International Open Acces Journal
Wesley & Eber Publishing

Human Resources: The Process of Recruitment and Selection in Small Businesses

Dandaro, Fernando[1] , Silva, Ana Cláudia [2] & Carvalho, Daltro Oliveira de[3]

[1] Doutorando em Serviço Social pela UNESP de Franca-SP, Coordenador do Curso de Administração e Pedagogia da Faculdade de Filosofia, Ciência e Letras Nossa Senhora Aparecida (UNIESP S/A | Unidade de Sertãozinho-SP) e Docente dos Curso de Gestão da Produção Industrial e Gestão Empresarial - EaD da FATEC - Faculdade de Tecnologia de Franca-SP.
E-mail: fdandaro@hotmail.com

[2] Graduada em Administração pela Faculdade de Filosofia, Ciências e Letras Nossa Senhora Aparecida (UNIESP S/A | Unidade de Sertãozinho-SP).
E-mail: anynhacrawler@hotmail.com

[3] Doutor em Serviço Social pela UNESP de Franca-SP, Docente do Curso de Administração da Faculdade de Filosofia, Ciência e Letras Nossa Senhora Aparecida (UNIESP S/A | Unidade de Sertãozinho-SP) dos Curso de Gestão da Produção Industrial e Gestão Empresarial - EaD da FATEC - Faculdade de Tecnologia de Franca-SP.
E-mail: daltro@com4.com.br

Abstract

This study aims to conduct a study in the Human Resources area presenting the Recruitment and Selection Process and its benefits, which are extremely important factors for companies, and can influence the results of organizations both positively and negatively, depending only on the talents that are being recruited and selected. Thus, the present article aims to identify the recruitment and selection techniques used by the small companies of the city of Sertãozinho-SP and region, analyzing their evolution. For that, the exploratory bibliographical survey and descriptive field research were used as the methodology, obtaining secondary and primary data, respectively, allowing a qualitative analysis. It was possible to verify that the lack of adequate recruitment and selection can cause losses to the company, such as customer service failure, low employee motivation, increased turnover among others, but good recruitment and selection contributes inversely, raising the company to success

Keywords: Human Resources, Recruiting, Selection, Management, People

1.0. Introduction

Since the beginning of the Information Age, dating back to 1990, when companies began to look at their employees as key players in their business and source of competitive advantages, the Human Resources area also began a process of change in their role within the organizations.

One of the most sensitive changes has been in delegating HR-related decisions and actions to managers. Situations and tasks that were previously exclusively owned by the Human Resources sector are now beginning to be attributed to leaders from other areas as well. The main subsystem that won this new employee was the provision of personnel, that is, the recruitment and selection of personnel.

In practice this means the decentralization of this subsystem, since the HR area no longer concentrates all recruitment and selection operations and managers leave the role of spectators and assume role of process actors. In this new scenario HR becomes an internal consultant, whose main function is to prepare the manager and his teams to recruit, select their personnel and decide on the candidates. This new HR function is what many authors call a staff function, and that of managers is called a line function (CHIAVENATO, 2010).

All these changes have only one purpose: to seek the right person for the right place, using the knowledge of those who know the area where the job is, the leader, who is therefore better able to project the candidate in the future which will better adapt to the culture, the rules and the proposed work, thus avoiding psychological suffering due to the inadequacy of the position, that is to say, that the selection was successful.

In this sense, the HR area and the recruitment and selection subsystem need to be constantly updated to meet the demands of the speed at which changes occur, both internally (in the organization processes) and externally (in the market and in the employee profile).

However, even though it has been several years since the beginning of the Information Age, it is well known that not all companies are aligned with this new view on the role of modern HR due to several factors, such as the very culture that remains much linked to old and traditional patterns of managing the company, and therefore of administering the people.

Thus, the present article aims to identify the recruitment and selection techniques used by the small-sized companies of

Corresponding Author: Dandaro, Fernando
Faculdade de Filosofia, Ciências e Letras Nossa Senhora Aparecida (UNIESP S/A | Unidade de Sertãozinho-SP.
E-mail: fdandaro@hotmail.com

the city of Sertãozinho-SPe region, analyzing their evolution. Specifically, it will seek to understand how selective processes are done and what the role of HR professionals and managers in this process is, always confronting the existing academic literature on the subject.

These objectives will be achieved using exploratory bibliographic research on the subject, as well as descriptive field research with the application of semi-structured interviews with HR professionals and managers, respectively, obtaining secondary and primary data that enabled a qualitative analysis. We also analyzed the rates of turnover and absenteeism, since they are one of the main indicators of satisfaction and adaptation to the position occupied.

1.1. History of the Administration of Human Resources

The HR administration has its history based on three eras: Classical; Neoclassical and Information Age. In the following eras cited above people were treated in completely different ways.

In the Classical era, from 1900 to 1950, people were treated as machines, since the company only thought about achieving its goals, seeing only the productivity of people and also did not care about the needs and well being of employees. The relationship between people and companies at that time was losing-win, in which the employees practically only lost, because they did not have their needs met and the company gained, because it explored the labor, offering low wages and precarious conditions of work (CHIAVENATO, 2004).

In the Neo-Classical Era, from 1950 to 1990, the market became more dynamic and competitive and companies began to realize that people could be the main means to achieve their goals. At that time people began to be treated as intelligent resources, but still as passive beings within the organization, because their ideas and opinions were not considered. It is also during this time that the concept of Human Resources Management emerges as a sector responsible for directing, controlling and organizing people (CHIAVENATO, 2004).

The history of Human Resources Management underwent major changes over the course of the Ages. It can be verified that the main change was the way of treating the person before the company, as well as its importance to achieve the results. Therefore, in a given period the organization understood that employees depended on them and that success could be achieved without people. However, companies today recognize that their biggest triumph in the competitive market is their employees, because without them there is no organization, since it has organic characteristics (alive).

In the Information Age, starting in 1990, companies realized that their employees could be the main differential for them to achieve their objectives. Thus, people become the main source of investment for companies, and the relationship that was previously lost-win, happens to be win-win, because both companies and companies realize that one needs the other, people to achieve their personal goals and the companies to reach their organizational objectives, prevailing a relationship of partnership between the parties (CHIAVENATO, 2004).

The same author who completed these three eras had other aspects that helped in the development of the Human Resources Administration, one of them is the Hawthorne Experience that occurred in Chicago, 1927. The experiment was conducted by Elton Mayo, who sought the relationship between turnover, working conditions and personal productivity. Another motive that helped in the development of HR was the Human Relations Theory, or Human Relations School that emerged at the same time as the Hawthorne experience, and studied what human relationships were like within organizations at that time.

These were some of the key historical factors that helped in the development of Human Resource Management. Today's Human Resources Administration has become a key and well-structured part of successful organizations, whether large or small. When people management aims at organizational strategy innovation is promoted, so certain behavioral characteristics are needed, such as: high creativity level, long-term focus, high level of cooperation and interdependence, moderate concern about quantity and quality, balanced focus on process and outcome, high risk-bias and high tolerance for ambiguity and unpredictability (SCHULER and JACKSON, 1987).

Therefore, modern HR does not see man more as a manpower, one that provides service for organization, but it is not all organizations that see and value man, and treat them in a dignified and honest way.

There are still companies that remain in the most autocratic traditional patterns, and think only of themselves, looking only for profit. That is why it is important to have a well-structured HR, to create ways to open the eyes and the thinking of entrepreneurs as to how to relate to their employees.

1.2. The Human Resources Subsystems

In the face of the various evolutions that the area of human resources obtained, there were developed ways to manage other resources that were denominated as subsystems of human resources.

According to Silva et al (2013, p.29):

> *People Management is the set of policies and subsystems that is concerned with managing people and leads to the effectiveness of employees in pursuit of their personal and business goals. People can increase a company's strengths or reinforce their weaknesses, it all depends on how they are considered and managed.*

In relation to the subsystem of human resources, according to Chiavenato (2009) this is composed of five stages, as follows:

- Provision (Add people): aims to select who will work in the company, beginning with Human Resources Planning, HR Market Research, Recruitment of Persons, Selection of People;

- Application: involves defining what people will perform in the company, guiding and monitoring their performance. This includes the activities of new employee integration, job design, job description and analysis, and performance appraisal;

- Maintenance (Keeping people): are methods used to keep professionals in the company, such as: Renumbering and Compensation, Social Benefits and Services, Occupational Health and Safety, and Trade Union Relations;

- Development: insert activities, prepare, develop and train the employee, Training and Organizational Development;

- Monitoring: involves monitoring and controlling people's activities and verifying results, which includes Database, Information Systems and Social Balance Sheet.

In view of the above, it is observed that the subsystems are important for a better processing of recruitment, selection and management of the people in the organization.

The five subsystems form a global and dynamic process through which people are captured and attracted, applied in their tasks, maintained in the organization, developed and monitored by the organization (CHIAVENATO, 2009, p.6).

The overall process does not always show the previous sequence, due to the intimate interaction between the subsystems. They are contingent or situational and vary according to organization and depend on environmental, organizational, human, technological, etc. factors.

They are extremely variable and, although interdependent, the fact that one of them changes or develops in one direction does not mean that others change or develop in exactly the same direction and in the same measure. The important thing is that they work in an integrated way.

Also, considering the subsystems and the current needs of managing people in the face of innovations and technologies, it can be verified that there are modern techniques applied to the recruitment and selection process that facilitate the fulfillment of its objectives.

2.0. Modern Recruitment and Selection Techniques

People Management is currently characterized by the participation, development and involvement of the most precious asset of an organization, which is Human Capital. People management has a great responsibility with the professional training of its partners, aiming at the development and growth of both the organization and the collaborator.

It is also perceived, according to Aguzzoli's (2007: 32) view, that:

The changes analyzed in global labor relations have repercussions on how companies manage their human capital. The emphasis on people management (PM) of

an organization is due to managers' observation of the importance of their employees in achieving the company's goals.

Thus, from this new vision it is possible to make all employees aware of their functions, since People Management has a completely different approach to Human Resources Administration, valuing employees more, so that they are more satisfied and motivated, since the company is helping them achieve their goals and automatically they start to produce more by making companies also reach their goals, a win-win relationship.

The secret of successful organizations is to know how to consolidate and recycle knowledge among their employees, train, prepare and develop employees who have permanent conditions to deal with change and innovation to provide value to the organization and the client and, above all, to maintain - it is always effective and competitive in a globalized world of intense competition (CHIAVENATO, 2009, p.3).

The strategic approach involves understanding people as a resource for gaining competitive advantage such as using employment practices (internal alignment); integration of employment policies and practices with the business strategy (external alignment), such objectives must be initiated in the recruitment and selection process, to ensure greater adherence to the organizations' philosophies, policies, guidelines and objectives (SISSON, STOREY, 2000).

When comparing the companies, it is observed that the recruiting task is to select employees, it is not exactly the same, because everything depends on some factors such as the organizational culture, the strategic planning and the costs involved.

Thus, several modern techniques of recruitment and selection can now be applied as a way of valuing these processes that will be reflected in the development and performance of individuals and the organization as a whole.

2.1. The Recruitment Process

Recruitment is a process that seeks to attract people with the potential and qualification to hold positions within the organization. It is an information system, which the organization uses, disseminates and offers to the market of professional job opportunities they want to fill. To be effective, recruitment must obtain a sufficient number of candidates to obtain an appropriate selection process (CHIAVENATO, 1999).

In a time when the people market is highly competitive, people and organizations live in an ongoing process of attracting each other. Just as individuals attract and select organizations by forming opinions about them, organizations also seek to attract people and obtain information about them to decide whether or not to admit them.

For Chiavenato (2010), the recruitment depends on the focus, that is, objective that is proposed. Recruitment may be focused on finding candidates to fill vacant positions in the organization. Or it may be focused on acquiring the

necessary competence to organizational success to increase its competitiveness in the business.

Already Caxito (2012, p.21) states that:

Recruitment is gathering, summoning, enlisting people for a particular purpose. It is to gather or gather elements for a community, social group, party or movements. The Recruitment area of a company does just that: it gathers, convenes, and enlists people for a particular position or function to be developed within the organization.

In view of the concepts mentioned, one can verify the authors' points of view, and their considerations follow the same thinking. The two are aimed at recruiting people to the organization, but there is a difference where Chiavenato (2010), enables organizational success and increased business competitiveness.

Therefore, Recruitment is the process by which the company attracts candidates, to fuel your selection process. In the literature, as well as in the practice of most organizations, there are three recruitment models: Internal Recruitment, External Recruitment, and Joint Recruitment.

–Internal recruitment

Internal Recruitment tries to select candidates within the organization to fill the vacancy, that is to promote them or transfer them to another activity. Internal recruitment is focused on internal competencies to better utilize them for the benefit of the organization.

According to Chiavenato (2010), internal recruitment works through a promotion offer (higher positions and therefore more complex, but within the same area of activity of the person) and transfers (positions of the same level, but involving other skills and knowledge of the person and located in another area of activity of the organization).

The Internal Recruitment is a form of recognition and motivation for the candidate, allowing the candidate to be able to grow and evolve together the organization.

For Gil (2013, p.93-94):

Recruiting people already inside the company is a good way, because individuals are already known and the company is familiar. It is also a very economical procedure, as well as for the company to demonstrate that it is interested in promoting its employees.

The fact that the candidates are professionals who already work in the company does not mean that the selection should be less careful, on the contrary, it must be as or more careful than in an external process, so that the company does not lose, for example, a good technician and earn a poor leader.

It comes as a disadvantage that being able to create difficulties with employees, interviewing a person and then refusing it can undermine the relationship with them. Therefore, it is something that must be very well structured and carefully managed so that, instead of motivating and encouraging employees, it does not end up provoking the opposite effect, discontent.

–External Recruitment

External Recruitment is the best known and often the most used by organizations, is the recruitment of professionals external to the organization, that is, open positions are filled by selected candidates in the job market. Candidates are individuals unknown to the organization, and need to be evaluated and tested judiciously.

According to Caxito (2012, p.23):

This second type of Recruitment encourages the interaction of the organization with the professional market, allowing the incorporation of people who renew the air of the organization with their talents, skills and expectations. Because of this, the intellectual capital of the company becomes richer and varied as well as its organizational culture.

However, external recruitment has drawbacks as it negatively affects the motivation of the organization's current staff, which can reduce their loyalty by offering opportunities to strangers.

That is, once the company chooses to hire people outside its staff, employees may feel undervalued, generating discontent, demotivation, disengagement with company goals and even looking for another job in any organization that values them more or even in a competitor.

–Mixed Recruitment

Mixed Recruitment involves internal and external Recruitment. This type of recruitment seeks the advantages of the two known methods, while minimizing its disadvantages as much as possible.

According to Chiavenato (2004), due to the disadvantages of internal and external recruitment, an eclectic solution has been favored by organizations: mixed recruitment, one that addresses both internal sources and external sources of human resources.

The mixed process consists of the following: the company makes the internal recruitment transferring a collaborator to the department of the company where there is the vacancy. The position previously occupied by this and now open is then filled by someone who is not yet part of the organization's staff, thus performing external recruitment.

Finally, regardless of the type of recruitment adopted and whatever sources of professionals are used (internet, intranet, newspapers, nominations, bank of resumes, specialized companies, etc.), once the recruitment has been completed, the People Management Sector will process of selection of these professionals, which will be detailed below.

2.2. The Selection Process

Selection of People is nothing more than a process that happens soon after the recruitment in which, through

certain methods and criteria, the choice of the best candidate for the open position will occur.

Selection is a process of comparing the profile of candidates to the vacancy, with the job profile profile, the competencies of the candidates and what the candidates expect from the company and what the company can offer them.

> There is an old popular saying that selection is the exact choice of the right person for the right place at the right time. More broadly, the selection seeks, among the various candidates recruited, those that are most appropriate to the positions in the organization or the necessary competencies (CHIAVENATO, 2010, p.133).

This process of selecting people ends up being a very judicious process, where the professional has to direct the right person to the position, where the best anger exercises his skills and competences, so that he does not lose the professional, placing him in an area that is not his responsibility and profile.

The Personnel Selection process, in Chiavenato's view (2010), involves four models of treatments:

- Placement model: where there is only one candidate and one vacancy to fill. This model does not include the alternative of rejecting the candidate. The submitted must be admitted without being rejected;

- Selection model: has several candidates and a single vacancy to fill. A comparison is made with the candidates and the requirements demanded by the position, two alternatives occurring: approved and rejected, so that the approved will be admitted and the rejected will be excused from the selection process;

- Classification model: has several vacancies and several candidates for vacancies. It makes a comparison with the candidates and the requirements required by the position you want to fill. In this case also have the two alternatives where it is admitted or rejected, but if rejected is compared to another vacancy to be filled, until the vacancies and the remaining alternatives are exhausted;

- Value aggregation model: in this case the candidate is visualized by the competencies point for the organization, if the individual competences offered interested in organizational skills, the candidate will be admitted otherwise he will be rejected.

According to Chiavenato (2010), the selection of people is a system of comparison and choice (decision making). To do so, it must necessarily rely on some standard or reference criterion to achieve a certain validity in the comparison. This standard should be referenced in the information on the position to be filled or in the desired competencies.

France (2010), adds that before starting the selection process, one must obtain information about the activities developed and the skills needed to carry out the job, that is, to have a description and analysis of the necessary competencies.

Such information can be obtained from the job seeker to meet your needs and expectations and confirm the candidate's psychological profile and baggage of knowledge, including prerequisites, general and specific skills.

This means that for the company to be able to visualize the candidate that most suits their needs, it is important that they have previously defined the desired profile and elaborate forms, methods, criteria and techniques that allow them to investigate and know the characteristics and competencies of the professionals who present themselves then compare with the requirements of the post and choose the most appropriate.

2.2.1. Personnel Selection Techniques

From information on the position or skills to be filled, the next step is the selection of the selection technique to meet, compare and choose the best candidate to fill the vacancy.

According to Chiavenato (2010), the selection techniques allow a tracing of the candidate's personal characteristics through a sample of his behavior. A good selection technique should have some attributes, such as speed and reliability.

The main selection techniques are: interview, proof of knowledge or ability, psychological tests, personality test and simulation techniques.

–Interview

It is a widely used technique, the most used technique in selection processes.

For Caxito (2012, p.43-44):

> The interview is the most widely used and most important selection technique. It can be used for various purposes, such as verifying the veracity of the data provided in the curriculum and other documents submitted by the candidate. This becomes necessary because often the information contained in the curricula is not totally clear or they appear in a contradictory way, being important a detailed explanation on the part of the candidate.

The interview is of paramount importance, so that one can know the person for whom one intends to contract. For in the interview process you can find out a lot of information about the candidate, verifying if what he related really matches his profile, as well as other behavioral characteristics: agitated person, anxious, communicative, among other information.

For Chiavenato (2010), another function of the interview is to establish a communication process between two or more people, who interact with each other, in order to get to know each other better, the interviewer and the candidate.

Thus, the interview has the advantage of allowing face-to-face contact, providing direct interaction, to evaluate their behavior and their reactions, in addition to having a low cost. As a disadvantage it can be said that it is a highly subjective technique with a great margin of error and variation; the

emotional factor makes it difficult for the candidate to do well in the interview; it is difficult to compare several candidates among themselves; requires interviewer training.

Whether it is to check information or meet the candidate personally, the interview is widely used and considered fundamental in the final decision on the best candidate (CHIAVENATO, 2009).

The interview is a method of selection indispensable by the companies. For in this process the HR professional can have a better view of the candidate, so it is possible to analyze if that person can fit the profile desired by the organization in order to fill the available position.

–Proof of Knowledge or Capacity

Knowledge tests assess the applicant's levels of technical and theoretical knowledge, both general and specific. The Proof of General Knowledge may cover grammar, mathematics, computer science and other subjects that may be relevant. And the proof of specific knowledge is directed to particular aspects of the function that is open.

Capacity tests, in turn, will assess the actual, and not only theoretical, performance of the candidate in a certain activity or task related to the job in question. As Chiavenato (1999, p.120) says, they are "work samples that are used as tests to verify the performance of the candidates".

"Proofs of knowledge or ability are instruments to objectively evaluate the knowledge and skills acquired through study, practice or exercise" (CHIAVENATO, 2004, p.198).

The method of evaluation by ability tests or knowledge is important to know what each one's capacity for theory and practice.

In this sense, it is opportune to reflect that only the theory does not make the candidate efficient without the practice. Thus, the tests are of great importance in the process of selection of the candidates and also to evaluate the performance of each one in front of the situation.

–Psychological tests

Psychological tests are used to measure and evaluate your mental development, skills, abilities, knowledge, and so on.

Chiavenato (2004, p.201) explains that:

> *While a test of knowledge or ability measures a person's current ability to perform, psychological tests emphasize individual skills. The difference between one and another is that Aptitude is born with the person is innate, already Capacity is the current ability of the person in a given activity.*

Psychological testing presents skills, knowledge, and mental development. From this process, the candidate can be known more deeply, depending on the test applied and the knowledge of the person who applied, a report will be presented on the test result, so that it can better know and know if it is adequate and apt to enter the company.

–Personality Testing

The personality tests, as the name itself says, tries to describe the personality of the candidate followed by his character and temperament.

According to Chiavenato (2010, p.155) "personality tests also reveal certain aspects of people's superficial characteristics, such as emotional balance, frustration, interests and motivation."
However, it should be remembered that only a professional psychologist is able to apply and analyze such tests. In addition, great care must be taken in the choice, since some tests are prohibited from being used because they are not properly validated for the Brazilian reality and therefore their results cannot be taken into account in a choice.

–Simulation Techniques (Dynamics)

The use of this technique causes the selection process to stop being individual and to be grouped, leaving the speech method to the action test. In other words, simulation techniques are nothing more than group dynamics.

For Chiavenato (2004), the main technique of simulation is that of psychodrama, in which the candidate is proposed a situation in which he will show his characteristics and behaviors in the interaction with other people.

The technique and simulation promotes retroaction, allows self-knowledge and also self-evaluation, this technique must be applied by a psychologist or person specialized in this area.

Finally, each of these techniques can be applied alone or together according to the convenience and need of the organization. The ideal is to associate two or more techniques so that the process has more than one source of information about the candidates and can be chosen with greater accuracy.

2.2.2. Selection by Competence

The selection for competence is a method of selecting people, which uses as the basis for the profile the skills required for the occupation of the position. Next to this profile traced by the required competencies, the search for the candidate most suitable to occupy the position begins.

Nowadays, the selection process has been following two demands: fill the vacancy in quick time, and the nomination of candidates that meet the profile of the job design.

For Caxito (2012 p.31) "today one of the most accepted forms of selection is the Selection by Competence, that is, that glimpses what really is essential in a candidate for proper performance in a future position."

According to Rabaglio (2001), competence selection is understood by the set of knowledge, skills, attitudes and behaviors that allow the individual to effectively perform a task in any situation.

That is, this selection technique is based on the mapping of the profile, the attribution of the position and the present

and absent competences in the behavior of the candidate. This type of technique has gained a lot of space in the companies, because it is more objective, that is, directed to the exact competencies of the position and, therefore, to allow a less subjective and more correct choice.

3.0 Field Research: Study on the Recruitment and Selection Processes Used by Companies in the Region

Using the methodology of field research, an interview was made with HR employees from various branches of activities with small companies that operate in the city of Sertãozinho-SP and region. The research was elaborated based on the theoretical research, so that the objectives proposed here could be better achieved. The questionnaire was applied in 12 (twelve) small companies from May to June 2015, having as interviewed the employees that work in the Human Resources department or equivalent.

The questionnaire was composed of nine questions, three of which were designed to characterize the company's profile in terms of number of employees, length of service in the branch, and existence of an HR.

Six questions sought to investigate the type of recruitment and techniques used in the recruitment and selection processes of companies.

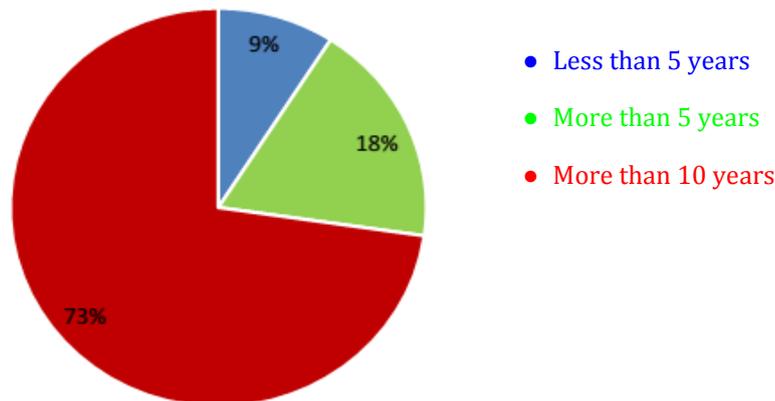The first question addresses the company's lifetime, as can be seen in Figure 1, which follows.

Figure 1 - Time of existence of the company

Source: Prepared by the author

From the figure 1, the profile of the companies surveyed can be identified as to the time they are in the market, where it is verified that the majority (73%) have been in business for more than 10 years, that is, companies with considerable experience in its operations. Among the others, 18% are more than 5 years old and only 8% are less than 5 years old. Figure 2 shows the number of employees.
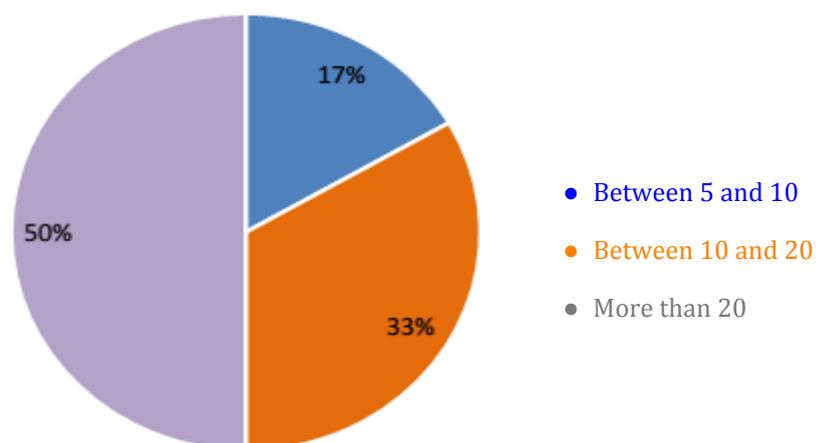

Figure 2 - Number of employees

Source: Prepared by the author

In relation to the number of employees, figure 2 shows that half of the companies have more than 20 employees and the other half of them are divided into companies with up to 20 employees (33%) and 17% between 5 and 10 employees.

Therefore, considering the number of employees and taking into account the classification provided by Sebrae[1], it is verified that all companies are classified as small.

Question 3 inquired about the existence of the Human Resources department in the company, and the result is still presented in the Figures and, which follows.

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[1]Sebrae considers that an industrial company with up to 99 employees is small and a commercial company with up to 49 employees is also small.
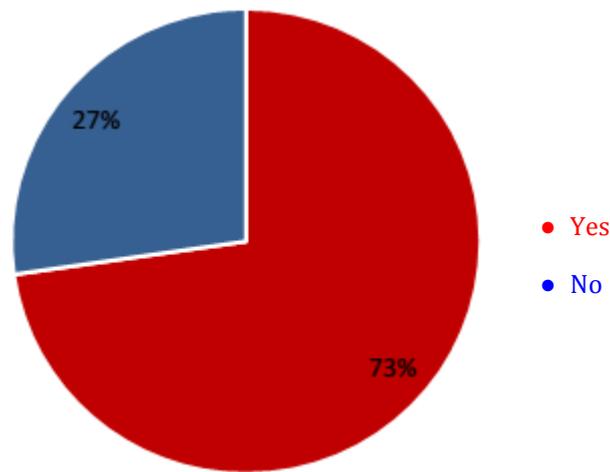
Figure 3 - Existence of Department the own HR Sector

Source: Prepared by the author

Figure 3 shows a clear view that most of the organizations surveyed (73%) have a human resources department responsible for the recruitment and selection process, but 27% do not. Thus, of the 21 companies surveyed, it can be seen that three (3) do not have specific departments to put their own recruitment and selection processes into practice. In view of this scenario, it was asked about the types of recruitment used by companies, and the answers are presented in Figure 4, which follows.
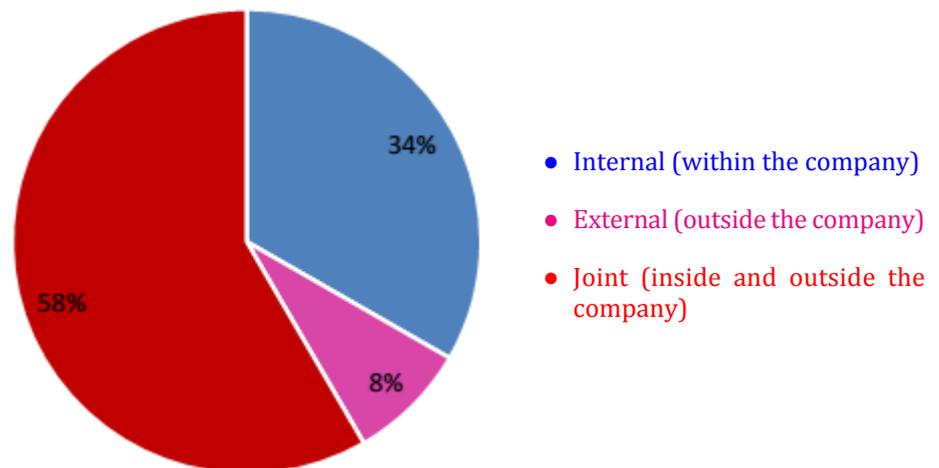
Figure 4 - Types of Recruitment Used.

Source: Prepared by the author

Regarding the type of recruitment used, it can be observed in Figure 4 that a minority (8%) of the processes are conducted by recruiting professionals outside the organization. The internal processes constitute 33% of the cases and the greater practice is concentrated in the mixed processes, which according to the respondents are used in 58% of the existing selective processes. Continuing this analysis, it was also asked about the techniques used for the selection of people. In this sense, Figure 5 below presents the data on this issue.
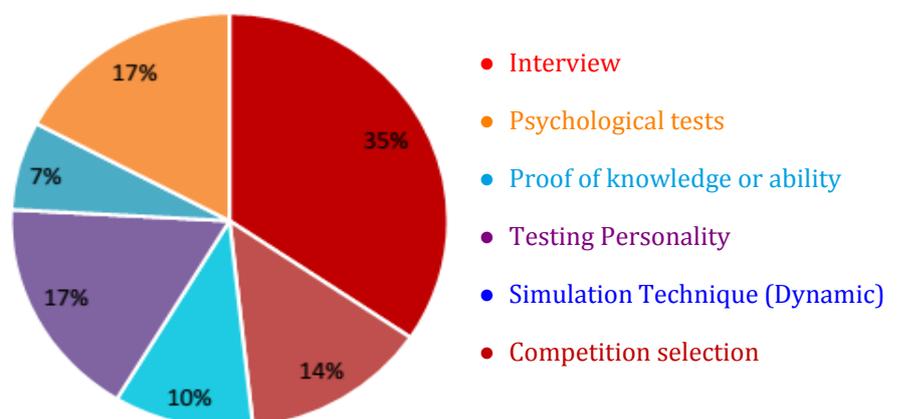

Figure 5 - Applied Selection Techniques

Source: Prepared by the author

On selection techniques, it can be noted in Figure 5, which are used by the companies in the selection process, thus, it was identified that all Techniques are of great importance for the selection of people. However, the most used technique is Interview, which may follow the other techniques, but many of them do not use the others because they think there is not much need and also not to have such a long process and not have much expense.

When asked about the importance of selection and training, 100% of respondents said they considered these two processes to be very important, although some of them did not have a specific HR body to handle it.

It was also observed whether there is investment in employee development and training, as shown in Figure 6.
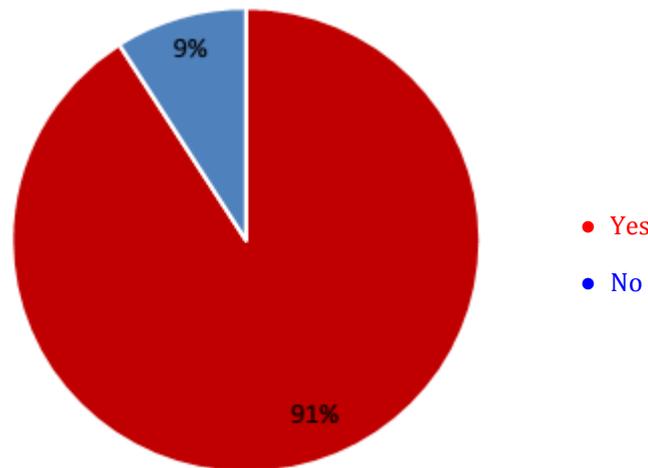

Figure 6 - Investment in Training and Development

Source: Prepared by the author

Figure 6 shows that according to the interviewees' reports, 91% of companies invest in employee development and training, and only 9% said that they do not invest.

As a complement to this question, it was researched about the purpose of personnel management in relation to efficiency achieved by the organization, that is, to achieve its objective being differential in the market, through recruitment and selection strategies. Thus, this questioning can be visualized in Figure 7, which follows.
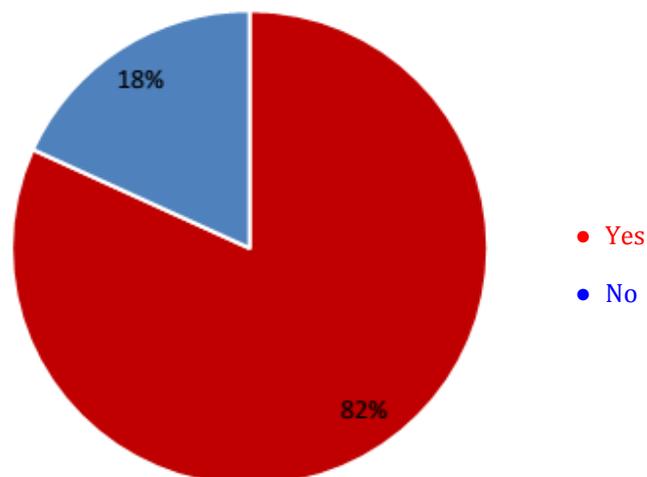

Figure 7 - Represents increased business efficiency

Figure 7 represents whether management is done and aimed at achieving company efficiency, as 82% of organizations stated that yes, as they seek greater efficiency and 18% said that their management techniques management, in specific recruitment and selection, is not applied with a focus on organizational efficiency.

In relation to selection by competence, one can ask this question in Figure 8, which follows.

With regard to Competency Selection 73% of organizations use this method to be part of the process of choosing new employees, because they feel it is essential to have some competencies to fill the job, which 27% already say do not use this method for believe that everyone can develop certain skills required in the new position to be held in the company.

In view of the results of the survey, 58% of the companies used the Recruitment Process, being mixed (inside and outside the company), and already in the Selection Process 35% preferred interview and 17% Personality.
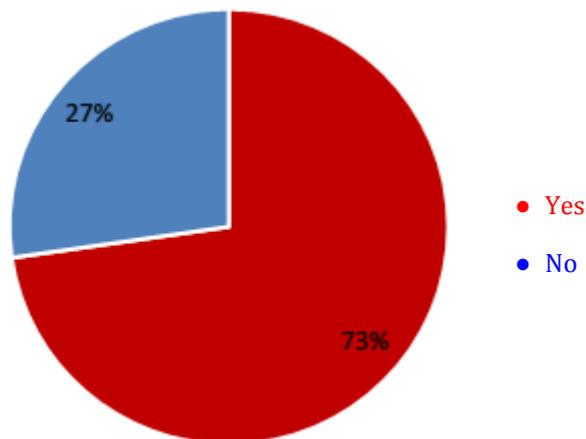
Figure 8 -Application of Selection by Competence

Source: Prepared by the author

3.1. Final Considerations

The process of recruitment and selection is an essential factor to lead a company to success, because it is through these processes that the company finds its talents with great potential and makes a difference. But it is also through this process, when mismanaged and structured, that one takes a big company to the ruins.

That is why Human Resources currently has a great responsibility, because it is not just filling vacancies, but selecting suitable people to meet the expectations expected by the company.

The recruitment and selection process has to be well analyzed and discussed so that there is agreement between the parties and the objective can be achieved.

First of all, a planning should be done describing the open position and its prerequisites, number of candidates, urgency or not for completing, what competencies are desired in the candidate to do a mapping, which will be the method used for selection among other desired things.

Therefore, the process of recruitment and selection process is perfectly feasible for any organization and very important to achieve its goals. However, still today it is noticed that not all companies see this way, as it was illustrated in the results of this research.

Many companies, especially smaller ones, carry out processes in a "home" way that is, using little specific techniques and professionals of the area, making contractions from the "common sense".

Most likely this is for cost, since they are small and low-paying companies. But what about the small ones, in terms of the number of employees, but who profit a lot? What is the reason why they often do not have a HR and do not invest in a careful selection, nor in the training and development of their employees? These are some of the limitations of this research that may have these answers with future research. Based on the observed results, it was possible to propose adjustments and improvements so that companies can develop more assertive selective processes, avoiding costs with rehiring, training and dismissals.

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