

RECRUITION AND SELECTION OF HUMAN RESOURCES AT EDP GROUP

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Abstract: *The main objective of the human resources management is to supply expertise and experience in this field, in such a way as to obtain optimal and secure performance, using the most adequate methods. Personnel recruitment is the process of seeking, identifying, and attracting potential candidates, and selecting the most appropriate candidates for the current and future vacant jobs. The human resource recruitment is the managerial process of retaining and developing the most adequate internal and external sources required for the provision of competitive personnel, in order to achieve the objectives of the organization.*

Key words: *recruitment, selection, human resources, organization*

INTRODUCTION

People are integral part of any organization today. No organization can survive without its human resources. In today's highly complex and competitive situation, choice of right person at the right place has far reaching implications for an organization's functioning. Employee well selected and well placed would not only contribute to the efficient running of the organization, but offer significant potential for future replacement. So, all the HR activities are important for the organizational success. The hiring is an important function. The process of hiring begins with human resource planning (HRP) which helps to determine the number and type of people an organization needs. Job analysis and job design enables to specify the task and duties of jobs qualification expected from prospective job HRP, job analysis, job design helps to identify the kind of people required in an organization and hence hiring. It should be noted that hiring is an ongoing process and not confined to formative stages of an organization. Employees leave the organization in search of greener pastures, some retire and some die in the saddle.

More importantly an enterprises grows, diversifies, take over the other units all necessitating hiring of new men and women. In fact, the hiring function stops only when the organization ceases to exist.

MATERIALS AND METHODS

In this paper we aim at analysing the reward recruiting and selection system, reading the specialised literature and studying the hiring system of EDP Group who belongs to one of the largest social networks for employment, LinkedIn, thereby exponentially increasing its visibility and pool of potential talents. EDP operates in 14 countries with recruitment needs in all regions. In 2014 there were 615 new admissions and so this is a channel that EDP now has to attract talent in all its markets. In its first year of partnership, it produced highly satisfactory results with more than 14.900 applications via platform.

RESEARCH RESULTS

1. THE PURPOSE AND IMPORTANCE OF RECRUITMENT

Due to the fact an organization acts in a national or multinational space, in which human resources are specific in terms of social, religious, aesthetic values, organizational culture is strongly influenced by characteristics of certain cultural levels of higher ranking among which national culture is the most influential one.

The word "recruitment" has many meanings and plays an important role. Employees leave the organization in search of greener pastures – some retire, some die in the saddle. The most important thing is that enterprise grows, diversifies and takes over other units—all necessitating hiring of new men and women.

In fact, recruitment functions stop only when the organization ceases to exist. To understand recruitment in simple terms it is understood as a process of searching for obtaining applications of job from among from whom the right people can be selected. To define recruitment we can define it formally as it a process of finding and attracting applicants for employment.

The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected. Theoretically, recruitment process is said to end with receipt of application in practice the activity extends to the screening applicants as to eliminate those who are not qualified for job.

The general purpose of recruitment is to provide a pool of potentially qualified job candidates. Specifically, the purposes are to:

- Determine the present and future requirements of the organization in conjunction with its personnel planning and job analysis activities;
- Increase the job pool of job candidates at minimum cost;
- Help increase the success rate of the selection process by reducing the number visibly under qualified or job applications;
- Help reduce the probability that job applicants, once recruited and selected, will leave the organization only after a short period of time;
- Meet the organization's legal and social obligations regarding the composition of its workforce;
- Being identifying and preparing potential job applicants who will be appropriate candidates;
- Increase organization individual effectiveness in the short term and long term;
- Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

There are a number of factors that affect recruitment. These are broadly classified into two categories: internal factors and external factors.

The internal factors, also called as "endogenous factors" are the factors within the organization that affect recruiting personnel in the organization, like: the size of the organization, the recruiting policy, image of the organization, the image of the job.

Like internal factors, there are some factors external to organization, which have their influence on recruitment process. Some of these are: demographic factors, labor market, unemployment situation.

2. THE NEW METHOD OF SELECTION

The role of selection in an organization's effectiveness is crucial for at least two reasons: first, work performance depends on individuals. The best way to improve performance is to hire people who have the competence and the willingness to work. Arguing from the employee's viewpoint, poor or inappropriate choice can be demoralizing to the individual concerned (who finds himself or herself in the wrong job) and demotivating to the rest of the workforce. Effective selection, therefore, assumes greater relevance. Second, cost incurred in recruiting and hiring personnel speaks about volumes of the selection. Cost of wrong selection are greater.

In recent years, HR specialists have found out new methods of selection. These approaches are deemed to be the alternative to the traditional methods of selection.

Two interesting alternatives are participative selection and employee leasing. Participative selection that subordinates participate in the selection of their co-workers and supervisors. The idea is that such participation will improve quality, increase support for the selected supervisors and co-workers and improve employee morale. In employee leasing, the client company leases employees from a third party, not on a temporary basis, but rather as leased as full time, long-term help. An interesting feature of this method is that the client company need not perform such personnel activities as hiring, compensation or record keeping. The advantages of employee leasing are significant. The client is relieved from many administrative burdens, as well as the need to employ specialized personnel employees. Further, employees not recruited by one client are sent to another client company for employment.

3. ATTRACTING PEOPLE TO THE EDP GROUP

We endeavour to strengthen the EDP Group's position as an employer of first choice, with attraction initiatives in the different markets in which we operate. This allows us to attract new talents and rejuvenate and diversify the company.

Attractiveness is an essential attribute that makes a decisive contribution to implementation of our strategies, as it is the first step towards bringing in talent. At a time when EDP business is growing and expanding and also being renewed and rejuvenated, the attractiveness strategy has focused on strengthening and consolidating the company's image in different segments. The EDP Group's strategy attracting talent in its markets is based on five main courses of action:

Promotion – Publicise the initiative and opportunities existing in the EDP Group in order to attract potential candidates. The EDP Group was present at 25 Job shops in 2014 and more than 14,900 applications on LinkedIn from September to December 2015.

Networking – Initiatives to bring EDP closer to the academic community so that the organisation and students can share experience and know-how.

Competitions on critical aspects of the sector for university and technical students to develop students' skills and identify potential candidates for positions in the EDP Group. Examples are EDP University Challenge and the Global Management Challenge.

Partnerships – Establish strategic partnerships with education and other entities, which offer special channels to attract candidates to the EDP Group. The EDP Group had 31 university partnerships in 2014.

Development – Bring candidates closer to the labour market and enlarge the pool of potential employees with internships and a trainee programme. In 2015, 888 internships were allocated and the second EDP Trainee Programme began with 25 trainees.

EDP began the second EDP Trainee Program, which was acknowledged by the market for its unique nature. The number of vacancies and countries in the program was extended. Around 4,000 applications were received a meticulous selection process was used to choose the 25 trainees who would be the first to take on the challenge.

The Group's attraction strategy has brought new talents into the company. In 2015, EDP hired 615 new employees in different areas to keep up with the business growth and meet the need for renewal. The slight fall in relation to 2014 was due to changes in three countries:

- Portugal: 17% more new admissions against 2014, to make up for personnel leaving, mostly for retirement, which also increased in 2015;

- Brazil: 72% fewer admissions due to a slowdown in business caused by the drought and uncertainty about some decisive government measures, with admissions only to take the place of leavers;
- United States and the rest of Europe: 44% and 23% new admissions, respectively, against 2014 to keep up with the growth of business.

Most of the admissions during the year were to the company's permanent payroll in 2015 and only 1.9% had fixed-term contracts for temporary work on some projects, mostly in Portugal.

In terms of attractions and recruitment, the main goal for the next year are review the attraction process and ensure greater integration and alignment between countries in order to consolidate the Group's image as a key employer. Continue to recruit employees in an increasingly process in close alignment with the growth of the different business and the current generational renewal based on the principle of optimisation and efficiency.

CONCLUSIONS

Recruitment and selection are getting very much importance these days in the organization. It is very critical thing to evaluate the human resources. It is a systematic procedure that involves many activities. The process includes the step like HR planning attracting applicant and screening them. It is very important activity as it provides right people in right place at right time. It is not an easy task as organizations future is depends on this activity. If suitable employees are selected which are beneficial to the organization it is safe side but if decision goes wrong it can be dangerous to the organization. So it is an activity for which HR department gets very much importance. Recruitment and selection procedure and its policies changed as per organization. Its importance also gets changed as the organization changed.

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