have the strength and knowledge to create value for their customers. They learn from every thing they do and grow with each client to whose development they contribute.

When we are talking about the products or services offered by Catalyst, we see how creating a strong employer brand is the only long-term viable strategy for recruitment. A strong brand has effects in two directions- it attracts top candidates and increases employee retention rates.

Creating an employer brand does not just mean "recruitment marketing". Talented candidates are not impressed by slogans. They need real and detailed information about the employer, personalized communication, models, information about managerial practices that differentiate the company from the rest of the competitors when choosing an employer.

Catalyst is continually innovating in the development of tools that support the creation of a strong employer brand and maximize investment in the recruitment of young professionals. They currently have four tools, whose mixture ensures continuous visibility and combines different channels for creating the employer brand: The annual study "What young Entrepreneurs Want", TOP Employers, Employer's Guides, hipo.ro.

The annual survey "What do young professionals want?" monitors perceptions of employers, the expectations and needs of young professionals and the way they can evolve over time. From the point of view of a company, the results of the study can be used in the design of consistent employer branding strategies and in tracking the evolution of perceptions following such campaigns.

TOP Employers- the largest career fair in Romania bringing together the most wanted employers and young professionals eager to develop a career with them. Benefits for the employer brand- direct contact with talented young people and personalized information, structured communication of the employer brand through company presentations, the visibility achieved by participating in the event reaches all target groups- potential candidates, employees, media, general public.

Employers Guides- a series of publications that is distributed annually, free of charge, in 45,000 copies to students and master students in the last year at the main universities in Romania. Employers Guides are a targeted and measurable channel of communication with this target group, which also fulfils a strong educational role in preparing young graduates for labor market realities. Employer Guides Benefits- Communications of Indentity, Career Opportuinities in the company, presentation of examples, models, successful careers in the company.

Hipo.ro- is a premium career portal that presents exclusively the current opportunities of the largest companies in Romania. The portal is primarily aimed at young professionals aware of their own value, who want to build a career in a top company. Benefits for the employer brand- continuous communication and education of young people through career articles presented in the portal, 100% flexibility in employer brand communication, employer branding statistics.

Recruitment and selection

The classic recruiting model of posting ads and the expectation that the best candidates apply, is making it increasingly difficult. All the more so is the recruitment of talent, people with great potential and outstanding results, who have the capacity to contribute to the growth of the organization.

At Catalyst, change is anticipated and adaptable in advance so customers have instant access to the best candidates on the market. They do this through:

Providing companies support for building a strong employer brand so they have the power to attract talent;

Identify potential candidates and keep them close that provide them with constant access to the best market opportunities.

In fact, the company mainly uses the following recruitment methods:

1. Publication of ads inside the enterprise;
2. Holding spontaneous applications;
3. Calling on job applications published by the job seekers in the press;
4. Recruitment in schools, high schools and universities;
5. Recruitment through media.

The criteria of selection are:

1. Background information, the presentation of the CV and letter of intent;
2. Completion of the application files;
3. The tests;
   a. Psychological tests
   b. Testing the candidate's professional potential (aptitude tests, knowledge tests, performance tests)
4. Screening interviews (Chivu, 2001).

Trainee management programs

More than 30 companies struggle each year to attract young people with potential through trainee management programs. But as the opportunities offered are similar, those who have a stronger brand and instant access to a larger pool of talented young people will win.

If you want to outsource your entire talent recruitment process or just attract young talented people, Catalyst offers the tools they have developed specifically for trainee management programs.

The advantages of working with them on such a project are:

1. Instant access to a database of 2,000 talented young people;
2. Access to 20,000 young people with background in economics and 20,000 with background in technical field;
3. Better understanding of the expectations and values of young people through the annual study "What young professionals want";
4. The speed of selection process;
5. Increasing the quality of applicants.

We consider that the company is very well organized and structured into departments. The small number of employees helps to perform certain tasks correctly and in a timely manner, but we think that if it increases, other interesting events, projects and conferences would develop. We have drawn attention to the flexibility of the program and the fact that employees do not come to a fixed hour. We have various company representatives on the Facebook Social Network, both individually and on the group of all members of the Catalyst Team-Internship. On their profiles we have noticed various activities in the companies, such as birthdays celebrated at the office, organized trips, theme parties, Christmas gifts, etc. This demonstrates that they are a united group, willing to spend more time together and learn from each other.

Talking about the improvement of the recruitment and selection process, we feel that employees should come up with innovative ideas to attract young generation Y. We want different approaches, not our CV, call us and call for an interview, and then we find out if we have been selected or not, to finally follow the probation period if the result is positive. We think that we should apply new methods such as impersonating potential employees in the company to see how they react to the environment, what they think should be changed to get things right for high efficiency and good results, then let us focus on their engagement and distribution of the tasks. Employers often do not know their employees, they don't know their problems, needs, what they want, what they aspire for what they see. Y generation lays a lot of emphasis on people, what they really want, and they also want to be understood and helped. They are capable of many things, but they need the right "stage" to play their number.

4 Research on the perspective of the students of The Bucharest University of Economic Studies on their active involvement in the labor market

The aim of the research was to study the knowledge of the students and graduates of the Academy of Economic Studies, the Faculty of Business and Tourism regarding the labor market and their wish to work in this framework. Within the project a quantitative questionnaire was used in order to learn the knowledge of the sample persons about the labor market and their wish to work in the field. The questionnaire consisted of a series of questions aimed at collecting information about the sample (gender, age, level of education, occupation, income) and another set of questions divided into two sections, which aimed at studying the opinion of students who worked or are working and those who don't work or have never worked.

For the application of a questionnaire, we selected a sample of 112 students and graduates of different age ranges.

Considering the recruitment and selection process as the main subject of this research, we can formulate the following objectives:

a. Studying the impact of the recruitment and selection process on students and graduates;
b. Identifying the right context for the recruitment and selection process;
c. Researching the opinion of the subjects about the benefits of working in the labor market;
d. Studying the wish of the subjects to work in the labor market;
e. Investigating the subjects' reasons for the decision not to work in the labor market.

According to the objectives formulated, the assumptions can be:

a. A part of the subjects questioned participated at least once in a recruitment and selection process;
b. Most subjects want to work on the labor market in a specific field;
c. A big part of the subjects questioned consider that working in the labor market is beneficial;
d. Most subjects have a reason why they cannot work in the labor market.

The questionnaire got responses from 112 persons, of whom 61.6% females and 38.4% males represented in the graph of Figure no.1 below. In terms of age, most people, to a proportion of 64.3% (72), fall into the 18-22 age group, 23.2% (26) are 23-27 years old, 6.3% (7) persons aged 28-32 and 6.3% (7) of persons over 32 years old, as shown in Fig. no.2 below.
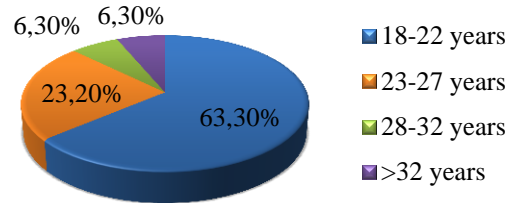
Gender
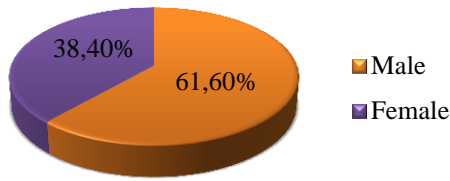
Figure no. 1: Gender of the respondents
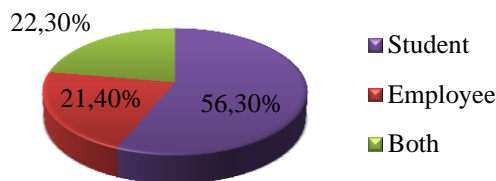*Source: Realised by author based on the results*

Age

Figure no. 2: Age of the respondents
Source: Realised by author based on the results

Regarding the occupation, 56.3% (63) of the persons are students, 21.4% (24) of the persons are employed and 22.3% (25) of the persons fall into both criteria, data reported in Figure no. 3. Talking about the income of the subjects, 59.8% (67) of them are in the range of 0-1000 Lei, 17.9% (20) of the persons in the range 1000-2000 Lei, 16.1% of the persons in the interval 2000-3000 Lei, 3.6% (4) of them in the range of 3000-4000 Lei and 2.7% (3) of persons have incomes of over 4000 Lei, as shown in Figure no. 4.

Occupation

Figure no. 3: Occupation of the respondents
Source: Realised by author based on the results

Monthly income
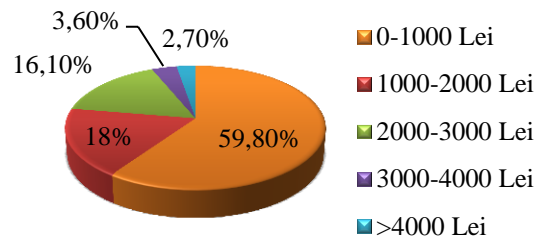
Figure no. 4: Monthly income of the respondents
Source: Realised by author based on the results

Section I - Dedicated to people who have or had a job

Question 1 (Figure no. 5) - it refers to the field of employment in which students work or have worked. According to the questionnaire, 26.4% (19) of people chose Trade. The same percentage is also found for the "Other" option 20.8% (15) of people chose IT field, the same percentage being also found in the field "Marketing". 15.3% (11) Business and 13.9% (10) Tourism. We can conclude that most people work in the area of trade.

Question 2 (Figure no.6) - the question refers to the period of work in that field. Most respondents, 52.1% (38) have a working time between 0-1 year, 31.5% (23) between 2-4 years and 16.4% (12) over 5 years of work.
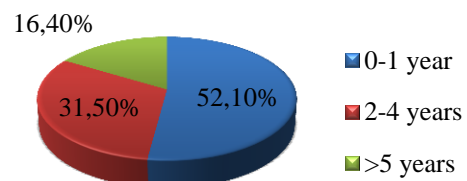
Activity field
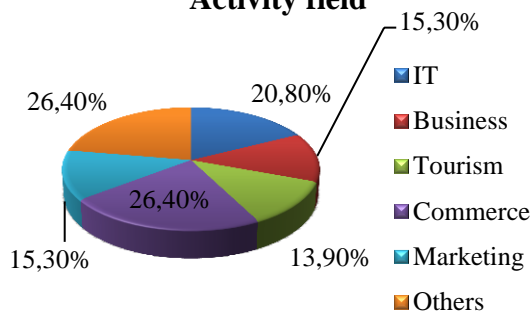
Figure no. 5: Activity field
Source: Realised by author based on the results

Period in this field

Figure no. 6: Period in the field
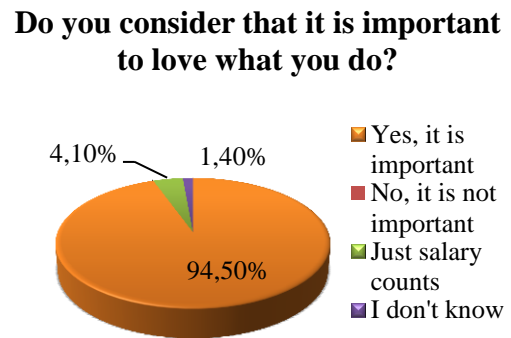*Source: Realised by author based on the results*

Question 3 (Figure no.7) - 56.2% (41) of people are satisfied with the job choices, 34.2% (25) are partially satisfied, 8.2% (6) are not satisfied and 2.7% (2) responded with "I don't know".

Question 4 (Figure no.8) - refers to the importance given by the respondents to personal feelings about the chosen job, 94.5% (69) of the people claim that it is important to like what you are doing, 4.1% (3) think that only the salary counts and 1.4% (1) have a feeling of uncertainty about this. According to the chart, we can say that for most of the people in the sample. Choosing a job is based on the interest and the pleasure to work in that area.
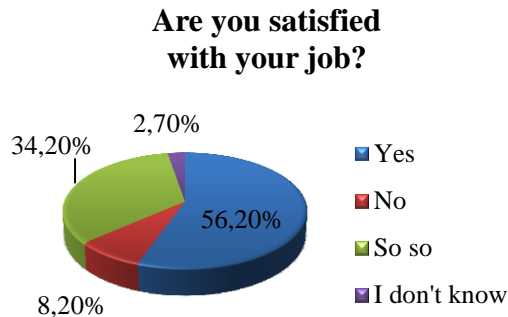
Figure no. 7: Satisfaction of job
Source: Realised by author based on the results

Figure no. 8: The importance of loving your job
Source: Realised by author based on the results

Question 5 (Figure no.9) - 58.9% of the respondents participated in a multi stage interview and 49.3% participated in a simple interview.

Question 6 - "How would you characterize the experience during the recruitment process?"

This was an open-ended question. Most respondents said that they had gone through a tough, stressful, tiring process. Some of them believe that even if the procedures are difficult it is worth taking part in such a process, being useful for personal development and communication skills. Also, a small number of respondents said the process was a pleasant, relaxing, beneficial and at the same time a good way to be prepared for the job.

Question 7 - 79.5% (58) of the persons characterize the experience with the manager as being satisfactory, 12.3% (9) find it unsatisfactory and 8.2% (6) cannot express themselves.

Question 8 - 75% (54) of the respondents claim that in the company with which they were in contact, recruitment and selection processes were carried out in the interval 0-1 year, 19.4% (14) responded between 2-3 years, 2.8% (2) between 3-4 years and 2.8% (2) over 4 years.

Question 9 - 58.9% (43) of the people consider that the recruitment of the current period is due to the need for staff, 57.5% (42) for enlargement and 43.8% (32) for temporary projects.

Question 10 (Figure no. 10) - Talking about the criteria for choosing a job, 63% (46) of the respondents consider that salary is important, 71.2% (52) the field, 21.9% colleagues, 47.9% (35) the name of the company and 5.5% (4) are not guided by any field.
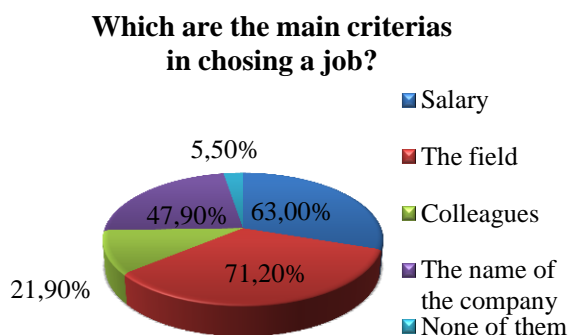
Figure no. 9: The type of the interview
Source: Realised by author based on the results
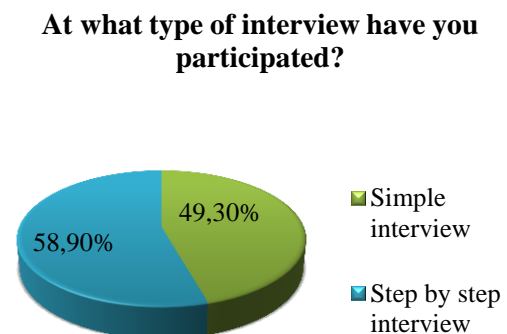
Figure no. 10: Criterias of the job
Source: Realised by author based on the results

Question 11 - "What improvements do you think would be necessary to the recruitment and selection process from the perspective of your experience?"

This is an open-ended question. Based on our findings, we have identified some similarities in terms of a short test of the candidate and presenting a critical situation for the company where quick solutions are needed. It also suggests focusing on the wishes and needs of young people and not just the interest of the company. It is considered that no emphasis is placed on practical matters and on personal development and the identification of the right position for each candidate. We have identified the desire for innovation, and something new. Candidates want different approaches. Another improvement relates to contacting candidates in a shorter time.

Section II – Dedicated to people who don't work and have never worked

Question 12 (Figure no. 11) - 55.1% (38) do not yet work on the labor market because they are still students and don't think they have time, 18% (13) consider that they don't have the necessary experience to work in the desired field, 13% (9) don't have time and do other activities and at the same percentage does not want to work yet.

Question 13 (Figure no. 12) - 80.3% (57) of the respondents went through a recruitment process and 19.7% (14) did not participate in such a process.
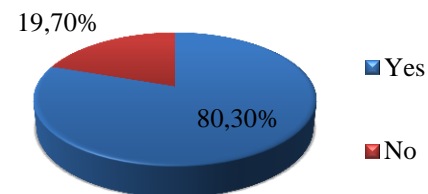

Figure no. 11: Activation on the labour market
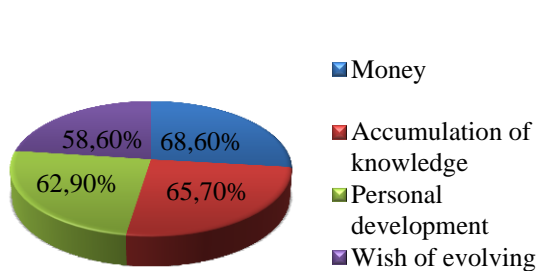*Source: Realised by author based on the results*

Figure no. 12: Recruitment process
Source: Realised by author based on the results

Question 14 (Figure no. 13) - According to 68.6% (48), money is the main motivator on the labor market, followed by the accumulation of knowledge 65.7% (46), 62.9% (44) chose personal development and 58.6% (41) wanted to evolve.

Question 15 (Figure no. 14) - 71.4% (50) of the respondents believe that the ability to adapt in any situation is one of the attributes needed to successfully enter the labor market, 51.4% (36) chose communication capacity. The same percentage can be found in the case of ambition, 57.1% (40) chose responsibility, 50% (30) perseverance and 1.4% (1) others.
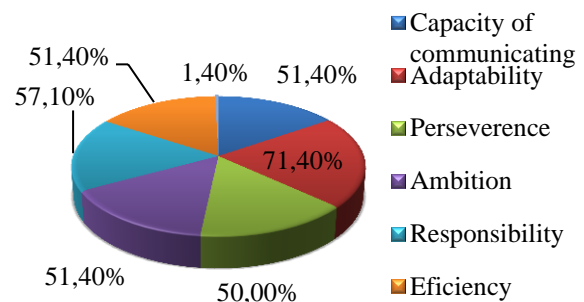

Figure no. 13: Main attractions
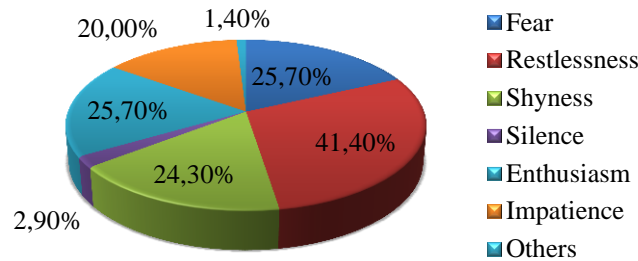*Source: Realised by author based on the results*

Figure no. 14: Needed attributes
Source: Realised by author based on the results

Question 16 (Figure no. 15) - 41.4% (29) of the respondents claim that the recruitment process inspires them with anxiety, 15.7% (18) enthusiasm, and the same percentage is also encountered in the case of fear, 24.3% (17) shyness, 20% (14) impatience, 2.9% (2) quiet and 1.4% (1) others.
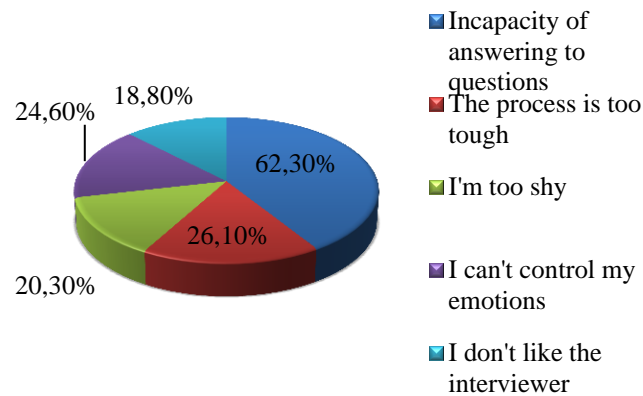
How does the process of recruitment and selection inspires you?

Figure no. 15: Feelings about recruitment and selection
Source: Realised by author based on the results

Question 17 (Figure no. 16) - 62.3% (43) consider that the most common difficulty that appear in a recruitment and selection process is the inability to answer questions; 26.1%(18) claim that the process may be too rough; 20.3% (14) think that they are too shy; 24.6% (17) will not be able to control their emotions; 18.8% (13) think that it is possible that the interviewer may not be comfortable and have difficulty in communicating with them.

What impediments can appear during the process of recruitment and selection?

Figure no. 16: Impediments of recruitment and selection process
Source: Realised by author based on the results

Question 18 - 62.9% (44) of the respondents believe that past generations have managed to get a job easier, 12.9% (9) claim no, 18.6% (13) don't have information about this aspect and 5.7% (4) are not interested.

Question 19 - 34% (24) of people think that the labor market is overpopulated, 44.3% (31) it is not overpopulated, 20% (14) don't know and 1.4% (1) are not interested.

Question 20 - 45.7% (32) claim that there are not enough ways of informing about jobs in the labor market, 44.3% (31) say yes and 10% don't know.

In conclusion, through the questionnaire, we can see that most of the working subjects are satisfied with the job, 94.5% of them choose their job according to the criterion of loving what they do. Although the views on the experience during the recruitment and selection process have been negative, some students and graduates think that they are beneficial and have the role of preparing the candidate for the job. Among the criteria for choosing

a job, the subjects are mostly related to salary and work field and less to colleagues and the company's reputation. Taking into account the respondents improvement suggestions, one can see a common denominator, their desire to be approached in a different way, and to lay more emphasis on personal development and skills such as creativity. As for the subjects who have never worked, they claim that the recruitment and selection process is a cause of anxiety and fear. Also, students choose not to work in the labor market because they think that studies are a priority. The benefits that attract them to the labor market are: money, personal development, the accumulation of knowledge. And last but not least, the opinions about the ways of getting informed about the jobs are quite balanced, almost half of the respondents are claiming that they are sufficient and the other half claim that they should be extended.

From all this, one can synthesize a general conclusion that Y generation wants to work on the labor market, being aware of the present benefits and attributes needed to enter the market successfully, but the idea of recruitment and selection is watched with fear, many of them not having the courage to go through such a process.

Conclusions

In conclusion, we can say that Y Generation is different from all the other generations so far, because they relate to their private life, to freedom, they want to develop, discover new things all the time, not to feel constrained in any way and last but not least to evolve. To say nothing of the generation that could not say "No" for shame or inferiority to the employer, but we are talking about a generation that has principles, evaluates its own work, adapts itself to the times that will come and, last but not least, about young people who see the beautiful in every person beside them.

Moreover, even though recruitment and selection processes are basically the same, the approaches have changed precisely because of the quick pace development of the Y generation.

This study has helped us to discover novelties about the generation we belong to and especially why it is so different. Although we did not agree with all the articles studied on the Internet, we understood the essence and we can say that we encourage employers to keep in mind that we are different, that we want entirely different things and not exactly what our parents wanted.

Year by year, generations are evolving, we are in constant change and that is the reason why we have to adapt to all the situations that occur in our everyday life and not only.

Taking into account the current needs of young people, according to the research done, they consider that employers do not exploit their real potential and that their necessary skills, such as creativity, are not given too much attention. They are afraid of the pre-employment processes because they believe that the process may be too tough sometimes and that not all job- related information is communicated to them.

Acknowledgement

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