

PARTICULARITIES OF THE HUMAN RESOURCES RECRUITMENT AND SELECTION PROCESS IN THE ROMANIAN COMPANIES

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Emphasizing the main particularities of the recruitment and selection process in the Romanian companies is more necessary in the present economic, social and political environment, the main challenge in the human resources field being the management of talents. In fact, we are talking about a more and more obvious problem which not just the Romanian companies are facing on, in the context of the globalization process extension, respectively how the companies are identifying, localizing, attracting and retaining the talents on long term. For the human resources specialists, knowing the main issues of the human resources recruitment and selection process could be a way to understand the complexity of this activity and especially, a way to identify new methods, opportunities to attract and retain in their companies the best people, the most competent employees from the labor market.

Key words: human resources recruitment and selection; recruitment and selection methods; human resources management; multinational companies; competence, performance.

JEL classification: M12, M50

Introduction

The data and the opinions presented in this paper are underlying the results of a study about the human resources management in the Romanian companies. There were 150 companies involved in this research. The study was based on a questionnaire (40 items) and it was addressed to the human resources specialists which act in companies from different branches. The main aim of this study was to achieve relevant data about the main human resource management activities (human resource strategies and policies, job design and analysis, human resources planning, recruitment and selection, human resource development, performance evaluation, reward management and work relations). All the 150 selected responders, human resources specialists, were actively involved in the research and they filled in the questionnaire. 26.58% of the responders are human resource managers and 73.42% of them are performers (execution job holders).

The 150 companies are from all four branches of the national economy: agriculture (3.8%), industry (20.25%), construction (6.33%) and services (69.62%).

The structure of the studied sample of companies reflects the contribution of each branch on the Gross Domestic Product. In 2007, the contribution of each branch on the Gross Domestic Product was the following: services – 60.8%, industry – 23.46%, constructions – 9.11%, agriculture – 6.63%.

The sample of the companies was structured: small and medium enterprises - 24.05%, public institutions - 21.52 %, big companies (Romanian capital) - 16.46% and multinationals - 16.46%.

Particularities of the human resources recruitment in the Romanian companies

The short time orientation that characterized the managerial activity is underlined by the fact that the most part of the Romanian organizations are guided, in the employment process, on the evolution of their day by day activity. Although it may be surprisingly, in the Romanian companies, the spontaneous needs of human resources are the main tool used in the process of the human resources planning. 57% of the companies are using this criterion to plan their human resources necessary, while 43% of them have human resources plans.

The Romanian companies are recruiting their human resources from where? What methods and tools are they using to recruit their personnel? These are two major questions that we are trying to answer. The results of the study about the human resource management in the Romanian companies, underline the preference of the employers for the external sources to recruit their human resources. The proportion between the external sources and the internal sources is 57% to 43% (table 1). This trend is available for the entire sample of the studied companies but, certainly, there are some differences between different types of companies. Although in the public institutions, the recruitment from the external sources is dominating, though they are using it on a low level than in the other organizations: small and medium enterprises (57.21%), large companies (56.15%) and multinationals (57.2%) (Table 1).

Table 1 Methods and sources of human resources recruitment used in the Romanian companies, by type of companies and personnel (performers and managers)

			SME's		Public institutions		Large companies		Multinationals	
Recruitment methods and sources	Types of personnel		Types of personnel		Types of personnel		Types of personnel		Types of personnel	
	P	M	P	M	P	M	P	M	P	M
<i>Internal sources - 43%</i>			<i>Internal sources 39,32%</i>		<i>Internal sources 45,59%</i>		<i>Internal sources 43,85%</i>		<i>Internal sources 42,80%</i>	
Job posting	1,87	1,98	2,08	2,10	1,59	1,82	2,30	2,50	1,78	1,87
Employees references	2,03	2,21	1,94	1,91	2,00	2,00	1,92	2,13	2,14	2,46
List of older employees	2,80	2,89	2,83	2,78	2,70	2,82	2,63	3,00	2,88	2,95
<i>External sources - 57%</i>			<i>External sources 60,68%</i>		<i>External sources 54,41%</i>		<i>External sources 56,15%</i>		<i>External sources 57,20%</i>	
Advertising	1,82	1,78	1,62	1,45	2,00	1,92	1,75	1,56	1,86	1,96
Temporary work agencies	2,47	2,22	2,25	2,17	2,75	2,67	2,50	2,56	2,43	2,04
Educational institutions	2,54	2,68	2,20	2,50	2,78	3,00	2,88	2,80	2,56	2,64
Recruitment agencies	2,45	2,27	2,38	2,33	2,50	2,60	2,67	2,56	2,41	2,08
National Agency for Occupancy and Labor	2,59	2,58	2,92	3,00	2,38	2,67	2,60	2,50	2,40	2,31
Internet	1,76	1,68	1,57	1,33	2,00	1,80	2,22	2,29	1,64	1,70
Spontaneous nominees	2,21	2,23	2,47	2,27	2,00	1,80	2,86	2,75	1,92	2,20
Head-hunting	2,40	2,17	2,10	2,15	2,57	2,40	2,43	2,44	2,48	2,04
References	1,91	1,96	1,56	1,56	1,57	1,60	2,56	2,57	1,86	1,96

The Internet is the most used external recruitment method of human resources, both for the performers (1.76) and for the managers (1.68). It has a higher frequency than the other external recruitment methods, mainly for the managers (table 1). But we must underline that the Romanian companies are using the Internet as an external recruitment method, mostly for the low and middle managers. The advertising and the references are used very often by the companies to recruit their personnel from external sources.

The external recruitment from the educational institutions and from the National Agency for Occupancy and Labor is used rarely. The main reason for this situation is that there is no partnership between the business environment and the educational institutions. Also, the offer of the National Agency for Occupancy and Labor is very poor. Companies do not use this external recruitment source because of the lack of the personnel competencies. Companies want to recruit people with a higher level of education and experience, but the National Agency for Occupancy and Labor doesn't offer them this kind of personnel. The Romanian companies are using head-hunting to recruit managers from the external sources. This recruitment method is used mainly to recruit the top managers. In the small and medium enterprises, the references are used very often to recruit from internal sources both, the performers (1.94) and managers (1.91). In the small and medium enterprises the references, the Internet and the advertising are the main methods used to recruit the personnel from the labor market. The managers are recruited from the external sources using the Internet (1.33) and the advertising (1.45), these two external recruitment methods being the most important. The performers are recruited from the external sources using the references (1.56) and the Internet (1.57). The small and medium enterprises are rarely cooperating with the National Agency for Occupancy and Labor, to recruit the performers (2.92) and the managers (3.00) (table 1).

In the public institutions, job posting is the most used internal recruitment method, both for the performers (1.59) and for the managers (1.82). The references (1.57) are used more frequently than the other external recruitment methods, like: the advertising (2.00), the Internet (2.00) and the spontaneous nominees (2.00). Recruiting from the educational institutions (2.78) and from the recruitment agencies (2.75) are rarely used to attract the performers. In the public institutions, the managers are recruited using the external recruitment methods like: references (1.60), the Internet and the spontaneous nominees (1.8) and the advertising (1.92). Just like the other organizations, the public institutions are rarely cooperating with the educational institutions and with the National Agency for Occupancy and Labor to recruit their managers (2.67).

The large companies recruit their human resources from internal sources using the references mostly for the performers (1.92) than for the managers (2.13) (table 1). The advertising is used as an external recruitment method both for the performers (1.75) and for the managers (1.56). The Internet offers important advantages for recruiting the performers (2.22) and the managers (2.29)

Unlike large companies, multinationals are using frequently the job posting to recruit the human resources from internal sources, both for the performers (1.78) and for the managers (1.87). In multinationals, to attract the performers, the main external recruitment methods are: the Internet (1.64), the advertising and the references (1.86). This trend is available in the case of the managers (table 1). For a better recruitment of the managers, multinationals are cooperating with the temporary work agencies (2.04) and with the specialized recruitment agencies (2.08). Unlike other organizations, multinationals are using frequently the head hunting to recruit their managers.

Particularities of the human resources selection in the Romanian companies

Which are the main selection criteria used in the Romanian companies? What is important: knowledge or experience? And how much does it matter? What methods are the Romanian companies using to select their personnel? These are other major questions and we are trying to answer by using the results of the study about the human resource management in the Romanian companies.

The most important four selection criteria used in the Romanian companies are: the individual attributes, abilities and capacities (2.00), the studies (2.04), the professional knowledge (2.30) and the professional experience (2.35) (table 2). This classification of the selection criteria shows that the employers are using many criteria to select their future employees.

The “individual attributes, abilities and capacities” criterion is used very often in all the organizations to select their future employees, unlike the public institutions which are using seldom this criterion (table 2). In multinationals, this criterion has a big importance (1.83).

The “studies” criterion is used very often in public institutions to recruit and select the new employees. Otherwise this criterion is used in all the Romanian organizations, but in the public institutions it has the biggest weight in the final employment decision, because of the employment legislation of the public servants, which states that in the public institution “the studies” criterion is the main recruitment and selection criterion (table 2).

The “professional knowledge” (2.30) and the “professional experience” (2.35) criteria have almost the same importance in the employees’ recruitment and selection process (table2).

Table 2 The selection criteria used in the Romanian organizations

Criteria	SME's	Public institutions	Large companies	Multinationals	Average
Individual attributes, abilities and capacities	1,94	2,41	1,92	1,83	2,00
Studies	2,06	1,59	2,00	2,31	2,04
Professional knowledge	2,33	2,24	2,25	2,33	2,30
Professional experience	2,17	2,71	1,92	2,43	2,35
References	3,24	3,13	3,08	3,00	3,10
Age	3,00	3,87	2,73	3,31	3,26
Physique	3,56	3,93	3,27	3,73	3,66
Personal relations (friendships)	3,44	4,19	3,00	4,04	3,76
Sex	3,75	4,20	4,20	4,28	4,12
Nationality	4,40	4,31	4,00	4,16	4,23
Zodiac	4,63	4,33	4,60	4,24	4,41

Note: 1 – very important, 2 – important, 3 – no matter, 4 – few important, 5 – very few important

Although the “personal relations (friendships)” criterion has a low importance in selecting the new employees (3.76), we must underline that there is a big risk to appear the effect of nepotism in many Romanian organizations, mainly in the large companies (3.00) and in the small and medium enterprises (3.44). The main cause of this situation is that many Romanian organizations are applying the “entrepreneurship for my family” model of management [2, 3]. This model of management is not the best way of action, because working for the owner’s family and employing the owner’s cousins generate some compromises and it represents negative signs for the external employees. In many cases, the external employees are afraid for their status because they have three choices: to be a part of the “owner’s family”, to work for the “owner’s family” or to leave the organization. Many organizations are forbidding the employment of the internal employee’s cousins. In the public institutions, we are afraid that the “personal relations (friendships)” criterion is more important than the results of the study showed us (table 2). The criteria “sex”, “nationality” and “zodiac” are rarely used in the Romanian organizations.

The “professional experience” criterion (61.32%) has a major importance in the recruitment and selection process of the new employees, than the “studies” criterion (38.68%).

In the large companies, multinationals and small and medium enterprises, the “professional experience” criterion has the major weight in the final employment decision of the new employees (table 3).

Table 3 The importance of the “studies” and “professional experience” criteria in the Romanian organizations

Criteria	SME’s	Public institutions	Large companies	Multinationals
Studies	36,95 %	53,61%	29,13%	35,31%
Professional experience	63,05%	46,39%	70,87%	64,69%

The analysis of the data from table 3 underlines the major trend that characterizes the recruitment and selection process in the Romanian companies. Overall, the Romanian companies recruit and select their employees using the “workable competencies” criterion. This trend reflects the influences of the British, German and American systems of management, which are standing on the technical and workable competencies of their employees.

In the Romanian companies, the selection methods are customized on the different types of employees. The CVs and the cover letters (1.29) and the employment interview are used mainly to select the performers (table 4).

Table 4 The selection methods used in the Romanian companies

Selection methods	Types of personnel	
	Performers	Managers
CV and the cover letter	1,29	1,82
Employment interview (classic interview)	1,37	1,37
Behavioral interview	1,96	2,13
Tests of skills	1,95	1,30
Tests of knowledge	1,87	2,10
Tests of personality	2,11	1,86
Tests of practice	1,92	2,18
Simulations	2,30	1,82

Note: 1 – always, 2 – frequently, 3 – seldom

The differences between the selection methods of the performers are more obviously on types of organizations. In the small and medium enterprises, large companies and multinationals, the CV’s, the cover letters and the employment interview (classic interview) are mainly the most used selection methods for the performers.

The simulations are seldom used to select the performers (2.30) (table 4). This trend is valid for all types of the Romanian organizations: small and medium enterprises (2.45), large companies (2.50) and multinationals (2.21). The tests of personality are rarely used in the public institutions to select their new employees.

In the Romanian organizations, the tests of skills (1.30), the employment interview (1.37), the CV’s and the cover letters (1.82) and the simulations (1.82) are mainly used to select the managers. The CV’s and the cover letters (1.56) are frequently used in the public institutions to select their managers. In the small and medium enterprises the tests of skills and the employment interview (1.20) are very often used to select the managers. In the large companies, the employment interview (1.21) and the tests of skills (1.33) are frequently used to select the managers. The tests of practice (2.18) and the behavioral interview (2.13) are very rarely used to select the managers.

Conclusions

The ratio between the external recruitment sources and the internal recruitment sources is over one. The employment strategy of the Romanian companies bases on the external recruitment sources. The main aim of the employment strategy is to attract and get the talents from the labor market. Hereby, the Romanian companies are trying to cancel the planning difficulties that they are facing on. Some organizations do not have enough competent employees to face on the increasing complexity of the activities. Besides it is cheaper and easier to get and to employ trained people from the labor market, than to train them. But it must be underlined that this kind of people need more time for accommodations and they are not so much trusty as the internal employees.

Though the professional experience of the candidates is very important for the employers, this situation could have some negative consequences on the behavior of the candidates, especially for the candidates that spent very much time in the training programs and they are well trained, but they didn’t work during the training stages. Some candidates worked during their professional stage and they achieved some professional experience. The last ones have many chances to get a job than the other ones. The candidates that didn’t work during their professional stage could be frustrated because they don’t get the recognition that they are expecting from the companies. Even for the employers it could be frustrating because they couldn’t benefit from the knowledge of the employees.

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