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OPTIMIZATION OF THE RECRUITMENT PROCESS AS A NECESSARY CONDITION FOR THE DEVELOPMENT OF THE ORGANIZATION

The work is devoted to the analysis of the main aspects of the personnel selection process and its direct impact on the development of the enterprise. The object of the research is the system of recruitment and selection by the method of conducting interviews. Analyze the state and methods of personnel selection, identify the main trends and problems in modern business conditions and provide recommendations for their solution to ensure sustainable development of enterprises and increase the level of economic potential of the enterprise. To solve this scientific problem used: structural method; comparative analysis of empirical data; abstract-logical generalization. The provisions and conclusions presented in the work are the result of the analysis of theoretical and practical material of applied researches of domestic and foreign authors. The essence and importance of the personnel selection process are substantiated and its influence on the development and effectiveness of the enterprise is revealed. The practical relevance of the research is determined by the possibility of qualitative change in the development of the enterprise through the use of more relevant tools for recruitment and ways to improve it.

Keywords: recruitment, management system, factors of development, personnel, interview, human resources.

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ОПТИМІЗАЦІЯ ПРОЦЕСУ РЕКРУТИНГУ ПЕРСОНАЛА ЯК НЕОБХІДНА УМОВА РОЗВИТКУ ОРГАНІЗАЦІЇ

Стаття присвячена аналізу основних аспектів процесу рекрутингу персоналу та його безпосереднього впливу на розвиток підприємства, через аналіз стану та методів селекції персоналу; визначення основних тенденцій та проблем рекрутингу в сучасних умовах ведення бізнесу та надання рекомендації щодо їх вирішення для забезпечення сталого розвитку підприємств та підвищення рівня економічного потенціалу підприємства. Для вирішення наукової проблеми використано наступні методи: структурний метод; порівняльний аналіз емпіричних даних; абстрактно-логічне узагальнення. В статті проаналізовано роботи українських та закордонних вчених, які досліджували питання рекрутингу та селекції персоналу. В статті доводиться, що підбір персоналу необхідного професійно-кваліфікаційного рівня є невід'ємною частиною формування економічного потенціалу в організації. Автором уточнено актуальну систему процесу рекрутингу, наведені основні методи цього процесу. В статті надано пропозиції з оптимізації процесу рекрутингу на підприємстві. Автором наведено та проаналізовано основні актуальні методи підбору персоналу. Обґрунтовано та запропоновано використання компетентнісного підходу при проведенні процесу відбору. Сформована та запропонована для використання модель компетенцій працівника, яка визначає усі компетенції, необхідні для робітника на основі галузевої специфіки діяльності підприємства. Тим самим в статті пов'язано процес селекції персоналу зі стратегічним плануванням розвитку підприємства. Висвітлено важливість інтерв'ю, як найпростішого методу селекції персоналу, та наведені його ключові точки. Таким чином в статті обґрунтовано сутність та значення процесу відбору персоналу та розкрито його вплив на розвиток та потенціал підприємства. Практична значимість та актуальність дослідження виражена в можливості привнесення якісних змін у розвиток підприємства шляхом використання більш актуальних інструментів та методів рекрутингу і селекції персоналу та постійного їх вдосконалення.

Ключові слова: рекрутинг персоналу, система управління, фактори розвитку, персонал, інтерв'ю, людські ресурси.

Problem statement. In a business environment, having the right people recruited is a key success factor. That is, high-quality personnel makes it possible to improve the efficiency of the enterprise, while not correctly selected, is able to reduce the effectiveness of the organization to a minimum. Thus, the role and importance of the selection and selection of personnel in the overall management system of the enterprise becomes obvious, since the selection of personnel involves actions that most affect the activities of the organization.

Analysis of recent research and publications. Problems of personnel selection for enterprises were studied by such well-known Ukrainian and foreign economists

as: P. Pererva, V. Kuchynsky, T. Pogorelova, G. Dessler, R. Mondy and others [1–9]. However, due to the instability and constant changes in the economic environment, and given the practical importance, the issue of optimizing this process to ensure sustainable development of the enterprise needs further study.

Research aim formation. The choice of methods and tools for working with staff should be based on a systems approach, in which personnel management should be considered as a complex system that is an integral part of the overall system of the organization, consisting of several elements of the system. The purpose of the work is to analyze the state and methods of personnel selection,

identify the main trends and problems in modern conditions and provide recommendations for their solution to ensure sustainable development of enterprises and increase the level of economic potential of the enterprise.

Presentation of the research main material. Selection of personnel of the required professional qualification level today is an integral part of the formation of economic potential in the organization, as it allows it to hire a motivated employee to solve tasks, rather than adjust the motivation system to the existing staff. A fast, efficient and consistent recruitment process is a natural element of any successful recruitment program [5]. If organizations are unable to hire staff, conduct interviews quickly, and assess candidates' skills, the best candidates may be attracted to competitors. Also, if candidates are given insufficient attention throughout the selection process, it can negatively affect the employer's reputation and its ability to attract the most talented staff. Obviously, the effectiveness of recruitment depends on the efficiency of recruiters' actions and on how well the recruitment process is optimized [1; 3].

When human resource planning indicates the need for employees, the company can evaluate alternative recruitment opportunities (Figure 1). The recruitment process begins from the moment when the senior manager initiates the application for the employee and provides a document indicating the position, department, date when the employee is needed for work and other details. After analyzing this information, HR managers determine the qualifications and key competencies required of the employee.

The next step in the recruitment process is to determine whether the company has sufficiently qualified employees (internal source) or whether to use external sources of employment. Due to the high cost of recruitment, organizations must use the most productive recruitment methods used to attract potential employees to the company.

The use of effective sources of selection of candidates and the use of appropriate recruitment methods are important for maximum efficiency and effectiveness

of hiring and further development of the organization. In turn, the candidate responds to the efforts of recruitment managers, indicating current professional and personal data in the resume.

Recruitment process optimization is a fast-growing segment of the Human Resources Outsourcing industry, which in turn is a subset of the Business Process Outsourcing segment. Recruitment methods vary depending on the environment from which they will come. In accordance with this feature, both internal organizational selection and external search are carried out. If we classify the methods of personnel selection according to another criterion – the target audience, their composition will be as follows:

- recruiting;
- exclusive or direct search;
- selection of managers by enticing them from their existing place of work (headhunting);
- preliminary.

Recruitment is the process of recruiting staff to recruit and hire lower- and middle-level employees, the so-called mass or line search [2]. This process involves the selection, that is, the evaluation of candidates. As a rule, the search is conducted among candidates who are actively looking for work. The main advantage of using this method is to save the employer's time by pre-filtering the flow of candidates and as a consequence – accelerated search for the right candidates.

Exclusive or direct search (executive, exclusive search) – the process of finding staff, aimed at selecting senior management, as well as rare professionals. In most cases, this method is used if the organization aims to find people who can have a key impact on the efficiency of the company.

Headhunting is a method of recruiting based on a "hunt" for an employee with the desired set of qualities and skills employed in another organization and not aiming. change of workplace. The main difference from the previous methods is that attracting such an employee to the position is a difficult task, because to successfully lure him you need to motivate him and offer more favorable conditions than at the existing job.

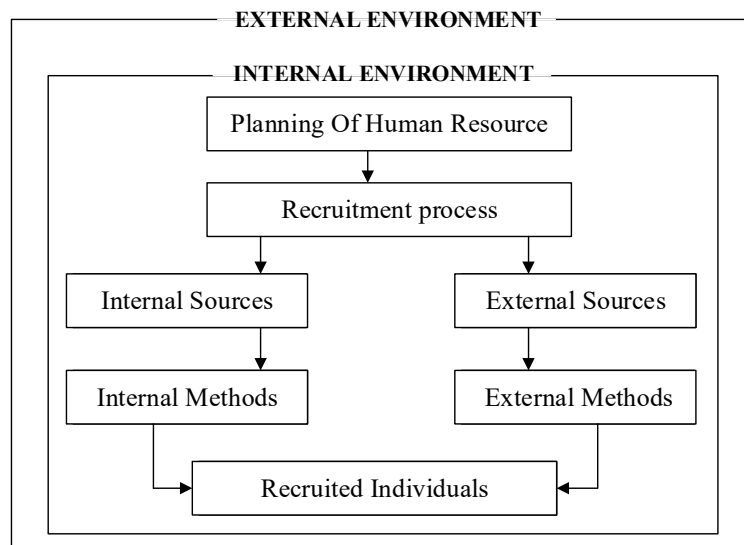


Figure 1. Recruitment process system

Source: formed by the author on the basis of [6]

Preliminary – a method of recruiting through internships and internships of promising young professionals (students and graduates) who can make a significant contribution to the functioning and development of the organization. This method also provides free training for graduates, young and novice professionals. The specified method in case of successful application means passing by the expert of all subsequent stages of advancement, beginning with vocational guidance and adaptation of the young specialist and finishing work in a position of the head of the highest level of management. A clear advantage of preliminary planning is that during an internship, internship or free training, the organization has the opportunity to evaluate potential candidates and create a base of candidates for the future.

The concept of competencies is becoming an increasingly relevant topic in HR practice due to the constant variability of the nature of work. Competence is based on the use of knowledge, skills and abilities that we describe through job analysis to directly describe the work process. Competence means a person's ability to organize and consistently apply a combination of knowledge, skills and abilities over a long period of time to effectively perform work in the necessary work situations. Traditionally, as we see, work is described by many dimensions, including knowledge, skills and abilities. In fact, although this is largely the case, HR professionals have embraced the idea of competence as the industry becomes more strategic.

Often the definition of competencies of HR-specialists is based on the analysis of the general strategic plan of the company. The structure developed by the US Department of Labor can also be used to describe competencies and build competency models [9]. Competency modeling is necessary to identify all the competencies needed to succeed in a group of positions that are defined in the context of the industry. Figure 2 shows the basic structure of the competency model. The competency model identifies and contains all the competencies needed to succeed in a group of professions based on the context of the industry.

Selection can be defined as the process of selecting from the group of candidates the person who best fits a

particular position and organization (optimal types and levels of human capital). The purpose of the selection process is to properly select people for the position and the company. If people are overly high or low-skilled or for some reason do not fit into the position or culture of the organization, they will be ineffective and are likely to leave the company voluntarily or otherwise.

Before starting to analyze the methods of personnel selection, it is necessary to determine the main forms of selection [4]. There is a so-called pre-selection, which involves studying the interview, conducting a remote interview (for example, telephone), studying the questionnaires of candidates. Secondary selection is also used, it involves conducting interviews, various tests aimed at testing the professional skills and knowledge of candidates, the use of cases, role-playing games, etc.

Here are the most common methods of personnel selection:

- interview;
- assessment centers;
- testing.

Interviews continue to be the primary method companies use to evaluate candidates. The job interview is especially important because candidates who have reached this stage have already been eliminated. They were pre-selected, their applications were considered and they received a satisfactory grade in the selection tests.

One of the main factors for the success of the interview is the optimization of its structure [7]. As in any negotiation, when conducting an interview, the employer must achieve several goals. The first goal is to establish a trusting contact with the candidate. The second is the maximum emancipation and location of the applicant. The third goal, in our opinion, is to ensure that the applicant's reactions are adequate, and he himself opens up as much as possible, which will allow, on the one hand, to receive from him the full information we need, and on the other hand, to motivate him for further interaction and interest work in the company. Interviews can take many forms, such as intellectual, stress, brainteaser interviews [9]. An intellectual interview is aimed at identifying employees who are able to think clearly

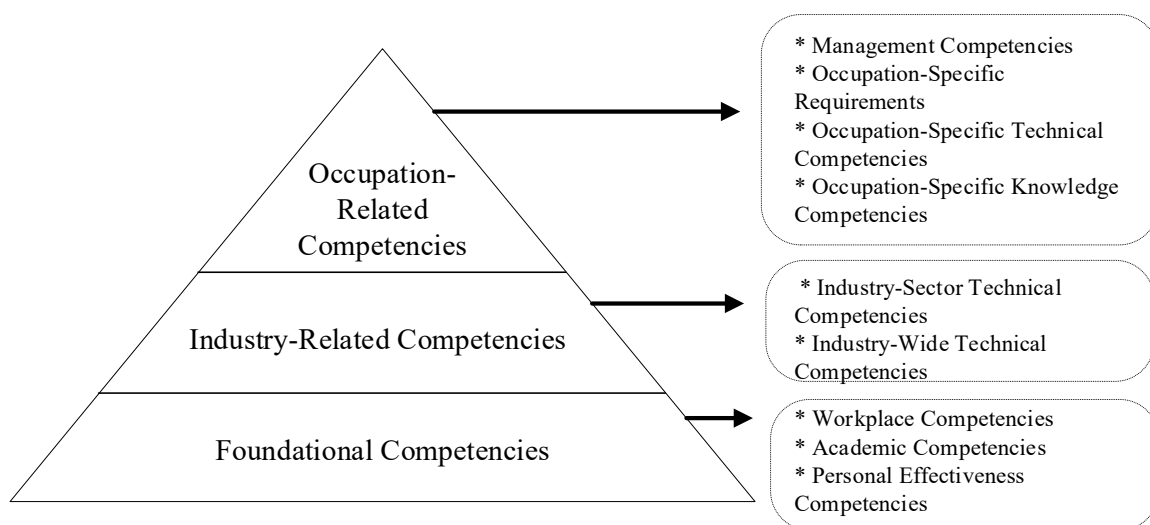


Figure 2. Competency model of modern employee

Source: formed by the author on the basis of [9]

and logically, who have outstanding intellectual abilities. The peculiarities of the current world conjuncture require lightning-fast and creative solutions from representatives of various professions. That is why the corporate world is beginning to master the special recruitment methods that are characteristic of dynamic high-tech companies [8].

For an interview to be effective, it must be carefully planned. The place of conversation should be pleasant and intimate. The interviewer should have a pleasant personality, empathy, and the ability to listen and communicate effectively. He should become familiar with the candidate's qualifications by examining the data collected with other selection tools. As part of the preparation for the interview, the interviewer should develop a professional profile based on the job description or specification.

During the interview, the following key points can be identified [6].

1. The purpose of the interview is to collect data on the suitability of a given person for work.
2. The best interviews are those that are formal enough to be structured and informal enough to be identified meaningful contact.
3. The best interview environment is relaxed, unfazed and to the point.
4. Checklists before, during and after interviews are valuable notes.

5. In the classic form of an interview, most of the time is spent listening to the candidate.

6. Assess your location and surroundings to decide what special needs the candidates may need.

Conclusions. In our opinion, this approach most fully reflects the essence of the personnel selection and selection system at the enterprise. The proposed methods directly contribute to increasing the potential of the organization, since the main task in the selection of personnel is to identify the labor potential of the employee, determine the completeness of its implementation, determine the employee's compliance with the vacancy, assess the significance of the employee in the organization and motivate for effective work.

The model of employee competencies, formed and proposed for use in the article, determines all the competencies necessary for the employee based on the industry specifics of the enterprise. Thus, the article substantiates the essence and significance of the personnel selection process and reveals its impact on the development and potential of the enterprise. The practical significance and relevance of the study is expressed in the possibility of making qualitative changes in the development of the enterprise through the use of more relevant tools and methods of recruitment and selection of personnel and their continuous improvement.

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