

HUMAN RESOURCES RECRUITMENT, SELECTION AND EMPLOYMENT EFFICIENCY IN ORGANIZATIONS

Ec. PhD Student **Nicoleta Valentina FLOREA**
University Valahia of Targoviste, Romania
Prof. PhD. **Ion STEGAROIU**
University Valahia of Targoviste, Romania
Ec. PhD Student **Dragos FLOREA**
University Valahia of Targoviste, Romania

ABSTRACT

The effort to obtain efficiency into a competitive business environment is the main objective of an organization. The technologies, the products and the services of an organization may be imitated, but the intellectual capital is hard to imitate, that is why the human resources become unique and strategic. Through each employee's knowledge, attitudes and skills it is obtained the success or the failure of an organization. The efficiency of "employment the right people at the right time and at the right place" suppose an effective time management and the minimizing the recruitment and the selection costs. Through specialized recruitment teams and effective methods, according the right time for the interviewing, applicating the principles of ethics, sustainable development, not-discrimination, equity and integration programs for the new employees, it is obtained the individual and implicitly the organizational efficiency.

KEYWORDS: *efficiency, human resources management, recruitment, selection and employment processes, knowledge management, intellectual capital.*

Recruitment process

The changes from the last decade over the business environment have impact on organizations in the effort to achieve success. Every organization tries to identify and focus on those factors that have impact on organization results (Sims.R, 2002). One of the most important factors that require a special attention are the people who work in the organization. What organizations have learned is that success depends on learning to get the most from their employees. Organizations to improve performance (development of new markets, defending market position, create and develop new products and services) and to ensure its competitiveness should have or acquire new knowledge, to improve access to new knowledge and use individual knowledge, to achieve organizational effectiveness. In the XXI century human resources are the major source which gain competitive advantage and may be an important determinant in obtaining long-term performance. Organizations have realized that their success depends on their ability to attract, develop and retain talented staff . Based on the anticipation of customer needs, organizations develop specific plans for obtaining, developing and retaining talented staff (Sims.R, 2002). Personnel recruitment is an essential and a difficult activity wich has a significant influence on the hole organization.. Quality of this process depends on further development of the modern organization and its performances. The goal of personnel recruitment is to identify and attract those competent and competitive candidates for filling the necessary human

resources, or the additional needs of personnel. Knowing in advance the necessary human resources allow the organization developing in good conditions and more opportunities for a successful recruitment process. (Manolescu A., 2003) Recruitment can be defined as a set of actions undertaken by the organization to attract candidates who possess the necessary skills for employment (Lakhdar S., 2001)

Selection process

From the moment that the organization managed the recruitment activities so that to attract a sufficient number of suitable candidates from the external labor market, the selection must identify those competent and suitable candidates for the tasks in job descriptions (Cole G.A., 2000). Almost in all cases of selection, takes place the interview and in some cases represent the only used technique, but not the most irrelevant technique in terms of interviewer subjectivity. It is used for any hierarchical level, for promotion of staff, transfer within the organization and employment outside the organization (Omer I., 2003).

Necessary competencies to lead a interview in order to obtain performance is: adequate preparation, not discriminating, listen carefully, not interrupte, take notes, to have the capacity for analysis and synthesis , for empathy, the ability to ask open questions, relevant and at the right time, the ability to analyze a candidate's image, provide relevant information without boring the candidate, to transmit a good image of the organization, maintain a relationship of communication with candidates, manage permanently the discussion with tact, diplomacy and firmly.(Omer I., 2003)

"The ability to find the right question is more than half of the fight to prepare the response" Thomas J. Watson.

In the end of the interview, should immediately make the evaluation in a candidate assessment sheet.(Cole G.A., 2000)

Employment and integration

Employing of any person must be in accordance with legislation in this area. Between employer and employee conclude a work contract and take account of the elements set out in interview: net salary or gross salary, taxes, etc. Organization has the obligation to ensure ergonomic working conditions, regarding the level of noxes, ventilation, lighting and protection equipment. Socio-professional integrating represents the assimilation of a person in the professional environment, adapting to the demands of work and the behavior of group in which is working, accommodation and the adequacy of his personality to the group (Paus V.A, 2006) Integration is when the new employee become familiar with internal regulations of the organization, working time, breaks and social activities. Successful organizations will make sure these processes are treated as important and allocate them sufficient resources (Martin M., Jackson T., 2008) The main reason is that new employees who browse an effective programme of professional adaptation increase their chances of reaching a good performance on the job, faster than those whose accommodation was not done properly. A nice receiving doubles the chances of maintaining the new employee into organization for long time. A special attention should be paid to those who have just graduated school and have never been employed, those who return to work after a long period of time, people with disabilities, minorities and those promoted or transferred. (Martin M., Jackson T., 2008). Integration may be direct (for executive functions) and indirect (for management positions), through the organization discovery and entrust of some missions (Paus V.A., 2006) Socialization strategies are those activities which the organization manages its activities. Even if there is a coherent strategy

for integration into an organization, it can reorganize, depending on the situation, in order to face successfully the challenges of the moment (Panisoara G.)

Knowledge management

Peter Druker mention in 1992, about the nature of recruitment in the current business environment, that "**any organization is competing for its essential resources: skills and knowledge people**". The recruitment and the selection are the first steps by which the organization could acquire this knowledge and through the hiring and the integrating of new employees depends the future performance of the organization.

The recruitment process is a big responsibility for human resources management function and if is not efficiently realized, organizations will not get performance. According to the knowledge based-view, the organization's main function is the creation, integration and implementation of knowledge (Choo WC and N. Bontis, 2002). Knowledge is a strategic resource and is considered sustainable because they can not be easily imitated. The challenge for the imitator is not only to copy, no matter the cost, but getting the imitation so that it can compete in terms of cost, efficiency and speed and put into practice. The core of the strategy and the sustainable development competitive advantage can be seen as the identification, development and application of the key resources. These resources, leading to competitive advantage, is the unique knowledge of the organization. Organizations should carefully evaluate their strategies in the allocation of resources so as to maximize their knowledge base. The specialists say that organizations will get performance if human resource management practices are in accordance with strategy knowledge. (Zack M., 2002). Over this relations are acting the internal factors (organization size, organization structure, organizational culture, management style) and external factors (market structure, government forces), which will determine the evolution of the organization and gaining efficiency.

Knowledge strategy

Knowledge strategy can be viewed as a set of strategies relating to two kinds of knowledge:

- 1) creating or obtaining new knowledge;
- 2) the ability to balance the existing knowledge to create new products and services.

Organizations focus on one of the two types of obtaining resources: resources that generate new knowledge and resources that already have knowledge. In the first category are the organizations that learn and explorers and in the second category are the organizations that maintain and exploiters (M. Zack, 2002).

Organizations build a "map" (Schuppel J., 1998), to systemize and analyze the intellectual capital and the knowledge held by it, which organization currently holds. Thus, the organizations made a mapping of the knowledge they held, to see if the growth of the performance and efficiency obtaining needs external or future knowledge. Hoffman LaRoche noted that from the knowledge flow analysis could easily identify relevant knowledge holders, depending on problems encountered in the organization. He made an easy to use registry, similar to "Yellow Pages", which determined the existing knowledge in the organization and appropriate knowledge necessary for survival competition. With the "Yellow Pages" the organization will prevent the leakage of knowledge, knowledge is used systematically and are made up other strategies to obtain new knowledge. Thus, the organizations analyze existing internal knowledge within the organization to determine if they need to obtain external or future knowledge to increase competitiveness of

organization, to get new products and services, to conquer new markets and win new clients. Current base of knowledge is the basis of an organization that survives in a competitive environment, to determine its identity.

The current knowledge management organization focuses on:

- What knowledge is the core competitiveness of the organization;
- how can multiply this knowledge in order to get various products and services.

Through the multiplication of the basic knowledge, the organization has the chance to diversify their business and to open new markets. According to these principles, Sharp is multiplying its skills from-LCD TVs in various products such as: PC, TV and mini-laptops. Similarly, Honda is using its knowledge by producing engines to diversify production: motorcycles, cars, engines for boats, generators, lawnmowers .

Through the external knowledge management, the organization has an outside perspective and examines:

- the existing internal knowledge and and the necessary knowledge to survive competition and to prevent leakage of knowledge;
- the knowledge-purchase strategy;
- the knowledge potential to be used systematically.

For example, Toyota uses systematically external know-how of its clients in the development of the products process. Through the management of future knowledge, the organizations focus on:

- ✓ what can the organization to develop knowledge and to obtain future performance;
- ✓ the establishing procedures for the renewal cycle of knowledge base.

The researchers from Daimler-Benz have created some laboratories, called "future laboratories", based on creating the image about will look like in the future the markets and the consumer needs. Kogut and Zander stated in 1993 that "**We believe the central competitive dimension of what organizations know to do is to create and transfer knowledge effectively in the organizational context**". This statement it is not only mean learning to manage the knowledge, but also the integration of two separate forms of research: one based on its resources and the other based on organizational learning.

One of the critical points of the learning organization was to establish a link between individual learning and organizational learning. Based on the idea that individual learning is not enough for the organization to achieve success, organizational learning suggests that organizations are able to transform and distribute individual knowledge and obtain new knowledge to create a whole that is much more than the sum of the parts (Probst G., 1998). According to the vision-based resources, those organizations that provide resources (and knowledge), which are rare, valuable, imperfectly imitable and not substitutable, get competitive advantage.

An organization to gain competitive advantage, strategic resources must have the following four attributes:

* **valuable knowledge**-make the organizations to design and implement strategies that lead to improve its efficiency and effectiveness. This criterion is met when the organizational knowledge is able to exploit the opportunities and neutralize the threats from external environment;

* **rare knowledge**-if the strategy has been implemented by several competitors and leads to competitive advantage, then this strategy is considered to be rare based on knowledge;

* **imperfectly imitable knowledge**-those knowledge that the competition do not have, because neither the owner nor the imitator do not know the content and the context of these knowledge. These features consist in the unique conditions of development, ambiguity and social complexity of knowledge;

* **not substitutable knowledge**- for an organization to have these criteria should hold a resource that can not be replaced by another person with the same value.

Conclusions

The obtaining and the development of organizational knowledge is becoming increasingly important for knowledge management and organizational learning perspective needs to explain the development of organizational knowledge. Organizational learning adds a new vision of strategic management, going from the static vision to the dynamic vision of the organizations. Excellency in recruitment process has directly impact over financial benefits of the organization and share-holders. A study made by Watson Wyatt regarding the Capital of Human Resources Index led to the fact that recruitment, hire and maintaining talented persons have results like the improvement of organization performance. People represents the most valuable thing of the organization, and **“the right people at the right time and the right moment”** represents the key for their future success. The performance of the organization will be low automatically, if will be recruited non-performant people for the vacancies.

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