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The Recruiting Process in the Human Resource Management

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Abstract: **Human Resources Management is the specialized department for all matters related to the human element in organizations that search for, select, classify and train human resources sources, and create the appropriate interests that would lead to double their energies within the organizations.**

Human resources in organizations represent one of the most important resources of the organization, and originally one of the most important assets owned by the organization, it is not possible to achieve the goals of the organization without these human resources because the organization without its members is only a group of buildings and equipment and machines, and individuals, not buildings or equipment, are those that Establishes organizations, so it is necessary to pay attention to these resources and invest in developing their skills, in order to be able to achieve the organized goals effectively and even keep pace with the environmental changes faced by the organizations.

To achieve this, the Human Resources Department is building a strategy for its functions to "attract, select, and employ" workers and their future practices within the organization in a way that is consistent, and integrated with the goals of the institution. And it working to achieve the overall strategy of the organization.

The purpose of this study is to expose the ways and the strategies that the company uses to hire and recruit suitable employees for the company and to explain its effects on the quality production of the organization to attain the goals.

Keywords: **Human resources, hiring system, recruiting, training.**

1. INTRODUCTION

Selection is those processes that the organization undertakes to liquidate and select the best candidates for the job, and it is the person who has the components and requirements needed to occupy this position more than others, and this selection is made in accordance with the selection criteria applied by the organization.

Executives carry out selection processes in small organizations, but in large organizations, the selection decision is shared by more than one party. The Human Resources Department implements the procedures and provides selection tools, and trains the executives in their requests, and the executives cooperate with the Human Resources Department in the selection, especially in the final selection stage.

The selection criteria express those characteristics and specifications that must be met by the candidate to fill the position at a certain level (or a certain percentage) and these characteristics and specifications are derived from job analysis in order to obtain high levels of performance in those jobs.

These criteria are categorized into specific characteristics such as education, experience, physical characteristics, personal characteristics, and prior knowledge of the candidate for the job.

Human resource management in its modern form is not a descendent of time, but rather is the result of a number of developments dating back to the beginning of the industrial revolution, those developments that have contributed to demonstrating the need for specialized human resource management that is concerned with human resources affairs in the

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facility, there are many reasons that The increased interest explains HRM as a specialized center and as a branch of the department that we will discuss in this article as we go on.

2. RECRUITMENT AND SELECTION

2.1 Definition of employment:

The recruitment process can be defined as a set of activities that the organization uses to attract qualified, qualified and able job candidates to contribute to the organization's goals.

2.2 The importance of employment

The importance of the hiring process for HRM is to prevent or reduce the hiring of the wrong (inappropriate) person to be assigned The organization is a lot In addition to its cost to the organization in terms of salaries and allowances, there is a cost that may be several times. This is due to the losses resulting from the wrong decisions taken by the appointed person and may reach the organization's loss of some market share in addition to other losses that may be incurred by the organization.

The process of appointing people requires prior and accurate study to describe the job and job specifications (the specifications of the person who will occupy the job) as well as studying and identifying human resources and taking into account the ethical aspect in the recruitment process.

2.3 The concept of polarization

Polarization is the process by which applicants for advanced work can be attracted to the organization to fill vacancies, and this may be done through expanded advertisement, As an introduction to inform job seekers of the existence of opportunities in the organization, and thus the organization has a wider field for selecting advanced elements . So it is an attempt to attract the most competent people to work and the process of exploring potential candidates for current or prospective vacancies in the organization

3. THE IMPORTANCE OF POLARIZATION

The organization's first step in the polarization process is its awareness of the importance of polarization, as polarization focuses on the following points:

3.1 Searching for candidates and attracting them to fill vacancies within the organization, this means that the recruiting process is aware of a plan Human resources in both quantitative or qualitative aspects .

3.2 Determining the target labor market, as this activity is one of the activities that support the process of recruitment, as the poor choice of the labor market is borne The organization has financial costs, as well as costs for wasting the opportunity to attract.

3.3 The recruitment process focuses on creating inputs for the selection process, so it is assumed in this process that you aim to achieve compatibility between job characteristics and the qualifications of occupants of these jobs.

4. SOURCES OF ATTRACTING HUMAN RESOURCES

Despite the diversity of the sources of obtaining human resources, the researchers classified these sources into two main sources Internal sources and external sources:

4.1 Internal sources :

What is meant by internal sources is the organization's dependence on the human resources available within the organization, which meet conditions and requirements

The job where this is done in several ways:

- Career upgrade
- Job transfer
- Internal advertising

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- Acquaintances and friends
- Former employees

4.2 External sources:

In many cases, new blood must be pumped to the organization that can increase the dynamics of the work in the right direction, and the organization can use all methods to not link between the choice of individuals and the promotion policy and be clear to the members of the organization, that the organization will resort To choose from abroad as long as there is a difference in the balance between internal and external efficiency, and the organization will have complete freedom in providing For qualified individuals to occupy key positions from suitable external sources .

The organization resorts to this source because of its conviction of the necessity of activating the dynamics of the organization through competencies that can provide the organization with the new momentum, and there is no doubt that large organizations, especially in the developed industry sectors, resort to external sources due to the strength of competition to attract distinguished individuals who are able to secure the distinct and required momentum This method of selection may achieve many advantages as we mentioned, but it has negative repercussions and effects that may create organizational problems and also behavioral problems, the most important of them :

- The low morale of the members of the organization as a result of being uncomfortable or unconvinced of this policy.
- In third world organizations, a new individual coming from outside the organization is always seen as an outsider.
- The emergence of a kind of resistance to the new individual and this is a natural thing that crystallizes in not cooperating with him or putting all difficulties in front of him for his lack of success In his job.

5. THE CONCEPT OF SELECTION PROCESS

The selection process is the process by which individuals management can differentiate between individuals applying for a specific job in terms of degree Its suitability to perform this job, in other words, the concept implies a balance and compatibility between job requirements and duties on the one hand and between the characteristics, qualifications and characteristics of the individual applying for the job according to what is stipulated in the description of each job ,on the other hand , From this standpoint, the functions of human resources planning and the employment function on the one hand cannot be separated from the choice function on the other hand, and therefore an essential factor for the success of the human resources plan is the extent of the success of individuals management in carrying out the selection function in a proper way and the selection process begins immediately upon completion of the selection The quantitative and qualitative of all the human resources necessary for the organization resulting from the process of human resource planning, and then through a complete description of all the required jobs, and in practical terms this stage can only start after the completion of all procedures related to recruitment With regard to its new functions resulting from the requirements of planning any human resource planning, There is no doubt that there are costs to be borne by the organization in the event of a mistake in the choice that is to separate the employee or leave him for service, and it may be difficult to measure these costs precisely, however some of these costs can be highlighted as follows :

5.1 The costs of the appointment, including the time and facilities needed for recruitment, that is, searching for prospective individuals, interviews and tests.

5.2 Training costs, including lost time for personnel management.

5.3 The reward for the new (trained) individual usually exceeds that of the production.

5.4 Production loss in the period between the separation of the old individual and the appointment of a new individual.

6. THE SELECTION PROCESS

The selection process requires specific procedures or steps to be taken until a decision has been made to choose one of the candidates for selection. These steps are the initial interview, job application, tests and interviews, recommendations, review of the testimonies, medical examination, and appointment.

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The selection process goes through certain procedures, which we will look at in detail below:

6.1 Initial interview:

The initial interview is considered to be the first step in which both the employer or his representative meets the applicant (and the applicant for the job), when one of the individuals applies for the job, a director or HR specialist sits with him for a few minutes in an initial interview whose purpose is to identify the applicant in terms of his qualification, and his experiences, His marital status, age and current field of work. This interview plays an important role in liquidating applicants for work. If the applicant does not meet the conditions for filling the job, the decision to reject the appointment is issued immediately, but if he meets the conditions, he will move to the next stage of selection.

In small-sized companies, this interview may be carried out by the competent CEO, and it may be the last or penultimate stage of selection, if the applicant meets the conditions for filling the job, and at this stage the impression that the individual creates about the company plays an important role in influencing his desire to To join or work in that company.

6.2 Employment Application:

The job applicant at this stage shall complete the employment application data for the purpose of presenting himself to the company.

The company is interested in applying for employment because it helps it to choose the required individuals. A request for employment can give data about the individual that is useful in predicting the extent of the individual's effectiveness in his work, and it is one of the cheapest means of selection, and includes data about the individual such as:

- His personal data, such as name, age, marital status and place of residence (address).
- Data on the level of education (academic qualification, graduation year, and practical specialization).
- Data on previous experiences, job specialization, the entities to which the applicant joined the work and the extent of work in those agencies.
- Data on the health condition and whether he suffers from chronic diseases or not.
- Data on the applicant's hobbies and other interests.

Each company or organization designs its own employment application according to the circumstances and nature of its work. Each company must take into account when designing the job application clarity and sequence in thinking and moving from topic to topic in a logical manner, and the questions should be designed in an easy and simple way and the applicant is not allowed to make false statements. When designing job applications, it must take into account the nature of each job, and not have a single application for all jobs. The job application plays an important role in liquidating applicants for the job because the data it contains about the job applicant is honest and reliable data on its own.

There are basic rules that must be observed when using the job application. These rules are:

- That the employment application data be comprehensive, because if it is not used as a criterion for selection, it is used as a record of personnel management, and as a source of information in the human resources management information system.
- It is necessary to know the most important items related to the job being studied.
- Determine the minimum requirements for occupying the position, while giving an opportunity to indicate more than this minimum.
- Giving relative weights to the employment request items. According to the nature of the work of each job and the requirements for filling it, for example a job of an organization specialist in which the degree of education is very important more than the appearance and appearance and weights can be visualized.

The relative terms of the job application clauses for that position are as follows:

- Educational qualification: 70%
- Work experience: 20%
- Personal data 10%

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6.3 Tests :

6.3.1 Types of tests:

- There are many types of tests that are used to determine the probability of an individual being fit to occupy a job, and these tests are aimed at knowing the individual's capabilities and personal characteristics. These tests may be oral or written, or they are simulations of the reality of the job, when the applicant gives the job a test in mathematics, this is It is an example of written tests, but when the accountant gives some of the financial statements for the facility. He is required to make some accounting entries, as this is an example of a business simulation. The more the number of capabilities required by the job is limited, the more the tests are: the most efficient, and this means that applying the tests to the jobs of an executive nature is easier as these jobs require a limited number of capabilities .

- **Psychological and personal tests:** These tests aim to measure a set of characteristics and behaviors that distinguish the individual from other individuals and the most important of these characteristics are: emotional equilibrium, social relations, tendencies, values, and motivations.

- **Mental ability tests:** These tests measure an individual's knowledge, skills, and mental aptitudes, and are sometimes expressed in intelligence tests. Among the most important mental abilities are the following: linguistic comprehension, numerical comprehension, speed of perception and comprehension, visual perception, verbal fluency, and deduction.

- **Performance tests:** Performance tests are characterized as having a high ability to predict an individual's success in certain jobs more than other tests. Therefore, industrial psychologists and managers who are experienced in the fields of tests design specialized tests to predict the success of individuals in performing a particular job.

It may be easy in designing job performance tests for some occupations, particularly the professional and technical ones. Such as driver, spinning machine maintenance worker, typewriter secretary, etc. In these cases, the individual is usually asked to do a small sample of work. As if the driver asks to drive the car as if he gives the maintenance worker a stopped machine and he has to diagnose the reason for stopping and fix it, as if asking the secretary, to write an administrative letter and measure its speed and accuracy in performance. The matter becomes more difficult in the technical and specialized works such as an account and cost specialist, a warehouse specialist, and a personal affairs specialist, and it is usually very difficult in administrative works that require a high ability to design tests that require a high ability to design job performance tests for them.

- **Response speed tests:** These tests indicate the speed of the reaction that the individual performs in his response to the appearance of a specific stimulus, or the questions that are received on him. Examples of these tests are polygraph tests, which are valid in the functions of police and small shop workers, but it is not recommended to use these tests in the field of choosing Factory workers because many people believe this test is an infringement of their freedoms and privacy.

- **Tests for values and trends:** These tests are used to measure or reveal the individual's psychological trends, such as honesty, values, psychological trends, and general behavior. Among the most important are the integrity test and the work value test.

6.4 interviews :

The interviews are the fourth stage or step of the selection steps. After taking the tests, the applicants are eliminated, and the individuals who obtained the below-desirable grades are excluded, and the individuals who obtained the highest degrees are the individuals who are allowed to attend the personal interviews.

The main purpose of the interviews is to judge (closely) the suitability of the applicants for the job, and to select the most in accordance with the terms of the job. The interviews are distinguished as a means of selection, as they provide an opportunity for mutual interaction between the applicant and the employer, or his representative, as some traits are explored in interviews that may not be discovered in the previous stages, and it also includes the ability of both parties to the interview to persuade the second party His point of view.

- Individual interviews (one to one):

The interview takes place in this type of interviews between two parties, the first represents the organization, and may be a human resources manager, or a human resources specialist, or the executive director, while the second party is the job seeker, and this type of interview is characterized by ensuring a great interaction between the two parties to the interview.

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- Group interviews :

These interviews may take one of the following forms:

- A representative of the organization with two or more individuals:

The organization's representative here asks the question, obtains more than one answer from the job applicant, and also evaluates and compares the answers to each other.

The advantage of this type of interview is that it allows assessment of each applicant compared to other applicants.

- More than one representative of the organization with one individual (one applicant for the position):

The organization is represented here by more than one party such as the director of human resources and the competent manager, and one of the specialists in human resources and perhaps the supervisor or the direct head of the job to be filled, and this type of interviews allows the evaluation of the applicant's answers from the job from more than one party, and each of them has an assessment based on his point of view, This gives more comprehensive judgment about the applicant.

- More than one representative of the organization with more than one applicant for the position:

In this type of interview, there is more than one party to the organization as previously explained in (The second paragraph) and more than one applicant for the job, and this type of interview allows evaluation of applicants compared to each other through more than one evaluation, and this makes the evaluation process more realistic and leads to Create a kind of integration in the ruling on applicants.

And many more such as (Planned (directed) interviews, Unplanned (unguided) interviews , Mixed interviews , Pressure interviews) .

7. CONCLUSION

As we see from previous demonstration that the process of recruiting and selecting Is an importante process for the company and in order to hire the right person and to fit him / her in to the right position and spot we need to go through many steps that can help us get to the final result .

The goal of this chapter was to provide a new, macro-level model of strategic staffing to close the gap in our knowledge regarding how practices within recruitment and selection systems can work to provide companies with a competitive advantage.

Finally , in order to the human resource department to full fil the needs of the company and to select and hire the most competent and capable employees they need to have a wide knowledge of how to and the resources to do so , so it is on the company to make sure that every thing is in place and every detail is taken care off and that the resources is being handled properly .

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