SOURCES OF HUMAN RESOURCES RECRUITMENT ORGANIZATION

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ABSTRACT

The recruitment of human resources in the organization is considered a key element of human resource management as the main method of ensuring labor organization.

Identifying sources of recruitment is an important step in the course of the recruitment process. Recruitment sources may be internal or external, but most use both sources, thereby increasing the chances of attracting candidates as well as prepared and competitive. For an organization to succeed and survive, it must combine rational use of both sources of recruitment. An organization operating in a highly competitive environment should put more emphasis on foreign sources, while an organization working in environments with slow changes can be successfully used internal recruitment.

KEYWORDS: *human resources, organization, recruitment, internal recruitment, external recruitment*

1. Introduction

Both success and survival of an organization depends on the quality of human resources available to it and/or use. Therefore the organization should focus on identifying and attracting the most competitive candidates, which is achieved through a recruitment process efficiently. The recruitment of human resources in an organization can be a costly and difficult when the labor market is low and there are no offers for requests of the organization who wants to recruit.

2. Recruitment of Human Resources in Organizations – A Key Element of Human Resource Management

The recruitment of human resources in the organization is considered a key element of human resource management as the main method of ensuring labor organization. The main purpose of the recruitment is to attract a sufficient number of candidates that meet the job requirements, the employer can select the best person for a particular job. Recruitment of human resources is the process of searching, tracking, identifying and attracting potential candidates from which to be chosen candidates able to, finally, the characteristics

necessary professional or best match vacancies present and future [1].

Complementary to finding a job that meets the needs, the recruitment must take into account the needs of the person who will occupy the position. Therefore, the recruitment aims to attract both human resources needed to develop adequate activity of organization and human resources attracted increasing their chances to remain in the organization as long as possible. This can be achieved only if the recruits have values, attitudes and personalities that fit the organizational culture exist in the organization. Among the most important objectives of the recruitment process recall [2]:

– Determine current and future recruitment needs in relation to human resource planning and job analysis activities;

– Increasing the number of potential candidates qualified with minimum costs;

– Selecting those candidates who have the potential to add value to the organization, they are able to work in a team;

– The success of the selection process by reducing opportunities for input into the process people with lower qualifications to the job requirements;

– Increased effectiveness and efficiency across the organization and workers on short, medium and long term;

– Assessing the effectiveness of various recruitment sources and techniques;

– The establishment of performing the selection process: manager or human resources department.

The organization of human resources recruitment involves editing the materials that will be presented [3], [4]:

– Organization;

– Vacancies and their functions;

– Holders required qualifications listed in the job offer;

– Conditions required candidates;

– Steps that candidates will go (selection, testing, trial period);

– The conditions under which the selection will work within the organization (in accordance with national legislation and provisions in force);

– Restrictions and standards of the organization (in accordance with national legislation and provisions in force);

– Wage conditions, training, promotion opportunities further;

– That is hierarchical level vacancies etc.

Staff recruitment is the first contact between the employer and applying for employment, being a public activity. The process is difficult and laborious due to the following factors external and internal influences of the organization [5], [6]:

– Conditions and labor market changes as events and changes over time have increased influence over the recruitment of staff. Thus, recruitment policies are affected by some relevant changes, such as demographic trends, labor market entry of the female workforce retirement or old age;

– The ability of systems and human resource development training and educational models that have an impact on the recruitment process;

– Legal and regulatory framework adequate human resources, covering different aspects of staffing, including recruitment activities, to avoid illegal employment decisions or practices and/or any discrimination;

– The unions that are active in the process of staffing but, by certain provisions of the collective agreement may affect the recruitment of human resources;

– Potential candidates preferences for certain industries, certain posts in the organization or organizations for specific benefits or a particular regime of work and rest;

– The area in which the activities of the organization, local amenities and additional benefits offered by the organization;

– Image/reputation of the organization, which can be positive or negative and can attract/repel potential candidates;

– Organizational objectives reflected in both the human resource objectives and policies and recruitment decisions;

– Organizational culture, values and norms promoted by influence recruitment and employment;

– Policies and practices in human resources management applied in the organization;

– Mandatory requirements that the organization believes that candidates must fulfill positions as recruiting should result in achieving consistency in the quality of recruits and requirements posts to be filled;

– Economic and financial situation of the organization, which depends on salary policy and the policy of non-financial reasons.

The organization, by the persons appointed to represent in the recruitment process, is required to present candidates all the facilities which they can: mutual aid, additional leaves for education, healthcare, security systems, means of saving income, facilities for children means recovery etc. [7]

3. Sources of Human Resources Recruitment

Identifying sources of recruitment is an important step in the course of the recruitment process. Recruitment sources may be internal or external, but most use both sources, thereby increasing the chances of attracting candidates as well as prepared and competitive.

a) *Sources of internal recruitment organization* relates to fill vacancies by members of the organization by promoting a better job (in terms of working conditions) or advancement in the hierarchy of jobs (higher qualifications, greater responsibility, higher remuneration etc.) [8].

In this case, take the form of advance recruitment, promotion, a wheelwright or transfer from one job to another. She however called because recruitment involves the respective candidates by exactly the same steps taken by external candidates [9].

Internal recruitment allows managers to observe employees for a certain period of time to evaluate each individual's potential and performance of the office. An organization which promotes its own employees in functions become available and/or new companies may produce additional motivation for employees.

Recruitment within the organization can be particularly effective if the organization has previously conducted a recruitment of qualified staff with a very high potential [10].

Internal recruitment sources may be [11], [12]:

– Alert system continues vacancies;
– Promote human resources plan;
– Plan job rotation;
– Database of employees;
– References to employees;
– Database of candidates rejected previous recruitments.

The continued vacancy announcement gives employees the opportunity to pass both a better job and motivation necessary to perform effectively the duties and responsibilities incumbent.

For announcing vacancies panel can use a special purpose, a piece of information internal circulation or e-mail. Announcement of vacancies and the conditions to be met before release is recruiting foreign sources, employees having available a reasonable time to opt for vacancies. The employees concerned must be notified in advance when a contest was held.

Promotion and transfer forms can be from internal recruitment for the purpose of employment vacancies. Although recruitment by promotion has lower costs and takes less, it can lead to conflicts arising from the promotion of a person's peers is not considered suitable for the new post. Another form of internal recruitment is the internal transfer without promotion. This ensures, while forming a picture of the organization to employees, their useful for future promotions.

Job rotation is a form of temporary transfer from one job to another, for a shorter or longer. This is used when you

want employees to know the various functional aspects of the organization. One of the disadvantages of this type of recruiting employees is the cost of adapting to the new post, the highest since transfer is shorter.

Employee skills inventory is based on lists of talents and skills identified employees. These lists are in the database of human resources, they serve and applications related to the motivation of employees.

References employees is a cheap and reliable source of information if people give those references to assume responsibility in expressing their opinion.

Former unsuccessful candidates prior to recruitment processes and whose data is stored in a database, can be very good internal resources for recruitment. The recruitment process is conducted in a short time because you already know a few things about prospective candidates.

Former employees who left retirement may be interested to rehire or recommend others for vacant posts. The advantage is that already know their abilities, skills, personality, values, attitudes and performance of those who worked in the organization.

Advantages of internal recruitment sources are [13], [14], [15], [16], [17], [18]:

– Low costs for pre-employment activities;

– Lower costs for posts;

– Recruitment is faster and less expensive;

– Time orientation and mentoring of new employees on jobs is greatly diminished;

– It is much easier to attract candidates;

– Know who performed the selection of "strengths" and "weaknesses" of the candidates and their ability to do the job;

– Better assessment of the candidate's abilities;

– Candidates show a high degree of organizational integration;

– The selection is faster and more efficient;

– The likelihood of inappropriate decisions is much diminished;

– Motivating employee performance;

– Increase employee morale as promotion opportunities are perceived as stimulating;

– Ensure the promotion of morality;

– Increase the sense of belonging to the organization, loyalty and / or attachment to it because employees perceive more clearly the opportunities for promotion;

– The organization is able to improve results and/or its objectives through the use of capacity and expertise within their own employees;

– Causes a normal succession promotion by creating "chains of promotions";

– Hiring from outside is done only at the bottom, "input".

The disadvantages of using internal sources of recruitment [19], [20], [21], [22], [23], [24]:

– Prevent the infusion of "fresh perspective" and discouraging the promotion of new ideas;

– Creating new vacancies as a result of the passage of an employee from one job to another leads to recruitment needs for posts vacated by succession, to the lowest level posts;

– Where a rapid expansion with technical input if there is a possibility to promote new posts on its employees, they do not meet requirements and may need a longer time to accommodate the new post;

– Can manifest favoritism;

– The promotion of employees within the organization may be conflicts caused by the different ways of perceiving the facts or situations;

– The possibility of mental health problems and not pass moral personnel;- Possible problems related to promotions frustration;

– Promotion infighting – interpersonal conflicts;

– Favoring manifestation "Peter's

Principle" (under which people tend to get up the corporate ladder to their level of incompetence), this means that employees can be promoted under the proper performance of duties, to reach those stations whose requirements are the higher their potential;

– Involves the development of appropriate training programs to allow proper development of their employees so that they can assume new responsibilities and tasks:

– There is a need for management development programs.

If we rely on recruitment from internal sources may appear a number of issues related to personnel policy and strategy of the organization. Below we present some situations where recruitment from internal sources is the most appropriate [25], [26], [27]:

– The organization is growing rapidly and/or not achieved adequate training to their employees so that they can take over the responsibilities of the newly created posts;

– The organization's development stagnates or rises routine/habit in the performance requirements of the position/positions;

– Geographically dispersed organization;

– The possibility of a mediocre employee to be promoted to a higher post, the desire to escape the hierarchical superior of the employee.

The high performance achieved by an employee on a certain function is not a good indicator of performance by the employee will get new job skills and where different skills are required.

b) *Sources of external recruitment organization* used when it is considered that the interior cannot provide a suitable candidate for a particular job. External recruitment must be well planned and coordinated and is especially needed fast growing organizations or those for which a keen interest from highly qualified labor force.

Sources of external recruitment organization can be [28], [29], [30]:

– Schools and universities

– Placement, recruitment agencies and labor;

– The means of mass communication;

– Employees in the system of "leasing";

– The unions;

– Professional associations;

– On-line services;

– Job fairs;

– Career days;

– Open days.

Schools and universities constitute good sources for recruitment. Execution personnel can be recruited from vocational schools or colleges. The link between educational institutions and organization that recruiting is done by:

– Organizing visits at the organization;

– Organized by the organization of events such as career days, job fairs, etc.;

– Conducting programs of cooperation between educational institutions and organization;

– Hiring of part-time students;

Recruitment and placement agency labor are formalized structures, public and private, offering those interested a wide range of services: consulting, testing, placement. State agencies provides information about jobs and potential candidates nationwide using updated databases. Private agencies serving mainly two groups of students: those who apply for managerial positions and apply for seasonal jobs do not need a special skill.

Mass media, particularly newspapers, are very convenient as a means of announcing the vacancy. Recruitment notice must include some basic information: the experience required of candidates, station information, information about the organization, contact person.

Staff for lease is a form of recruitment that has developed in recent years. The organization signs a contract with a company leasing labor, after which workers are employed for a fixed period of time.

When the contract expires, employees return to leasing company workforce. Expenses related to recruiting, training and paying taxes to the budget shall be borne by the leasing company workforce.

Unions and professional associations are sources of certain types of workers in industries such as transport or construction. Unions have always a number of potential candidates that can be sent to the employer's request.

Professional associations have publications announcing vacancies and provide information to support potential candidates.

On-line services are provided by systems developed by Internet. Recruitment via the Internet can provide a large number of possible candidates with low costs and a significant increase in the speed of processing applications for employment. On the downside, recruitment on the Internet is not accessible for all employees.

Special events like "Open Day" in which candidates can visit the organization and know more detail environment where there are positions that are open to competition.

The advantages of using external sources of recruitment [31], [32], [33], [34]:

– The possibility of appealing to recruiters specialists harder to find employment;

– Help improve the recruitment process itself because of the possibility offered to compare internal and external candidates;

– Helps identify and attract a large number of potential candidates when they know the situation on the labor market;

– The possibility of choosing from among several candidates;

– The recruitment of employees with experience gained in other organizations

– Hiring specialists from other countries without incurring the expenses necessary vocational training;

– Can bring professionals and experts in the organization;

– The possibility of concluding agreements "pre-recruitment" with students

from prestigious institutions of higher education, students will receive scholarships paid by the employing company;

– Allows reducing staff training costs;

– It is cheaper and faster than to instruct internal resources;

– People coming from outside the organization can be more objective;

– New employees can be an important source of new ideas and knowledge;

– Promotes the contribution of new ideas, encouraging progress of the organization;

– Enriches the organization's internal human potential, stagnation or remove any routines installed;

– Encourages a new way of thinking within the organization;

– Allow correct any discriminatory hiring practices and/or fulfillment of plans to identify and attract special groups of candidates;

– Allow additional staff needs resulting from the expansion and rapid development of the organization;

– New employees and bring new perspectives on development organization;

– Possible discriminatory practices are eliminated on filling positions;

– No internal groups of supporters to vitiate the selection.

Disadvantages are recruiting foreign sources [35], [36], [37]:

– Expenses for recruiting labor market;

– Need more time for completing the phases of pre-recruitment;

– Identify, attract and assess candidates is made more difficult, just on the basis of references or some short interviews;

– Less knowledge of candidates creates risks regarding the behavior of new employees

– There cannot be selected who is the best and suitable job;

– The risk to hire candidates who subsequently prove not or cannot be maintained at the high level they have demonstrated during the selection process;

– The emergence of disagreements between new employees and existing staff in the organization;

– Can cause mental and moral problems for internal candidates;

– The possibility of discrimination candidates outside the organization when the same jobs are assessed and people in the organization;

– Potential internal candidates may feel frustrated if frequent use of external recruitment, leading to decreased interest and motivation of its employees who consider that qualify, but their chances of promotion are reduced by looking outside;

– The need for a relatively long time for adaptation and/or integration of the new employee organization, being accustomed to a different kind of culture.

In the case of external recruitment psychosocial aspects are very important: if there are older employees who rejects new employees, then these will be less motivated and will integrate very hard and have low productivity.

Also, if new staff will be located above the leaders inside the high cohesive groups, then they will reject the presence and attempt directly or indirectly to get them to leave [38].

4. Conclusion

Human Resources Recruitment has a high level of human resource management activities. Knowledge and proper application of recruitment is essential for the effective functioning of the organization, depending on the outcome of recruiting the best employees in the organization.

❍ Sources can be internal or external recruitment organization, each presenting advantages and disadvantages for the organization.

❍ Promotion from domestic sources is considered to have positive effects for the high satisfaction at work among employees in the organization and is used when the organization wants to maximize their employees and potential available to them, recovering, and thus investments in training and improving employees.

❍ External recruitment determines introduction of new ideas, concepts and methods in the organization, but has the disadvantage that new employees need a longer period of adjustment to the new organization. It is used when organizations are expanding, they diversify and extend.

❍ To fill vacancies will be an analysis of the advantages and disadvantages posed by each recruitment source utilized.

❍ For an organization to succeed and survive, must combine rational use of both sources of recruitment. An organization operating in a highly competitive environment should put more emphasis on foreign sources, while an organization working in environments with slow changes can be successfully used internal recruitment.

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