

STRATEGIES TO IMPROVE THE QUALITY OF PERSONNEL RECRUITMENT AND SELECTION IN PUBLIC ADMINISTRATION

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Abstract:

Managers over time have become more and more demanding and want people which are more balanced emotionally and a more relaxing environment with a sense of collaboration and respect. They realized that people set on your own thoughts and decisions are more determined and persevering.

The working hypothesis of the article assumes that placing the right individual in the right place and at the right time will generate benefits for both the organization / public institution as well as for himself.

The theme of this article is looking at the strategies to improve recruitment and selection process and it consists of two parts: the first part-approaching the concepts according to the literature, and the second part-presenting a diagnosis of human resources within a city hall in Dâmbovița, as well as the presentation of measures of how to improve the shortcomings occurred in the selection and recruitment process.

Keywords: *human resources, personnel management, recruitment, selection.*

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Introduction

You cannot associate an individual or compare him to a machine where you can hit the play button when they are useful and you can stop when they're no longer effective, you must take into account that man has feelings, reason and will.

Managerial strategies of an organization regardless of their performance will not generate the desired results if its own employees will not operate in accordance with the tasks specified in the job description. This is not the only relevant issue, also if they will not have a proper attitude regarding the work they perform and if the work carried out by them will not help achieve the organization's objectives.

1. Theoretical Approach

In the human resources management, the recruitment and selection processes play a fundamental role as staff in an organization is not hired randomly, but it is chosen following rigorous criteria applied in the selection and recruitment processes.

Hursman (2010) defined the next five performance criteria of human resources to achieve efficiency (Gabčanová I, 2012)

1. specifically,
2. measurable,
3. accessible
4. relevant,
5. on time.

The influence that these two activities exert on organizations arises from the fact that they may obtain bigger income as a result of performing these two processes with professionalism, and also register losses when the principle – the right man in the right place – is not given enough importance.

Recruitment and selection activities could be regarded as consisting of two separate processes: recruitment process, which should be done only by experts in the human resources

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department and the selection process where others outside of the specialized human resources field can be involved (Frațila C & Duică M, 2014).

Jack Halloran and David Cherington point out in their work that to ensure success, or even to survive, organizations must properly resolve the following issues (Manolescu A, 2001):

1. Identifying the skills and qualifications and election or selection of candidates who best meet the requirements of new or vacant positions,
2. Identifying and attracting competitive candidates using the most appropriate methods, resources or recruitment platforms,
3. Complying with relevant legislation on equal employment opportunities and correcting previous discriminatory practices or existing imbalances.

Basic phases of recruitment and selection are (http://www.preciousheart.net/chaplaincy/Auditor_Manual/4recruit.pdf):

1. Personnel needs.
2. Recruiting candidates through job advertisements and other means.
3. Applicants
4. Interviewing candidates.
5. Testing.
6. Verifying the information
7. Expanding job offers.
8. Assessment and reporting.

George T. Milkovich and John W Boudreau, argue that it is necessary to design certain selection strategy, which involve the following(Milkovich G, 1991):

- The criteria used to select candidates;
- Techniques or methods for collecting the information needed;
- Use of required information in the selection process;
- Measuring results and evaluating the effectiveness of the personnel selection process.

Human resources recruitment and selection methods and criteria are considered employment policy of human resources in a company / organization. (Chivu I et all, 2008)

RECRUITMENT: The process of attracting people in time and in a sufficient number which are appropriately qualified to apply for a position within an organization. (Mondy R, 2008).

Table 1. Sources of human resources recruitment

Recruitment Sources	Advantages	Disadvantages
Internal	The organization has a better understanding of the job, Candidates for the position have a better knowledge of the organization, Employee motivation is stronger, Human resources are seen as investments.	Fighting for a promotion may adversely affect employee morale, Finding a job within the same organization can bring creativeness and implement new ideas from the human resources.

Recruitment Sources	Advantages	Disadvantages
external	The group of people who have real knowledge and skills is wider New perspectives and ideas can be brought into the organization.	Attracting, contacting and evaluating potential employees is more difficult, The period of employee orientation and training is longer, Moral problems may occur among those employees who feel qualified for the job.

Source: (Chivu I, 2001:113)

Recruitment and selection process costs can be high; Recruiting new employees should take place only after careful consideration and only when the organization anticipates long-term need of additional manpower. Recruitment plan begins only when other alternatives were considered and eliminated. Human resource planning involves a complex task of forecasting and planning staff at the right time and place in order to carry out activities that will benefit the organization in achieving its objectives and in helping its members to meet their needs (<http://www.shrm.org/education/hrededucation/documents/recruitment%20and%20selection%20im.pdf>).

The stages of the recruitment process can be seen in the figure below.

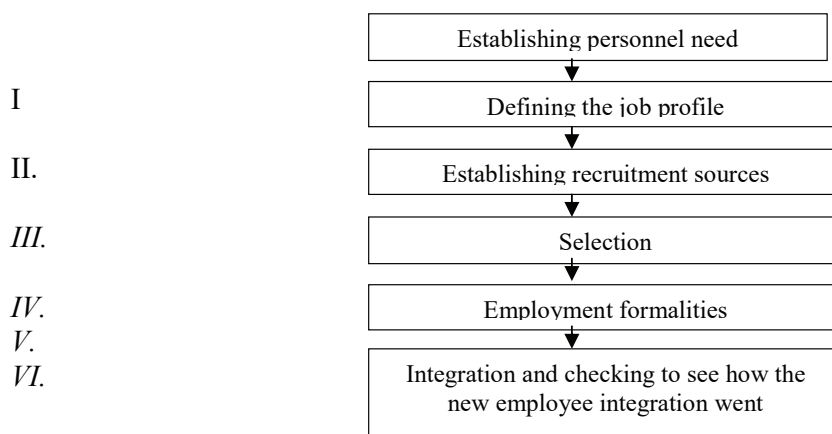


Figure 1. Stages of personnel recruitment

Source: (Stănciulescu G, 2002: 84)

2. Develop strategies to improve the quality of recruitment and selection

2.1. Research Methodology

Goal – the lack of information on active involvement from managers in addressing the weaknesses of selection and recruitment processes in public administration resulted in the need for a research that in addition to presenting features and diagnosis of human resources also brings solutions to remedy the deficiencies occurred.

Objectives

1. Knowledge of the personnel structure of the Local Council of Gura Ocnitei;
2. Identifying the gender predominance of employees;
3. Presenting the most eloquent measures to improve the weaknesses in this public institution;
4. Providing solutions to attract the most competent employees.

Assumptions

1. In this City Hall the male human resources are predominant;
2. Most employees of the Ocnita Local Council are graduates;
3. Among the measures to improve the deficiencies in the process of selection and recruitment the team effectiveness holds the utmost importance.

2.2. Diagnosis of human resources in public administration

We perform an analysis of the human resources of the Gura Ocnitei Local Council. The workforce consists of 19 employees structured on the management and execution. The distribution of employees by position is reflected in Table 2.

Table 2. Structure of employees by position

POSITION NAME	NUMBER
TOTAL NO. PUBLIC OFFICIALS	10
TOTAL NO. PUBLIC OFFICIALS MANAGEMENT	2
TOTAL NO. PUBLIC OFFICIALS IMPLEMENTING	8
TOTAL NO. CONTRACTING MANAGEMENT	9
TOTAL NO. CONTRACTING FOR IMPLEMENTATION	8
TOTAL NO. DIGNITARIES	1
TOTAL NO. EXISTING POSITIONS	19
TOTAL NO. AVAILABLE EXISTING POSITIONS	20

In Gura Ocnitei Local Council there are 2 persons holding the public official position in management: the mayor and the deputy mayor. Leadership in the civil service department includes a head office and a UAT secretary. In the implementing civil service department there are 6 inspectors, one reviewer and 1 legal counsel. One person has a contracting management position- chief SVSU and 8 persons hold the contracting implementing position: 1 counselor, one guard, one driver, one librarian, one doctor and one Adviser to the Mayor.

Table 3. Personnel Structure

PERSONNEL CATEGORIES	2012		2013		2014	
	NR	%	NR	%	NR	%
IMPLEMENTING	12	70.5	13	72	14	73.6
MANAGEMENT	5	29.5	5	28	5	26.4
TOTAL	17	100	18	100	19	100

Analysis of the number of employees for the year may show the existence / or lack of between the management and staff.

Table 4. Structure of human resources according to the position held

Position	2011	2012	2013
Mayor	1	1	1
Deputy mayor	1	1	1
UAT Secretary	1	1	1
Librarian	1	1	1
Inspector	4	5	6
Mayor councillor	1	2	1
Driver	1	2	1
Guardian	2	1	1
Local Councillors	8	5	6

As a result of the analysis the table shows that there is an evolving trend for employees dealing with implementing and that those responsible with management there is a continuity trend for the years 2011-2013. In order to identify the accordance between the training and the position a research was held between 2011-2013.

Table 5. Personnel structure based on completed studies

Level of education	Number of people	Percents
Master's degree	2	12
College degree	15	86
Bachelor's degree	2	12
Total	19	100

The personnel structure analysis of the Local Council shows the fact that the majority of the employees are the one's holding a college degree.

Table 6. Structure of human resources by gender

Gender	Year		
	2012	2013	2014
Men	10	7	9
Women	9	12	10
Total	17	18	19

In 2014 in this Local Council there is not a significant difference between the number of females and the number of males. The employee's wages record is held through REVISAL program. The Revisal software that the City Hall uses in recent years allows them to:

- Introducing and updating raises including percentage value;
- Downloading the registry data for the previous version of the application - Revisal 5;
- Updating COR according to the ISCO 08 compatible classifications;
- It is regulated by the Ministry of Labour, Family and Social Protection no. 1832 of 6 July 2011 / National Institute of Statistics no. 856 of 11 July 2011;
- Generation the registry in order to be submitted to the territorial labor inspectorate;
- Validation the registry generated by administration software.

2.3 Strategies of improvement of the quality of recruitment and personnel selection Gura Ocniței

The improving the recruitment and selection processes in this public institution focuses on three priorities: recruitment and selection activities, sub-activities and other improvements. In determining the appropriate strategies everything has to start with the improvement measures (Table 7).

Table 7. Measures to improve the deficiencies in the selection and recruitment processes

Analyzed recruitment and selection activities	Subactivities	Measures of improvement
1. Recruitment team efficiency	-choosing a well prepared recruitment team (experience in recruiting and selection, diversity). -analysis of the effectiveness of the recruitment ad.	-diversity-different ages, genders, ethnicity, religion -the team must be selective - made of (economists, lawyers, recruitment specialists, department manager, sociologist sau psychologist). -respecting the general rules while making a recruitment ad.

Analyzed recruitment and selection activities	Subactivities	Measures of improvement
		-AIDA (describing the organization, the position, the recruiting and selection costs).
2.The efficiency of the management of human resources department	<ul style="list-style-type: none"> -acting according to some performance standards. -acting based on some ethic rules and conduct. - acting so as to achieve financial and social performance. -forming recruitment and selection policies and strategies in order to obtain performances. 	<ul style="list-style-type: none"> - introduction of indicators for measuring the performance of recruitment and selection (automatic calculation of submitted resumes, of the right people, of phone calls received). - appropriate behavior by all parties involved in the process. -ethical actions meaning promoting by posting on the bulletin board, on the official internet page and in meetings. - promoting the principles of ethics, discrimination, social responsibility, so that all employees have equal opportunities in recruitment (internal promotion) and selection. - improving the organization's reputation -the policies must not be thick, but constructed to obtain economic performance.
3. Aligning human resources department to the objectives and overall strategy of the organization.	<ul style="list-style-type: none"> - strengthening existing strategies - supporting the changes in the organization - It provides necessary information for strategic planning process 	<ul style="list-style-type: none"> - by recruiting and selecting the best candidates - after the assessment and performance monitoring processes the organization and employees feedback is ensured, rewarding employees
4.Analysis of the cost of recruitment and selection	<ul style="list-style-type: none"> - using financial indicators 	<ul style="list-style-type: none"> -choosing the people in the committee; insiders
5. Analysis of the consequences of choosing a wrong candidate	<ul style="list-style-type: none"> -time management -social conflicts 	<ul style="list-style-type: none"> - efficient use of working time - Tensions caused by different personnel personalities
6. Selection team efficiency	<ul style="list-style-type: none"> - transparent and encouraging communication • use of various methods of recruitment and selection -correct evaluation of the candidates skills. 	<ul style="list-style-type: none"> - BARD formula -resume, interview -probation

Strategies developed and implemented in improving the quality of recruitment and selection:

1. Improvement of the efficiency of recruitment team. Increasing the efficiency of the recruitment and selection team members aims to:

- Various typologies of persons who are on the committee. Their professional structure must be different and include people from all fields like: psychology, economics, law. Increasing the efficiency of the employment ad can be achieved through the following measures:

- Following the steps of compiling the employment ad,
- Proper grammar drafting of this ad,
- Presenting in the ad the organization, the position and requested requirements.

2. Increased efficiency of the institution's human resources specialist.

All his actions must be in accordance with a set of regulations. His obligation to act according to the ethics. He must adopt an appropriate behavior towards all potential employees, and all actions taken on behalf of the institution should reflect transparency. This transparency means that the institution's website must display information in this regard, information to which the public must have access.

3. Adaptability to changes, and implementing and supporting the existing strategies for recruitment and selection is achieved by:

- Rigorous selection which will leave the best employees in the institution,
- Payroll systems in accordance with the results obtained by the employee.

This adaptability can be implemented with the following models:

1. "The matching model" developed by academics at Michigan Business School, introduced the concept of matching human resources policies with corporate strategic objectives.

The model stresses that there must be factors that lead to the proper development of human resources policies and systems:

- Recruiting and selecting the best people to meet the organization needs;
- Evaluating and monitoring performance and ensuring feed-back both for the organization and employees;
- Rewarding employees;
- Developing skills and knowledge necessary to achieve the organization's objectives.

2. The model called "map of human resource management", which was developed in 1984 in Harvard University, which recognizes that there are a wide variety of participants in the organization, such as shareholders, government and the community.

This model recognizes the legitimate interests of groups and states that human resource management strategies should reflect these interests and merge them with business strategy.

4. Reducing the costs of selection and recruitment by:

- Electing for the analysis committee people within MAI, specialists in various fields,
- The locations where the interviews and practical tests take place will not be external,

but everything will be done within the institution.

5. Reducing risks of choosing candidates who do not meet the institution's performance by:

- Increasing the number of interview steps,
- More rigorous physical and psychological tests,
- The existence of a training period of up to 1 month.

6. Maximizing the efficiency level of employees by:

- Transparent communication and encouraging, use of various methods of recruitment and selection

- Correct evaluation of skills of the candidates.

Conclusions

The main conclusions of this research highlights that the process of selection and recruitment that does not comply with the appropriate steps and procedures will bring losses to the public institution that will lose its credibility with the public service users, the loss will also be felt by the employee who will feel like he's not in the right position and will have difficulties with his colleagues.

Of the three hypotheses in the beginning of the research only hypotheses number two is verified. The first analyzed hypothesis stating that males are the majority in this public institution does not verify. Even if there is not a significant difference in terms of numbers in this case the number of females is higher than the number of men.

Hypothesis number two is verified because according to the information provided by Gura Ocnitei Local Council representatives most employees are university graduates. The last

hypothesis is not verified because not only the effectiveness of recruitment and selection team has a role in improving this process but also: aligning human resources department objectives to the organization strategies, the generated cost, the consequences analysis, the effectiveness of the selection team.

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