STAFF RECRUITMENT - A QUALITATIVE ASPECT OF THE HUMAN RESOURCE MANAGEMENT

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ABSTRACT: The aim of this paper is to present some aspects of the staff recruitment like a qualitative framework of the human resource management at the University of Craiova. Our research demonstrate that if the organisation manages to recruit highly qualified staff, this will require less preparation and the recruitment process will be simplified because the new employees will be prepared according to the new circumstances with less expenses in a short time. Finally under these circumstances the new employees oriented or integrated in adequate jobs register a low fluctuation and a higher satisfaction in labour.

KEY WORDS: staff recruitment, competence, evaluation

1. INTRODUCTION

The staff recruitment has an immediate impact both on the lives of the people and on the organisations. Therefore, one can say that the act of recruitment is one of the key acts of management. The success or the failure of the recruitment process has a significant impact on the enterprises and the organisations. Its quality relies mostly on the adopted strategy but also on the preparation of the manager.

One of the most important activities of the human resource function is the recruitment process. Recruitment represents the decisions which exert a major and sustainable influence on an organisation. When Churchill wanted to recruit the commandant of the British army in Northern Africa in the Second World War, he would have chosen the least agreeable one of his superior officers, and he declared to the state that if „the commandant was so disagreeable to us, then he should be odious to his enemies” [5]. So, the question is how can we recruit the most competitive person?

The goal of the recruitment activity is to identify a large number of applicants, so that the ones who fulfil the requirements are selected. Recruitment ensures the selections according to the principle of performance.

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John Kador [7] thinks that there are just a few organisations who are satisfied with hiring employees who are able to reach only a reasonable performance level. The organisations only want to hire superstars for each level of the organisation. These organisations are looking for applicants who can offer remarkable results and who are able to overcome the traditional thresholds of performance.

2. THE STAFF RECRUITMENT PROCESS

According to some specialists from the human resources field [8], the process of ensuring staff from within or outside an organisation can be regarded as a sequence of activities typical for the field of human resources, activities which are necessary to fulfil the individual and organisational objectives. The process of ensuring staff from outside of an organisation consists of: recruitment, selection and orientation or integration of the staff, while ensuring staff from the interior of an organisation involves promotions, requalification, developments, etc., as well as prospective retirements, reassignments, dismissals or deaths.

In consequence, according to George T. Milkovich and John W. Boudreau [10], recruitment is the first step in the process of ensuring staff, as well as the first step in the process of selecting human resources. At the same time, in spite of the fact that more attention was given to the selection of the staff, according to the same authors and to some other specialists in this field, staff recruitment has to have another priority, because an efficient selection of the personnel can be accomplished only if the recruitment process provides a large number of competitive candidates. In other words, the objective of the recruitment activity is to identify a high number of employees so the ones who fulfil the requirements can be selected. This means that the most efficient methods or selection procedures of the personnel are limited by the efficiency of the recruitment process; many qualified candidates or competitive candidate cannot be selected unless they are localized, indentified and attracted through the recruitment process.

The recruitment of the human resources also takes into account the analysis of the vacancies and the projection of labour, because the basic results of these activities, the descriptions and the specifications for the jobs are essential in the recruitment process of the personnel. This means that the person who recruits or hires has to have the necessary information regarding the features of the job, but also the qualities of the future employee.

The recruitment effort of an organisation and the methods which have to be used depend on the planning process of the human resources and of the specific requirements of the jobs which are going to be taken. Knowing the need for staff or anticipating this, as a consequence of the human resources planning process, allows for a good and successful completion of the staff recruitment process. Lloyd L. Byars and Leslie W. Rue [3] point out the existing relations between the analysis of the jobs and staff planning, recruitment and selection of the human resources.

Recruitment is the activity of identifying the persons who have the characteristics required by the vacancies and of attracting these in the organisation.
Recruitment can be carried out directly, contacting the recruitment source or indirectly through mass media, the process carries out in different stages. The process should take places according to a correct methodology, facilitating in this way the identification and attracting the most adequate persons.

The process of recruitment begins when new jobs appear in the organisation or when the existing ones become vacant due to transfers or to retirement. It starts with the detailed inventory of the needs that is the job description, qualifications and necessary experience. The recruitment process takes place according to the nature of the activities and it may be a permanent process or a process which takes place when a certain need appears.

Staff recruitment is the process of attracting the suitable qualified candidates for a certain job who will stay in the enterprise for a reasonable period of time after accepting the employment. The recruitment relies on internal and external sources. The recruitment from within an enterprise has a series of advantages but also some disadvantages as compared to the external recruitment.

In what the internal recruitment is concerned each enterprise may have its own training program in order to train the staff for certain jobs. For example, IBM, a worldwide well known company relies on an important practice internal recruitment and promotion. In the context of Europeanization and globalisation, staff recruitment related to the evolution of the mentalities is more and more favourable for the mobility. Victor Ernoult wrote that „on a European level labour legislation allows more fluidity. This aspect involves more possibilities and opportunities both for the one who recruits and for the applicant, but also more competitiveness” [6]. Therefore it is necessary a sustained professionalization of recruitment.

In the case of the external recruitment, the sources are different according to the type of the jobs and the size of the organisation.

The external recruitment process can be: recruitment offices, newspapers, placement agencies, references, training programs.

Although there are various sources, one of the traditional practices is the recruitment of a number of individuals, larger than necessary, so that after selection the best should be chosen. Another way is to identify the place where the best candidates come and to recruit from those sources.

There are also negative recruitment techniques which use insults and sarcasm, interview under stress and which test the ability of the employees to face certain difficulties. These practices should be avoided; if they are used, the prospective employees should be warned so they do not have an unfavourable image about the organisation.

The development potential of the candidate is identified by the psychologist in the selection process and is transmitted to the decisive persons in the organisation. The development potential of the candidate can be identified by testing four large plans: skills, intellect, motivation and character-values. According to these plans one can make a prognosis for each candidate.

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In the recruitment process, the job has to be presented as real as possible, so that the employees would not quit even if their expectations have not been fulfilled. Staff recruitment requires not only identifying and attracting candidates but also their first screening. The most frequently used criteria in the process of recruitment are: competencies, professional experience, development potential of the candidate.

The competencies-based recruitment systems are “focused on filtering methods which allow the fast and efficient selection of a small number of valuable candidates from an important group” [1].

These recruitment systems are focusing on the identification of some major competencies (a number of 3-5 competencies) which can satisfy the following criteria:

• competencies already possessed by the candidates and which have been proved in their professional life (for example initiative);
• competencies which may estimate on a long term the success of the candidates. These competencies are difficult to develop through professional training or experience (competencies regarding the necessary motivation for the activity);
• competencies which can be evaluated through reliability, by using the maintenance of the behavioural events. For example when "the participative management of the team" is a required competence, the interviewed are required to integrate in a group and to carry out a certain activity. The given answers are codified before getting an assessment of the discussed competencies which have been proven or not.

Competencies represent a set of observable behaviours, knowledge, skills, interests and personality. All organisations are interested in candidates which are able to give quick results [4]. Competence is “… a fundamental feature of a person, which may include a trait, an ability, an intention, a set of knowledge, an aspect of the self-image or of the social role…” [2].

Competencies are defined in terms of traits, reasons, motives, knowledge and behavioural skills [9]. Competencies are distinct dimension of behaviours which are relevant for the performances in the job. The level of performance is affected by the way in which an individual behaves.

3. RECRUITMENT BASED ON PROFESSIONAL SENIORITY

There are two tendencies in the practices of the organisations:

• organisations which recruit only young people because they start from the premises that they can be easier trained and modelled, and their requirements are more modest;
• organisations which recruit only personnel with a certain experience, starting either from the principle of quality and avoiding the training costs, or from principles with are imposed by normative acts which govern certain sectors of activity.

In practice these two exacerbated tendencies do not give good results, because the recruitment has to focus on the competence and quality of the employee and not on the economic costs. The best recruitment has to take into account the
accomplishment of an age pyramid from the young to the elderly. Therefore, if we maintain the pyramid, we can send the future generation the professional information and secrets.

The seniority based recruitment system can be found in the public organisations, the system appreciates the degree and the seniority, and this aspect is characteristic both for the person and for the job. One starts from the idea that all these aspects are correlated with the proven ability.

For example in the university system the recruitment is based on the competences and seniority as it follows:

- For the university preparatory assistant the following requirements have to be fulfilled:
  - the grade point average (except for the grade from the graduation exam) should be at least 8.50 for the university field and 8.00 for the technical field;
  - the candidate should have a letter of recommendation from a reader or a professor;
  - the average grade for the graduation exam should be at least.
  - The councils of the faculties can also set some other specific criteria.

- For the university assistant the following requirements have to be fulfilled:
  - minimum seniority in the higher education or specific scientific research of 2 years, respectively 4 years in the pre-university education. For the candidates outside the field of education or scientific research a minimum 5 years experience is required.
  - the candidates have to be graduates of the MA courses or equivalent forms, with at least 9.00.
  - the grade point average for the diploma studies should be at least 8.50 for the university field and 8.00 for the technical field;
  - at least 3 published articles in reference magazines, CNCSIS, categories A, B or C or in scientific volumes of national or international conferences;
  - other criteria specific for each faculty and approved by the Council of the Faculty.

- For the lecturer position the following requirements have to be fulfilled:
  - the candidate should be a PhD Candidate, with finished studies, paper, or should have the scientific title of a doctor in the field of the job or in related fields;
  - the candidate should have at least 10 published papers in reference magazines, CNCSIS, categories A, B or C, and a course book for seminar, lab or project;
  - seniority: for the candidates from the higher education or scientific research, a minimum seniority of 6 years or 4 years for the candidates who are doctors; for the candidates who come from the pre-university education a minimum seniority of 8 or 6 years in the case of the candidates who have the scientific title of a doctor; for the candidates outside education or scientific research, a
minimum seniority of 10 or 8 years in the case of the candidates who have the scientific title of a doctor;

- other criteria specific for each faculty and approved by the Council of the Faculty.

- For the reader Ph.D. position the following requirements have to be fulfilled:
  - the title of PhD in the field of the job or in related fields;
  - a minimum seniority of 9 years in higher education or scientific research or at least 15 years in the field of the job for the candidates outside the field of education or scientific research;
  - teaching and scientific activity should meet the specific criteria for each specialization, issued by the National Council for the Attestation of University Titles, Diplomas, and Certificates (C.N.A.T.D.C.U.) and the legislation in force (O.M.Ed.C. 5098/03.10.2005, 5099/03.10.2005, 3548/10.04.2006);
  - the papers of the files are the ones set in the Orders of the Minister of Education and Research;
  - other criteria specific for each faculty and approved by the Council of the Faculty.

- For the professor Ph.D. position the following requirements have to be fulfilled:
  - the title of PhD in the field of the job or in related fields;
  - teaching and scientific activity should meet the specific criteria for each specialization, issued by the National Council for the Attestation of University Titles, Diplomas, and Certificates (C.N.A.T.D.C.U.) and the legislation in force (O.M.Ed.C. 5098/03.10.2005, 5099/03.10.2005, 3548/10.04.2006);
  - other criteria specific for each faculty and approved by the Council of the Faculty (according to the specific requirements of each specialization set by C.N.A.T.D.C.U.) The criteria specific for each faculty for the professor position have to rely on the points accumulated in the last promotion.

### Table 1. Evolution of the vacancy contest in the period 2005-2008

<table>
<thead>
<tr>
<th>University year</th>
<th>Professor</th>
<th>Reader</th>
<th>Lecturer</th>
<th>Assistant</th>
<th>Preparatory assistant</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-2006</td>
<td>20</td>
<td>26</td>
<td>44</td>
<td>21</td>
<td>17</td>
<td>128</td>
</tr>
<tr>
<td>2006-2007</td>
<td>23</td>
<td>45</td>
<td>49</td>
<td>44</td>
<td>30</td>
<td>191</td>
</tr>
<tr>
<td>2007-2008</td>
<td>18</td>
<td>50</td>
<td>40</td>
<td>22</td>
<td>16</td>
<td>146</td>
</tr>
</tbody>
</table>

In the university years 2005/2006 there have been 128 vacancy contests, the distribution of the position is shown above. 72 positions have been approved by the Senate of the university and 46 have been approved by the Senate and sent for validation to C.N.A.T.D.C.U. From the 46 position 5 positions have not been validated C.N.A.T.D.C.U. and three professor titles and two reader titles have not been granted.

123 jobs have been validated of the total number of vacancies which means a percentage of 96.09%.
In 2006/2007 there were 181 vacancy contests, the distribution on positions is shown above. 129 candidates have applied for the 123 jobs which were validated by the Senate, six files have been rejected, one for assistant and six for preparatory assistant. 68 positions were validated by the Senate: 23 for professors and 45 for readers and they were sent to C.N.A.T.D.C.U for validation. Of the 68 positions C.N.A.T.D.C.U did not validate five titles of professors and eight titles of readers.

178 jobs have been validated of the total number of vacancy contest, which means a percentage of 93.19%.

In 2007/2008 there were 146 vacancy contests, the distribution on positions is shown above. 82 candidates have applied for the 78 jobs which were validated by the Senate, five files have been rejected, two for lecturer, one for assistant and two for preparatory assistant. 68 positions were validated by the Senate: 18 for professors and 50 for readers and they were sent to C.N.A.T.D.C.U for validation. Of the 68 positions C.N.A.T.D.C.U did not validate two titles of professors and two titles of readers.

142 jobs have been validated of the total number of vacancy contest, which means a percentage of 97.26%.

This analysis shows that the recruitment process is a complex one and has to adapt to the particularities of the organisation.

4. CONCLUSION

The human resources recruitment process is related to other staff activities as for example: the evaluation of the performances, the rewards given to employees, training and developing the personnel and the relations with the employees. Therefore, the candidates with corresponding preparation have better performances, and the constant preoccupations for performance also involve the identification and attraction of competitive candidates. The recruitment effort of an organisation and the methods
which should be use rely on the human resource planning process and of the specific requirement for the jobs which are to be taken. Knowing the necessary staff need or anticipating it, as a consequence of the human resource planning process, facilitates a better and successful staff recruitment process.

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