**BBA INSEEC**
École de Commerce Européenne
Bordeaux • Lyon • London

APPLIED RESEARCH DISSERTATION

Presented to the Ecole de Commence Européenne

Thesis Submitted in Partial Fulfilment of the
Requirements for the degree of the
Business Bachelor Administration

# RECRUITMENT AND RETENTION OF TALENT INTO SMALL COMPANIES

<span style="color:red">CONFIDENTIAL THESIS</span>

By Margaux Boussaton

Promotion 2017

# Acknowledgment

This paper has been the most challenging struggle I have ever completed, and wherefore I would like to take this opportunity to thank all the people that have been supportive with me during the whole semester.

First of all, I would like to thank my thesis supervisors, Guillaume FERAUD from the BBA INSEEC for this great guidance during the writing of my thesis and Juel H.RYE from the Høgskolen i Sørøst-Norge, that has helped me to focus on my problematic issues.

In another hand, I would like to thank my internship mentor how allowed me to analyse the internal management situation within his start-up. And the start-up's team who have been really cooperative about me observing their behaviours during their work hours.

I would also like to thank Gilles BOUTINAUT for the time he took to help me finding the right people for me to interrogate. And therefore, I would like to thank all the people; CEOs, directors, managers, employees and interns, who have been taking time for me to interrogate them and have been helping me to conduct this thesis.

I also would like to thank my roommate, Pauline who has been very supportive throughout this semester and for permitting me to sometimes forget about it when it was required.

Moreover, it is necessary to thank my family for their unconditional support during the tough time, that have been happening between the internship and the formulation of this thesis. Without you being a source of constant drive during my degree, I would not have succeeded.

# Table of content

2

# Table of illustration

# Table of Tables

# Introduction :

. A talent "*is a special natural ability to do something well, or people who have this ability.*" (Cambridge Academic Content Dictionary 2008).

The turnover in company is perfectly normal it is allowing it diversity and continuity. However, both the 2008's economic crisis and the arrival of a new generation work culture is unbalancing this turnover, even for multinational companies. Indeed, the baby-boomers are going retired and their work culture is slowly disappearing and companies are seeing new concept and envy coming form the youngest generations. In fact, even if a greater gratification might be a reasons for employee to leave, new generations are more seeing the intrinsic benefit they might derive.

Therefore, the object of this paper is to assess how small companies can attract and retain talent.

First of all, this essay will be based on the fact that a small company is getting less than two hundred employees. To start with this paper, the formulation of the literature review will take place. The purpose of this part will be to develop the idea of the hiring process by explaining three recruitment process and how they take place into companies. It will also demonstrate the importance of employer brand for companies and the pool of candidates. Then, it seems important to go through the different management styles and organizational structures and their consequences on employees and work efficiency. Finally, in this part it will be particularly significant to establish how the business world is evolving toward and to understand how does the new generations are thinking in their working life. Thus, in order to know how can management styles and organizational structures may be adjust to respond to a more and more complex world and may fit to the new generations to come.

In another hand, it seems necessary to analyse how a young company is setting up its hiring process, its management and organizational structure and how the generations may be represented among it. This second part will also explain the research methodology, the qualitative survey objectives. It will also highlight the results' significance.

2

Last but not the least, the main objective of this paper is to build recommendation about the best ways to attract and retain talent into small companies, and those including the new ways of making business within companies to fit with the new spirit which is emerging with the arrival of the new generations.

The benefice of this study will go to both InnovSanté – InnovHealth and to the researcher. Indeed, the analysis of the company will allow this company to adapt directly they management and organizational strategy around the new generations and the new stakes that are coming forward companies. Eventually, it will also allow the researcher to understand the challenges that small companies are facing and to formulate recommendation for them to improve their recruitment and retention processes.

# I. Literature review

## a. The recruitment process

During the last 30 years the selection process did not stop to evolve. Indeed, the recruitment process has become more complex with time and stages have been added through time. Those added steps in the recruitment process are concerning the way to find potential candidates for the job vacancy as well as candidates integration in the company. The principal objective of any recruitment process is to choose the right candidate for the role that need to be fulfil. The recruitment process is often describe as a three or five stages process. This part of the essay will describe both the "Classic trio" by Mark Cook and the general model of a classic recruitment.

### i. The "Classic Trio" by Mark Cook.

Commonly, private organizations are using the Mark Cook "classic trio" (COOK 2004) recruitment process. This process is composed by three methods: the selection process, the application forms, the references and the interview. In any case, there are no perfect solutions in order to guarantee the selection success, "*the search for the perfect selection method continues; in its absence HR and line managers continue to use a variety of imperfect methods*" (TORRINGTON, HALL and TAYLOR, Human Resource Management 2005).

For organizations, getting the right individual for a position is a fundamental aspect of the recruitment process as it is not only impacting efficiency but it means cost engagement for the company. Knowing that, controlling decisions become imperative in order to ascertain the overall recruitment process.

As this part of the essay is focussing on the traditional selection process, it is necessary to consider the evaluation method for this process. To select the most suitable selection method five criteria are usually adopted: the validity, the reliability, the fairness, the applicability, the cost and the acceptability.

4

Using evaluation methods allow companies to limit risks of a wrong selection process and will withdraw the selection pathway that the organization should take in order to serve the overall organization purpose. "*In choosing methods of employee selection, the selectors need to find methods which are practical enough, to be used in the short duration and restricted environment of the selection process and which provide the closest possible correlation between the predictor and the criteria for the effective performance of the job*" (TYSON and YORK 2000).

The evaluation methods also gets an inconvenient, extra planning and research of the perfect one can lead, in various work environments to poor line management. Reviewing constantly the recruitment process is usually seen as a waste of time. Indeed, the selection method has to be relevant and adequate to the job that need to be fulfil. Traditional recruitment method are often based on general templates for the same role. Those permit to get larger pools of candidate that could be matches for the organization.

In the Classic trio, the resume or/and the application form are often used in both public and private sector. The advantage of a resume is that the candidate is free to express all the information he thinks relevant for the job. Moreover the resume is a way for youth, or people with low professional experience to express their competencies.  However, the application form is more strict but more constructed, it allows the employer to choose the information that seems to be the most important for the job. There are information software which can help recruiters to identify the best and higher potential candidates. Unfortunately this method is sometime seen as a distraction by candidates who can be scared off especially when applying to several positions in diverse pools. Resume became a broad document which often take unnecessary time to analyse, while the application form are limiting the non-relevant data. To stick with the brand image, companies/ organizations are often engaging some costs in order to design their forms, these costs are usually permitting to measure a greater benefit on the overall selection process, "*The best solution is to design separate application forms each vacancy advertised*" (TORRINGTON, HALL and TAYLOR, Human Resources Management 2005).

Going forward in the Classic trio, it  is important for the recruiter to deal with candidates' listings and references by crossing the present information with the role specification. The different specifications and the description can be measured by creating criteria of the vacant job and by ranking them later on. This method permits to weight the contents of the information given by the candidates and select for the next stage the most electable candidate for the job. Both, the criteria selection and the weight that are chosen must be clearly and well identified, if not, the engaged costs and time involved in the creation of the application form will be lost. Moreover, the structure will or at least could face an irrelevant following recruitment stage and it might result a negative human resources activity. Application form are often see as one the best way to ensure a good recruitment process, but it should be ensure that it is not too regimental and that the candidate has the capability of express itself In order not to overlooked a good candidate.

As much as the listing is important to the traditional method, the employment references are building a past working experience' picture of the candidate. Its time of service, its held positions, its responsibilities as well as the leaving employment's reasons are enlightening a first overview of the person that the candidate is. In another hand, those information may sometimes be a general response and are lacking of clear insights coming from the individual. In the private sector, it is usual not to take the employment reference at face value as these information can be created only to suit the job specifications and the employer wishes. Therefore, it is necessary to control that the references given are real; verifying those will become easier as the company size is growing, it will be easier to check a reference with the HR department of a multinational organization than to check the reference of a freelance for example.

 It is also important to know that in some countries, it is necessary to get the candidate consent in order to be allowed to contact their past employers and not risking legal procedures.

The references can be easily manipulated, that is why they need to be consider cautiously even if they are very popular in the recruitment process and can be vital to the selection process.

6

The third part of the Classic trio is concerning human interactions and they are probably the most dangerous aspect of it. Indeed during the interview misunderstanding might appear in the interpretation of data, wrong questions are often asked and good potential candidate may be lost in the process. Defining great and reliable predictors permit to measure the consistency of the method. Moreover, most interviewer has not been properly trained to perform such an important task. That enlighten, mistakes might occur easily during this stage and the consequences of them can be serious. Those mistakes often occurs when the interviewer is having stereotypes about the candidates data included in the application form. These, not only occurs to junior recruiters but also to line and senior recruiters due to lack of good practices and evaluation measures.

Worldwide, the interview is the most popular way to recruit. Therefore, several types are existing, with more or less successful exit. Unstructured interview often takes place in small companies, and seems to get a lack of questions planning and predictors evaluations. It can be tempting to do costs reduction on the recruitment process, but unfortunately it often lead to poor qualitative recruitment, it is usually most efficient to outweigh the costs engage in this process by managing the company/organization into a recessionary process. To balance the risk taken during the interview, many companies in the industry are conducting several (two or three) interviews for the positions, leading to a better understanding of the candidates personality and criteria.

To end, the "Classic Trio" recruitment process is one of the simplest method that exists and therefore has been implemented in numbers of enterprises. After the reading of several studies about the recruitment process subject across time, the objectives have been stable, however the scientific vision has changed. Cost efficiency and equality in the recruitment had been regulated, evaluation tools had been developed and ranked predictors had been implemented. However, accessing the right information about candidates still remain a challenge for many companies.

Ce document confidentiel est la propriété et est protégé par la propriété intellectuelle. Toute reproduction ou diffusion sans autorisation écrite est interdite et passible de poursuites pénales. Pour consulter ce document, la signature d'une clause de confidentialité est exigée.

## ii.   The classic recruitment process

As the Classic trio describe an often used recruitment process, the classic one is usually composed of five stages (see graph below).
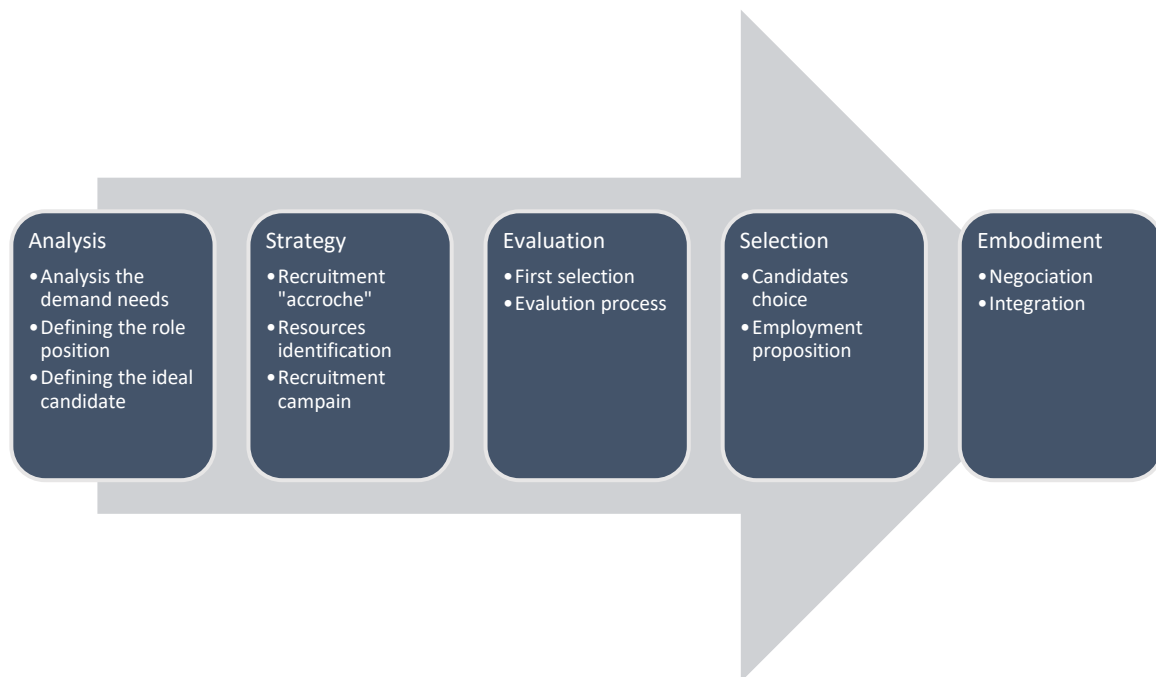
| Analysis | Strategy | Evaluation | Selection | Embodiment |
|---|---|---|---|---|
| • Analysis the demand needs<br>• Defining the role position<br>• Defining the ideal candidate | • Recruitment "accroche"<br>• Resources identification<br>• Recruitment campain | • First selection<br>• Evalution process | • Candidates choice<br>• Employment proposition | • Negociation<br>• Integration |

***Illustration 1: General model of classic recruitment process. (LABERON and BERNAUD 2011)***

It has been explained earlier that during the recruitment process it is important to define the organization needs, its objectives, its recruitment orientation, its strategy and its impact on the organization. For the recruiter, the analysis of the situation will permit to choose the most efficient procedure to hire. The needs of the company will also go through the job description.

Indeed, the position's mission, its responsibilities, its tasks, the means, the control and the autonomy of the job will create a definition of it. These will permit to evaluate the different job's components that will permit the differentiation with other job's position (PETIT 1988). There are also good indicators on the necessary characteristics that the candidate should have in order to match with the position's predictors.

8

Those professional success' predictors  are describe as the academic experience, the professional background, the abilities, the personality, and the interest that the candidate needs to fulfil. Once the characteristics are clearly identified, there will be important to prioritize them to help the candidates selection as it has been describe earlier.

The hiring process in a company does not have the only objective of choosing a great candidate for the position but the candidate get to choose the company he wants to work for. Therefore, it is an orchestral seduction game which have its own play rules and in which both, candidate and recruiters, have to seduce one another.

To find the right candidate, the process is converging toward the "Classic trio" process. A sourcing will be made internally (internal promoted) or externally. The latter, as explained earlier is depending on the recruiters' means, it might choose a classical approach such as professional network, press offers, candidates' portfolio, or/and a direct approach such as headhunting. It is also admit to use mixt approach (classical and direct) in the hiring process. Once chosen,  the communication tools will be absolutely different. From none, during a direct approach sourcing, to a structured and expensive communication campaign if considering a classic sourcing approach.

Once the communication and the sourcing has been made to fulfil the position the evaluation process may start. It has two stages, the first sort will be the first comparison between the candidates predictors and the characteristics that needs to be fulfil for the job position. The resume, the cover letter and the application form will be considered and compared within the candidates' pool. After a first choice within the pool and unlike the "Classic Trio", there are nine types of evaluation that a company can use during its hiring process.

- The classic interview allows the recruiter to get to know the candidates, its personality, its motivations and its professional objectives by asking him questions. Those may differ depending on the candidate and the recruiter. Decent personal questions might be asked during this (almost) non directive interview. This kind of interview are leading to qualitative judgement from the hiring manager.

- The directive interview (PETTERSON and DURIVAGE 2006)  is always prepared and success predictors that match with the job are defined before the meeting. This interview is assessing experiences, life quality, professional knowledges, and mental and social performance. The predictors that has been chosen, in order to qualify an interview a success or a failure, allow the interviewer to evaluate ability skills, knowledges and personal characteristics for the job. The questions are standards, they are asked to every summoned candidates in the same order and in the same way. This kind of interview are leading to quantitative judgement from the hiring manager.

- The situational interview is centred on the job position that needs to be fulfil and is highly organized. As well as the directive interview, success predictors are defined before the meeting. The questions are structured and should put the candidates into complicated decisional situation of the job. Its reaction and analysis will determine its level of success during the interview. The post interview evaluation will permit to produce quantified results.

- The psychometric testing are self-assessment that often evaluate the candidate general intelligence with GMA[1] tests, the specific abilities with test such as the NV7, NV5-R and the DAT5 tests. The personality is usually evaluated with the MBTI tests. All those tests are having different significations and are made to assess different professional levels on different subtests categories.

-  The reference stage in this method are not that different than the reference control in the "classic trio" hiring process.This step in recruitment is complicated and delicate caused by the regulation and the protection of workers information. As important as it is difficult, recruiters have to be fussy about the truthfulness of the candidate professional background.

---

[1] General Mental Ability

- The biographical inventory rely on experience's questionnaire about the personal or/and professional life that should highlight the candidates opinions, values and attitudes. The past life of a candidate might indicate future behaviours, and prepossess the candidate future in the organization.

- The professional situation test consists in a professional play role in which the candidate is the main actor. The situational exercise will allow the recruiter to evaluate the candidates reactions and behaviours. Success' predictors are defined upstream and quantified. This test may be of three types. The in-basket test consists of a writing individual evaluation, in which each candidate has to solve a maximum of problem in a limited amount of time. The second type of professional situation is a group test. Each participant might have a role to play in order to take a decision or to solve an issue. The last but not the last is play role in which the candidate has to interact with someone else in a limited amount time.

- The Assessment centers are expensive but extremely reliable. They are made by qualified people trained at evaluation. They are usually a behavioural evaluation in a situational environment, an ability's test and personality inventory. These evaluations are quantified and precise.

Once the evaluation is done, the selection process is starting. The predictors determined during the early stages will allow the recruiter to rank the different candidates depending of their level of success. The profile of the three or four first candidates selected are fitting all the required capacities that the job's position needs. Nevertheless, they all have specificities that can be useful for the company and are usually presented to the hiring manager who will choose with its team, the candidates that should suit the best to the position. Once the selection process is done, comes the negotiation and the signature of the contract and if accepted, the integration in the company may start.

This method, far more complex and complete, is the method the most used worldwide and considered as the most efficient. However, some stages of this process are modified by the ICT[2]. Those new way of recruiting will be explained in the next part.

### iii. E-recruitment

E-recruitment or online recruitment is describe by the use of electronic resources to guide and assist the hiring process. To compete with a changing working environment, organizations needs to attract and retain highly talented workforces. eHR[3] is including several tools such as: web-based job sites, portals or kiosks. Those used to attract a larger pool of potentially talented candidates. Online recruitment might also engage human resources software as well as internet tools. This tools are commonly used in order to hire at a larger scale. The internet has speed up the hiring process especially on an international recruitment point of view.

The globalization has surge the competitiveness in the recruitment market and online recruitment allows small companies to adapt their communication strategy to attract talents and highly qualified people in their fields without bringing into light the salary perspective. Attracting and retaining highly skilled candidates can lead to a sustainable competitive advantage for a company. Furthermore, e-recruitment ensure companies, especially the small ones, to have access to a greater diversity of job-seekers on the international market.

Online recruitment is including several levels of complexity, from an e-mailing level to a highly developed human resources software level. The speed of online recruitment is exponential compared to the old fashion recruitment processes. CVs are instantly sent through e-mails, application forms can be automatically analyse by software in order to preselect a pool of desired job-seekers and notify them in a raw if there are suitable for the position or not.

---

[2] Information and Communication Technology

[3] Electronic Human Resources

Those past years, a new trend has appeared. Video applications are now sometimes asked to the candidates. A new and original way to demonstrate job-seekers motivation for the position. Moreover, thanks to the internet, it is becoming usual in companies to recruit on an international level with online video interviews. Nowadays around 12% of organizations are using e-recruitment systems to test potential job applicants.

This type of recruitment is facilitating the search of specific and unique skills and well educated applicants. Through the company hiring communication strategy on the internet, the company is targeting one audience at a time. It also has created, for the time, a conversation between the hiring company and the job-applicants, the interactive tools that have been created are building a unique relationship between both.

Furthermore, HRIS[4] may now automatically reduce the pool of potential interesting candidate for the position the company would like to fulfil. Online applications are not only analysed but also recorded into application databases and create an interactive pool of potential candidates for the company.

E-recruitment is also an interesting way to get easily feedbacks and evaluate the success of the recruitment strategy. Moreover, classic selection process is time and cost consuming and is geographically limited, ciberuiting[5] allows organizations to reduce costs and administrative tasks to perform the hiring process.

However, recruitment has evolved thanks to the ICT; e-recruitment needs to be mixed with classic method and to stick to the company hiring strategy and the employer brand image.

In closing, online recruitment is also allowing companies to attract more easily the right talent and initiate cultural and behavioural changing in the hiring management function.

---

[4] Human Resources Information System

[5] Synonym : e-recruitment

### iv.  The development of employer brand

To get the right candidate to work for a company and to retain it, companies need now not only to focus on classic brand image but also to create employer brand image.  Employer branding is the process of promoting a company as an employer of choice to the desired group, one which a company needs and wants to recruit and retain.

Employer brand represent "*How your company is perceived as an employer. For instance, are you thought as a great place to work or one to be avoided at all costs.*" (RODAN 2014).

Employer branding is vitally important to the companies as globalization made the competition for talent extremely harsh. "*A strong competing employer brand is routing {the candidates through} what it is really like to work for a company and helps to attract, engage and retain the best talents.*" (RODAN 2014)

Employer branding or *appeal* is a built strategy around the specificity of the company, its identity, and also the subjective ideal goal the company wishes to achieve. According to the Business Insider, the best companies to work for are Bain and company, Facebook and The Boston Consulting Group in this order (from the first to the third). Not only those companies have a great notoriety but also have to provide great tangible advantages to their employees to attract and retain their talents.

The first on the list, Bain and Company, is located in New York and the company has made everything to make its employees around the world happy. Indeed, it is describe by them as a great place to work from the top to the bottom. There are many opportunities at all levels, to work with and for different teams, to diversify competencies and abilities; and get formation to help employees to become the best in their fields. The management teams are listening to employees feedback in order to make their work conditions the best they can.

Those motivation' sources are manifold and the only inconvenient quoted is the amount of work, usually important, that might create an imbalance between work and private life. (Glassdoor 2017)

However, notoriety is not a pledge of employer appeal. Indeed, notoriety might come from positive or negative event and does not always serve the employer branding image. By convenience, employer branding will include in this essay a large acceptable concept, considering that all contents, coming from any sources, about the company is building the notoriety and the company brand image. Creating an efficient employer image is the first step to build an employer appeal strategy.

It is always easier to attract the best people, when the image of company is great and will allow employees to highlight those elements to others. Having a good and strong  employer branding strategy is the guaranty of a most efficient recruitment campaign and is an important factors of the employees loyalty.

Nevertheless, it  is not sufficient to create an employer brand, companies have to measure it by studies in order to make an attractiveness report. This is an important element for a company as it allows itself to direct the company to it forces and weaknesses. By knowing the issues that might run, the company can fully communicate about what need to be developed or solved and involve future collaborators and employees in the enhancement of the company environment. Companies which does not want to see and to understand their weaknesses are often facing frustration and disengagement from their staff instead of creating synergies and a challenging dynamic within the company.

The company needs to define the benefit in order to build a valuable EVP[6] or PVP[7] that answer to the candidate questions such as "Why should I work for this company?" or "What is this company has that is making me continuing to work for It?".

---

[6] Employee Value Proposition

[7] People Value Proposition

The employer image is not only based on what the company may offer to candidates and employees but is also built on indirect elements that might oppose the company employer branding strategy. In fact, directors' speech, advertisement, financial ads, promotion, publicity, patronage, sponsoring, and human resources politics are influencing candidates opinion about the company. Employer branding needs to be maintained in all recruitment channels. Communication that comes from the company is in its comfort' zone, it is easy to control and to adapt the target audience.

Collaborators needs to convey an employer image in which they recognize themselves through the advantages, the company atmosphere and spirit. These elements are basically the most confusing for companies because they are the most complicated part of their communication to control. In point if act, companies need to find the balanced ways to restrain a community in order to achieve its goals and to preserver the individual freedom that is essential to let the employees bloom. More than just external employer image, those collaborators will create internal attractivity than may lead to employees' devotion towards the company.

The company also get to analyse the public contents, implied coming from outside the company, that are influencing the employer branding image. Those contents may easily spread around the social media and their importance (valuable or inconvenient) are powerful. Indeed, no legal action can be made by companies due to the freedom of expression and the viral spreading of the content.

Employer branding has never been so important in the recruitment and the engagement of talents. It is based on tangible elements that are business practices and also on its values and its reputation. The stronger the employer branding image is, the best leading minding will be in the candidates mind.

Indeed, in international companies, employer branding will be adjust according to the culture and behavioural differences in order to match the labour market. The global employer image strategy is applied locally to become an employer reference. To match cultural expectations, the company will push or pull its qualities or its default to attract talents in the country.

An employer brand has to be distinguishing, flexible, attractive, credible, lifelong, real, and shared. Employer branding is stemmed from the company, its ambition, its strategy and has to be opposed to the reality of the target ambitions. The employer branding strategy needs to allow the target to easily identified the company expression territory compared to the direct competitors.

Moreover, as a company, usually large ones, does not have only one business and cultures within the organization. The strategy will have to be easily understandable and adaptable at all levels and by everyone in the company in such a way that it will stick to the target acceptability. The company needs to build an attractive company brand that matches its reality.

However, marketing tools might help to highlight the best arguments to seduce the company target but always in a non-misleading enterprise.

Nevertheless, it is becoming more complicated to mislead your target with the spreading of social medias' opinions about companies. Being credible, is for sure the most important aspect of an employer branding. As the trust, credibility is the longest characteristics to achieve but also the easiest to loose in this process.

The most credible the branding is the most lifelong it is going be. A lifelong branding is reinforcing the company DNA by footing it into the job market reality. In closing, the key stone of this employer brand is its shared values with all its collaborators inside the company, all employees need to feel essential to its building in order for it to operate. Employer branding also go through the management styles and the organizational structures of companies that are going to be highlight in the next part.

## b. Management styles and organizational structures

The past few decades initiate deep changes into management styles. From a pyramidal and vertical management, companies are working towards new, horizontal management.

### i. The management styles

Management is the use of human, financial and material resources to achieve goals.

Directive management is setting clear objectives for the director' subordinates, in order to accomplished this kind of leadership expectations and directions need to be clearly identified and understood by collaborators. This leadership style is generally used to direct unskilled or inexperienced subordinates in order to avoid uncertainty, however may not run well among extremely competent employees. A manager will need to adapt its management strategy depending of circumstances

The theory of path-goal leadership has been developed by Martin G. Evans in 1970, and is holding that a manager should set employees' work goals and establishes the path by which they can achieve the goal. In order to achieve those goals, directors have to be clear on the tasks they are delegating, the responsibilities of each employees and the criteria that needs to be fulfil to consider a success.

Directive management is often seen as a manner of lowering employees stress and of increasing the subordinates' satisfaction within their work and towards the organization. It also allows the company, to create harmony and increased efficiency in completing goals.

Authoritative leadership is often used by high self-ego managers who usually think of themselves as the most qualified and knowledgeable person to share its view, values and to take decisions.

It has been described by Daniel Goleman in his theory of Emotional Intelligence. Those leaders are usually experts in their filed and are able to set up tools in order to achieve the wanted goals. Usually, managers that employ this management method are easily mobilizing people through their new vision. Nevertheless, they are very commanding but do not give a pathway on how collaborators will perform their tasks in order to achieve the wanted goals.

An affiliative leadership is bringing as much harmony as possible among team' member, indeed this particular kind of leader is particularly focused on conflict solving and is building its teams according to their personality and skills, in order for them to feel connected. However, subordinates may receive much praise coming from this kind of leader, performance' control is usually disregarded. It cannot be the only management style used otherwise it is creating, most of the time, mediocre results. This management style is known to have one of the most positive impact on the work environment.

Participative management is allowing employees to take part in the decisions making process while maintaining the overall control. Employees are nurtured to contribute to the identification of the organization or the team goals and to share their ideas. Nevertheless, the manager is still deciding how tasks will be performed and by whom. This type of management allows a good communication between team members and managers and might highlight issues early, it also may be time-consuming if there is too much team consultation and impact the company's productivity. This open form of management is bringing to light the human intellect and involve the collaborators into an innovative team spirit to answer the consumer needs the best the company can.

This concept did not gain much popularity among organization, indeed only 5%[8] of them have implemented it. Organizations may rule out this type of management by considering that employees are misusing this freedom of expression and are taking too much responsibilities within the company.

---

[8] According to Management Study Guide (MSG n.d.)

Employees empowerment is nowadays scourges within small companies (and especially start-up) as it allows them to be enterprising and to take risks within their job without prejudicing the company vision, goals and missions. This type of leadership is seen as a good motivation for employees as it may increase collaborators job satisfactions and productivity. It is allowing innovative spirits and creativity in work and is giving them work ownership, increasing their work efficiency.

However, empowerment in work is also a risk for companies as it allows employees to involve themselves into new opportunities that might be failures and generate great costs involvement.

Moreover, implemented this kind of management may lead to an arrogance coming from employees and may carry a lack of report out.

Pacesetting management style is setting high performance standards where the leader is driving example on what needs to be done to achieve goals. The leader is usually asking to its followers to accomplish their objectives faster and better than anyone but him, and does not recognize failure. Lack of performance are quickly identified and subordinates might be replace quickly with people who can achieve excellence. This kind of leadership, is building a very competitive environment with the organization and guideline may not always be clear for team members. The leader leitmotiv in this type of management is : "*You are the wrong person for the job, if I have to tell you what to do.*". Feedback are nil or negative and employee empowerment is as usual as rewards, almost inexistent. An organization only build on pacesetting management is often leading to employees disengagement as they do not understand how their work fit into the global company achievement.

ii.    The organizational structures in small companies

In small companies, variety of organizational structures exits. To meet the organization goals, the company' structure needs to be designed effectively. Two of them are traditionally used: flat or functional.

Flat organizations are so called because of their few level of hierarchy and are often use in less than twenty employees' organizations; but are also called for company that had eliminated middle-management levels in order to create a direct contact between the top and the bottom of the company pyramid. In a flat organization, managers have usually a larger number of direct reports to the president as compared to hierarchical companies. These bring fewer approval in decision making and may lead to a faster response to opportunities (or threat) and so might impart a competitive advantage to the company.

There is a lack of bureaucracy compared to larger company and decisions may reach the decision-maker faster in the process and thus may provide a faster answer to a new business issue. Therefore, it is often employed by start-ups because of its flexibility that may allow the company to changes quickly its strategy. Moreover, fewer level of management might also provide a more frequent and effective communication between staffers and the higher level of management.

This type of organization can also get to another level called self-management organizations. Teams are organizing itself around their own tasks without reporting to a superior level of management. This non-hierarchical structure might cause carrier conflicts within teams if there are expectations of promotion coming from certain employees. Solutions exist to solve those issues such as development and courses program or/and payment raising. Teams are defining each team-member role and responsibilities and might collectively decide to change standard or outdated procedure for others that fit better the team expectations without a mandatory hierarchy approval.
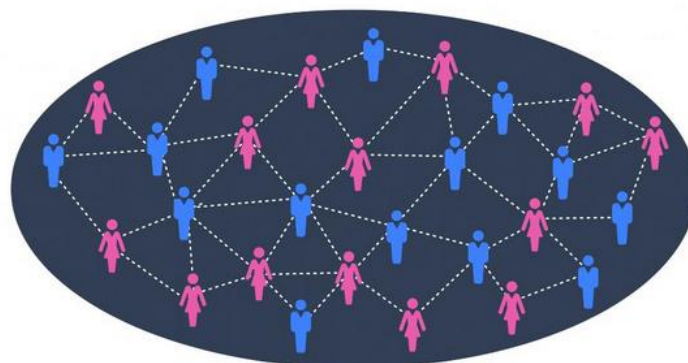


*Illustration 2: Flat organizations (MORGAN 2015)*

Moreover, new types of flat organization are appearing. In organization with absolutely no management level, there are job titles, no seniority, no managers and no executives. Everyone is working on the same level and may join every project they wish to or create their own. In the latter case, the employee is in charge of finding funds for the projects and building its project-team.

However, even if companies with flat organizational structure might be more flexible in decision making and responsive to serve their market, it also tends to unformal hierarchy based on automatic seniority and team members might also have a tendency to create fixed group work based on affinity. Those might create misunderstanding and communication issues.

Companies are usually using a more conventional structure such as the functional structure. It is focused on job functions and are usually organized by function's department such as finance, R&D, IT, after-sale services, human resources, etc. Department are often prioritized with a CEO[9] at the top, followed by department's directors, managers and analysists. Each shall refers to its superior until reports get to the higher authority in the company. This type of organization is extremely vertical and are often used by specific project-oriented companies, directors can delegate specific project to their managers who may also depute to their analysts. As it is heavily organized, department may be more effective to ensure deadlines.

However, this organisational structure, as it is very hierarchical tends to get longer decision making process and may not answer well to quick changes. It is often not flexible as hierarchical approval is mandatory and usually slow to get. Doing so, they might sometimes answering too slowly in this fast changing in which adaptability and flexibility seems to be the future of successful companies.

---

[9] Chief Executive Officer

The holacracy is a third way of organizational structure within a company. It is bringing more structure and discipline than in a flat organization  Holacracy is a complete, packaged system for self-management in organizations. *"Holacracy replaces the traditional management hierarchy with a new peer-to-peer "operating system" that increases transparency, accountability, and organizational agility. Through a transparent rule set and a tested meeting process, Holacracy allows businesses to distribute authority, empowering all employees to take a leadership role and make meaningful decisions."* (Holacracy 2012)*.
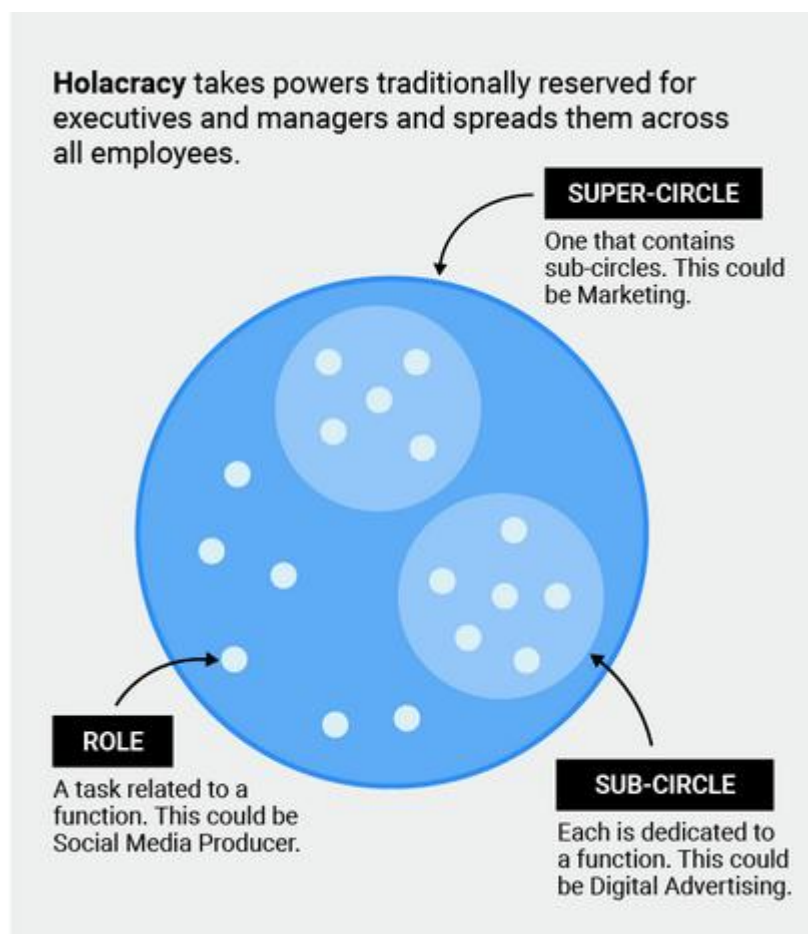


*Illustration 3:Holacracy organization (Holacracy 2012)*

In holacracic organizations, job descriptions are disappearing for dynamic roles in different teams, and, are updated with team's organization and way of accomplishing work. In this type of organization employees are generally more creative as they can express their true talent and are allowed to do so by the nature of it.

Moreover in an holacracy, authority is decentralized, that means that it is distributed among every employees and permit to empower employees by working as closed as possible from the field / the front line. The classic hierarchy is replaced by autonomous but interconnected teams and therefore decisions are made locally. Those companies are more adaptable to changes. In order for this authority distribution to appear, it is essential to get the process explicit and set up in the Holacracy constitution. This written document is bounding every single individuals, including, the CEO by the same rules whatever their so called functions. Thanks to this constitution, everyone knows who is charge of which role what decision can be made and by whom.

To conclude holacracy is a basic combination of both the conventional and flat structures. From the bottom-up decision process to the team decision process, holacracy has found another way to defined role in which authority is clearly distributed to sub circled team. Even if it is more organized than flat organization it is getting the flexibility of it.

### c. Defining the new management processes to retain workers

According to Jeremy Rifkin, since the end of the twentieth century, the world has shifted to the third industrial and economical revolution which has consequently transform the businesses' cultures. Those changes has been drive by the emergence of the ICTs. The industrial world has evolved to a more autonomous and robotic production. However, the fourth industrial revolution will not only reshape the way of making business but also the way that the entire population is living. The approach between life and work will be entirely changing, indeed the definition of being human is questioned. All those changes are so intense and quick that organizations and societies are struggling to adapt to them.

In fact, states as well as companies will have to get the new challenges of the times that are coming forward and as Schwab said: *"together shape a future that works for all by putting people first, empowering them and constantly reminding ourselves that all of these new technologies are first and foremost tools made by people for people."*

### i. Dealing with a VUCA world

The acronym VUCA came out from the US Military in order to describe the inordinancy in Afghanistan and Iraq. VUCA is the acronym of Volatility, Uncertainty, Complexity and Ambiguity. The future of work is evolving and new disruptive forces are impacting the supply and demand for talent. The work environment is becoming VUCA. The volatility is reflecting the speed and the tumult of change. Uncertainty is indicating that even familiar actions are not as predictable as it was. Complexity means the expanse of the interdependencies created by the globalization and the connected economies and societies. And ambiguity reveals the different options and the possible outcomes that may occur.

Three factors are changing the demand for talent, due to the globalisation the world is becoming smaller and businesses and work are converging, competition is harder than never before, and technology and automation are changing, the what were before skilled jobs. Moreover, the global population's augmentation and the lack of skilled workers, the social medias and the workforce mobility have impacted the business demography, democracy and discernment. Indeed, there is no longer unconditional support and a non-engagement in work. Actually, according to Gallup, not more than 13% of employees are personally engaged in their companies and ready to make concessions for the organization they work in. Moreover, the employer's reputation tends to be more and more transparent and has now to work on his employer brand image in order to be attractive.

To respond to this VUCA business world, the US army created the VUCA stratagem, based on drones cybernetics weapons and special forces. With the massive arrival of ICT and globalization, companies has adapted this stratagem for the business world. It is called, the Light Footprint Management. "A Light Footprint company is more likely to succeed because it is modular, more adaptive and more agile." Charles-Edouard Bouée. The enormous amount of bankruptcies that happened between 2009 and 2015 is demonstrating how ineffective the traditional management is. Since the creation of the MUBE[10] in 1841, the business methods have not been re-examined.

With the third industrial revolution, new business models are emerging with the Light Footprint philosophy. Actually, this approach goes conjointly with the industry's and society's digital transformation. This philosophy is taking into consideration the digitization globally, not only the automation but also the deep changes it is implying into companies setup and management. The Light Footprint Management is based on three pillars : Organization, Technology and Culture or OTC.

---

[10] Multi-unit business enterprise

To set up an advance Organisation, necessary in a Light Footprint Management, the company has to be organised in transversal teams. Those need to be mainly autonomous and trained. Moreover, organisations need to rethink their internal structure by utilizing flatter and leaner hierarchical structure and decentralized headquarter. Alliances in businesses are becoming one the main key in business to success in the VUCA world. Indeed, internalizing competencies are often more expensive and less effective than working with external partners. This is probably explaining, the reason why, start-up are so successful, they are agile and adaptable due to their small and flat structure and to the amount of externalization they are making.

Moreover, a Light Footprint Management company needs to use fully the Technology. Indeed, start-ups; that are mainly launched by Y and Z[11] generation people; are used to the acceleration of innovation and are really adaptable, they are using technologies not only in their everyday life but also in their work life. Doing so, they are reinventing production model. The use of new technologies is permitting the raise of the productivity, allows, thanks to new production process, to enhance product's functionalities and is maximizing the flexibility. Companies have to embrace those changes, from the software to hardware technologies to become fully operational to break the VUCA world in.

Last but not the least, to create a Light Footprint organisation, it is necessary to "*introduce a new corporate Culture, based on a test and learn mentally and a new level of leadership where trust is the new currency*" (BOUEE, Managing the unknown n.d.). Businesses need, in order to manage VUCA, to handle risk migration. Meaning that they have; through light capital expenditure and flexibility; to anticipate and manage collateral damage. Finally, organizations, in order to dompt this VUCA world, need to be as open as they are maintaining secrecy around them. Curiosity coming from the outside of the company is permitting to develop your brand image and your employer brand image, it is also allowing to respond to the people hunger for transparency. However, in a world where technology allows everything to be counterfeit, enterprise do not get to be ingenuous in their protection.

---

[11] (WOLVERSON 2013)

Flexibility seems to be the common thread among studies when it comes to successful outcomes in the VUCA world. The use of technologies in transforming every part of the companies. They get to find the right balance between centralized and decentralized management. The new business' management are completely disrupting the way of doing business and are creating new levers in the value chain.
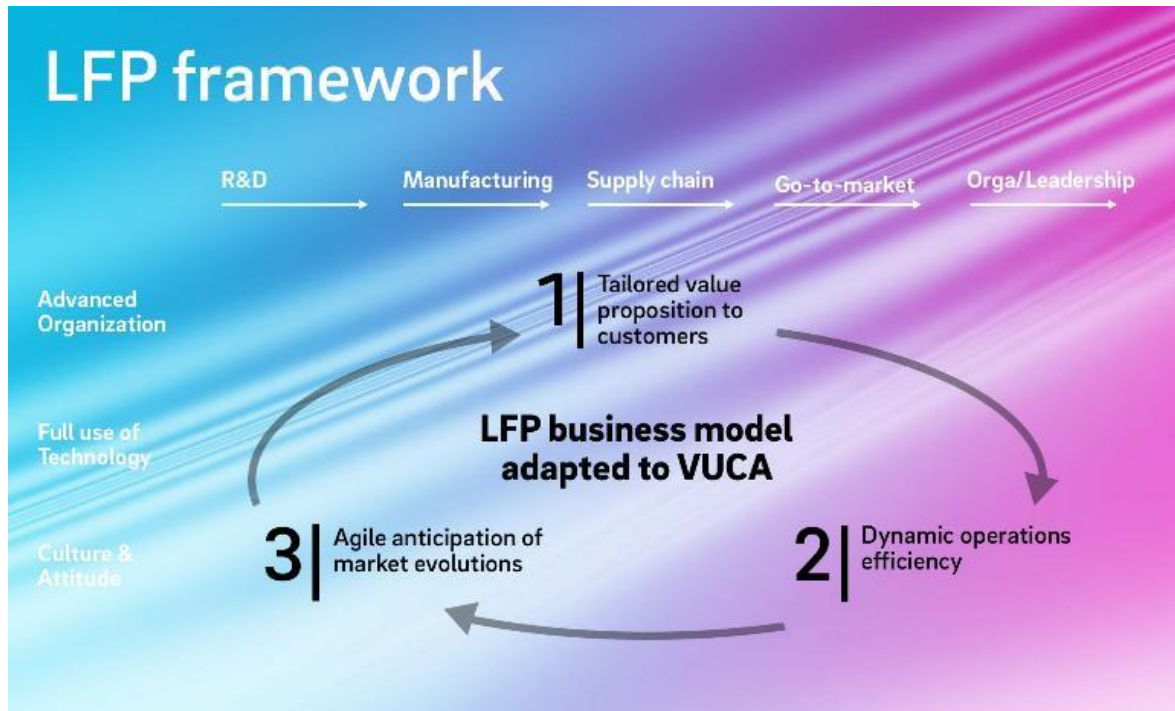


***Illustration 4: The Light Footprint approach offers different levers along the value chain (BOUEE, Managing the unknown n.d.)***

Finally, in a VUCA world, Light Footprint Management is composed of necessary tools: speed, simpleness and a bottom-up system. The first, allows company to respond to the quick changes that the environment is dictating. The second tool, provide the ability to answer to complex issues and unexpected situations. The third one, the bottom-up system, applied on all the company strategy is engaging every single individuals in the company because it is affecting them and because they also get the possibility to innovate within the company. To end up, it is a management style that is incorporated by the Y and Z generation and in which they, for the most, feel comfortable with and like to work in.

To put it in a nutshell, the VUCA world is defined by a complex and changing world in which many companies has difficulties to deal with. Start-ups has find a way to deal with it by creating new business models and management styles. Big companies such as Google or Facebook have succeed to keep their start-up innovative spirit and are deal well with uncertainty and ambiguity (they might even sometime launch).

<div align="center">

ii. The particular place of the Millennials in the working world

</div>

Millennials or Gen Y or Net Generation is the last generation of the 2nd millenary, this statement is the only true and unchangeable fact about this generation. The Gen Y's population was born roughly between 1980 and 1995. The limit of their birth years has been determined by the fact that after 1995, youth will not remember a world without cell phone and the ICT or without the 9/11 not being a part of history. The generation coming after, the first generation born in the 21th, century is called the IGen referring to Internet, IPhone, IPad and all that relate to the use of technology at a very young age.

The Gen Y grew up with electronical devices and in an "*increasingly online and socially-networking world*" (ROUSE 2015). This generation is the generation that have been the most exposed to marketing technics and tends to be the most brand educated generation. Moreover, they have been completely immerse into diversity and stem from ethnical diversity, that is why many of them do not notice diversity until it is missing. Therefore, Millennials tend to be the most tolerant about diversity, whatever the diversity is, gender, ethnical, sexual orientation, etc. Often describe as narcissists due to their "follow your dreams'" education, they seems to be more confident that the generation before them (Gen X) even if they are expected to be the first generation to be less successful, economically speaking, than their parents' generation[12].The Net generation, also called digital natives were born as the same time as the birth of technologies, they have been growing up with it and has adopted it in their everyday lives.

---

[12] Since the Silent Generation (mid-20's to mid-40's)

According to multiple sources[13], the Gen Y is using their smartphones as much as an average of eighty times a day. Those Millennial often criticized for their, so said, "illusion optimising" are also tech-addicted and are communicating electronically. Therefore, it is not surprising, according to PwC's 2011 study on Millennial, that almost half of the respondents (41%) prefer to communicate electronically rather than face to face.

Indeed, the Y generation is so connected that they get high expectations on how companies are using technologies into the workplace and expect, that ICT empowered, not only their private life, but also their working life along internal communication and drove innovation. Therefrom, some companies, such as IBM, HP or Cisco Systems to quote multinational enterprises, have implemented BYOD[14] alternatives to suit Millennials.

This generation, not only grew up with technologies, but has also experienced a massive crisis when the first born where entering into the working world. Therefore, 58% of the people questioned by the PwC's Study considered they had to compromises to get a job; whether it was on the demanded salary (for 32%), on the location, on the benefits they would retire of their jobs or on the field they wanted to work in; when only 28% of them considered they did not have to make compromises. Those concessions made them less reliable for companies. As soon as the economic crises will end and the working world conditions will improve, Millennials will probably re-consider their opportunities elsewhere and will leave the organisation they are working for in the course of a blink of an eye.

Indeed, 54% of the Gen Y interrogated are expecting to have between two and five employers during their career (compared to 75% in 2008 according to the same study) when one quarter expect to have six or more employers during their workers lifetime. Accordingly, employers who will fail to invest in meeting this generation expectations will see their employment turn over rise.

---

[13] (WOOLLASTON 2015) (EADICICCO 2015) (NELSON 2016) (ROUSE 2015)

[14] Bring Your Own Device

For a large majority of Millennials, having a work/life balance is more than important, it is a priority. Some sources, are not even quoting "work/life balance" but "work/life integration" or "blend"  (LOFLIN 2015). Indeed, Millennials are valuing time spent for their private life. Multiple reasons are explaining this attachment for life balance. Not only salaries are stagnating, but the living cost is increasing and many of them are doing the job of several people in companies that were hit by the 2008's crisis.

Moreover, Gen Y's population do not have the same life style than their predecessors. In point of fact, the baby boomers have, for most now, management position and only half of them have a fulltime working spouse versus 80% of the Millennial generation is part of a "*duo income couple in which both work full time*" (SCHULTE 2015). Younger workers have, therefore less time to devote to home-caring compared to older.

 One third of the Gen Y are disappointed about the balance they get in the companies, because they do not meet their expectations. They do not expect to work less than the baby boomers generation or the Gen X before them, but to work differently. As it has been explained earlier in this paper, this generation have included technologies in their whole life, and so, can work productively from nearly everywhere. This generation do not wish to be rewarded for the time they spent into the companies, in term of working hours but more on the quality and the quantity of work they are achieving. Moreover, Millennials want flexibility into the work place. They would like to decide when, where and how to work, that is making them the only workers to want flexibility and a work/life balance. As shown before, they are also the most willing generation of workers that are willing to leave a company if they do not get those two benefits from a company. Likewise, it is important to understand that Millennials do not value salary as the older generation used to do. It is staying one of the three most important factors for an organisation to be an attractive employer, the possibilities of career progression (1st) and the training programmes (3rd) are becoming more and more important factor while speaking about attractiveness. That said, Millennials are no more attracted to employers that only offer paying benefits but are appealed to continuous learning in their working life.

In which, almost seventy percent of the CEOs are considering and setting-up training program and excellence program within the companies to answer to this new generation needs. The most valuable opportunities for the Y generation is the coaching and mentoring coming from the interaction with the senior management generation. Likewise, they are really at ease with new technologies and respond well to digital learning and interactive learning game-play, allowing companies to set-up online courses for example. They are also accustomed to diversity in team work and are requiring, in this globalized world, cultural and behavioural fundamental management training.

Even if Millennials seems to be comfortable by working with older generations and are looking for mentorship coming from them, the contrary is not true. Indeed, making three generations to work together as teams is a real challenge for companies. Generational differences, between the highly experienced baby-boomer and the collaboratives Gen Y has been creating intense tension. However, with time the apprenticeship between generation are reversing.
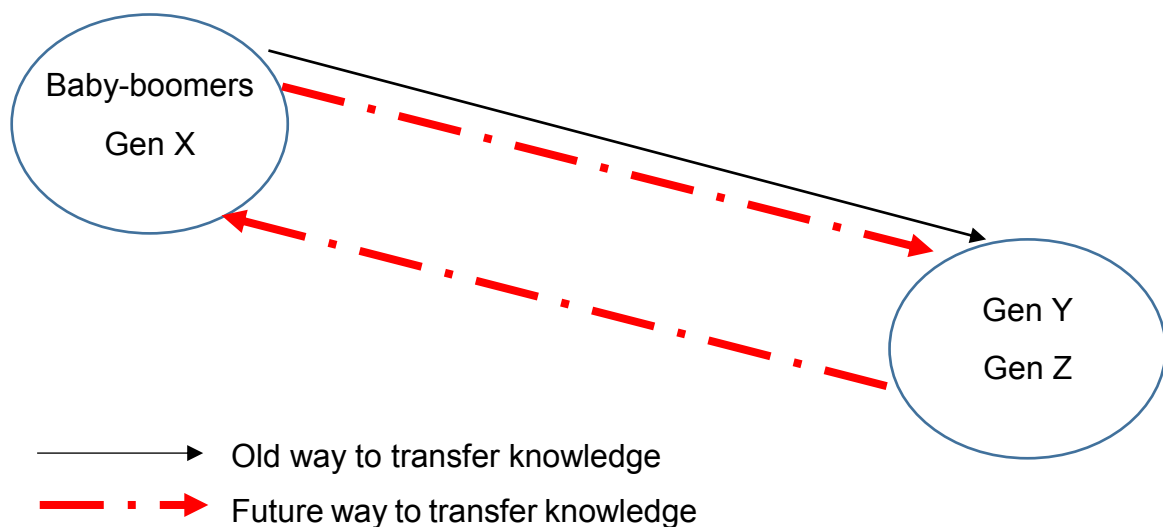


*__Illustration 5: Transferring knowledge across generation__*

Therefore, companies are now gathering intergenerational teams in order to reduce the tension between Gen Y and the previous generations. Moreover, they are setting-up reverse mentoring programmes to entitled younger employers and to allows top management to transfer their knowledge to the future generation.

The digital natives are accustomed to diversity and are accepted it, for the most part. However, the gender gap are still remaining in the spirits minds in this generation. Indeed, more than half of the PwC study's respondents are agreeing that even if organisations are making effort to improve the equality between gender, there still are opportunity differences in favour of the male gender inside companies. However, the gender equality is increasing with organisations and a majority of Millennials are feeling optimists while considering equality of chance between female and male in companies.

### d. Conclusion

To end, this literature review has enlighten the recruitment process such as the "Classic trio" method or the classic recruitment process. Both are often used, the first one, is mainly used by small companies and the last one, in bigger companies. The recruitment process is complex and highly time consuming, therefore it is necessary to target the good pool of potential candidate to avoid to waste resources. The online recruitment has also find its place in the process and has permitted to target larger pool in different geographical areas.

This part has also explained the main organizational structures and the different management styles that may be used in companies. It has permit to highlight their strength and weaknesses.

Moreover, it has seemed important to understand how technology has impacted the world in general, the business world and the generation to come. This part have allow the researcher to get a clearer understanding on how the world has evolved which has been describe as VUCA. Furthermore, the different statements about the Y generation have enlighten the researcher on their will of flexibility and autonomy in work.

Those last three parts have allowed the emergence of different problematics concerning the recruitment and the retention of talents within small companies.

In the next part, the researcher will try to find out if the problematics that has emerge in the literature review will be confirmed and if there are new ones to com, which will probably be the case.

42

<span style="color:red">I. Research</span>

<span style="color:blue">b. <u>Research justification</u></span>

The focus of the research project is to evaluate the capability of small companies to attract and retain talent.

<span style="color:green">i. <u>Aims and objectives</u></span>

In order to assess the generic processes in terms of attraction and retention of talent, it necessary to get a large pool of job position respondents to fill out a semi-structured questionnaire. This will give an overview of the general definition of a talent that is given by all levels in the company and the companies' culture strategy in terms of talent management strategy, employer branding and employees engagement policy.

The main objective of this research is to understand how company are involved into those processes and how it is impacting their employees point of view of the company.

The results of those questionnaires will be compared to the literature review to make recommendations.

<span style="color:green">ii. <u>Process of research</u></span>

The purpose of these researches are to assess whether or not small companies have adapted their internal strategy to the VUCA world and to the new generation to come, or, if there is still a long way to go before matching the new culture and the Gen Y way of thinking.

The significance of this research is to formulate recommendations in order for companies to correspond to the digitize world's and population's expectations; and how certain form of management and brand culture may reduce general and talent turnover. It might also highlight other important insight that may cause employees retention and attraction.

iii.  <u>Research approach</u>

In order to realize this research, a face to face interview method has been used. The utilized questionnaire has been built with open and closed-ended questions in order to get a semi-directive discussion with the interrogated person, to dig it what each person consider important when it comes to hiring and retention processes. During interview, questions might have been naturally added in order to go deeper into the interviewees' reflexions.

When undertaking a research project it is essential to ensure the effectiveness and the relevancy of the exploit method.

iv.  <u>Research methodology</u>

The research methodology and philosophy are very important as a wrong philosophy may impact the overall findings and invalid results and could render the survey null.

Given that the intention is to explore the current attraction and retention processes in small companies and assess whichever internal strategy is the most suitable for companies according to generations and differences between them, Only one questionnaire has been built in order to get the insights differences between recruiters / HR department and employees considering retention and attraction strategy. By responding to the same questions, it is permitting to analyse simultaneously both sides of management.

The analyse the questionnaire answers will be done with qualitative methods, in order to get as many insights as possible coming from the respondents answers.

44

### c. Qualitative survey result

67% of th.00.e survey' respondents are representatives of the Gen Y, while only 15% are from the Gen X, 11% from the Gen Z and 7% from the baby-boomers. The answers will therefore enlightening the tendencies of the generation that will by 2025 represent 75% of the workforce, the Net generation. Moreover, this survey will also underline the expectations of both employees and upper management level for management improvement within companies.
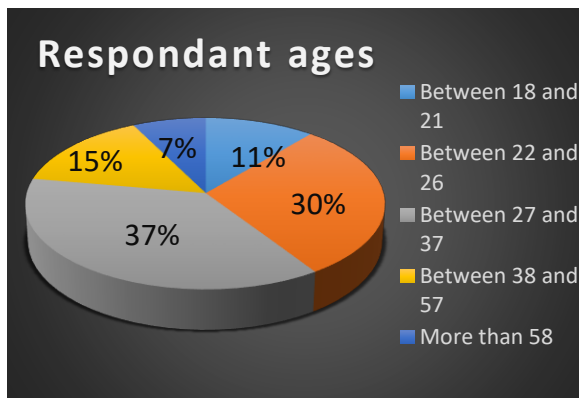


***Graph 1 : Respondents' ages***
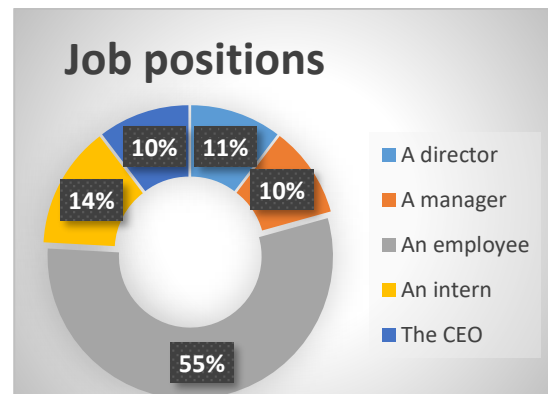


***Graph 2 : Respondents' job position***

In the interrogated respondent, more than a half does not have an HR department and have assessed that the recruitment process is done by the CEO or the fields directors. However there are also a large proportion of the companies they are working in that does not have a particular person in charge of recruitment, which is done depending of the situation. During interviews, many of them have assessed that their companies are using for the most two channels to communicate about the vacant job that they are using. In which, they are considering as the most beneficial, the social medias for first and the newspapers in the second position. However, by letting the interviewees develop freely their own feelings and ideas about how the efficiency of the hiring processes in their companies, they highlight their regrets for the poor internal sourcing and promotion that the company is doing and are acknowledging that there is a lack of evaluation processes before recruitment.

Indeed, an interrogated female director in a 20 to 50 employees' company said *"there are no evaluation processes, nor on skills neither on personality, sometimes leading, unfortunately to two possibilities, the person is not fitting in the team spirit and therefore not engage in the work process or the person does not have the right qualifications for the position. Recruitment is awkwardly not efficient"* This idea has been repeated by more than 50% of the respondents.
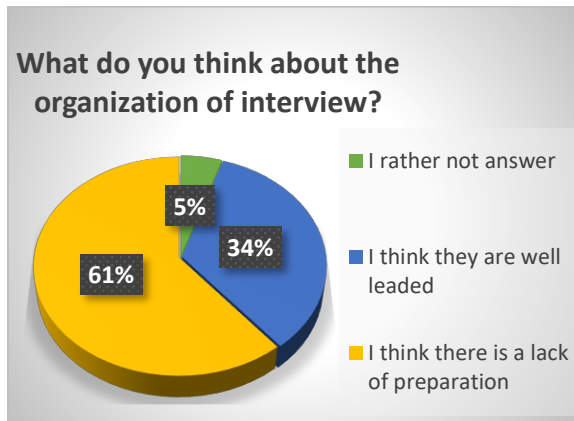


***Graph 3 : Quality of interviews' organizations***

The question above have been naturally added during the first interview and was not planned for first. However by asking it to every respondent, it has been underlined that a majority of the respondents did not think that the interviewing process are being well prepared. In fact, they were asked about the reason of those unprepared interviews.

At which more than three quarters answered that the company they are working in do not provide interview trainings despite the fact that more than the half (56%) of the respondents were hoping to get one.

Not with surprise the one third who considered the interviews as efficient are the one who are receiving interview trainings within the company.

In order for the interview to go on, some concepts has been explained to the interested. The first has been the concept of employer branding, almost fifty percent of them did not know this concept.
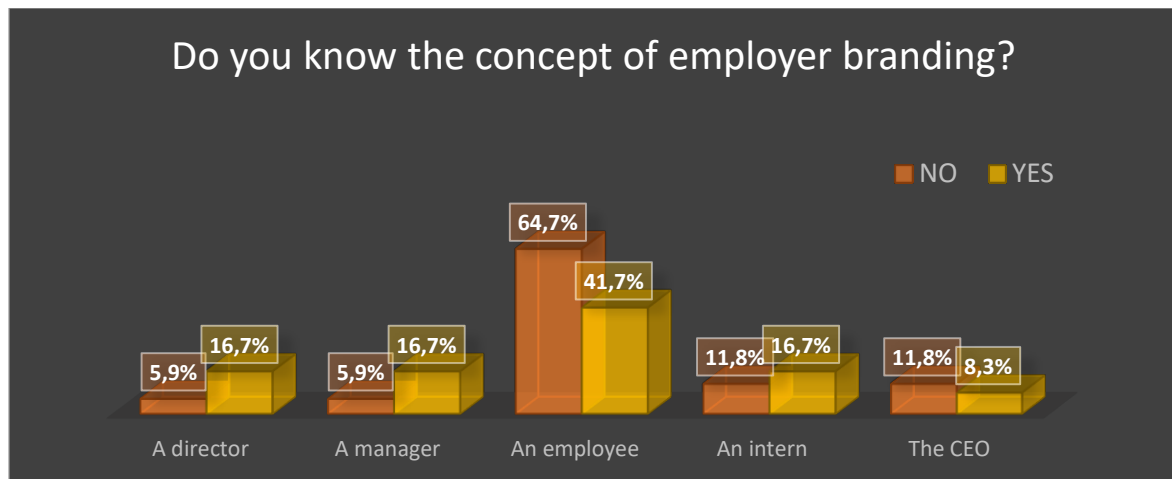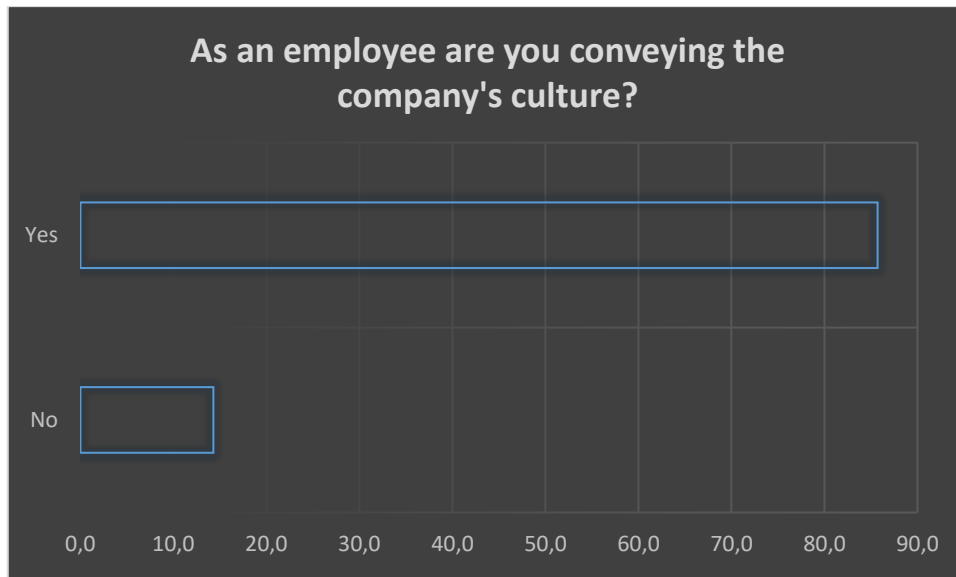
**_Graph 4: Employer branding's concept known by job positions_**

Those figures even if  they are not representatives of the entire population  are justifying the answers that will came below. The employees "No" respondents, have for most of them underlined, that "{_their}_ _CEO probably do not know this concept either, considering the lack and bad communication he gets with his teams  and the lack of consideration he has for the bottom company's positions._" (B. Male 2017) However, the "Yes" answerers, a majority have considered that their employers or themselves; for CEO, field directors and HR workers; are setting up efficient and honest employer branding strategies.

Some have highlight that the previous point was highly bound with the company culture that was established in the company. Indeed, two third have acknowledge that the company they are working in are conveying a company culture. The most used word to describe the conveyed culture have been "flat"; "friendly", " participative", " team oriented" and "dynamic". This are obliquely describing in a way the organizational structure they are working in, which in those case are flat.

Some other have utilized the word "fun and dynamic" to describe their company's culture, they were also explaining that _"the efficiency was not coming from the time your spending in the office to work, but the productivity was. Moreover, we do not feel comfortable in a too serious environment, we need to relax to be efficient."_ (F. Male, Recruitment and Retention of talent in small companies 2017)_._
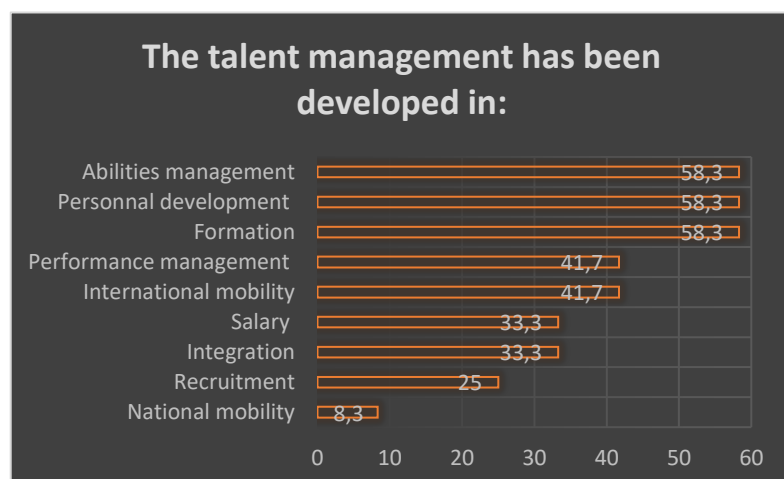
**As an employee are you conveying the company's culture?**

Yes

No

0,0    10,0    20,0    30,0    40,0    50,0    60,0    70,0    80,0    90,0

***Graph 5: Employees engagement to convey the brand culture***

In the companies that have bringing participative and flatter organization the answer to the question above has been for all "Yes", and to the Why question, they answered that they were feeling entitled and empowered by this culture. They do feel "at ease" to work with their co-workers, but that it has also permit to unfreeze communication between them and their superior, in terms of responsibilities. The few people who respond "No" to this question have explained that the company spirit was looking "*too much as the one we could find in a large company*", "*it is too vertical and communication is complicated and formal.*" (F. Female 2017).

Talent is define by the Cambridge Academic Content Dictionary as " *a special natural ability to do something well, or people who have this ability*.". However, by talking to the interviewees another definition as emerged. Most of them consider a talent as someone who might be gifted of a particular skill, but who is a listening and a good communicant person and who is really good what he is doing; because he is optimizing his abilities and is constantly learning to be flexible and to stay extremely competent.

48

Oddly, even if almost all the respondent are considering the recruitment of talented people as a major aspect for a company, less than the half of the company they are working in as implemented a TMS[16]. However, for the one that did it, the strategy has been implement more than three years ago and mainly in companies that have more than fifty employees. Young start-up are, anyhow, employed themselves too implement it from the very beginning. A start-upper who has been interviewed indeed said that *"Talented people are the future, we need innovative and self-instructed people, and we cannot do it without a TMS. That is why, we chose with my business partner to set it up from the beginning. Here, in the incubator, all start-ups have been doing that too, we are too small to fail to match the expectations of the great people who are coming to work with us."* (F. Male, Recruitment and retention of talent in small companies 2017).

While interviewing people coming from all management levels, the researcher has been able to reveal that the three fields in which, for the most of the respondents, have been implemented and developed as Talent Management Strategy, are the management strategy itself, more centred on the development of abilities and personal development, and on formation program. Indeed several interviewees has highlight that by encouraging employees and management teams to learn every day the newest ways of doing things and to be creative, both the bottom and the upper level on the organization are feeling empowered and freer. These have, according to them, improved the entire company efficiency and the work spirit within the company has too. Unusually, they did not consider the recruitment processes as a field to develop in a TMS basis.



*The talent management has been developed in:*

- Abilities management: 58,3
- Personnal development: 58,3
- Formation: 58,3
- Performance management: 41,7
- International mobility: 41,7
- Salary: 33,3
- Integration: 33,3
- Recruitment: 25
- National mobility: 8,3

***Graph 6: The field of TMS development***

---

[16] Talent Management Strategy

As reported by the respondents, they consider the formation program as the best controlled fields in TMS as well as the personal development program and the performance management. These are pretty much match their previous sayings. However abilities management is ranked as the least controlled by this companies. And is probably explaining why they ranked it as one of the first to be enhanced.

To continue with the Talent Management Strategy, the three quarter of the respondents have raised an important point before the question was even asked: the talent evaluation programs. However, they do think it is extremely important not only to evaluate the talent itself but also to evaluate the company's organization and get a critical analysis on what may be improve in order for the company to continue to suit better the employees' expectations. This statement catch up the previous idea that the organizational structure is pretty flat in the interviewees' company. Those evaluation must be made, according to them through regular individual interviews performed by the direct hierarchy; and "*once in a while*" through group interviews to get as many feedbacks as possible for both company and talents.

To conclude with the Talent Management Strategy, the researcher had oriented the interviewees on the kind of impact that the implementation of such a strategy has been impacted the companies. An unanimous answer has been pronounced: "*the efficiency has increased and the company employees' turnover has decreased*".

Finally, during the interviews discussions, the respondents and the researcher came to talk about employees engagement. It did came out that more than the half of them considered that a relaxing work environment is the most engaging factor in which they may also work on personal project. Most of them only exposed to the researcher that they would like to have access to the company facilities in order to be able to work efficiently on personal projects. However, few have highlight their wishes to get dedicate work time to personal project, "*Google is doing it, it is allowing 20% of personal project times during the office hours, why shouldn't we*?" (I. Male 2017). As it has been exposed earlier in this part, the majority of the answerer are Millennials, and those statement are clearly reflecting their desire for work/life integration.
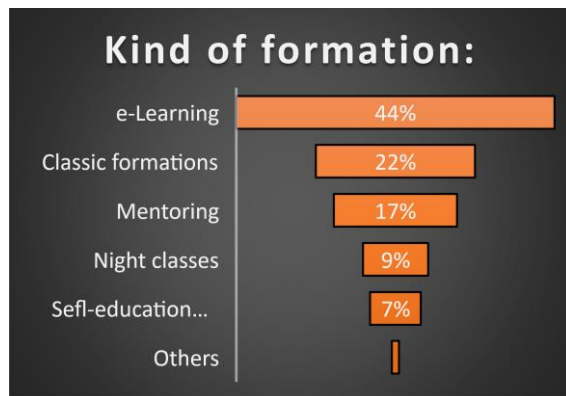
**_Graph 7 : Type of formations expected_**

Moreover, they did exposed their formations expectations, indeed, they have on their own, describe their working world as a constantly changing environment, in which, they need to evolve and learn at all time to stay on track and not being surpass by others. Actually they did consider this aspect as a real advantage for a company to engage its employees and especially talented ones.

When they were asked which kind of formations way they would prefer, as the researcher was expected a majority of classical formation answers, it was pretty amazed that almost half of the respondent answered in quick-fire retort "e-learning".

Moreover, during the overall discussions, they all highlight in one way or another that social activities among the company staff were very important. Indeed, from the casual coffee break on the morning to the after work appetizer, many activities have been quoted: sport activities, get away weekend, massage, choir, go-kart, etc. when they were asked why it was so important for them to get those activities' time one of them gave an answer that put in a nutshell all the other. He thought that social activities are a *"source of pressure relieve valves and are allowing everyone through the company to get to know each other, also, it is a time were hierarchical levels are disappearing. Teams have been more weld and their efficiency has increased."*

To continue along the same lines and on the same level of importance, they did mentioned that they would not work for and with people that do not share their values and get recognition in work. Indeed, in order to feel engaged in a project and in a company they have underline that getting shared values with co-worker as well as hierarchy recognition were too important ways to feel empowered and to get the sensation that "*the job that is done is not done for nothing, we know where we are going and why we want to go there.*"
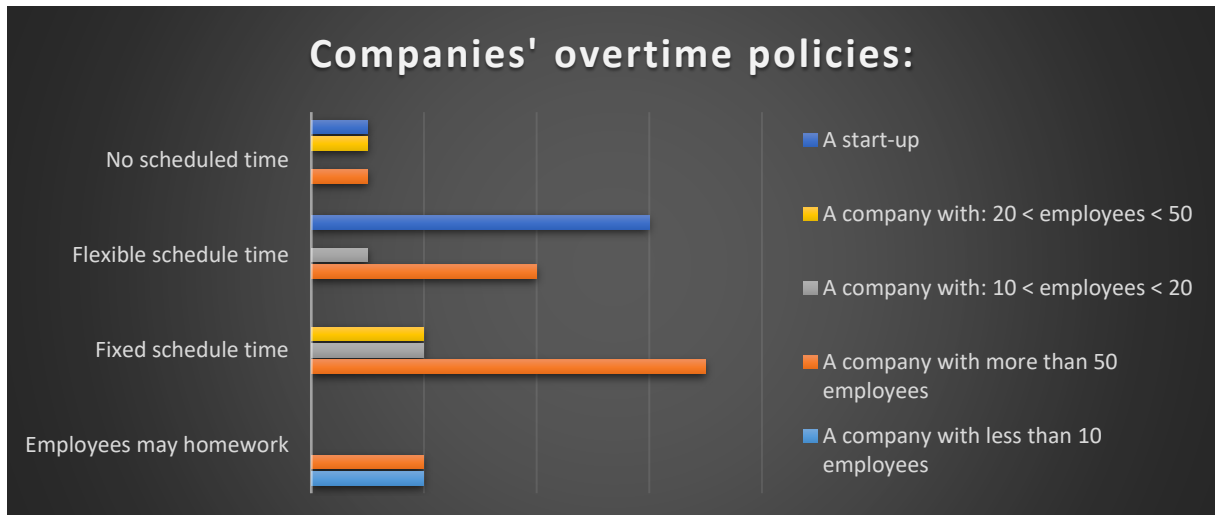
***Graph 8: Companies' overtime policies***

As it seemed to be important for Millennials to get flexible time schedule at work, the researcher has been willing to know how it was organized among companies. The graph above allows us get an idea on the differences between the companies' sizes. It is underlining that most people that have been interrogated are benefiting of an absence or a flexible time schedule. The respondents verbalized that they prefer to work in a flexible overtime environment but does not care if they do get other more important benefits from the company, such as the one quoted earlier.

To conclude, many of the interested where feeling relatively happy about the company they are working in. There is an overall lack of consideration for the recruitment strategy according to them. Moreover, it seems to have an apprenticeship to make for the management teams, on some concept such as employer branding and brand culture, in order for the employees to feel entitled. Once again, according to the respondent time schedule and working time are needing some refresh to fit more with their expectations.

# III. Recommandation

## a. Introduction

During the overall process of the thesis' formulation, the main objective has been to understand how small companies may recruit and retain talents within their organizations. Indeed, this essay have allow the researcher to a better understanding of the different recruitment processes, of the management styles and organizational structures, of the employer branding strategy and talent management strategy, of shifting business world and of the societal changes concerning the employees expectations. Those, permitting to get a clearer view on what happen in a young start-up with an unusual organization. Finally, this paper has enlighten both recruiters and employees point of view on how things are done and what may be enhanced to create more engagement from employees.

This part of the essay will try to give some recommendations to small companies in order to recruit, in a more efficient way, talented people without putting on the line the salary perspective. It will be important to also shape directions for the employers to retain the hired talents throughout employer branding advices, organizational structures, communication, engagement and talent management strategy.

In fact, all those point have been highlight as being critical aspects for employees and may, in some cases, be quite simple to implement.

## b. Setting up interview training to avoid mistake

As explained in the very first part of this paper, small companies are in a large amount using the 'Classic trio" hiring method. This process as used as it is, gets disadvantages. Indeed, there is a lack of candidates evaluation before they get hired. This, as it has been revealed in the qualitative survey, is often leading to a wrong hiring decisions. Therefore, it seems important for small companies to implement as simple as they might be evaluations for candidates.

Whatever the company field, it needs to have success predictors during interviews in order to get the right aspect of it and to determine in an efficient way if the candidate is suitable or not for the position. Moreover, as they are small, companies may not get the internal resources to create important evaluation devices, they may implement directive, semi-directive or situational interviews, which are classical but effective when predictors have been precisely defined upstream.

In the case of InnovSanté – InnovHealth, those have not been implemented but is not the line to be. However, in very small companies such as this one, or in very team oriented companies, it is also important to assess the personality of the candidates in order for them to be able to work with the teams and to be fully integrated.

Moreover, the interviewees, in the research part, have underline that they are lacking of interview training. Indeed, they do not feel comfortable by leading hiring interviews as they do not know exactly what to ask and how to do it. They also do not understand how to rank the different predictors and therefore are not confident by being in charge of this stage. For this reasons, it might be a reasonable idea to deliver to every employees that might perform interviews, interview training program. By doing so, they may avoid mistakes during the selection process. However, as recruitment is more an human science than an exact one, there are no perfect solution in order to completely eliminate the risk taken while hiring someone.

## c. Implementing a brand strategy to attract talent

Furthermore, as the recruitment process does not only take place with the interview stage, it is important, in the first place, to set up strategies to address the right candidates' pool. As a matter of fact, companies miss for employer branding strategy. It is complicated for small companies as they do not get the advantage of notoriety compared to bigger organizations. However, they might create, for example, brand content on social medias to show what it is really like to work for them. That is what InnovSanté – InnovHealth is doing. The community manager is posting pictures of the employees adventures regularly to show the reality of work. It is bringing transparency between the company and the potential candidates.

By the same token, to set up employer branding, companies need to develop indirect elements to be seen as an employer of choice. Indeed, all the communication that is coming from the company needs to be though also in this way.

However, to do so it is important to get to the concept of employer branding and to understand it fully. Many employees and even employers did not know this concept while they were interrogated on it. While setting up this strategy, companies need to build it in a distinguishing, flexible, attractive and lifelong way in order to be effective. Finally, it is important to think about it to fit with the culture that is targeted.

### d. Implementing a Talent Management Strategy

As it has been highlight by the quantitative survey, only a few small companies have implemented TMS among their organizations.

All employees, but even more talented one need to be managed. However, In order to retain those talents it is necessary for them to understand that the company is not only a great place to work but also that it is a place in which it possible to evolve. Therefore, a TMS strategy is a really good start. Indeed, for small companies, implementing a complete TMS might be a very challenging fact. Therefore, they may start by continuing to develop their formation programs. Which are, according to the interrogated employees, one of the most important and the best controlled by companies.

Moreover, it has revealed that, employees were looking for personal development in their work. In fact, companies may set up twice a year personal development programs in group and individually in order for workers to get to know their own strengths and weaknesses and to get to know one another. By doing so, organizations are allowing their employees to understand on what they may progress and how they are complementary to each other. If there is a high recurrence rate on weaknesses, companies should think about a formation program to narrow them.

Furthermore, by implementing abilities management companies are providing the risks of low return coming from illness. As a matter of fact, companies that are providing this kind of management have a lower rate of medical leave thank to prevention, and, have a higher return rate after illness thank to the customization they may provide in order for employees to come back to work. Customizations may be on office facilities or on work schedules for example.

To end this part, it is also interesting to get a clear evaluation process for talent. This is allowing the company not only to assess the qualification of talent and employees, but also to analyse if their expectations are filled. Indeed, employees who are frequently involved in the overall company's management process, are often more engaged than the others.

### e. Fitting the Gen Y expectations

As it has been exposed in the literature review, the Y generation is completely different than the previous when it comes to work expectations. For companies, the understanding of this new generation might be the most challenging aspect and fitting their expectations is critical.

First of all, the main objective for the Net generation is to have a work/life integration. This is mandatory to company to understand. Employers need to understand how this expectation have to be fulfil. Indeed, the Gen Y couples will be at 80% composed of two full-time workers and do not wish to spend their entire lifetime working. Management needs to understand that most of them do not mind to work on different rhythms that their predecessors, however they also wish to be able to have personal time within office hours. Taking personal phone calls, going on social networks or taking personal times within working days are their ways to get a balance between their professional and personal life. However, in small companies and especially in start-ups, employees do not mind to spent long hours working or working on week-end days. Employers, will, therefore, have to let this future generation, which will represent 75% of the workforce by 2025, to have a certain flexibility within work. A very frozen overtime schedule may probably have a negative impact on this generation engagement in work, especially if the company needs a particular attention and is highly time consuming.

In addition, this generation also aspires to get personal project time within their office hours. Indeed, the life rhythm has intensify and getting an employer that allows personal project time is seen as a valuable exception. Of course, it cannot be done in every domain, but in IT development for example it is very engaging and may also benefit the company.

Moreover, this tech-addicted generation will not admit to work in a company where technology is marginal. Therefore, companies which did not implemented technology in the everyday work will lose this generation.

Furthermore, the Y generation is a generation that wishes for mentoring coming from their elders. Indeed, this generation is looking for continuous learning and companies that will provide them multigenerational team will be consider as more valuable and may get less turnover from them. However, mentorship should not be the only way for them to keep learning. Indeed, they also want advantageous training program to enhance their skills and to develop new ones. Classic training program may fit to this generation but e-learning seems to suit them best. In addition, implementing e-learning as training programs in companies is probably an interesting view as the I Gen is expected to be even more tech-oriented than the Net generation. Employees are less prone to leave a company that allows them to learn and to train in regular basis and therefore formation programs are great to engage employees.

Lastly, it is important for this generation to have the possibility of a career progression. Indeed, a company which does not do internal sourcing when it comes to recruitment might create disengagement. As it has been enlighten in the research part, employees are considering that organizations are not doing enough internal sourcing and do not allow employees to get promotion, they are too much external sourcing oriented, according to them. For this young generation, it is almost mandatory to get rising possibilities, they may otherwise choose to leave for company that will give this possibility.

This generation is also very team-oriented, they do not like feeling alone in work and need constant feedbacks in their work. Therefore, companies which will be providing and pushing forward team work will be more engaging than the ones that do not.

### f. Engaging employees

Today, only 13% of the workforce is feeling personally engage in the company they are working in. As the generation to come is more volatile than the previous ones, employees engagement is very important for companies to acquire.

According to the previous part of this essay, employees, now more than never before, need to work in a relaxing environment in which they feel comfortable. Work should not be a drag. In order for companies to build a kind environment, simple things may be done. Indeed, setting up social activities to bring employees and upper management levels together are a great start. The relationship that can be created by these activities are permitting a better communication among teams and management levels and with it an increase of efficiency. Another way to get a relaxing environment is to remodel the work facilities. In a matter of fact well layout facilities are permitting to employees to feel physically comfortable and give them a certain serenity in work. A happy employee is for sure more engaged than an unhappy one.

Moreover, it is becoming more and more important for employees to have a great understanding of the companies values. Indeed, employees that do not know why they are working for are more prone to disengage from the company. In the InnovSanté – InnovHealth start-up the CEO, has perfectly realised that and is sharing its values through the company as often as he might. Employees have partly chosen the company for its values and share them, they are feeling engaged in the company and are working on making it sustainable.

Finally, for an employee and especially talented ones, recognition is important. Undoubtedly, knowing that they are not working for nothing and that their work is valuable for the company is motivated them to continue to work with the same intensity and efficiency.

### g. Organizational structures and communication among companies

This final part of the recommendation is about the most fitting organizational structure to answer to the new generations to come. Absolutely at ease with team work, very communicative and accustomed to the VUCA world, the Gen Y is more likely to feel comfortable by working in flat and flexible structures. Indeed, both flat and holacracy are seen as more attractive than vertical.

For companies that have naturally implemented one of these strategy, it seems important to remind that organizational structure is not the only perspective that an employee is analysing. Communication among the company is at least as relevant. Indeed, as instant communication is a part of their everyday life style, they do expect direct and instant answers while they communicate in work. That is why, the flatter the company gets the more comfortable they feel. Older generations and companies should adapt their internal communication, firstly in order to fit this expectation and secondly to be the quickest to answer to changes in their work environment.

In another hand, company which are still functioning on a vertical structure, may need, through small but constant changes, to evolve to a more and more holacracic structure in order to fit this talented new generation and to engage it. Communication is too slow in those companies to fit their burning need of responses and feedbacks and is a clear factor of disengagement for young employees.

## Conclusion :

To put it in a nutshell, this thesis has been about the recruitment and the retention of talent into small companies.

First of all, this paper has demonstrate how important the recruitment is. Indeed, it is essential to use the best strategy according to the job position that the company needs to fulfil. In a matter of fact, companies need to focus their sourcing on the best communication channels, in order to target the right pool of candidates. To attract them effectively the implementation of a well-organized employer brand strategy seems, now, necessary. Moreover, it appears that small companies do not enough prepare interviews. Therefore it seems important for companies to set up interview training programs in order to avoid incorrect choices while coming to selection. Furthermore, it came out that companies are not evaluating candidates enough before recruitment, simple evaluation may be made before recruiting to ensure, that the chosen candidate is right for the job. Companies are actually doing great jobs by implementing e-recruitment in their hiring strategy.

The paper has, then, described the different management styles and organizational structures. It appeared that employees are now more comfortable to work in flatter or holacracic structures, in which, the management is open to communication, is flexible and adaptable. People may prefer to work under participative or authoritative leadership and sharing values with the company to feel entitled in their job. Indeed, entitlement has a huge impact on employees engagement.

Moreover, the essay has shown that the world in which companies are evolving is changing quickly and therefore need to adapt their internal strategy to it. They need to be more flexible and adaptable, the communication needs to be quicker and easier in order to respond in the best delay, to these changes. Furthermore, companies has to also adapt their management strategy to the Y generation which will soon represents more than the half of the workforce. This generation has hunger for flexibility, for life/work integration; are tech-addicted and are looking for companies that permit to evolve through mentoring and continuous formations.

In addition, this generation is also looking for diversity, equality, innovation and pleasant facilities to work in. In order to catch up with those expectations and to look forward to engage them, small companies, will clearly need to invest into this generation. They will otherwise see their turnover rise due to disengagement.

To end, the generation to come needs to understand that those changes cannot happen in a blink of an eye and should also accept to compromise the time that those changes happen.

# Bibliographie

BELLO, P, A BERNARD, C-H BEYSSEYRE DES HORTS, J-L BIRIEN, N ESTELLAT, B HAUBOLD, J-P LEDOUX, et al. 2015. *RH au quotidient.* 2e. Paris: Dunod.

BENNETT, N, and G.J LEMOINE. 2014. *What VUCA world really means for you.* January - February. Accessed 04 18, 2017. https://hbr.org/2014/01/what-vuca-really-means-for-you.

BERNAUD, J.-L. 2009. *Tests et théories de l'intelligence.* 2e. Paris: Dunod.

BESSON, L, and J DIGOUT. 2012. *e-Recrutement à l'ère du Web 2.0 et des réseaux sociaux.* Paris: Vuibert.

BOUEE, C-E. n.d. *Managing the unknown.* Accessed April 24, 2017. https://www.rolandberger.com/fr/Dossiers/Light-Footprint-Management.html.

—. 2013. *A Light Footprint Can Lead to Powerful Business Gains.* 28 August. Accès le April 22, 2017. https://hbr.org/2013/08/light-footprint-management.

BRYANT, Meg. 2016. *How to attract, nurture and retain top talent in healthcare?* 28 November. Accessed January 15, 2017. http://www.healthcaredive.com/news/how-to-attract-nurture-and-retain-top-talent-in-healthcare/430914/.

Business dictionary. 2017. *Affiliative leadership.* 22 April. Accessed April 23, 2017. http://www.businessdictionary.com/definition/affiliative-leadership.html.

CADIN, L, F GUERIN, and F PIGEYRE. 1997. *Gestion des ressources humaines.* Paris: Dunod.

Cambridge Academic Content Dictionary. 2008. *Talent.* Cambridge: Cambridge University Press. Accessed May 21, 2017. http://dictionary.cambridge.org/us/dictionary/english/talent.

COHEN, A. 2006. "Recruter pour réussir demain." In *Toute la fonction ressources humaines*, by Annick COHEN, 89-130. Paris: Dunod.

COOK, M. 2004. *The Classic Trio.*

CRABTREE, S. 2013. *Worldwide, 13% of Employees Are Engaged at Work.* 8 October. Accès le April 22, 2017. http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx.

DESPIERRES-FERY, A. 2017. "Génération en quête de sens." *GEU Le jounal* (81): 84.

DONKLIN, R. 2010. *The future of work.* Palgrave Macmillan.

EADICICCO, L. 2015. *Americans Check Their Phones 8 Billion Times a Day.* 15 December. Accessed April 26, 2017. http://time.com/4147614/smartphone-usage-us-2015/.

FAWCETT, H. 2016. *Employer Branding 3.0.* 1 June. Accessed January 15, 2017. https://www.youtube.com/watch?v=gfXp1d5q7cs.

Female, Australian, interviewer par Margaux Boussaton. 2017. *Recruitment and retention of talent into small companies* (May).

Female, French, interview by Margaux Boussaton. 2017. *Recuitment and retention of talent into small companies* (May).

GILBERT, J. 2011. *The millennials: A new generation of employees, a new set of engagement policies.* September. Accessed January 9, 2017. http://iveybusinessjournal.com/publication/the-millennials-a-new-generation-of-employees-a-new-set-of-engagement-policies/.

GILLETT, R. 2016. *The 50 best places to work in 2017, according to employees.* 7 December. Accessed April 12, 2017. http://www.businessinsider.fr/us/best-places-to-work-2017-2016-12/.

Glassdoor. 2017. *Bain and Company.* 11 April. Accessed April 12, 2017. https://www.glassdoor.co.uk/Reviews/Bain-and-Company-Reviews-E3752.htm.

GOLEMAN, D. 1995. *EMOTIONAL INTELLIGENCE.* Bantam books.

Holacracy. 2012. *How It Works.* 16 September. Accessed May 23, 2017. http://www.holacracy.org/how-it-works/.

HOPE, K. 2016. *The millennial generation shaking up the workplace rules.* 2 February. Accessed November 1, 2016. http://www.bbc.com/news/business-35460401.

KAUR, P. 2015. *E-recruitment: a conceptuel study.*

LA PINTA, F. BERTHELOT, V. 2013. *Marketing RH.* Studyrama.

LABERON, S, and J-L BERNAUD. 2011. "Modélisations de la procédure de recrutement dans les recherches actuelles." In *Psychologie et recrutement*, by Sous la direction de Sonia Laberon, 23. De Boeck.

LAKHIANI, V. 2014. *How to transform you company culture and attract brilliant talent.* 19 May. Accessed January 19, 2017. https://www.youtube.com/watch?v=X1dmVox38_w.

LIGIER, P. 2016. *Marketing RH, Comment devenir un employeur attractif.* 4e. Paris: Dunod.

LOFLIN, J. 2015. *Millennials Don't Want Work Life Balance.* 7 April. Accessed April 7, 2017. https://www.linkedin.com/pulse/millennials-dont-want-work-life-balance-jones-loflin.

MACK, O, A KHARE, A KRÄMER, and T BURGARTZ. 2015. *Managing in the VUCA World.* Springer.

Male, Belgium, interview by Margaux Boussaton. 2017. *Recruitment and retention of talent into small companies* (May).

Male, French, interview by Margaux Boussaton. 2017. *Recruitment and retention of talent in small companies* (May).

Male, French, interview by Margaux Boussaton. 2017. *Recruitment and Retention of talent in small companies* (May).

Male, Icelandic, interviewer par Margaux Boussaton. 2017. *Recruitment and retention of talent in small companies* (May).

MINChINGTON, B. 2015. *15 employer branding best practices you need to know.* 17 February. Accessed January 15, 2017. https://www.eremedia.com/ere/15-employer-branding-best-practices-you-need-to-know/.

Money-Size. 2017. *Authoritative Leaders.* Accès le Avril 20, 2017. http://www.money-zine.com/career-development/leadership-skill/authoritative-leaders/.

MORGAN, J. 2015. *The 5 Types Of Organizational Structure: Part 3, Flat Organizations.* 13 July. Accessed 04 16, 2017. https://www.forbes.com/sites/jacobmorgan/2015/07/13/the-5-types-of-organizational-structures-part-3-flat-organizations/#776921c46caa.

MOSLEY, R. 2015. *CEO's need to pay attention to employer branding.* 11 March. Accessed September 2011. https://hbr.org/2015/05/ceos-need-to-pay-attention-to-employer-branding.

MSG. n.d. *A Basic Understanding of Participative Management.* Accessed 04 19, 2017. http://www.managementstudyguide.com/participative-management.htm.

N.PFAU, B. 2016. *What do millennials really want at work? The same things the rest of us do.* 7 April. Accessed November 01, 2016. https://hbr.org/2016/04/what-do-millennials-really-want-at-work.

NAFTULIN, J. 2016. *Here's how many times we touch our phones every day.* 13 July. Accessed April 27, 2017. http://www.businessinsider.fr/us/dscout-research-people-touch-cell-phones-2617-times-a-day-2016-7/.

NELSON, P. 2016. *We touch our phones 2,617 times a day, says study.* 7 July. Accès le April 26, 2017. http://www.networkworld.com/article/3092446/smartphones/we-touch-our-phones-2617-times-a-day-says-study.html.

PERETTI, M. 2009. *Gestion des ressources humaines.* 16e. Paris: Vuibert.

PETIT, A. 1988. "Le recrutement, la selection et l'accueil." In *Gestion Strégique des ressources humaines*, by L Belanger, C Benabou, Bergeron, J.L, R Foucher and A Petit. Gaétan Morin.

PETTERSON, N, and A DURIVAGE. 2006. *L'entrevue structurée: pour améliorer la sélection du personnel.* Québec: Presses de l'Université du Québec.

PREDDY, M, N BENNETT, and C WISE. 2012. *Educational Leadership.* Sage.

PwC. 2011. "Millenial at work, reshaping the workplace." Study report.

2014. *Attracting Top Talent with a Strong Employer Brand .* Directed by ORC International. Performed by M RODAN.

ROUSE, M. 2015. *Millennials (Millennial generation) .* January. Accessed April 26, 2017. http://whatis.techtarget.com/definition/millennials-millennial-generation.

66

SCHULTE, B. 2015. *Millennials want a work-life balance. Their bosses just don't get why.* 5 May. Accès le April 29, 2017. https://www.washingtonpost.com/local/millennials-want-a-work-life-balance-their-bosses-just-dont-get-why/2015/05/05/1859369e-f376-11e4-84a6-6d7c67c50db0_story.html?utm_term=.b00b0795a9d4.

SCHWAB, K. 2016. *The Fourth Industrial Revolution: what it means, how to respond.* 14 January. Accès le May 23, 2017. https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/.

Sift Media. 2017. *What is E-Recruitment?* Accessed 02 28, 2017. http://www.hrzone.com/hr-glossary/what-is-e-recruitment.

SINEK, S. 2009. *How great leaders inspire action.* September. Accessed January 01, 2017. http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en.

—. 2016. *The millennial question.* 30 December. Accessed January 14, 2017. https://www.youtube.com/watch?v=vudaAYx2IcE.

SUTTLE, R. n.d. *Types of Organizational Structure in Management.* Accessed 04 18, 2017. http://smallbusiness.chron.com/types-organizational-structure-management-2790.html.

Technavio. 2015. *Top 21 companies in the BYOD Market.* 19 March. Accès le April 29, 2017. https://www.technavio.com/blog/top-21-companies-in-the-byod-market.

TORRINGTON, HALL, and TAYLOR. 2005. "Human Resource Management." 141. Pearson Education Limited.

TORRINGTON, HALL, and TAYLOR. 2005. "Human Resources Management." Pearson Education Limited.

TYSON, S, and A YORK. 2000. *Essential of HRM.* BH.

VAN MOSSEVELDE, C. 2014. *What is employer branding?* 14 March. Accessed January 15, 2017. http://universumglobal.com/articles/2014/03/what-is-employer-branding/.

WOLVERSON, R. 2013. *The Best Age for a Start-Up Founder.* 14 March. Accessed April 23, 2017. http://business.time.com/2013/03/14/ask-the-expert-the-best-age-for-a-start-up-founder/.

WOOLLASTON, V. 2015. *How often do YOU check your phone? Average user picks up their device 85 times a DAY - twice as often as they realise.* 29 October. Accessed April 26, 2017. http://www.dailymail.co.uk/sciencetech/article-3294994/How-check-phone-Average-user-picks-device-85-times-DAY-twice-realise.html.

WRIGHT, K. 2013. *Leadership, engage your team, create a culture of engagement.* 26 March. Accessed January 13, 2017. https://www.youtube.com/user/KenWrightTV.

# Table of appendix

## **Annexe 1: Questionnaire**

Hello,

I am currently writing my Bachelor thesis in order to validate my diploma. I focused my researches on the recruitment and the retention of talent in small companies. To understand how small companies are implementing talent management strategies, I will need to interview some recruiters and I think you will fit perfectly with my thesis criteria. I would like to interview you about your company strategy. If you are interested to participate, we may schedule a rendez-vous at your earliest convenience.

Your responses will be unnamed and will only be used for the redaction of my thesis.

Thanks you in advance for your time.

Best regards,
BOUSSATON Margaux.

1.  Are you :
    a.  A male
    b.  A female

2.  In the company, what is your job position ?
    a.  The CEO
    b.  A Director
    c.  A Manager
    d.  An employee

3.  The company you are working in is :
    a.  A start-up
    b.  A company with less than 10 employees
    c.  A company with : 10 < employees < 20
    d.  A company with : 20 < employees < 50
    e.  A company with more than 50 employees

### **Recruitment:**

4.  Do you have a HR department in the company?
    a.  Yes
    b.  No

5. If not, who is in charge of the recruitment
?
_____

6. How does your company communicate about a vacant position in the company?

_____

7. Is your company, providing interview training?
    a. Yes
    b. No

8. IF not, would you like to get one?
    a. Yes
    b. No

9. If yes, how would you grade it ? (1: the worse and 10: the best)
    1    2    3    4    5    6    7    8    9    10
10. What would you like to improve in your recruitment process?

_____
_____
_____
_____
_____

**Employer Branding:**
11. Do you know the concept of employer branding
    a. Yes
    b. No
        *If not, you may answer directly to the 18th question*
12. Is your company developing an employer branding strategy ?
    a. Yes
    b. No

13. Do you consider it efficient ?
    a. Yes
    b. No

14. If not, Why?

_____
_____

15. What is your company's culture?

_____
_____
_____

16. Do you think, that employees, in your company are conveying your companies brand culture ?
    a. Yes
    b. No

17. If not, do you have an idea, why they don't ?

_____
_____
_____

**Talent management strategy**

18. Give a definition of a talent ?

_____
_____

19. Do your company has a talent management strategy ?
    a. Yes
    b. No
       *If not, you may answer directly to the 31th question*
20. For how long your company has implemented a talent management strategy?

_____

21. The talent management strategy has been developed in:
    a. Formations
    b. Personal development
    c. National mobility
    d. International mobility
    e. Recruitment
    f. Integration
    g. Salary
    h. Performance management
    i. Abilities management

22. In the context of your company, can you describe the competencies needed for talent ?

_____
_____

23. Does the company have an evaluation strategy for talent ?
    a. Yes
    b. No
       *If not, answer directly to the question 27.*

24. If yes, what are the evaluation methods used?

_____

25. By whom, those evaluation are performed ?

_____

26. How does your company helps the talent to develop their abilities and knowledge?

_____

_____

_____

27. Is the company using a talent management software?
    a. Non
    b. Yes, a Talent Management System
    c. Yes, an internal built software
    d. Yes, the HRIS

28. For you, what is the better controlled field in your company, considering the talent management? Please, rank them from the best (1) to the worse (9).
    a. Formations
    b. Personal development
    c. National mobility
    d. International mobility
    e. Recruitment
    f. Integration
    g. Salary
    h. Performance management
    i. Abilities management

29. For you, what is the most profitable field in the talent management strategy? Please, rank them from the best (1) to the worse (9).
    a. Formations
    b. Personal development
    c. National mobility
    d. International mobility
    e. Recruitment
    f. Integration
    g. Salary
    h. Performance management
    i. Abilities management

30. What do you think, may, hold the talent management back?

_____
_____
_____

31. How does the talent management strategy has impacted the company?

_____
_____
_____

## Employees engagement:

32. What do you think is the most engaging for employees? *(other than salary)*

_____
_____
_____
_____

33. What is you overtime' management strategy?

_____
_____
_____
_____

34. Do you have a wellbeing policy within the company ?
    a. Yes
    b. No

35. If not, why
    ?

_____

36. If yes, what have you implemented in your company?
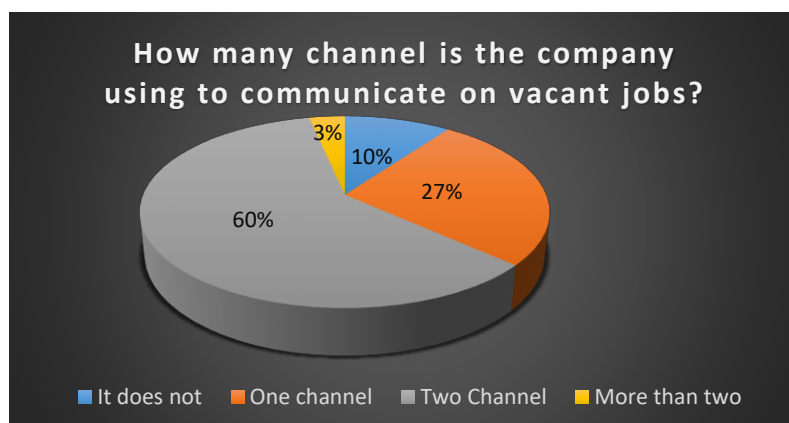
_____
_____
_____
_____

vi

## Annexe 2: Respondents' countries



Where are you coming from ?

## Annexe 3: Person in charge of recruitment



Who is in charge of the recruitment?
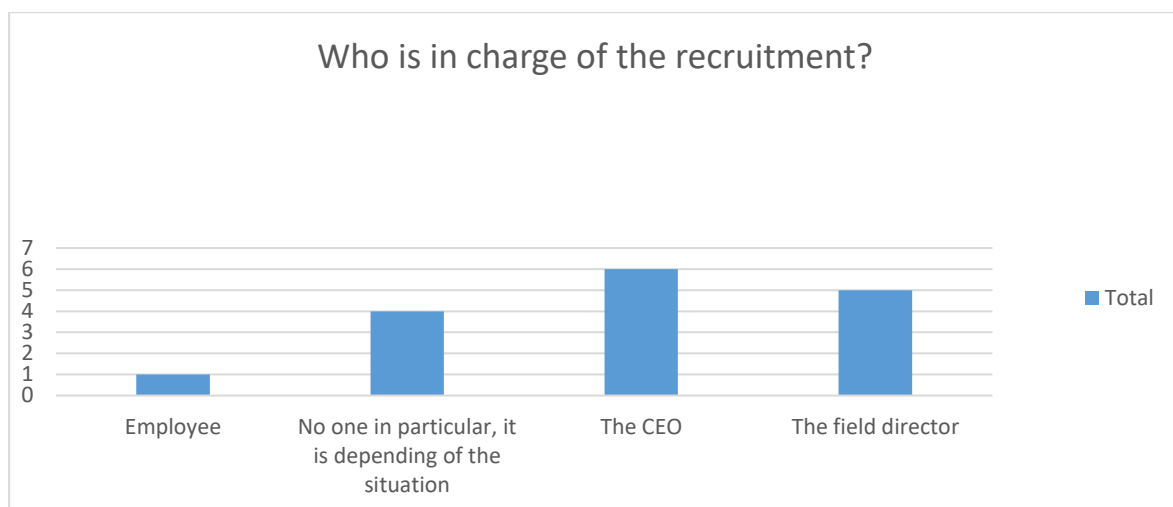
## Annexe 4: Number of used communication's channel



How many channel is the company using to communicate on vacant jobs?

- It does not
- One channel
- Two Channel
- More than two

**Executive summary:**

The Millennial generation will represent 75% of the workforce by 2025. This generation has grown up with the development of new technologies and had experienced the third and the fourth industrial and economic revolution. Those have shaped their differences with their elder's generations but have also decreased the gap between cultures around the globe.

With the development and the increasing number of start-ups and the changes that has appeared with new technologies, new management styles has emerged.

The subject matter of this thesis will be to understand the methods of the recruitment and retention of talent in small companies.

<u>Key words :</u> Talent / Recruitment / Management / Organization / Turnover / Engagement / Millennials / VUCA world / Technology / Communication / Retention/ Talent Management /

**Résumé:**

La génération Y représentera d'ici 2025 plus de 75% de la force de travail. Cette génération fût bercée dans les nouvelles technologies et a expérimentée durant sa jeunesse la troisième puis la quatrième révolution industrielle et économique. Celles-ci ont forgées leurs différences culturelles avec les générations précédentes mais ont aussi diminuées ces dernières entre les cultures.

Avec le développement des start-ups et les changement importants qui se sont produits avec l'arrivée des nouvelles technologies, de nouveaux modes de management sont apparus.

L'objet de ce mémoire sera de comprendre les techniques de recrutement et de rétention des talents au sein des petites (et moyennes) entreprises.

<u>Mots clefs:</u> Talent / Recrutement / Fidélité / Implication / Génération Y / Monde VUCA / Technologie / Communication /  Rétention / Management des talents /