

## CONSIDERATIONS ON PRE-EMPLOYMENT STAGE SPECIFIC PERSONNEL ADMINISTRATION

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### **Abstract:**

*Even if we assist to a decrease of the activity volume regarding the recruitment, its importance and the staff selection, stage specific to the MRU, coming immediately after the recruitment, will increase, so much the more as, the obtaining of organizational performance in crisis times requires human resources which are capable to integrate themselves in the strategic activity meant to put an end to the crisis. We are experiencing a period in which, sometimes, the experience is preferred rather than the diploma or the honesty instead of competence even if the systematic application of the scientific knowledge to the production of goods enhanced very much the value of the education, of the economic and technical education, as well as of the training at the workplace because the knowledge increase has been embodied in people – in scientists, university teachers, technicians, administrators and other persons who contribute to the production.*

**Key-words:** Human resources; recruitment; selection; education; economic crisis; unemployment

**Journal of Economic Literature Classification System:** E24 - Employment; Unemployment; Wages; Intergenerational Income Distribution; Aggregate Human Capital; J24 - Human Capital; Skills; Occupational Choice; Labor Productivity; R23 - Regional Migration; Regional Labor Markets.

## 1. INTRODUCTION

The development in the management of human resources in the recent years in Romania, in concordance with the international practices was inevitable both by the national human resource development and from the perspective of the organizational performances, especially since the number companies with foreign capital and know-how increased on the Romanian market. At the same time with the increasing competition, for achieving sustained organizational performance and accessing or maintaining the market leadership status is directly required the existence of a team well managed by a department of human resources both creatively and strategically.

There were remarkable changes in Romania in the recent years, particularly in relation to the practices and procedures of human resource management (HRM). Progress has been made and they are important even at the organizational culture level.

The great international companies brought in Romania key concepts for managing and improving the human resources. The domestic companies are now more open to the practices already established in developed countries, thus making to a large extent the shift from personnel management to human resources management (1).

The place of human resources in an organization depends on the specialty, management experience, perception and perspective of the organization leader regarding the importance of HR functions (2). Nowadays, we use very often the term strategic partnership between the company and the human resources function. This phrase is used not to highlight the independent identity of the division of HR but to highlight the changing role or the increasing importance of the human resources function in the organization.

The installation of the economic crisis, however, is the opportunity for the specialized compartments in human resources management and their experts to prove their major role, the level

of development in the field but also their creativity and strategic value. From another perspective, we can see that in this period, the HR department is the victim or the bearer of bad news crisis, as these attributes are plastically conferred to it.

It could be a victim because it is the first on the list among the departments in which we operate expense reductions, with direct impact on both staff and on the organization, being already enshrined as the department with the highest costs. Bearer of bad news because it is the one that informs the staff on cost reduction as it concerns: wage cuts, elimination of premiums, indemnities, not paying overtime, reducing or eliminating spending on staff training and until the unfortunate and inevitable layoffs of the organizational crisis period, this time, under the impact of the global economic crisis.

## **2. PREMISES OF THE INCREASE OF THE ROLE IN CURRENT LABOUR MARKET RECRUITMENT**

According to statistics of the National Agency for Employment (NAE) (3), because of the crisis, the private companies in Romania have fired approximately 200,000 people from September 2008 so far (4) and the state has reduced the staff number by about 2,300 budgetaries, of almost 100 times less, giving rise to a great controversy between public and private. In the same period, the private sector was marked by reductions in salaries.

On one hand, the private companies have operated in staff restructuring only after they reduced various company-wide material costs and on the other hand, the existence of sources of funding in the state, accessible by various means at hand, (5) allowed it to defer and not start restructuring the state sector. If by mid-2009, personnel costs in the budgetary sector registered an increase of 12%, in the private sector, the number of unemployed has increased alarmingly compared to the previous year end when one in three unemployed came from the state (6).

The growing of the unemployment index leads to reduced supply of jobs in the first half of 2009, with up to 50%.

All this contributes to the reduction of the level of activity regarding the recruitment of 40 - 50% over the same period last year. (7)

While witnessing the lower volume of recruitment activity, its importance and the staff selection, stage specific to HRM, immediately consecutive to the recruitment, will increase, especially since the obtaining of the organizational performance during crisis requires human resources capable to integrate themselves into business strategy to exit from the impasse.

## **3. RECRUITMENT AND SELECTION, "KING AND QUEEN" ON THE CHESS BOARD OF THE LABOUR MARKET IN 2009**

The human resources constitute a decisive category of organizational resources, their quality and giving added value through the effective use of other types of resources: financial, technical, commercial, etc.

Among the objectives of human resource management also lies the forecast and preparation of quantitative and qualitative developments affecting the human resources on the medium and long term, so that they can be tailored to the needs of the organization (8).

Among the recruitment and selection procedures, the organizations can attract, select and retain the valuable candidates by managing talent, optimizing the multitude of information and relationships that make up complex recruitment projects, leading these processes effectively and accurately controlling time planning offered to these activities.

The diminish of the number of vacancies on the Romanian labour market (9) in the context of market instability and companies efforts to reduce costs, results in the increase of approximately 50 percent of online registration for jobs, according to representatives of the major recruiting sites in Romania. A good tender points, usually between 100 and 700 resumes, while job competition records surpasses 1,000 applicants (10).



In a short case study we present a company which launches a recruitment ad for the position of Assistant Manager. A recent graduate from a university with an economic profile and a woman aged 47 years, with experience in a similar position deposit their application for this job.

Note that the recruitment ad did not contain any indication on the gender or age. However specialists of Human Resources Department fully agreed on the fact that these two persons are not suitable to the vacant job (not communicating it directly to the two „not suitable” candidates).

The general opinion of the company is that for the position of Assistant Manager only "fits" a female person aged less than 35 years. Thus, the commitment is made more according to stereotypes of the company, than on the candidates' actual skills (18).

#### 4. CONCLUSIONS

The increase, in some cases by over 50% of the number of applicants for the same job confers to the recruitment and selection an increased role in the labor market or in Romanian organizations with direct impact on the organizational staff and indirectly on the results of public or private entities that have effects on the Romanian community, in all or in part. Although led by the desire to make savings, by the desire to produce maximum efficiency and performance, companies prefer to be guided by internal recruitment, employment based on external recruitment are continuing.

If according to applicants to a job, almost 85% of the Romanian people do not think that a diploma of a state university can help them get a job easier, it means that the facility to get a job is conferred by a diploma which is alternative to state university, by life experience, practical work experience, technical skills, competence, „soft skills” competences, potential, capacity of development, compatibility with the organizational culture, etc.?

On the whole, all these can help achieve the objective of getting the best job that someone may want. You must remember, however, that any further increase in personal income in the last hundred years and more, is determined by the prosperity of the country, by the increase in physical capital per worker, by the expansion of scientific and technical knowledge which contribute to the increase of labour productivity and of other contributions to production. The systematic application of scientific knowledge in the production of goods has greatly increased the value of education, economic and technical school-style and the occupational training because the knowledge increase embodied in people – in scientists, academics, technicians, administrators and other contributors to the production (19) - (20).

It is desirable to achieve good performance by sizing human resources so that, regardless of the state of economic environment (which may be normal, slightly inflationary or of galloping inflation), in the earnings report (earnings + offset) / debt - "total debt" the former to be higher or the speed of growth rate of return to be higher than the rhythm of the growth rate of total costs (21).

#### NOTES

- (1) *The controversy among experts about the differences between personnel management and human resource management is not a novelty.*
- (2) *Human Resources*
- (3) <http://www.zf.ro/eveniment/unde-a-lovit-criz-a-firmele-private-au-dat-afara-200-000-de-oameni-statul-doar-2-300-4726368/> - the 7th of August 2009
- (4) *We have in view the moment August 2009.*
- (5) <sup>1</sup>*We refer to: international and national loans, adding fees and taxes or reducing or eliminating some expenses*
- (6) *According to the same source, the wage costs of the 1.4 million budgetaries raises to an average net salary of 350 euros, about 11 billion euros.*
- (7) <http://business.rol.ro/content/view/84435/2/> - the 6th of August 2009.
- (8) *Gavril Tatiana, Lefter Viorel – Managementul general al firmei, Editura Economic, Ediția a II-a, București, 2004, p. 190.*
- (9) *There are areas where the number of notices published in the latest period fell by over 50%, especially in: real estate, banking, finance / accounting, engineering, automotive industry, which are the most affected areas during this period, according eJobs.ro.*

- (10) According to Myjob.ro and eJobs.ro. the biggest increase was recorded on BestJobs.ro site, where the number of applications increased by more than 278.5% in the first three months of the year, compared to the same period of the previous year.
- (11) [eJobs.ro](#), [BestJobs.ro](#), [Myjob.ro](#), etc.
- (12) <http://www.capital.ro/articol/sute-de-concurenti-pe-un-job-pe-site-urile-de-recrutare-118897.html> - the 24th of April 2009
- (13) According to one of the largest specialist recruitment companies on the market ,Lugera & Makler.
- (14) <http://www.capital.ro/articol/stabilitatea-jobului-a-devenit-un-criteriu-esential-118913.html> - the 15th of June 2009
- (15) <http://www.bloombiz.ro/cariere/ce-angajam-pe-timp-de-criza-competenta-sau-onestitatea> - the 1st of August 2009
- (16) <http://www.capital.ro/articol/experienta-bate-diploma-la-recrutarea-candidatilor-123057.html> - the 8th of August 2009
- (17) <http://www.evz.ro/articole/detalii-articol/861059/Managerii-europeni-fac-discriminari-la-angajare/> - the 28th of July 2009
- (18) Human Resources Magazine - electronic newsletter published by Rentrop & Straton - Group Publishing and Business Consulting - July 30, 2009.
- (19) Relatively low or declining production in Romania in 2009, according to statistical indicators INSSE, [www.insse.ro](http://www.insse.ro).
- (20) Becker S. Gary, *Capitalul uman – o analiză teoretică și empirică cu referire specială la educație*, Editura All, București, 1997, p. 25.
- (21) Radu Ioan & colectiv, *Simulări manageriale – Teorie și practică*. Editura Universitară, București, 2005, p. 152-153.

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6. <http://www.BestJobs.ro>
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12. <http://www.evz.ro/articole/detalii-articol/861059/Managerii-europeni-fac-discriminari-la-angajare/>
13. <http://www.insse.ro>
14. <http://www.eJobs.ro>
15. <http://www.Myjob.ro>
16. <http://www.zf.ro/eveniment/unde-a-lovit-criza-firmele-private-au-dat-afara-200-000-de-oameni-statul-doar-2-300-4726368/>