

## ADVANTAGES AND DISADVANTAGES OF PERSONNEL RECRUITMENT FROM INTERNAL RESOURCES

### AVANTAJELE ȘI DEZAVANTAJELE RECRUTĂRII DE PERSONAL DIN SURSE INTERNE

MARIAN – NICU SPÎNU

“Aurel Vlaicu” University, Arad, Romania

**Abstract:** As a general rule, to occupy the vacant jobs, the main source to sue to is the organization itself; which means that the vacant jobs are offered as a priority to the employed, who perceive the promotion as being extremely stimulating. Accordingly, in this case an intern recruiting is realized, which in fact, is not a signing up, only a job exchange; but which in fact asked the candidates to scan the same stages as the extern candidates.

**Rezumat:** Ca regulă generală, în ocuparea locurilor vacante, sursa principală este organizația însăși, ceea ce înseamnă că locurile vacante sunt oferite cu prioritate angajaților, care percep promovarea ca extrem de stimulativă. Ca urmare, în cazul în care se realizează recrutarea internă, care de fapt nu este un contract nou, ci doar un schimb de loc de muncă, dar care, de fapt, cere candidaților să treacă aceleași etape ca și candidații externi.

**Key words:** the organization, intern recruiting, sources, disadvantages, responsibilities  
**Cuvinte cheie:** organizația, recrutarea internă, sursele, dezavantaje, responsabilități

#### INTRODUCTION

An extremely important stage of the personnel recruitment process is represented by the sources that can be intern or extern; but the most organizations use generally both recruiting sources. Because the bigger the number and the variety of recruiting sources are, the bigger the identification chances and the attraction of competitive candidates are.

As the organizations have the right to occupy the vacancy jobs both from the internal and external sources, it has come to what the specialty literature calls intern or extern recruitment.

It must also take into account that each mentioned recruiting sources has a lot of advantages but also some disadvantages.

Accordingly, in this case an intern recruiting is realized, which in fact, is not a signing up, only a job exchange; but which in fact asked the candidates to scan the same stages as the extern candidates.

With all the potential problems, a lot of specialists from human resources domain suggest the fact the management practice and theory must give an answer as proper as possible to the following question: “When and to what extent are vacancy jobs occupied inside the organization?”

With all priority accorded to the intern recruitment sources, it must be taken into account the fact, that an exclusive even predominant recruiting politics inside the organization may have some disadvantages.

#### RESULTS AND DISCUSSION

The personnel recruitment inside the organizations offers a lot of advantages:

- the organizations have the possibility to know much better the candidates “weak and strong points”, because there is enough information about them;

- the attraction of the candidates is much more easier, because being much better known or marked due to their activity, they could be offered high opportunities compared to the old job;

- the selection after the organizational criteria is much faster and more efficient, because the candidates inside the organization have much knowledge concerning the organizational practices, that allow the accommodation time and the job integration;

- although many jobs belonging to different organizations are similar, only the recruiting inside the organization allow the elicitation of specific qualifications or knowledge and required experience, asked by certain jobs, for examples, the secret technological process or the special character of the technology may enjoin the use of those employers that have the necessary experience;

- the probability of taking inadequate decisions is much decreased, due to the high information volume respecting the employers of the organization, as well as due to the fact available dates and information are much more precise;

- the personnel motivation is growing up, and the moral ambiance is getting better, because the promotion opportunities are stimulating, constituting important payments for many employed;

- the personnel recruitments is in many situations much faster and less expensive, even in case in which an additional preparation of the of the candidates is necessarily;

- the membership, the loyalty or attachment feeling to the organization grows up, because the employed perceive much clearer the promotion opportunities whose materialization goes to the increasing of the work satisfaction;

- the probability that the employed should foster inadequate expectations or perspectives or to become disappointed by the organization, is much more reduced;

- the organizations have the right to improve their results or to accomplish the objectives on the account of the already done investments in the development of their own employed;

- the afferent time to the orientation of the new employed on the place, in view of a faster integration is much decreased. The promoted or transferred candidates on the new jobs are more informed about the organization they take part form.

With all priority accorded to the intern recruitment sources, it must be taken into account the fact, that an exclusive even predominant recruiting politics inside the organization may have some disadvantages, too, such as:

- it stops the infusion of “fresh blast”, of “new blood” and doesn’t reject “new ideas” promotion; this means that certain measures are imposed that should assure us (like many specialist in this domain: LLOYD L. BYARS and LESLIE W. RUE) that can avoid the manifested inertia in front of changes or new ideas and that these are not repressed of a certain behaviours or phrases like: “I have already done thing before”, “We do everything good without this thing too”.

- the recruitment politics inside the organization may suppose in a wrong way, that the employed taken into account have necessary qualities or the adequate potential in order to be promoted, if their old activity is ill-funded interrupted;

- it favours the manifestation of Peter’s principle, according to that people strive to rise on the hierarchical scale till their incompetence level, or, with other words the employed must be promoted till they reach a level, where they are any more capable to react adequate. This means, that the employed may be promoted, if accomplish their duties, till they reach those jobs whose requirements are upper to their potential.

- when the employees’ promotion is done taken into account age years of service,

without taken into account professional competence, many conflicts or feelings may break out (hostility, open aggressiveness, resistance, concern etc.)

- the employee's hope in promotion doesn't materialize, they become apathetic, and conduct to their demoralize, the performances diminution and sometimes to retirements<

- provokes the appearance of vacancy jobs, and of course the need of recruitment for jobs that became vacant. This effect is called in the specialty literature ripple effect<

- implies the elaboration of some adequate program for professional training, that should allow the development of the employed, so that, these should be able to assume new responsibilities and tasks;

- very complicated recruitment procedures belonging to different organization may provoke a real "red tape nightmare" sometimes.

### **CONCLUSIONS**

Concerning the recruitment inside the organizations, due to the specialty literature, there are always some potential problems, such as:

- the intern recruitments or the personnel intern movements (changes) are not always possible, especially when:

- the organization is developing very quickly and the existing employed may not face;

- it hasn't brought about an appropriate preparing of the employed so that these can assume new responsibilities. If a certain stagnation, a flexibility decreasing or an enlargement of the routines, commonness or conservatism is observed. Then the intern recruitment may not always be desired;

- in the case of the organizations dispersed geographically, a special problem represents the way in which the transfers are encouraged or desired from one place to another; so that many organizations agreed to support some increasing costs and to show much care to their employed;

- three are the cases when a hierarchical boss facilitates the promotion of a middling subaltern wishing to leave his compartment.

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