

RECRUITMENT AND SELECTION PROCESS: A CASE STUDY IN THE COMPANY AP EMPREENDIMENTOS

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SUMMARY

This article aims to get to know the process of selection and recruitment of personnel in an automobile services company and business in general in the city of Macapá- Amapá. As a methodology, bibliographic research was adopted for the theoretical deepening of the subject and a questionnaire with semi-structured questions was applied to the organization's human resources manager. It was found that the institution's recruitment and selection techniques are similar to what was pointed out in the literature. However, the company uses the ones that best meet the characteristics of the vacancy in question, it makes its vacancies available through the company's website, local newspaper, social networks, TV and radio. Regarding the form of selection, it uses curriculum analysis, application of reasoning, interview and profile mapping,

Key words: Planning. Recruitment and Selection of People.

1. INTRODUCTION

The current economic environment exerts strong pressure to improve the quality of the Recruitment and Selection processes in organizations, the high competition between companies makes it become

increasingly important to the presence of the best employees, since any organizational objective can only be achieved through people.

Currently, not only do candidates need to prepare for a Recruitment and Selection process, but organizations must be prepared in the best possible way for the process of recruiting and selecting people.

Thus, the role of Recruitment is to disclose in the market the opportunities that the organization intends to offer to people who have the characteristics described in the position

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so that they can submit to the selection process.

The importance of studying the recruitment and selection process is observed when we analyze the relationship between the candidate's profile and the position offered, considering a lower rate of turnover, productivity and costs resulting from these processes, this is due to allocate the right candidate in the right job, so knowing about this subject is of fundamental importance. In this sense, this work sought to understand, through the vision of the HR manager, the functioning of the selection and recruitment process of the company Ap Empreendimentos through its selection techniques, candidate profile and vacancy requirements.

2 THEORETICAL REFERENCE

According to Chiavenato (2006), the Human Resources Administration consists of planning, organizing, developing, coordinating and controlling the methods capable of promoting the efficient performance of the personnel, at the same time that the organization represents the means that allows people with they collaborate to achieve individual goals related directly or indirectly to work, this means winning over and keeping people in the organization, always working efficiently to produce effective results.

The Human Resources Administration - ARH arose due to the growth of organizations and their needs. The creative value and intelligence were treated as necessary, the skills sought in the market became the initiative, decision and skills, and not just manual, physical or craft skills (MAXIMIANO, 2005).

Among the functions of HR Administration, recruitment and selection stands out, according to Para Chiavenato (2004) recruitment is a set of techniques and procedures that aims to attract potentially qualified candidates capable of occupying positions within the organization. The same author says that HR selection can be defined as the choice of the right man for the right position, that is, among the recruited candidates, the most suitable for the existing positions in the company are verified, aiming at maintaining or increasing efficiency and staff performance.

Marras (2007) defines that recruitment is an activity that is the responsibility of human resources management that aims to attract people internally or externally to the organization in order to meet the needs of people in the company. Recruitment is based on the needs of human resources in the organization and is divided into three stages: internal needs research, internal market research and the definition of the techniques to recruit and use in forming the recruitment planning.

The term “recruitment” is to have an attitude in recruiting. Its meaning originated initially in armies, where recruiting recruits for future soldiers or guerrilla posts was customary. The term, as well as its objective (attracting people), was quickly incorporated and called Human Resources (HR), in particular, to the Personnel Recruitment and Selection subsystem (GIL, 2001).

“The recruitment activities of a company must be highly stimulating, in the sense of making potential candidates really want to join the organization. The recruitment

it must be the first step in the process of selecting people, since it serves as a screening process for candidates who have the most appropriate profile for the position available. ”(BULGACOV, 2006, p. 337).

The recruitment and selection of human resources must be taken as two phases of the same process, that is, the introduction of people into the organization. If Recruitment is an activity of dissemination, call, attention, increment of input (input), Selection is an obstacle activity, of choice, of option and decision, of filtering of the input (input), of classification, restrictive (CHIAVENATO, 1991).

According to Marras (2002), the whole process of recruiting staff starts from an internal need of the organization, with regard to the hiring of new professionals. This need, which originates for different reasons, is expressed or formally issued, by the person requesting the area, through a document called personnel requisition.

The requisition of personnel is a document that must be filled out and signed by the person who intends to fill any vacancy in his department or section. According to Chiavenato (1999, p.54) “In order to better identify and map the sources of recruitment, within the requirements that the organization will require from candidates, two types of research are necessary: external and internal research”:

- External research: corresponds to research of the human resources market in order to segment it to facilitate its analysis.
- Internal research: corresponds to research on the organization's needs in relation to human resources and what policies the organization intends to adopt in relation to its personnel.

Recruitment can be internal and external, both types have advantages and disadvantages for the process itself and for the organization, it is up to the company manager to analyze which is the best method to be used in the recruitment process, it is not enough to just define a profile position and make the selection, there needs to be a complete planning and description of the position to be held in the organization.

3 INTERNAL RECRUITMENT

Internal recruitment works on employees who work in the organization, to promote them or transfer them to other more complex or more motivating activities, internal recruitment has its advantages and disadvantages (CHIAVENATO, 2010).

However, internal recruitment can only be applied if the company really has employees who have the appropriate skills that the position requires. “The people manager must have a high level of information about the professionals who work in the organization, in order to be able to make the best decision in choosing the future occupant of the position” (BULGACOV, 2006, p. 338).

- **Advantages:** It makes better use of the potential of company employees, motivates and encourages professional development, encourages the permanence and loyalty of current employees, in addition to having a lower financial cost.
- **Disadvantages:** It can prevent the entry of new talents, it favors the current routine of the company, it can generate conflicts of interest, in addition to functioning as a closed system of continuous recycling.

4 EXTERNAL RECRUITMENT

External recruitment acts on candidates who are available to the market, therefore outside the organization, to submit them to their personnel selection process. Thus, while internal recruitment is focused on seeking internal skills to make better use of them, external recruitment is focused on the acquisition of external skills. One privileges current employees to offer them better opportunities within the organization, while the other seeks external candidates to bring experiences and skills that do not currently exist in the organization, such as internal recruitment, the external one also has its advantages and disadvantages (CHIAVENATO, 2010) .

For Bulgacov (2006, p. 338) External recruitment is done through techniques that attract candidates who, at the moment, do not work in the organization, whether they are available or working in another company.

- Advantages: Introduces new blood to the organization, increases the organization's intellectual capital, renews the organizational culture, in addition to encouraging the organization's interaction with the human resources market.
- Disadvantages: It negatively affects the motivation of current employees, reduces employee loyalty by offering opportunities to strangers, requires application of selective techniques for external candidates, in addition to being more costly, costly, time-consuming and insecure.

5 STAFF SELECTION

Personnel selection is the organizational search to choose the candidate that best fits the vacancy profile. It works as a kind of filter that allows only a few people to join the organization: those who have the skills and competencies desired by the organization. Let's say that selection is the exact choice of the right person for the right place at the right time.

Chiavenato (2010) reports that the selection seeks among the various recruited candidates, those that are more suitable to the existing positions in the organization or to the necessary skills, the selection process aims to maintain or increase the efficiency and human performance, as well as the effectiveness of the organization .

Still in the view of this author, the best way to conceptualize selection is to represent it as a

comparison between two variables: the first is the requirement of the position to be filled provided by the description and analysis of the position and the second is the profile of the characteristics of the candidate obtained through selection techniques.

Currently, organizations are making the selection process an efficient tool to increase their human and intellectual capital, and the best way to do that is to focus on selecting the acquisition of individual skills that are essential for organizational success. We can say that Selection is a decision-making process with selection criteria, the main one being obtaining information relevant to the position to be filled or defining the competencies desired by the organization.

Selection is an activity of people selection, classification and decision making, becoming restrictive and abstract. Thus, just as the objective of recruitment is to supply the selection process, the objective of selection is to choose and classify candidates most suited to the needs of the position and the organization (CHIAVENATO, 1999).

6 POSITION DESCRIPTION AND ANALYSIS

The job description and analysis are a survey of the job content and the requirements that the job requires of its occupant. Through this analysis, we will have information about the requirements and characteristics that the occupant of the position must have in order to occupy it properly. (CHIAVENATO, 2010).

The job description is the process that aims to enumerate the tasks, attributions, responsibility and functions to be performed by the person occupying the position. Describing a position is also evident in the organization's organization chart, defining its position and to whom it should be submitted.

While job descriptions are concerned with the content of the job, that is, what you do, when you do it, how you do it, and why you do it, job analysis studies and determines the qualitative requirements for performing the job.

Designing the job is the way managers organize individual jobs by combining them into units, departments and organizations. In order for us to design a position it is necessary to know what qualification is necessary for its occupant. We should check if there is a desired age, if the sex is in accordance with the vacancy and if a level of education is required.

7 MAPPING SKILLS

When the selection process is based on the competencies desired by the organization, data collection is used to identify the individual competencies of the candidate. Competence is defined as a set of knowledge, skills and attitudes that add economic value to the organization and social value to the person. After obtaining information about the position to be filled or the desired skills, the next step is to choose the selection techniques to know, compare and choose the most suitable candidates. (BULGACOV, 2006, p. 333).

8 SELECTION TECHNIQUES

After obtaining the basic information about the position to be filled or the desired skills, the next step is to choose the selection techniques so that you can know, compare and choose the most qualified candidates. Selection techniques are grouped into five categories: selection interview; evidence of knowledge or ability, psychological tests, personality tests and

simulation techniques (CHIAVENATO, 2010).

For the most appropriate decisions to be taken in the selection processes, it is also necessary to consider the techniques used in the so-called scientific selection (SPECTOR, 2010). Which in turn are selection tools cited by (KNAPIK, 2008, pg. 148) as a means of observing and analyzing candidates who participate in selection processes and compare with the requirements demanded by the position, being able to identify personal traits that can predict behavior candidate's future as a company employee. The selection interview is a communication process between two or more people who interact with each other, in which the interviewer is interested in getting to know the interviewee better.

The knowledge or skills tests serve as instruments that allow an objective assessment of the level of general and specific knowledge of each candidate. Psychological tests, on the other hand, consist of a set of tests that are applied to people, aiming to measure their mental development, their aptitudes, skills and knowledge.

Personality tests are used to analyze the different personality traits, whether determined by the character or temperament of each person. Personality traits consist of the individual characteristics that each person has, making him / her distinct from the others.

Simulation techniques are essential to center individual and isolated treatment for group treatment, as it leaves the verbal or execution method by social action. Some companies adopt group dynamics in their selection process.

Selection techniques allow for tracking the candidate's personal characteristics through samples of his or her behavior. A good selection technique must have some attributes, such as speed and reliability.

In addition, it needs to represent the best predictor for a candidate's good performance in the future position. Predictor means the attribute by which a selection technique is able to predict the candidate's behavior in the position to be occupied, depending on the results he / she achieved when submitted to this technique (CHIAVENATO, 2010).

Thus, each selection technique brings important information about the selected candidates, always seeking the best result for the organization. After the recruitment and selection process, candidates reach the final stage of the process, which is admission.

However, it is not enough to simply recruit and select the best candidates, it is necessary to create in political organizations capable of training, developing and maintaining these selected

candidates.

9 TRAINING AND DEVELOPMENT

The training aims at the professional improvement of the employee, increasing his productivity, that is, his best performance in the position. Training has almost always been understood as a process of preparation for the person to perform in an excellent way the specific tasks of the position that he occupies (CHIAVENATO, 2010).

Training is considered as a means of developing skills in people so that they become more productive, creative and innovative, aiming at a better contribution in reaching the organizational objective.

Development, in turn, consists of exploring the learning potential and productive capacity of the organization's employees, in order to change their behavior and acquire new skills and knowledge. Its objective is the professional and motivational performance of the employee to improve results and consequently generate a good organizational climate.

Through training and development the employee can assimilate important information, learn skills, develop different attitudes and behaviors. Most training programs are focused on transmitting information to employees about the organization, its policies and guidelines, rules and procedure, its mission and vision, its products and services, its customers and its competitors (CHIAVENATO, 2010).

12 METHODOLOGY

The methodology used in this article, initially was a bibliographic survey which allowed a better understanding about the subjects to be approached. The research was characterized as being exploratory, descriptive-qualitative, also called field survey. The study design is of the descriptive type, which according to Gil (2009), has as its primary objective the description of the characteristics of a given population or phenomenon or else the establishment of relationships between the variables.

The information obtained in this research was analyzed considering the view of the authors cited in the bibliographic reference. For the development of data collection, a semi-structured questionnaire with 06 (six) questions was applied, of which 06 (six) were open and

01 (one) closed to the Human Resources Manager of that company, enabling a better qualitative approach to the process of recruitment and selection of the company.

13 RESULTS PRESENTATION

To better understand the recruitment and selection process of the company AP Empreendimentos, the HR manager was asked about the importance of the department for the company. According to him, Planning, managing and maintaining the quality management process of people is of fundamental importance in companies because they are composed of people, and this importance does not vary depending on the size of the company.

As for the way of publicizing the vacancies, the manager reported that these are distributed through the company's website, local newspaper, social networks, TV and radio. Similar studies were found by Vizzioli (2010) in external selection processes and pointed out as the main ones.

Regarding the form of selection that corresponds to figure 1, the most used technique by the HR department is the analysis of the curriculum with 40%, then comes to the application of a reasoning test with 25%, followed by the interview with 15% and by last with 5% profile mapping.

Also according to the manager, the techniques used are generally defined, considering the vacancy to be filled and the number of candidates registered for the position. For example, for a vacancy where 20 candidates are registered, screening is necessary first, and then the selection techniques are applied.

In this sense Faissalet al. (2010), recommend that each management sector apply the techniques that best adapt to the selection.

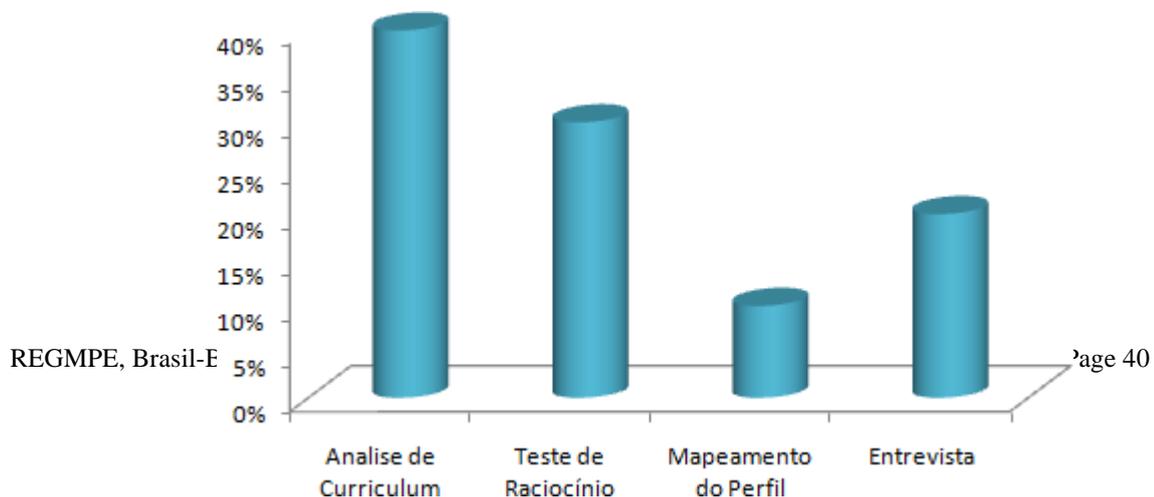


Figure 1 Selection methods

The HR manager was asked if the company AP Empreendimentos has a performance evaluation program, according to him, there is not yet a performance evaluation program, but there will be the implementation of the job and salary plan, since the company uses a convention. collective bargaining between employees and the employers' union to define the wage floor.

Regarding the level of satisfaction of the company regarding the profile of the recruited candidates, above 50% the candidates serve the company satisfactorily, there are cases that only 30% serve, as well, depending on the vacancy 20% only satisfy the HR sector .

It was also asked if, with the implementation of the selection and recruitment process, the company AP Empreendimentos managed to reduce the rates of problems previously faced in hiring staff, and the manager stated that yes, that the process meets in a very significant way and that few cases usually present some kind of problem after the process.

In the question about the use of the internal recruitment process related to the selection, the manager replied that “only internal selection is made, when it is verified through curriculum analysis if there are any employees in the area who have training in the area, in addition to a functional history committed to the organization ”

Faissaletal (2010, p. 70) points out that when there is internal recruitment "it is necessary that managers and those responsible for the area of people management are integrated and feel responsible for the development of employees". It is worth considering that when there is removal by recruitment a new employee must be admitted.

The research was also concerned with verifying with the HR manager which the greatest contributions of the recruitment and selection process to the organization, according to him, with the implementation of the recruitment and selection process it was possible to reduce the large turnover of personnel as well as a significant reduction in investments in new recruitment processes, followed by a lower investment rate in integration and adaptation programs. The study showed that filling vacancies is a matter of paramount importance for an organization, where planning staff needs, recruiting, selecting, and developing more capable employees is a major challenge for human resources managers.

14 FINAL CONSIDERATIONS

People are essential to the company's existence and success. They guarantee the quality and excellence of the products and services provided. Thus, getting the right employee in the right place is the challenge that every organization has today.

The studies presented in the theoretical foundation demonstrated that filling a vacancy requires effective methods and techniques of selection and recruitment according to the objectives of the company and the vacancy to be filled.

Although they point out recruitment techniques such as the company's website, local newspaper, social networks, TV and radio, each organization can define its own form. The important thing about recruitment is that the vacancy is advertised to attract candidates and increases the employee's choice. Once the recruitment process has been completed, we move on to the selection stage. Among the selection techniques most indicated in the literature are curriculum analysis, group dynamics, psychological tests. Still, depending on the specificity of the position, other selection techniques may be applied.

One of the concerns of the selection process is that techniques be used so that among the candidates, the one that will best meet, both at a technical and personal level, the position offered, which demonstrates being aligned with the organization's objectives, strategies and culture, is chosen.

In the case of the study company, in general the recruitment and selection techniques are similar to those indicated in the literature. Thus, it is considered that the objective was answered, considering that it was possible to identify, both in the literature and in the study company, recruitment techniques and personnel selection.

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