

IMPACT OF GLOBALIZATION OVER THE RECRUITMENT AND SELECTION PROCESSES OF HUMAN RESOURCES

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Abstract. *Due to developments in technology, demographic changes and globalization, the world of work is changing. In conditions in which competition is increasingly fierce, on a labour market in continuous development, human resources must adapt quickly to a world into globalization process to face any challenges. Thus, by adopting modern techniques, through internet access, labour becomes every day more and more demanding in terms of employee-employer relationship. Impact of globalization and ITC on the process of recruitment and selection are the consequence of achieving the flexibility and capability of reaction of employees. Thus, the labour market is using new methods of recruitment and selection to increase efficiency and improve working conditions, reducing stress, time and costs of recruitment and selection and widening the geographical area of recruitment and selection.*

Key words: Recruitment, selection, globalization, communication, technology

1. Introduction

Globalization is a phenomenon of the modern era.[20] Mutations in human resource management are the response to the external environmental changes of the organization.

In the context of globalization, human resources management becomes the main tools and means by which the organizations can ensure competitive advantage and strategic decisions of the managers must reflect a commitment to the people.[19] Today recruitment and selection processes are highly influenced by complex phenomenon such as migration of labour from Eastern Europe, the European internal market, competition and short development, developments in technology, demographic changes, globalization, the impact of ITC on HR employment, emergence of new professions, global division of labour and the appearance of multinational companies.

2. Education and culture influence over the recruitment and selection processes

When a company wants to extend its activities in another country should consider the criteria on which selection is made, otherwise will have difficulties during personnel recruitment and selection. A study realized at the 18 western companies, that operate in Russia, showed that personality and experience are

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the main criteria for selection. Therefore criteria such as certificates and diplomas mattered less in comparison with honesty, ambition, team spirit, availability and ability to learn.

In the international context, multinational companies establish the "equivalent criteria" of recruitment and selection due to differences between the educational and cultural specificity of each country.

For example, in Germany, average age of graduation superior economic studies is 25-26 years, compared with Japan and Romania, where graduates available in the labour market are from 22 years. In Spain the managers of the host country are graduated in law or economics, in Germany are graduated of technical higher education or PhD in engineering, and in the UK the studies are irrelevant because they are not giving importance in obtaining certificates and diplomas. In Europe, the studies regarding the practices of recruitment and selection of human resources by multinational companies have highlighted a number of differences. Companies from France, Britain and Italy one of the most important criteria for selection is language skills. In Germany are preferred the candidates with a solid training in the technical field. In Spain are preferred the young people and it's avoided hiring of candidates graduated of an elitist school and nationality of candidates is a very important criteria. In the Netherlands, Germany and France graduating of an elitist schools is considered as an employment atuu. If an American company will open a subsidiary in these countries will meet strong resistance from the employees of its subsidiary, because U.S. consider relevant only the experience. Misunderstanding of differences between educational systems in various countries may create obstacles in the recruitment and selection of employees, using the equivalence.

3. The appearance of multinational companies,

strategic alliances and experience of these last decades, confirms that the greatest benefits were obtained by those enterprises which have managed to integrate the latest achievements in science and technology in their own organizations and promoted at the same time high standards for training personnel.[14] Today multinational corporations are a massive presence in the global economy, they internationalized services and production. Global corporations are positive forces for development and economic prosperity. [7] Multinational companies have brought policies on human resources and also new methods of recruitment and selection. In the multinational companies, recruitment and selection acquire a strategic character, because the promotion strategy and the values of mother company in the host country is provided by managers and employees of subsidiaries .

That's why international organizations may adopt one of the following orientations:

Ethnocentric orientation -the management of subsidiaries is provided by managers expatriates, forced the mother organization. They want full control over subsidiaries and ensure that the mother company's strategy is properly implemented at its subsidiaries. [11] Failure in the recruitment and selection process of expatriates employees is one of the issues that accompany these processes, the main reason being that organizations that adopt this approach does not require additional criteria for recruiting and selecting the employees who will work in the subsidiaries . The most frequently causes of failure are: reduced adaptability to new cultural context , family problems, responsibilities too large, the inability to communicate with employees. In such circumstances, "failure is perceived as a premature return of expatriate staff from the host country in the mother country».[11] Poor results are due to inadaptation of this staff on specific culture of the host country. The costs of errors in the selection process are direct (rewards, training costs) and indirect (lack of productivity, low market share, failure in the relationship with local authorities).

Polycentric orientation -subsidiary managers and employees are recruited and selected from the host country.

The main advantages that this approach entails:

- are eliminated cultural and linguistic barriers;
- are eliminated the problems related by family mobility of employees;
- are eliminated the costs allocated for cultural training of staff;
- motivation is less costly.

As disadvantages:

- inter-conflicts between the staff in branches and the mother-company;
- divergences of strategic guidance which must be adopted at local level.

Geocentric orientation - in the opinion of specialists in human resources this orientation represents the best way to hold key posts in a multinational organization, not taking into account the nationality of personnel. [5]

Advantages:

- recruitment can choose the employees between mother-company and the employees existing at the branches;
- employees with development potential can always move from one branch to another within the company;
- the staff has a high degree of mobility and adaptability to various conditions, gaining a greater experience .

Regiocentric orientation – involves the transfer employees of a multinational organization to certain geographical regions. The main disadvantage of this approach is the limited career prospects for employees of subsidiaries, which can access quite difficult at the head region. In essence it should be noted that

recruitment and selection of human resources in the multicultural context is one of the most important challenges faced by multinational companies, factors with great impact on this activity being cultural particularities of the labour market of the host country and availability of human resources.

4. Competition

- multinational companies may face in the labour market with a very intense competition. For example, Japanese companies pay a lot to attract those candidates (male) who are graduates of Tokyo University, recruiting them since the faculty. For multinational companies is a competitive advantage employment in banking field of female as managers, because they are considered very good financial advisors. In China the main method of recruitment is the personal relationships and in the U.S. the main criteria for selection is according to job requirements. In conclusion, we can mention the fact that multinational organizations should understand the cultural specification of each country, because those are influencing the efficiency and effectiveness of recruitment and selection. [11]

5. The strategic role of human resources department by aligning the processes of recruitment and selection to the vision and goals of the organization

- in small and medium enterprises there is not a department of human resources to develop processes for recruitment and selection and manager is directly involved in selecting employees through an intuitive management; in large and multinational firms recruitment process requires large expenses and long time in choosing suitable candidates.

The Department has strategic role in the organization:

- forecast staffing needs;
- human-resource planning by analyzing the objectives the organization [3];
- planning purposes;
- methods used in determining the necessary human resources;
- estimating human resource requirements based on labour productivity;
- post-analysis and of the tasks for job descriptions;
- specifications drafting of personnel (through the behaviours, knowledge and skills needed in employment candidates job);
- recruitment content of personnel;
- using marketing methods to attract an adequate number of properly potential employees for the job;
- using internal and external sources to cover the requirements vacancies;
- using different methods and techniques for recruiting;

- using new recruiting techniques to attract a large number of candidates (e.g. on-line recruitment, international recruitment);
- using new methods and techniques of selection (the Internet);
- achieving interviews with a specialized team consisting of economists, sociologists and psychologists (without discriminating) to understand better the behaviour and thinking of each candidate;

The recruitment and selection should be made public and be conducted by an experienced team involving the head of Human Resources Department, head of the post directly concerned, people specializing in selection and at least a sociologist and a psychologist to evaluate psychologically the candidates.

The role of the team involved in the processes of recruitment and selection consists of:

- objectivity in choosing a candidate for employment;
- using techniques of non-discrimination during selection;
- using marketing methods into recruitment process to find more candidates;
- content of the recruitment announce must fulfil the following criteria: description of organization, job duties and a more clear description of the "ideal" person for the job without discrimination, procedure for submission of application, the deadline and information about the website of the organization.

6. Legislative changes

- candidates should not be discriminated in recruitment and selection processes, so that the legislation comes to support the candidates by laws, that require organizations to make no discrimination, by the National Council against Discrimination, by ONGs activity and by the courts, abolishing the company or impose fines.

7. Economic and social changes

- different factors led to new trends, from full-time employment to atypical work conditions, for example, work from home, part-time contracts, along with outsourcing services and contracting with external collaborators. The function of human resources as the financial and accounting have not escaped of the phenomenon of outsourcing. it may go even further, to organizations that do not have a department of human resources.[18] Outsourcing of recruitment and selection processes may be one of the services chosen by the company to focus on activities that knows better to make. This is supported by well-known authors in the field of management, such as Tom Peters which urge companies to focus on what they know to do better. But an organization must give a special attention to the recruitment and selection processes, even if they are outsourced,

to be sure that human resources needs of the organization is satisfied with a more efficient manner as possible. [9]

8. Market, technology and organisational dynamics

influence significantly the management of human resources. Today the European internal market is becoming stronger by removing many barriers between countries. Also, if we take into consideration: increased traffic of goods, communications, media, cultural and consumer policy, free choice of employment and residence stability, it can say that we are witness to the essential events, that will give to significant mutations. This go to standardization, and favours the growth of the market dynamics. Changes regarding markets and personal achievement, lead inevitably to a new qualitative and quantitative application personnel and to increased demands on staff development.

E-recruitment-Now recruitment is on-line and the access of candidates in the selection process can be done from different geographic areas, based on competence and knowledge in the field. 76% of top 500 European companies have a space for recruiting corporate web site, according to a study published in Recruitsoft. Only 47% of them have a special section for young graduates.[21] Changes in technology have given rise to a new concept that human resource management must face: **the organization that learns**. Continuous changing in technology and knowledge have led to a modified approach of human resources. Many managers and experts have found that learning organization is more able to survive and progress into insecure conditions of the present. In the future, one of the major conditions of the organization in will be the recognition of the role of human resources. A increasingly number of specialists and experts recognize that, the success of a company is established by a series of "skills". Gaining competitive advantage on account of human resources should be a goal of all modern companies. Unfortunately, their role is not recognized in all organizations. A set of rules should be respected in order to obtain competitive advantage on account of employees:

- resources must be valuable, people are a source of competitive advantages when they engage efficiently and effectively in achieving the company objectives;
- human resources must be rare - their knowledge, skills and abilities are not equal to those employees of other competitors;
- resources must be organized because good results can be achieved when talent is combined and developed in the workplace.

Maybe the most important thing is the need to develop capabilities and a flexible workforce able to face the XXI century, the globalization, the new technologies, the changes, the development of human resources and the cost which always changes .

Video CV is a new form of selection of candidates. Video CV is a revolutionary instrument, designed to support the application of computer users with their professional profile to appropriate jobs and to create a net advantage from classical methods. Video CV it's an easily mean for candidates to seek direct ways of communication with employers.

This new technology allows the specialists to provide through video resume, to registered users, to talk about them, about their professional training, in a more eloquent, more efficient, more direct and more personal way.

Neural networks- behave as models of computation, flexible, able to analyze and to capture the complexity of quantitative or qualitative data structures. Neural networks model is a promising direction in increasing the validity of psychological selection. One of the advantages of this model is the efficiency compared to conventional methods and the disadvantage is it an area insufficiently depth of the theoretical and difficult to approach to less familiar with these types of calculation. [13]

Computer testing – is a psychological aided testing and is one of the most used applications of computers in psychology of recruitment. These laborious procedures for analysis and interpretation have aroused the interest of psychologists for this technological application.

Since the beginning of using computers in work psychology have been a number of obvious advantages that this technology brings: maximum objectivity, maximum standardization; training optimization; automatic recording of results; reducing stress examination; saving resources (time, paper); technological flexibility.

Testing on the internet is a computerized testing form that take place on-line and the control of the examination is transferred to the program. Forms through which the Internet can intermediate collection of relevant information for selection are: interviews, letters of reference, a typical exercise center for evaluation, personality tests and performance tests. [1] The Internet offers great opportunities in psychological evaluation, but raise a number of issues such as: impact of technology, safety tests, the effects of environmental, cultural or ethical aspects, authentication subjects, control of conditions test, control of practice and equality of access.

New methods for recruiting and selection: speed-dating (brief meeting between the candidate and those responsible for human resources for a brief discussion, no affinity), city game (games to crack the enigma-targeted candidates), online games (for army, police force or secret services), Video CV, internet testing, neural networks, campus managers (young employees sent to university in order to attract new candidates), business-game (game tests that put candidates in certain business situations), creative contests (contests launched by organisations under shortage of staff), cooptation (young employees become

"parents" of students from last year), discovery day (organization presents various jobs for future candidates in faculties or head office), job hunt (festive meeting, held in the morning by presenting a series of games that bring in valuable skills of candidates), traineeship (organization offers to young people training and seminars to highlight and improve their skills), and package (organization offers packages to young graduating employees which consist of phones, laptops and motivating salaries).[17]

Conclusions

The main consequence, with impact on human resources management, is that more and more employees requires jobs or tasks increasingly more varied and interesting. Because of this, human resources management must have a policy of personal value-oriented, and this policy must begin with a rigorous selection. In the same time, there must be the assurance that all human resource management activities are conducted in compliance with the legal requirements and evaluation activities which are depending on their contribution to achieve organisational objectives. As the company must be flexible, to adapt the work, to anticipate developments in the market economic system, so the human resource management must be flexible, too. Human resources management requires development and evaluation in at least five areas[10]:

- humanization job;
- performance-related rewards;
- flexible work programs;
- plans for flexible rewards;
- career planning.

Several contemporary trends put its imprint on the context of human resources: globalization, the modern trend of organization to obtain competitive advantages through people; the impact of information; identifying the importance of change management; affirming the role of human resources in intellectual capital development; influence of reengineering and total quality management on human resource management; impact of cost pressures on human resources policy; employees with investment power and autonomy to act in the interests of the company; access to knowledge.

Proposals

Growth of international interdependences and globalization of markets has led the last two decades to an internationalization of business organizations. As a result of this globalization, the organization has to face a number of issues such as: integrating organizational commitments from abroad, the organization's management, control over foreign subsidiaries and international tax policy. Internationalisation does not only mean expanding the activities of national

management abroad, it means an increase in complexity and modernization of human resource management. They are motivated by the multitude of functions and activities which have become international, tasks generated by heterogeneous economies of the countries, increasing risks due to personal and financial causes. Human Resources Management must solve a series of operational problems that reduce recruitment costs and increase the quality of selection and hiring competent candidates, preparation, direction, adaptation and integration of new employee in the organization and re-employment abroad.

To gain competitive advantage, the organization needs to choose "the right man at the right place and the right time"[10], processes based on candidates competencies, by a team well trained, specialized in the field, objectively and without prejudice and it's must using the latest techniques in the processes of recruitment and selection.

Besides traditional methods of recruitment and selection organization and must use the latest methods to attract a sufficient number of candidates, to retain the performance ones, such as:

speed-dating, city game, online games, Video CV, internet testing, neural networks, campus managers, business-game, creative contests, cooptation, discovery day, job hunt, traineeship, and package.[17]

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Abbreviations HR - human resources.

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