Issues about Human Resources Recruitment

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Abstract. As to ensure its success or even for surviving, organizations must settle accordingly some issues regarding the human resources enlistment, presented in great details within the article, whose success settlement ensure, concomitantly, the success of the entire assurance process with personnel, process extremely important, if there are taken into consideration, especially, the effects of some possible errors or hire errors. Therefore, the human resources recruitment tends to become a complex and expensive activity and, concomitantly, an independent activity, sustained both through the necessary work volume as well as through its importance for the organization.

Key words: personnel assurance; human resources enlistment; hiring relation; "reality shock"; recruitment strategies and policies.

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1. General considerations

Insomuch as many specialists in human resources domain refers to, for example Jack J. Halloran and David J. Cherrington, for ensuring its success or even for surviving, organizations must settle accordingly the following issues:

- skills' identification and candidates' selection which are best fit to new or vacant jobs requirements;
- the identification and attracting competitive candidates using the most adequate methods, sources and enlistments' mediums;
- the observance of the legislation in domain regarding equal hiring opportunities and the correction of past discriminating practices or to some existing lack of balances.

The settlement with success of these issues means, concomitantly, the success of the entire assurance process with personnel, process extremely important, if there are taken into consideration, as Malcom Peel refers to, especially the effects of some possible errors or hire errors.

Therefore, before taking the decision of hiring new applicants it is necessary to verify the recruitment need reality and to take into consideration also the achievement possibilities of another alternatives. In this regard, the first questions should be always the followings:

"How much is needed someone for a certain position?"

"The vacant positions are needed or they are truly necessary?"

"Isn't the recruitment need, in certain way, exaggerated?"

Therefore, the human resources recruitment refers to the confirmation of personnel hiring need, to some changes in personnel hiring situation, as well as to the actions made for localization and identification of potential applicants and for attracting some competitive candidates, capable to fulfill efficiently the job requirements.

From this point of view recruitment needs can be strategic, because they respond to some long term demands (new jobs creation, reorganizations etc.), can respond to some temporary emergencies or to some conjectural requirements (neglecting the company from different reasons, studies continuation, decays etc.) or can be connected to internal personnel movements (promotions, developments etc.).

Personnel recruitment may have a permanent and systematic character or it may accomplish only when a certain need appears. If the human resources recruitment take place continuously and systematic, the organization has the advantage of maintaining a permanent contact with labor market.

Also, the human resources recruitment may be spontaneous, when individuals are orientated towards certain organization, or provoked, when the organization wants to occupy a certain position.

Human resources recruitment represents the pursuit, localization, identification and attraction of potential candidates process, from which are going to be selected the capable candidates, which, finally, have the necessary professional characteristics or the ones that suits the best actual and future vacant positions.

Human resources recruitment is the managerial process of maintaining and developing of the most adequate internal and external resources necessary for competitive personnel assurance in order to achieve organizational objectives. From this point of view, the recruitment can be an active process

especially when the organization proposes the maintaining and custody of some connections, or of some contacts with external sources of recruitment.

Therefore, this activity, relatively simple, which, in case of big organizations, can become a complex and expensive activity, needs a special attention regarding internal and external organizational consequences, as well as the needs of existing and future human resources. Therefore, within the human resources function the personnel recruitment tends to become an independent activity, sustained both by the necessary work volume and its importance for the organization.

Also, each organization must have the capacity to attract a sufficient number of candidates in order to have the possibility of identifying those who suits the best to vacant positions needs.

Often, the problem is not whom we choose, but from where and how to attract a number as big of competitive and motivated candidates from which to choose the necessary persons, recruitment activity being considered by many specialists in field as the base of the entire assuring with personnel process. This is more evident as many specialists in the field, such as George T. Milkovich and John W. Boudreau, point out the big and very big difficulties connected to identification and attraction of necessary candidates type, especially for certain employees category.

2. Recruitment – basic activity of assurance process with human resources

After many specialists in the field, such as David J. Cherrington, human resources assurance of an organization, named usually **hiring**, includes many basic activities, namely: human resources planning, recruitment and human resources selection.

A similar conception is expressed by L.A. Klatt, R.G. Murdick and F. E. Schuster, who suggest that the assurance with personnel process from the inside and outside of an organization can be seen as a succession of specific activities absolutely necessary for fulfillment of individual and organizational objectives (figure 1).
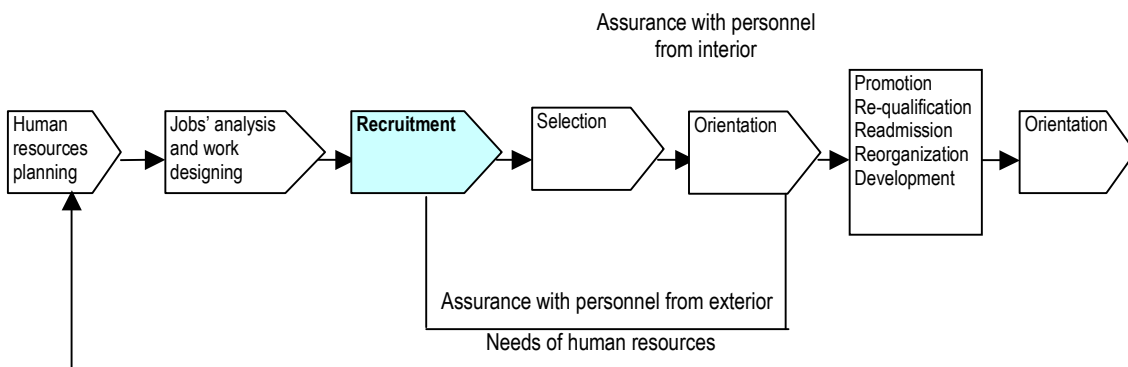

Figure 1. *Assurance with personnel process*

In a wider meaning, the assurance with human resources process, which, finally have to satisfy personnel needs, includes also activities from human resources field, such as: jobs analysis and work designing (figure 1).

Therefore, as George T. Milkovich and John W. Boudreau mention, the recruitment is the first step or the first stage in assurance with personnel process, as well as the first step in its selection process. Although, traditionally, more attention is given to personnel selection, in the same authors' opinion, as well as other specialists in the field, the personnel recruitment must have priority, because an efficient personnel selection cannot be realized unless the recruitment process assures a big enough number of competitive candidates. That means the efficiency and efficacy methods and personnel selection procedures are limited by the efficiency and efficacy of its recruitment process.

Human resources recruitment has, also, jobs' analysis and work designing (figure 1), because the basic results of these activities namely jobs' descriptions and specifications, are essential at the personnel recruitment process.

Personnel recruitment follows logically human resources planning. Knowing in advance the personnel need and its anticipation, as sequel of human resources planning process, allows the development in good conditions and with more chances of success of personnel recruitment process. A similar conception is expressed by Lloyd L. Byars and Leslie W. Rue, who are pointing out the existing relationships between jobs' analysis, personnel planning, human resources recruitment and selection. The content of presented example (figure 1) suggests also the fact that human resources needs vary numerical and structural, although due to some changes or internal moves of personnel (promotions, developments etc.)

without neglecting retires, resignations, dismissals or even deceases.

After David J. Cherrington, human resources recruitment is indissoluble bounded to many other personnel activities, such as: performances evaluation, employees' rewards, personnel preparation or development and relations with employees.

Also, it is eloquent the assurance with personnel process presentation, by G. T. Milkovich and J. W. Boudreau, as being a serries of filters or a sorting process, within which the solicitants are filtered after some activities specific human resources field which are unfolded successively (figure 2).
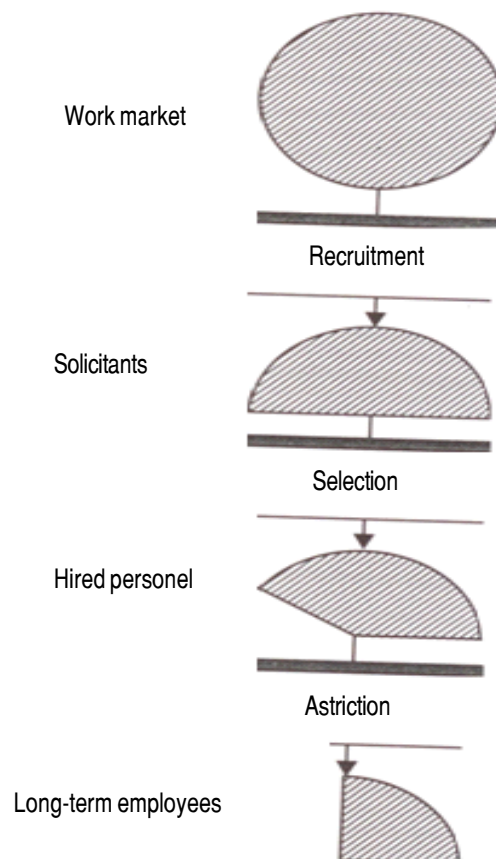

Figure 2. *Personnel assurance process, as sorting process or as a batch of filters*

Therefore, according to Jack J. Halloran opinion, all the solicitants must be aware of all restrictions or obstacles that may occur within human resources recruitment and selection processes.

Also, candidates must know if they'll have one or more interview types, if they will be tested as regards of investigating different aptitudes or different physical characteristics or if it's going to be verified the professional qualification.

3. External and internal recruitment parameters

In opinion of many specialists in the human resources field, such as George T. Milkovich and John W. Boudreau, personnel recruitment constitutes generally the first contact between the ones who hires and the ones who asks for hiring, being also a public activity.

Under these conditions, human resources recruitment is not by far a simple activity, as it is considered sometimes, because recruitment policies and managerial practices in this field are affected by a number of constraints or by many external and internal parameters, such as:

- Conditions and changes on work market;
- The capacity of human resources training and developing systems, as well as educational patterns which have a special impact on recruitment process;
- Area or locality attraction, as well as additional benefits or local facilities;
- Legal or judicial frame, adequate to human resources field, which settles different aspects of personnel assurance process;

- Unions which have an active role in personnel assurance process and may determine some constraints of recruitment activities or may influence respective process;
- Organization's image or reputation which, generally, is complex enough, may attract or push back the potential candidates;
- Potential candidates' preferences for certain activity fields, for certain organizations or jobs, for certain advantages offered for a certain work and rest regime;
- Organizational objectives reverberating, first, in objectives from human resources field, and at last in human resources recruitment policies and decisions;
- Organizational culture which, due to promoted relevant values, positively affects the candidates recruitment and hiring desire;
- Managerial policies and practices from human resources field which represents organization's behavior code in this field and which affects both recruitment process as well as potential candidates;
- Politic, ethnical or of any other nature criteria may constitute personnel recruitment conditions;
- The requirements absolutely necessary which organization consider that vacant jobs' solicitants must fulfill;
- Organization's economic-financial situation, because the recruitment involves some resources and requires certain expenses;
- Other parameters which could determine that during recruitment process some difficulties to appear or can enlarge the achieving length of this personnel activity, such as:

– The need of identifying and attract a part of potential candidates in a confidential and no publicity way;

– Existence of more special or remarkable complex jobs for which the potential candidates are hard to find or to locate, to identify and to attract;

– The reduced level of paid rewards in comparison with the one applied by other organizations for similar jobs and qualifications (external fairness);

– Confused description or less clear elaboration and less precise of job's characteristics.

Under these conditions, the identification and attraction process of competitive candidates must start earlier, the recruitment methods used must be more varied, and on the work market less solicitant or sub-used segments must be taken into consideration.

Therefore, in positions in which generally the organization and distinctively the companies are affected by a series of constraints or by a lot of parameters, meet or anticipate some difficulties during recruitment process, in order to assure the success or to remain competitive, it is necessary to be realized a complete and complex analysis of every parameters which, after the appraisal of specialists from human resources field, will attract or, on contrary, will move away the competitive potential candidates.

4. Characteristics of the recruitment process

According to many specialists in the field, employment is not a mere market issue but rather an extremely complex and many-faceted long-term relationship in which the parties try to avoid entering into a relationship with an unsuitable partner in order to build and preserve a relationship that is as advantageous as possible. This means that in the bi-directional employment process a candidate should – according to Malcolm Peel – be content with his/her employer, the job and the associated benefits, just as the employer should be equally content with the candidate.

Managerial experience shows that mistakes can be made during the employment interview or the initial negotiation between employers and candidates, due to the numerous circumstances which can change the value of the employment relationship for each of the two sides. This is why the parties need to permanently try to prepare the action in advance and to enter into an employment relationship only when the necessary conditions are accomplished.

In this context, fully understanding the recruitment process involves – as stressed by John M. Ivancevitch and William F. Glueck – taking into account the interaction between organization and candidates, which can be characterized by attraction or rejection.

Therefore, recruiting staff is a two-way communication process between various organizations and persons, in which both organizations and candidates send signals concerning the employment relationship in order to make the necessary comparison between the interests of the two parties.

The organization wishes to send signals regarding its image or reputation, its philosophy and HR policies, in this way suggesting the opportunities it offers and in the same time it wishes to receive signals from candidates that should allow it to make a realistic assessment of their potential.

Therefore, the representatives of the organization enact their interests and try to provide potential candidates with the information that would entice and convince them to accept the jobs on offer. On the other hand, the representatives of the organization try to assess candidates' strengths and weaknesses and to obtain from them as much information as possible regarding their interests and experience, as well as the positions that they wish to occupy.

In fact, specialists like R.P. Milgrom and J. Roberts think that the first step towards attracting candidates is for the organization to become known, as sometimes the problem is how to publicize the existence of the company and the type of opportunities it offers.

The candidates, in their turn, wish to send signals suggesting that they are the most appropriate or most competitive applicants and that they have to be chosen for the job on offer. The candidates also wish and try to seem more polite and enthusiastic in order to improve their chances of getting an offer.

Some specialists in the field, such as John Bramham and David Cox, try to provide the best answer to the question:

"Why are certain people successful in obtaining a job?"

They suggest that successful candidates are always:

- methodical, well-prepared and well-organized;
- enthusiastic and determined to win;
- interested in finding a job and determined to get one;
- well-informed about the company and the job they apply for;
- ready to dedicate time and effort to finding a job;
- able to learn from failures.

On the other hand, the candidates who offer their capacities, skills, qualifications or experience, as well as their wish to work in the organization try to persuade that it is necessary for them to receive complete and accurate information in order to make a decision about the employment relationship.

Therefore, just as organizations have certain specific requirements for candidates, in their turn candidates have certain preferences regarding the positions they are offered. The candidates offer their skills and attitudes but they are looking for positions that meet their minimum expectations.

According to numerous specialists in the field, such as C.D. Fisher, L.F. Schoenfeldt and J.B. Shaw, the respective objectives of organizations and candidates may differ, and in certain situations the objectives of either party can be contradictory.

This is why although the partners of an employment relationship set out to permanently try to harmonize requirements and preferences, the staff recruitment process often requires both parties to make some compromises and it involves certain difficulties, especially as regards the information available to the parties.

Moreover, whenever an organization recruits staff, it is forced or at least tempted to act on the edge between providing accurate and relevant information, a positive or favourable image and an image that is not realistic and is rather based on enticing but ungrounded promises.

In this context the accuracy of data and information is paramount; these should be based, among others, on the opinion of the organization's employees and on a comparison between the conditions offered by the organization and those offered by competitors,

in order to be able to identify the strengths which will become the attraction factors for potential candidates.

If the candidate misunderstands the nature of his/her work or that of the organization, the consequences can be just as bad, according to Malcolm Peel, as when the employer misunderstands what the candidate has to offer. This is because there is a constant process of matching expectations and reality. A situation in which expectations and reality match proves the effectiveness of recruitment, and in the case the adaptation and integration of the new employees happen without difficulty. If however reality is below expectations or if only the positive or favourable side of the organization is presented, new employees are often affected, according to David J. Cherrington, by the so-called reality shock, which can be reduced or mitigated only by providing candidates with realistic prior presentations of their jobs and with relevant and accurate information regarding the nature of the organization, as well as working conditions.

Other specialists in the field, such as Gary Johns, consider that the reality shock is a disturbing experience caused by a discrepancy between non-realistic expectations about the job and the actual situation encountered by the new members of an organization at the workplace. This situation or experience leads to a feeling of dissatisfaction, which in its turn generates the wish to leave the organization, i.e. a costly staff turnover rate.

Much research in the field has shown that whenever candidates are provided accurate information there is no drop in the number of candidates but the staff turnover rate is significantly reduced and loyalty towards the organization is slightly increased.

Moreover, certain studies show that if the organization tries to communicate realistic prospects to candidates, the success of the recruitment process is not affected by the disclosure.

Therefore, during the recruitment process it is best not to consider ourselves omnipotent but rather to assume, as recommended by numerous specialists in the field, such as Malcolm Peel, a partner position in a process which can easily get off track and which is extremely important for both parties.

5. Strategies and recruitment policies

For realizing their objectives regarding the employment, the organizations, regardless their nature and dimension, are obliged and will be more and more obliged to face challenges that pursue their ability to anticipate contextual evolutions. That's why an issue that conditions mainly the efficacy and efficiency of the personal employment is the introduction within the company of a managerial behavior oriented towards long-term objectives.

Under these circumstances, one of the most important stage of the recruitment process is elaborating the Strategies and recruitment policies; this is not a scope by itself, but a major managerial system within the abovementioned process.

The strategies and recruitment policies establish the objectives to be followed, the major ways to realize the objectives, and the required resources; drives the conceptual, the code of ethics of the organization within the recruitment process and the specific behavior, together with the ensemble of attitudes, intentions, and orientations regarding the personnel recruitment.

In the same time the strategies and the recruitment policies define the way through which the organization fulfils its responsibilities in the area of personnel recruitment, as well as the philosophy and the organizational values regarding the recruitment process.

Due to the fact that the organizational policies have an impact on the efficacy of the recruitment process, in a lot of situations it is necessary that the general policies to be understood and translated accordingly, in order to realize a more adequate sustainability of the recruitment policies.

In the same time many other policies in the area of human resources influence the personnel recruitment policies. For example, a very rigid remuneration policy can have a unfavorable influence on those competitive candidates that already gain more than the maximum limit admitted by the remuneration system allowed by the organization. That means that every organization establishes some methods or recruitment and selection processes, taking into consideration the strategies and policies promoted in human resources domain.

As it is mentioned by various specialists in the human resources area, such as Jack J. Halloran, H. G. Heneman and C. D. Fisher, in the managerial practice, the recruitment strategies and policies are very much different from one organization to another, moreover they need to respond to objectives that are sometimes in contradiction.

In the same time the managerial decisions that make the recruitment strategies and policies operational must take into consideration the following aspects:

- Identification and attraction of a large number of candidates in order to obtain the required number and quality of candidates. In this respect the organizations have various methods and recruitment resources, considering mainly the areas where they have the biggest success probability.

- Under what degree the vacant positions are occupied from internal resources, external resources, or both above-mentioned possibilities; insomuch that choosing the recruitment sources is one of the main issues of the recruitment philosophy; for example one of the most important aspect in the opinion of the managers is promoting from internal resources, especially for loyal employees, having the advantage that allows protecting secrets regarding the positions; we also need to mention the fact that the vacant positions are the main problem due to the fact that some organizations need to face first of all the over rate of personnel and not the under rate, as well as the working performance that implies numerous behavior problems; that is why in order to avoid the massive firing the organizations consider some other strategies or alternatives to the traditional recruitment, as for example keeping a small nucleus of permanent employees, and a group of temporary employees or external consultants.

- To ensure the synergies between the recruitment activities and the values and strategies of the organization, without neglecting other aspects such as the situation or competition on the labor market, the bad reputation of the organization, the remuneration possibilities, etc.

- The level in which the organization prefers to attract the candidates with

satisfactory qualifications, that are looking for a job and are interested in occupying rapidly a position, or that tries to attract those competitive candidates that have a real interest for free positions considering a long term career and those that can ensure a performing human resources management; a short term vision can focus on rapid recruitment with low costs or can have a certain level of delaying for having competitive candidates, thing that allows a career development and a high long term efficiency.

- The preoccupation of the organization to identify and attract a variety of categories of candidates as a manifestation of one of the main principles of the activity and the organizational life, from that point of view the personnel recruitment is influenced by other policies in the area of human resources management, due to the fact that some companies hire handicapped persons, ex- convicts, etc.

- Taking into consideration the objectives after hiring the person including the post-recruitment effects, as for example: ensuring in the recruitment process an efficient and competitive personnel, that would be retained in the organization for a longer period of time, without being exposed to vacancy; protecting some temporary employees, that have a determined working permition, is a very important problem, but neglected sometimes, even if some American and Japanese companies adopt it.

- In what measure the candidates are seen or treated like merchandise which need to be bought or like individuals who need to be identified and attracted; one of the causes which may lead to recruitment efficacy diminution is the fact that the personnel recruitment is not conceived or seen as a marketing activity, which presents vacant positions in order to those to be as attractive as can be; this means that the organizations must adopt, more and more, "marketing approach" because, according to G.A. Cole, "personnel recruitment is not only an assurance activity or a resources «supply», but a marketing activity, since when it's trying to recruit employees, the organization is doing not other than to come out on the external work force market and to compete with other organizations for obtaining proper candidates"; so another recruitment philosophy aspect refers to the way in which the candidates are seen, as well as the fact that the personnel assembly represents a new market which needs to be conquered;

- Personnel recruitment efforts to lead to the expected effects including the improvement of organization's assembly image so that even the rejected candidates develop positive images or aptitudes toward organization, which will communicate further;

- Personnel recruitment in the shortest period (medium length from the candidates identification and contact to their hiring) and with the smallest expenses ever (annual recruitment costs or medium recruitment costs on personnel categories) having permanent in sight the positions' particularities

which are going to be occupied; from this point of view a strategic problem of recruitment process is selecting of recruitment moment; in this regard, if there are data regarding previous recruitments it is necessary to estimate the period of time from the first contact of candidate and the moment of job's occupation in order to be able to estimate the medium period which will solicit a new recruitment process; therefore, some organizations practice recruitment plans prepared or many years to distribute this way, equally, hiring expenses for the requested period and for maximizing the quality and the competency level of candidates, simultaneously with reducing salary costs.

Although personnel recruitment objectives are generally treated separately, it is necessary that these to be correlated so the organization can create a recruitment philosophy and to form an integrated philosophy, and an adequate recruitment policy which responds to numerous questions, such as:

"What organizational objectives are affected by recruitment decisions?"

"How many personnel we must recruit?"

"At which hierarchical level is situated the vacant position?"

"What are the personnel categories which we need?"

"What are the demands which must fulfill recruited persons?"

"What are the demands which must fulfill the person who recruits in order to assure recruitment activity success?"

"Internal or external sources? When and how much the vacant positions are occupied from inside the company?"

"How many employees from the existing ones are prepared for promotion?"

"How much are wanted or encouraged the transfers when companies are geographically dispersed?"

"How much we can spend annually with personnel recruiting?"

"How companies measure the personnel recruitment efficiency?"

Another answer more adequately to these questions and to many others can be done only after a careful, complete and complex analysis of external and internal parameters of recruitment or to some constraints existing within interior or exterior of the company.

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