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**INTERNAL AND EXTERNAL FACTORS OF THE
RECRUITMENT OF HUMAN RESOURCES IN THE
ORGANISATION**

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Abstract:

The recruitment is a dynamic, laborious and an expensive process, which has a high impact on the organisation. For a successful recruitment, the organisation must have developed policies of staff issued from both prognostic and planning of the staff resources and also from the analysis of the posts that are going to be occupied.

The recruitment process is influenced by both internal factors and external factors.

Key words: organisation, human resources, recruitment, internal factors, external factors

1. Introduction

An organisation will accomplish its established objectives and it may be successful and/or it will resist if its human resources are qualitative from both points of view: intellectual and professional training as well as their psychological characteristics (attitude, behaviour, temper). In order to do that, the organisation must identify and attract the most competitive applicants through the recruitment process.

2. The Recruitment of Human Resources in the Organisations

The recruitment, also named pre-setting, represents the preliminary activity of the selection of the human resources for a particular structure of the organisation or for the whole organisation. The recruitment consists in both identification and attraction in the organisation of people who are appropriate intellectually, occupationally, motivationally and psychologically (attitude, behaviour and temper) for filling the vacancies or to be newly established.

Recruitment policies are determined by a number of factors, among which:

- the type, dimensions, image and reputation, the tradition of the organisation;
- economic and legal situation of the organisation;
- the ratio between demand and supply in the labour market;
- ensuring consistency between recruitment activities of the organisation and its values and strategies, without neglecting the existing competition in the labour market;
- legislative framework relating to employment;
- relationship organization – unions;
- relationship organisation – local, regional, central administration

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Recruitment is a process whereby public offer of the organisation becomes better known to those interested in representing a two-way communication: organisation – candidate and candidate – organisation.

The recruitment process is also considering obtaining numerical requirements of employees, as well as ensuring high qualities of labor attracted, to meet the needs of the organisation while reducing costs.

The main objective of recruitment is the identification of a sufficient number of candidates eligible to be selected. Through recruitment, from among the selected candidates, they shall be taken effectively only those candidates whose professional knowledge, personality and skills best match the vacancies.

Recruitment is a process:

- which involves direct contact between the employer and the applicant;
- bidirectional, in which both the employer and the applicant shall evaluate the advantages and disadvantages;
- public, in order to attract candidates, use the media services of the National Agency for Employment of the Workforce and of scholarships and job fairs;
- of communication between your organisation and the applicant, each with its own signals;
- transparent when you can verify the truth regarding the information that circulate in conjunction with their staff in the organisation, as well as conditions of work, the rewards granted, relations within the organisation, the organisation's stability, etc.;

Recruitment is conducted continuously and systematically as it is necessary both to ensure the human resources posts newly established (in the case of the development of the organisation), as well as replacing employees who are geeks or leaving the organisation due to various reasons (continuing studies, military service, better salary offer, moving to another area, sickness, disability, death).

The recruitment needs of organisations can be:

- strategic, corresponding to strategic needs for a segment for which you can ensure more sustainable jobs, motivating and retributive
- temporary, when employees leave the organisation for various reasons (resignations, studies, pre-and postnatal leave, promotions, postings, transfers, etc.);
- Permanent (systemic)-in the case of large organisations where recruitment can be a complex and expensive task, requiring special attention in terms of internal and external organisational consequences.
- spontaneous-when needed (the case of small organisations).

The recruiting process is influenced by a number of internal and external factors.

3. Internal and external factors that influence the recruitment of human resources

Recruitment factors depend on the type of management practiced by the organisation, the strategic objectives, as well as those of the organisation of the labour market situation at the time of recruitment, the condition of the national economy, national economic policy (with effects on the economic policy of the organisation).

Internal factors that may influence the recruitment activity are represented by factors related to organisation and factors related to work.

Factors related to the institution are:

- the peculiarity of the organisation;
- turnover and capital invested;

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- the situation in terms of the effectiveness of the organisation's activities;
- the size of the organisation (SMEs, large multinational undertaking, etc.);
- property status (independent enterprise, subsidiary undertakings in other countries, part of a network, etc.);
- the objectives of the organisation reflected both in matters of human resources, as well as in the policies and decisions of the recruitment of human resources
- type of management practiced;
- the dominant organisational culture which, through promoted values, positively affects the willingness of potential candidates to be part of the organisation;
- management policies and practices in the field of human resources in the organisation that represents the organisation's code of conduct in this field and which affects both potential candidates and recruitment process;
- economic and financial situation of the organisation, since recruitment activity involves spending (employment ads, the time used for recruitment, etc.);
- the Union, by the provisions of the collective labour contract, may cause some of the constraints or recruitment activity or it can influence this process;
- the Union's relationship with the leading factors;
- the location of the zone (access, transport, etc.)

There are organisations that employ staff on the basis of political criteria, ethnic or otherwise.

Factors related to work are:

- profession needed;
- the degree of skill required to fill the post;
- to draw up a detailed job description sheets, precise, clear, that does not lead to confusion or leave room for interpretation;
- the remuneration offered;
- the specificity of the vacancy;
- hierarchical relationships and other posts in the establishment plan;
- working conditions.

From the external environment of the organisation, the specific conditions of the labour market and national legislation concerning employment affect human resources recruitment and constrain the organisation to adopt certain strategies.

External factors that have influence on recruitment activity in an organization are:

- conditions and changes on the labour market, since both the manifestations and changes over time of it causes a high influence over recruitment of human resources. Thus, if the labour market offer of staff is relatively small, mainly qualitative, and unemployment is very low, the recruiting process will be difficult. At the same time, for certain categories of workers, the labour market can be reduced to the local market (locality/area in which is situated the organisation), while for other categories of workers, the labour market can include availability of personnel at County or national level;
- demographic trends in the area in which the organisation operates;
- labour market entry of female labour;
- increasing the age of retirement;
- the level of employment of the population of the area in which the organisation is located;
- the level of unemployment in the area;
- the capacity of training systems and development of human resources;

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- the image and/or reputation of the organisation within the community may have a positive or negative influence on the process of recruitment and can attract or repel prospective candidates;
- socio-economic situation of the area in which the organisation is situated - educational services, health services, transport facilities, living conditions, the supply of housing, the existence or lack of utilities, shops, etc.;
- the main competitors that make direct employment on the similar posts;
- the existence nearby of some educational institutions on similar workstation profiles (high schools, vocational schools, universities);
- -educational methods used in the preparation of future candidates for vacancies in your organisation;
- potential candidates preferences for a certain job or to certain advantages offered within the organisation. These preferences can be influenced by the skills and attitudes developed, professional experience, the influences coming from family, friends, teachers or those of someone's entourage;
- legislative or legal (laws, decrees, decisions of the Government Emergency Ordinance, standards and methodologies) specific for the human resources domain, covering various aspects of the process of with staff (including recruitment activity), in order to avoid unlawful decisions or hiring practices, and discrimination of any kind. The absence of appropriate rules lead to the failure of self defense of the discriminated or wronged persons.

There are situations where difficulties or delays in the recruitment of human resources may occur. This may be due to:

- the need to identify and attract potential candidates confidentially and without advertising;
- the existence of special posts or more complex for which the potential candidates are harder to come by or to be attracted. In general, for such positions, the average length of time required for their occupation is much higher;
- lower level at monetary rewards when compared to other organisations (for similar posts or qualifications).

4. Conclusion

□ The recruitment process represents a key element of human resources management, the latter being the main method of ensuring the workforce of an organisation.

□ The basic aim of recruitment is the identification of a large number of candidates eligible to be selected.

□ The success of the recruitment activity is conditioned by the time and the financial effort supplied by the organisation. The process of identifying and attracting competitive candidates must begin as soon as the organisation itself prepares for the change, and the recruitment methods used have to be varied.

□ Recruitment policies are affected by a number of constraints, internal and external factors of the organization

□ Internal factors that may influence the recruitment activity are represented by factors related to organisation and factors related to work.

□ Among the external factors, both the labour market and the legislative or legal domain of the human resources (laws, decrees, decisions of the Government Emergency Ordinance, standards and methodologies), which covers various aspects of the staff recruitment process, represent a major influence.

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□ To be successful and competitive, an organisation must carry out a comprehensive and complex analysis of all internal and external factors that will attract potential candidates.

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