

ENLISTING, SELECTION AND ADMISSION OF WORKERS IN THE AVIATION BUSINESS

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The article deals with the process of getting, selection and recruitment of employees and with an analysis of this process in an airline company. The first part is about a general view of management of the human resources, which forms the most important part of the personal work. It describes the process of getting and selection the employees and this part of thesis provides starting points, which describe the characteristics of the airline company and the analysis of the staffing in it with the suggestion for the possible questionnaire form, which could be used at the job interview. Conclusion of the article summarizes provided recommendations of the possible alternatives of this process improvement.

Key words: management of human resources, personality, acquisition of employees, selection of employees, job interview.

1 INTRODUCTION

The article deals with the problem of recruiting, selection and engagement of employees. In the first chapter we suggest what an organization, human resources is, we explain the meaning of a personal work, form and aims of mankind management. In the second part we describe the psychology work and its activities. Next two chapters brood with getting new employees and show the demands on employees and place and we introduce possible sources of getting new people, following the methods of selecting new employees. Organizations are trying to define employee's aims with the strategic aims, and form assumptions for working moral and willingness by suitable choice of employees. In the practical part we define air company and its specific steps to employee selection. We will try to suggest a possible questionnaire for a job interview. Although, it is needed to show that an air company is a specific organization with own demands on employees even it is difficult to get into requirements on individual working positions. We suppose that they are not admitting for a public only through to PERSO. It means that we have created this questionnaire only from theoretical knowledge and it has general character. It doesn't deal with a request for the specific jobs as e. g. pilot,...

2 FORMATION OF THE TASK

The main aim of the organizational structure in the frame of company is not only to get individuals together, but to join them in their common aim. It is influenced by management, organizational psychology and social psychology. The main aim of the management is the development of an individual and the whole group. Reaming this performance must be orientated on quantity and quality as well. The quantity of performance means the amount of work made per exact time unit. The quality means faultless and affectivity in an exact working task. Personal management deals with influence on behaviour and an activity of people in specific situations. The organization has the aim to get good quality employees, and it should be the most important aim to stabilise and develop these employees and to keep them at the highest

level of their performance. Ideal thing is to get connection between personal aims and organizational aims. Human sources as well as personal work are gaining the importance, and more and more managers think that the most important source in a company is an employee. Words like "personal management" and "management of mankind sources" are often exchanged these days. In fact, they are two different conceptions of personal work. The phase of a personal management was the first before management of human sources. The personal management is, in a scope of professional personal workers and managing employees, involved only occasionally. This is the most negative in a personal management. In spite of this that managing people don't have the required knowledge compared to professional employees in methods, a process of personal work, they can reconsider the need of new working power, the need of development, education and motivation. The conception of human sources supposes the personal activities as a part of work for managing employees. By the right managing of the employee potentials, the managing employees will improve efficiency and satisfaction of their subordinates. The main task of personalises is to ensure professionalism and coordination of all personal activities. There are two main approaches in a management of human sources: soft and hard. For soft approach the quality of working power is important and it means success of the organization. It deals with education and development of working potential of employees. For a hard approach is typical that it doesn't accept employees needs, because the most important is the management and their needs. The main aim and task of personal work is an effective and systematic support of the basic aim in each organization and it is a tendency about retention and development in a given area, reaching the biggest profitability and competitiveness in changing environment. The employment relationship between an employee and employer is regulated by a labour code and labour agreement which obligate both rules and obligations. Before the labour agreement is concluded, the employer is obliged to inform a candidate about his rules and obligations. He also must inform the candidate about working and financial conditions. Within pre-contractual relations, an employer can ask the candidate only information about his future works. The formation of the

employment is based on the written labour agreement between an employee and employer. One copy goes to the employee and one to the organization. The employment begins on the day, which is agreed as a starting day at work as is written in the labour agreement.

3 ANALYSIS

The most important role of the organization is to ensure that all working positions have only well qualified and reliable employees. The aim is to expend appropriate expenses, not only financial but time related as well. This process represents a couple of tasks, which are followed by and involve searching for human resources, their approach, interest, recruitment, selection and introduction to organization, development of their skills and possible retraining. There are many employees on the positions, which correspond to their qualification, knowledge or motivation. If the organization decides to occupy free positions from the easiest source, it can use own potential that was in the company but it wasn't used. The advantages of such recruitment are following: they know the situation in a company and its philosophy, requirements and working positions and it can save the financial resources, which would be used for the recruitment, and they know this employee, they know his behaviour and his suitability for the specific position. It is good for morality and help to motivate all the team because they can see the possible financial growth. This process has its negatives as limitation of working power mainly in a problematic organization; the next negative aspect is internal blindness. It means that a degree of creativity is smaller. It means deceleration of development in a company. Another disadvantage is so-called Peter's principle, when an employee is promoted on the place which isn't suitable. It causes rivalry among employees to get the position and creates a negative environment. There is a new work position created after redeployment of an employee. A new person can bring „positive wind“, can have creative ideas that are not influenced by obsolete operations of the organization, disadvantage is an adaptation over time, when the performance is lower and means a risk because a person is unknown and we don't know his/her reactions in different situations. There are bigger expenses during his/her training, a supervisor is needed and will pay attention to the person. The organization sets own requests for a free work position that should be fulfilled by an employee. The organization publishes necessary information about: knowledge, skills, education history, practice, motivation, loyalty, requirements on creative skills, and preconditions for personal development. At the individual interview with a candidate they talk about an image, wages and personal politics, organizational structure and the system of work as well as about future visions and plans. A candidate sends professional curriculum vitae with an application form, mentions his practice and education and encloses some recommendations or contacts on previous employers. In the motivation letter, the candidate refers

to his/her enthusiasm and the reasons why he/she wants to work in the company, why the company should chose exactly him/her, what he can offer. The candidate is informed about the rules, obligations, payment, employment benefits, career growth and professional growth. It is important for the people to accept the value and culture of the company, accept duties as own ones identify with them and contribute to a company development. The organization can use more ways how to occupy new positions. Organization gets a database of biographies from many candidates. These biographies are properly read, studied and reviewed. Afterwards, the most suitable candidates are chosen and invited to the first round of an interview. It is possible to do, pre-round“ by the phone call. The interview can but needn't be in one day. These phases consist of talks, practical knowledge test, theoretical test, personal, psychological test or physical test. After all rounds there could be an ongoing round selection, the candidate will be selected after all results. He will get the announcement. Some organizations inform even unsuccessful candidates, possibly offer another free position or add them into their database. The selection interview represents the most used and the most suitable method that is the main in a process of selecting new employees. During an interview the information is exchanging which is important for both sides. Not only subject is important but even the form. It is important and the most difficult phase of selection. The candidate makes few tests. The advantages of tests are their comparability, measurability and time saving. They are important part of interview and could influence the final decision. There are more types of tests. The aim of selection new employees is to find the most suitable candidate for the free work position. It should depend on the requirements on this position and new employees should constitute fair interpersonal relations in a working team and in the whole organization

4 THE CORE – THE CHARACTERISTIC OF AN AIR COMPANY

The purpose of the selection of the new employees is finding the most suitable candidate for a free working position. The aim of aviation in the Slovak Republic is to ensure permanently sustainable development of mobility. In this thesis we focus on the Airport in Kosice. It is an international airport and according to passengers and regular lines, it is the second biggest in Slovakia after the airport in Bratislava. Airport Kosice is a joint-stock company registered in a commercial code with the specifics and differences under the act of law about air companies, which was formed on the base of air companies № 136/2004 Coll.. The General Assembly is the supreme body and its own ability is provided by the companions of the company. They are from the 66% International airport Vienna (KSC) holding Ltd. and from 34% the Slovak Republic represented by the minister of transport, construction and regional development.

Directorship is formed by the head MMag. Karl Dandner, the members are Ing. Štefan Fedák and Ing. Tomáš Jančuš, PhD. The management of the airport is trying to maintain, apply and improve an integrated managerial system (IMS), which includes the quality of a management system (SMK-QMS), as well as environmental management system (EMS-SEM) and safety management system and good protection management at work. It tries to apply all principles of an integrated management system by all employees and by this way tries to permanently improve processes and performance in the company. Since 30/3/2008 Schengen scheme has become valid. There has become the need of qualified professional employees because of the increasing traffic and because of the transformation of the airport. The annual report 2011 shows that the employees are the strongest points of the company, and they represent the biggest value in their professionalism, technicality and loyalty. In spite of a financial problem in 2011, the wages aroused in 2,5% and in December 2011 employees got 13th wage – 40% of their basic wage. There were some changes in a company, when the number of staff fell in 4% from 170 to 164. As it has been mentioned above, the employees are the most important part of an organization. It is the same for the airport employees who should be motivated and take care of their professional and personal growth. The present time brings modernization of machines, systems, social, economical or technical requests. That is the reason why the personal department cares about competent new employees to be taken to work. Their managing employees try to increase their qualification. The assumption for the selection and choosing new employees is to ensure short-term and long-term needs for the company and qualification and competence should be at the required level. Selection, recruitment and placing new employees, is done by competent heads. Following information is gained from internal rules that we got from the airport in Kosice. PERSO-made personal activities for the application process and take control of all requests. Managing employees submit written application (form F10) to a PERSO. It should be done before planned labour law relation, where the exact number of employees is given, their qualification requests, time required, experience or other suitable or needed requests. After that PERSO checks this application and informs a chief executive. After his/her agreement, PERSO and other managing employees write a report on the form about creating a new working position to a competent labour office or publish an advertisement in mass media. All applications are concentrated at PERSO for the need of the superiors, it is necessary to speak foreign languages, take part in an interview with the psychologist, to be able to handle critical situations and everyday practice. The working position of the managing employees is based on the selection procedure in accordance to applicable law foregoing in the labour code of the air company. PERSO announces the results to a candidate. In case of a negative result all documents are returned to an applicant, in case

of a positive result, they agree on an acceptance day. After that suggestion of the labour agreement is processed and is submitted for the signature according to a signature procedure, PERSO ensures the completion of all documents and authenticates the verity of personal documents. PERSO ensures signature on the labour agreement within the trial period. It is usually three months. A new number is assigned to a new employee. Then a person takes part in a practical and theoretical introductory briefing. PERSO registers him/her to medical and social insurance and establishes a personal file with all his/her documents. Then new employees are informed about the attendance, working time, driving, and health care and is introduced to the colleagues. He is informed about the history, strategy, aims, organizational structure, work order, place activities, a quality management system, team work, professional growth, entrance training from the fire rules. 10 days before the ending of a trial period, they decide about continuation or expiration of a work contract and give information to PERSO. A new employee must prove his/her fairness according to par. 3 par 1, №552/2003 Coll. they must show a printout of the criminal records, which mustn't be older than 3 months. The participation in a practical or theoretical training must be recorded in a list of completed trainings where the exact date and signature of a lecturer is introduced. Candidates must fulfil special conditions according to their position. The crisis hit air companies as well as the whole economy. According to the annual report from 2011 the positive value is 1 562 599€. It means that year 2011 seems to be profitable. Personal expenses make the second biggest expense in the company. They make 10% of all expenses. According to the report, the Airport in Kosice implemented new investment activities as: new storages, rebuilding, parking expenses, modernization of IT

5 CONCLUSIONS

The thesis should conclude all knowledge of selection and recruitment in Air Company. This topic is very modern and is the key part for the company. It attention should be paid to a personal activity and the selection of new employees. This thesis emphasises that ignoring this process could lead the organization to negative problems. Next part describes Airport in Kosice where we tried to create a questionnaire as a part of the fourth chapter and make a list of important aspects: first-personal data, second-education, third-language skills, fourth-computer skills, fifth-practice, sixth-references, seventh-licence, eighth-more information, ninth-working position, tenth-personal valuation. Each working position has special requirements and candidates must fulfil them in a selection process.

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