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Organizational and Work Psychology

An approach to the Work Psychology and Human Resources

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RECRUITMENT AND SELECTION OF EMPLOYEES

When applying for a new job, candidates for a work activity participate in recruitment and selection processes, so that the knowledge, skills and attitudes of candidates for a job are evaluated, observing whether or not each candidate has the possibility of occupying a particular working position. People who join organizations must have characteristics that coincide with those necessary for the intended activity.

Considering the fact that people have different internal characteristics from each other, it is that selective processes are performed. If everyone have the same characteristics, there would be not to need evaluation for a job. Anyone would have the possibility of being hired, thus unnecessary the process of selection of personnel.

According to Chiavenato:

> There is an old popular saying that selection is the right choice of the right person for the right place. In broader terms, the selection seeks, among the various candidates recruited, those who are best suited to the positions existing

in the organization, aiming to increase or maintain the efficiency and performance of the staff, as well as the effectiveness of the organization (Chiavenato, 1999).

In order for an organization to function efficiently, some factors must be taken into account in order for it, such as the company's technological updating, to fully achieve its objectives; the quality of the products and services provided; the existence of an organizational structure directed to better management and, mainly its human resources, that is, employees who are part of their functional framework.

The entry of human capital into an organization becomes necessary for the balance of its number of employees, considering the natural decrease in the number of employees over the years and eventual layoffs of those that did not adapt to the activities of the company.

It is up to the Recruitment Sector to disclose the vacancies in an organization. The Recruitment and Selection Sector should not only disclose the existence of vacancies, but to make the selection processes sufficient number of participants to be carried

out the process; if this does not occur, recruitment would not have the necessary effect.

When searching for possible new employees, the Recruitment and Selection Sector has the possibility to resort to three types of Human Resources sources. They are Internal Recruitment, External Recruitment, or a combination of both types. Internal Recruitment gives opportunities to people who are already part of the organization, External Recruitment search new employees in outside the company.

In Internal Recruitment, opportunities for placement in the company are offered to candidates who already occupy a vacancy in the company's functional framework and who wish to apply for new possibilities of work within the organization. Having a chance to rise to new professional assignments, employees thus perceive themselves more motivated to perform activities within the company. And a person already known to the company can lead to a more accurate choice than if the selection process is carried out with a group of people who isn't part of the organization.

In the use of Internal Recruitment, there is often the maintenance of the organization's culture. At times when the company is in a period of crisis, it is advisable to use External Recruitment, with the purpose of improve the culture of the organization. External Recruitment can be used including high management levels, thus enabling the recovery of organizations. But External Recruitment also has some disadvantages, because it is more expensive than Internal Recruitment and needs the process of setting new employees.

In Recruitment processes, there are several ways to capture candidates for a Selection Process, including curriculum banks, employment agencies, registration of people interested in the company's own website of internet, search for new talent in schools and universities etc. After obtaining the number of people required, the Recruitment and Selection Sector must choose which candidates have the characteristics necessary for open job vacancies through staff selection.

Observing the number of people involved, selective processes can involve evaluation through proof of knowledge, as

well interviews, group dynamics, simulations, psychological tests, among other evaluation techniques. Psychometric tests (which evaluate, among others, areas such as personality, attention, intelligence, memory, abstract reasoning) are of great use in reducing the observation time of an individual or group of people, so that conclusions are obtained on the people evaluated, without the need to observe the behavior of the people evaluated within a real situation. For this, psychometric tests are indicated.

According to Chiavento, psychometric tests:

> Objective and standardized measure of a behaviour sample with regard to the person's abilities. Psychometric tests are used as a measure of performance and are based on comparison statistic samples, and are applied under standardized conditions (Chiavenato, 1999).

When the recruitment sector of a company provides opportunity for vacancies in outside the company, a large number of candidates can report to the selection process, but not everyone will have the chance to be hired, due to the number of vacancies and also because they do not have the necessary