

## THE IMPORTANCE OF RECRUITMENT IN THE DEVELOPMENT OF HUMAN RESOURCES STRATEGY AND PLANNING

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### Abstract

*The human resource planning strategy, or the strategies employed in hiring workers, has a significant impact on a company's future performance, because these strategies determine the quality of the recruited human resource. Employee recruitment is regarded as one of the most critical steps in personnel policy. Thus, the authors set out to conduct research using several research methods, including the analytical method, webography analysis using the search engines Web of Science and Google Scholar, the method of comparison, the method of synthesis, the method of inference, and the method of induction and deduction.*

**Keywords:** *human resources; process; recruitment; strategy;*

**JEL Classification:** *M11, M12, M54*

### I. INTRODUCTION

The process of recruiting employees is an important aspect of personnel policy. The workforce in an organization may be rejuvenated with the aid of recruitment, and the average level of professional competence of employees can be improved or adjusted at the same time.

Recruitment is a critical phase in the formulation of strategy and human resource planning, and it is a particularly responsible and crucial step that necessitates the employment of specific strategies since the quality of recruitment influences the entity's future performance.

In this regard, discovering and attracting the most competitive individuals in the specifics of the company necessitates even more effort, because staffing an organization entails a variety of tasks, including human resource planning, recruitment, selection, etc.

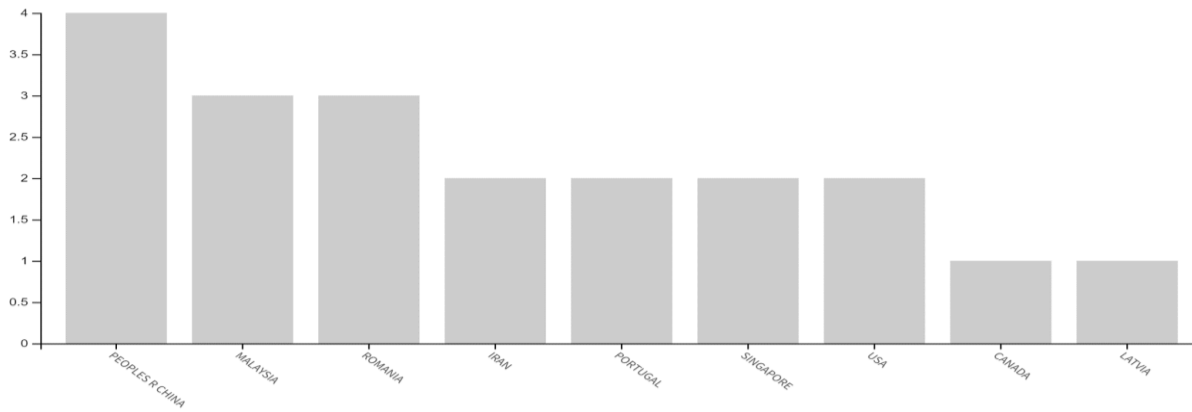
**The purpose of the research** stems from the pervasiveness of the recruitment and selection phenomenon, with organizations perpetually focusing on attracting and retaining the most competent and productive employees for the development of activities, as the human component is the most important component of any business's success.

**The topic's relevance** relates to the fact that recruitment is a timeless process; people will always look for work, whether out of necessity, desire, or pleasure. At the same time, the topic is timely because recruitment entails "confronting" a potential employee and an entity, both of whom are concerned about the long-term benefits of signing an employment contract. As a result, recruitment and selection are viewed as time-consuming processes requiring professionalism, objectivity, and impartiality in decision-making.

**The research methodology** is based on a theoretical approach to the problem, so several research methods were used during the study, including analytical method (literature), webography analysis (search engines, websites), comparison method, synthesis method, inference method, induction and deduction method.

To conduct a worldwide bibliometric analysis of the studied issue, researchers used the *Web of Science* search engine and set a number of research parameters, including the period 1975-2022 and the inclusion of the phrases "*human resource recruitment*" or "*human resources recruitment*" in the title of the research.

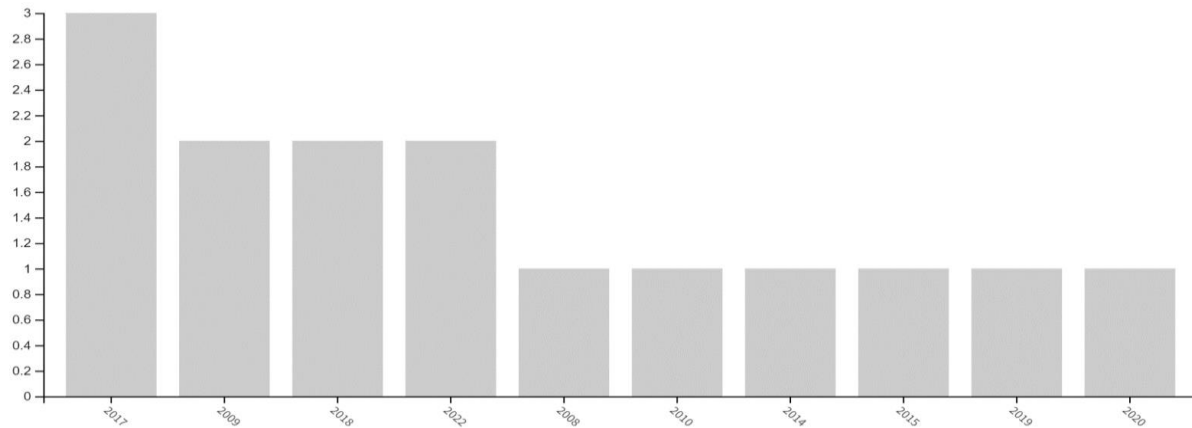
As can be observed from Figure 1, only 17 studies were published throughout the reference period, with four publications coming from China, three from Malaysia and Romania, two each from Portugal, Singapore, and the United States, and one each from Canada and Latvia. As a result, we can continually emphasize that the low number of publications indicates the topic's value and relevance.



**Figure 1 – Countries interest in “human resource recruitment”**

Source: Developed by authors through the analysis of scientific documents on Web of Science

Given that the second parameter of bibliometric research entails an examination of the phrases “human resource recruitment” and/or “human resource recruitment”, we can deduct from Figure 2 that the majority of papers containing the mentioned keywords were published in 2017 and the following years, indicating a continued stagnation.



**Figure 2 – Analysis of the keywords “human resource recruitment” by years**

Source: Developed by the authors through the analysis of scientific documents on Web of Science

When we look at the data from the Web of Science platform, we can see that there is a diminishing trend in research on the issue of human resources recruiting, but it is not non-existent. These figures compel researchers to investigate the topic and revitalize it.

**II. RESULTS AND DISCUSSION**

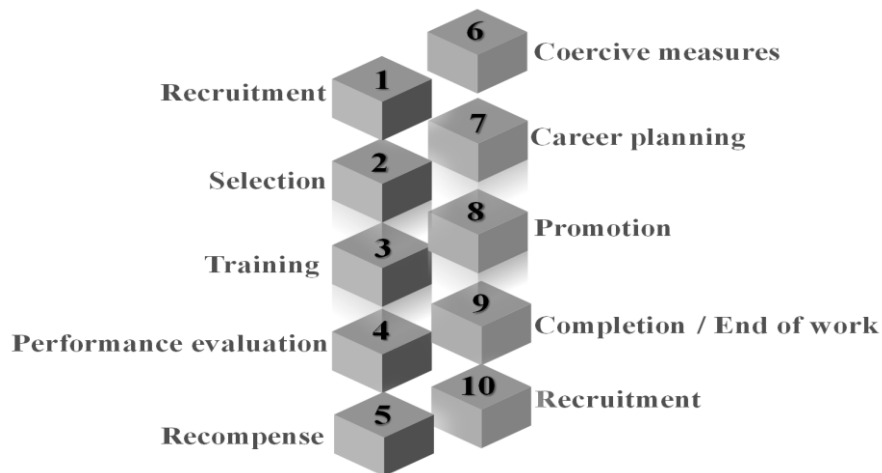
The process of insuring employees within or outside of a company can be regarded as a series of activities unique to the field of human resources, activities that are important to fulfill individual and organizational objectives. The recruiting, selection, and orientation or integration of staff occurs outside the company, whereas the staffing insurance occurs within the organization and includes certain transfers, promotions, requalification’s, as well as any retirements, resignations, or dismissals (Burloiu, 2010).

Recruitment refers to the collection of operations used by an organization to attract candidates for competitions that have been submitted, people who have the essential abilities and attitudes to help the organization accomplish its objectives (Cornea, 2009).

To avoid misunderstandings about the meanings of terms like recruitment and selection, it's necessary to define them. Staff recruitment is the process of finding, locating, identifying, and attracting potential candidates from which to select, by selection, eligible candidates who, finally, define the professional characteristics required or best suited to the requirements of current and future vacancies.

Staff recruitment is a priority, which is why the process itself receives more attention. Moreover, effective staff selection can only be achieved if this process assures enough competitive candidates. As a result, the recruiting score is determined by identifying applicants who match the selection criteria.

Human resource management activities generally correspond to the wide range of actions that must be taken to achieve the objectives, actions that support the stages of the employment cycle, described by Huczynski and Buchanan as a “*sequence of stages in which all employees go through every task, who hold it, from recruitment and selection to completion, the stages of the employment cycle define the activities of the personnel function*”. Figure 3 depicts the primary stages of the employment cycle, which begin with recruiting and end with the description of races, followed by human resources within businesses, in this order of thought:



**Figure 3 – Employment cycle**  
Source: Conceptualized by the author

Regardless of occupation or profession, all or a large part of these stages are found in the rest of the work because all organizations need to recruit, qualify, reward and motivate employees, which indicates that all organizations have a responsible staff function of the human resources employment cycle.

Furthermore, these activities are often at the center of human resource management definitions. Based on the foregoing, researchers Huczynski and Buchanan propose the following definition “*personnel management is a specialized management function, responsible for determining and implementing employment, in a way that contributes both to the well-being and quality of the employees' work and to the organizational efficiency*”. The “core” of the definition, however, omits a whole variety of areas in which the function is intertwined, these include employee communication, collective bargaining, organizational change, health and job protection, and a variety of security and safety services.

Researcher Cindrea (2008) describes this concept and considers *recruitment* as the “*first part of the job vacancy process and includes careful examination of the job and its requirements, in order to identify the appropriate source of the candidate which they may be attracted to run*”.

In another approach, Panișoara (2005) states that, “*the staff recruitment is the organized activity of the company to attract the unoccupied human resources, in order to satisfy the necessary labour force in the field of enterprise*”.

Human resources recruitment has now become a very complex issue, also in a situation where the competition in the labour market is becoming fiercer, the difficulty of recruiting those employees who must meet the same conditions transformed into a real revolution in many companies.

The success of the recruitment process depends largely on the resolution of such problems. Recruitment of employees becomes a rather cumbersome activity, an independent and complex activity both in terms of the large volume of work required of it and in terms of the importance of the organization. In this sense, in figure 4, there is a summary of the recruitment process:

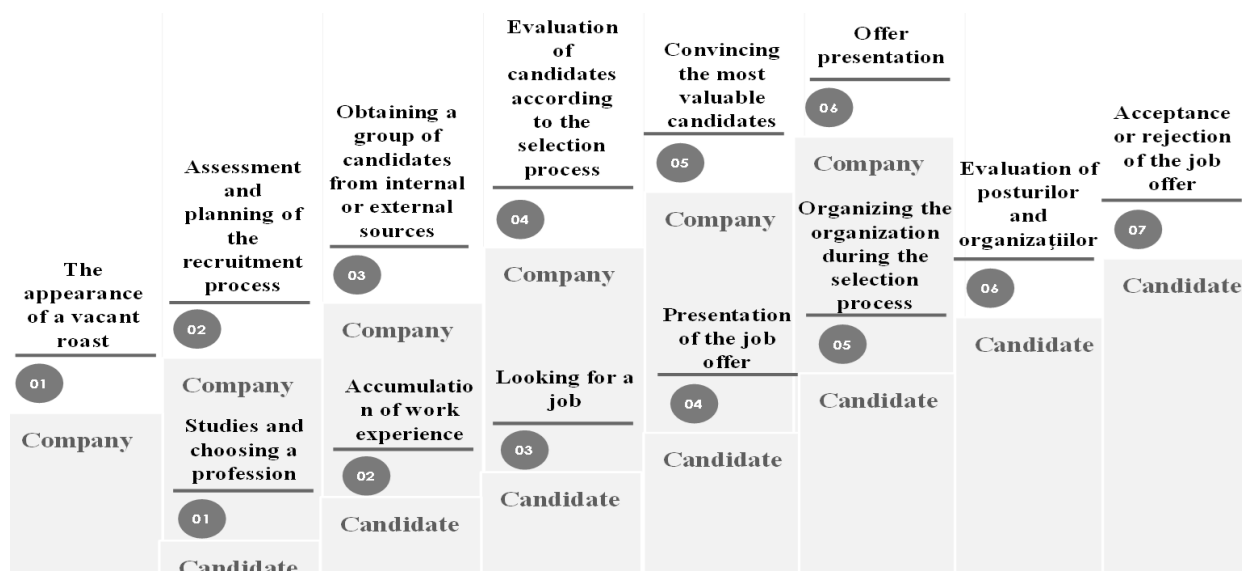


Figure 4 – Recruitment process

Source: Developed by the authors in the database

At the time a job is available, and the human resources department is allowed to identify the right candidates, the job is examined and the skills, knowledge and experience necessary for the recruitment of the job is analysed. To determine the candidate's profit and the recruitment tactics employed, other components of recruiting must be addressed, such as the manager's management style, career path chances, salary, and geographical location. At the end of the process, a big number of highly qualified individuals will be found.

Candidates may be recruited from *internal sources* (removal or transfer to another department) or from *external sources* (workforce). During the recruitment process, the organization aims to convince the successful candidates of the advantages of the recruitment process and to ensure that they will receive the rewards they want.

The recruitment method from internal sources involves the *distribution of information about the vacancy* with the invitation of qualified workers. Some organizations have the practice of notifying all employees of any vacancies that are opening, which gives them the opportunity to withdraw their candidacy before outsiders are considered. An excellent method is to ask employees to recommend a job to their friends or acquaintances and to receive a bonus for the future professional successes of the employee.

One of the main problems in recruiting employees is related to the employer's desire to “*sell better*” his company, he overestimates the advantages offered at work or underestimates the difficulties of working for the company. Research shows that these job vacancies lead to an increase in job dissatisfaction and an increase in employee turnover. To solve this problem, some companies have developed programs called “*Realistic Introductions to Your Future Job*”, which allows candidates to see both the positive and negative sides of the job.

In conclusion, the introduction of such information programs has significantly avoided frustration and reduced staff turnover.

The activities related to the recruitment in organizations must be related to the strategy and values of the organization, as well as to other elements such as: *the situation related to the labour force, the ability of the organization to offer good remunerations, etc.*

An effective recruitment program must frequently fulfil the rivals' objectives, one of which is the establishment of a group of candidates, which, while sometimes huge and hence reducing high expenses, is in the best interests of the organization with a genuine interest in the restraint. At the same time, the effects of recruitment must be considered: *the employees must show that they are efficient and have a reasonable time within the organization.*

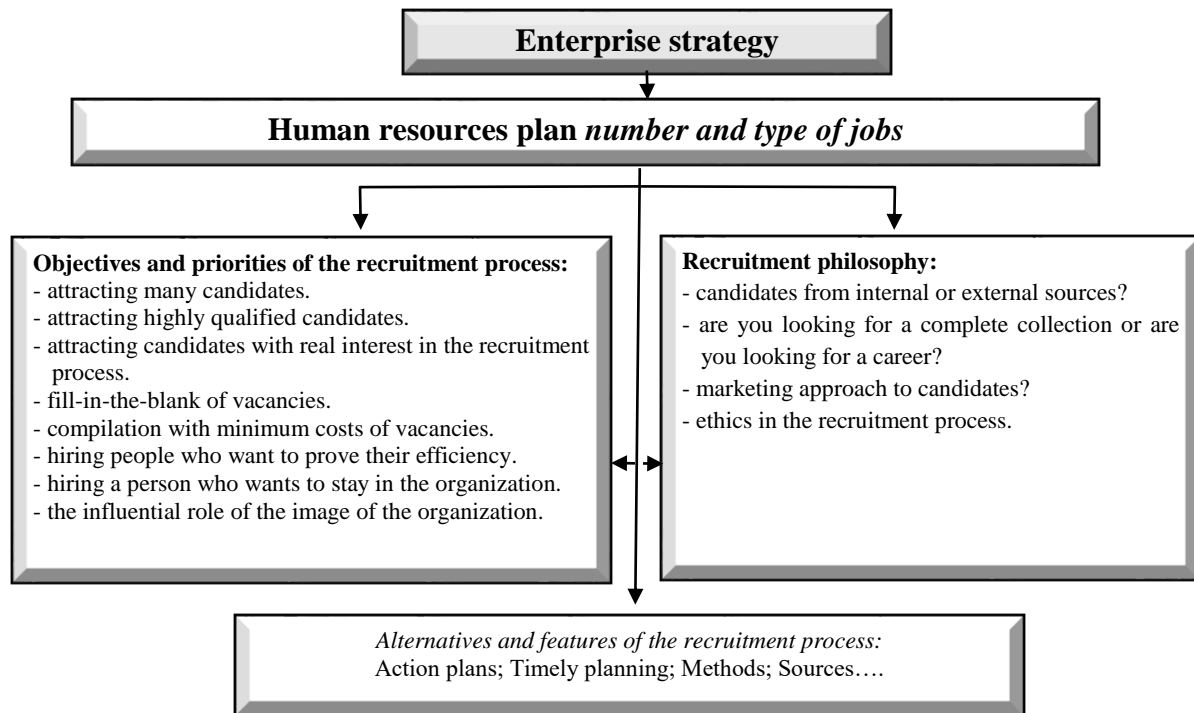
The development of the recruitment process will influence the image of the organization and the aim is for the unsuccessful candidates to show a positive attitude towards the organization and its products. Also, the recruitment process must be carried out quickly and with minimal costs.

The responsibility of any organization derives from the purpose of its activity. To achieve this goal (satisfaction of the end user), it must take care to achieve the following goals:

- a) to ensure the identification of the skills and qualities of the candidates in order to choose the ones that best correspond to the requirements of the board;
- b) to ensure the use of recruitment methods as appropriate as possible in order to identify the most competitive candidates;

c) to ensure the re-compliance of the legislation regarding the granting of equal opportunities to the candidates, without resorting to discriminatory practices.

The enterprise strategy can be seen in Figure 5.



**Figure 5 – Strategic decisions in the recruitment process**

Source: Developed by the author in the database

The process of recruiting human resources is inextricably linked to various personnel activities, such as: *performance appraisal, employee rewards, staff retraining or development, and employee relations*. As a result, applicants who have the correct information have better re-performances, and the existence of some re-works related to the re-performance line within the organization suggests the identification and recruitment of the most competitive candidates.

The interests of the organization and the candidate may conflict during the recruitment and selection process, with the organization attempting to assess the candidate's strengths and vulnerabilities while highlighting only favourable assets, and the organization attempting to represent only the candidate's negative assets. Moreover, the entity wants, on the one hand, to put the candidate in a comfortable position, to increase the probability that he will get the job, and on the other hand, the need to evaluate the candidate in terms of more comfortable methods for the candidate as investigations into his past or stressful interviews. In turn, the candidate wants to be political and enthusiastic about the organization to increase his chances of gaining strength, but he also wants to get information about salary, opportunities for advancement and the organization's guidelines.

To summarize, we believe that recruitment is simply the first step in the job vacancy process, which also includes a thorough examination of the position and its needs to identify the appropriate pool of applicants and those who require it to function.

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