

PHD THESIS AND THEIR RESEARCH RESULTS

RECRUITMENT AND SELECTION STRATEGIES AND THEIR EFFECT ON THE PERFORMANCE OF THIRD SECTOR ORGANIZATIONS

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The thesis is focused on designing a new conceptual model regarding recruitment and selection in third sector, a strategic model that will follow mainly long term objectives. The first part consisting of four chapters offers a theoretical base around the fundamental dimensions of the theme: the human being – recruitment-selection – strategy – performance. The first chapter specifies the characteristics and challenges of the present economy, emphasizes the role of the human being in third sector organizations, his values regarding labor and the link between work and happiness. The second chapter summarizes the methodology of staffing activities, grouped into four main categories: pre-recruitment, recruitment, selection and induction. Having clarified the processes, the third chapter captures various strategic options regarding recruitment and selection that organizations can adopt in the context of specific factors correlated with overall business strategies, organizational values and operating environment. In addition, the chapter introduces the staff turnover concept, a phenomenon closely linked to the recruitment and selection manner. The fourth chapter clarifies the general notion of performance and customizes it to the services sector. Furthermore, it presents the results of numerous studies on the effect of various elements of staffing activities on organizations' performance and makes an inventory of performance evaluation models of recruitment and selection that currently exist.

In the second part of the thesis the attention moves to practice and two of the chapters center on two researches. Fifth chapter displays a study on recruitment and selection processes seen from the employee perspective, while the sixth chapter presents the results of a research on the performance of recruitment and selection strategies from the perspective of human resources specialists. The results of both studies are consistent in terms of methods of recruitment, modalities to apply, documents used when applying, main methods of selection and the features of the job holder that allow him to attain performance when interacting with customers. However, records differ significantly regarding the induction process – few employees perceive the existence of a formal or informal induction, while many human resources specialists state that there is a formal induction program. The last chapter develops an integrated perspective on recruitment and selection strategies and propose a model for developing them in the tertiary sector. Its main components are: the choice to fill in a vacancy, the blueprint of candidate profile bearing in mind organization's overall strategies, its personality and strategies adapted to the environment, the internal and external factors, the short-term objectives (recruitment and selection) and long-term objectives (post-selection), the appropriate strategies in the context of intervention variables, the implementation of activities and the evaluation of results by comparing them to the objectives set in order to improve the system. This may consist as a basis for directing efforts towards achieving clearer objectives of recruitment and selection.

Moreover, the final chapter argues for a change of attitude regarding the human role in third sector organizations and the organizations' responsibility to people. The only viable long-term alternative that organizations have is to create attachment through its human resources strategies, including those related to recruitment and selection.

STRATEGIES OF SUSTAINABLE DEVELOPMENT OF THE ROMANIAN TOURISM IN TERMS OF EUROPEAN UNION INTEGRATION

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The present doctoral thesis's objective is to present in an economic manner, the theoretical and practical opportunities regarding the development and modernizing the Romanian tourist industry, so it would become competitive on the European market and would be a factor of reducing the economic gap between Romania and other EU member states. The author's contributions were focused on both the theory and the practical side of the research, but mainly on a marketing research, because it was the only one able to provide information on how people perceive the concept of sustainability in tourism and how important is the quality of the natural environment in the development of tourism activities. The aim of this research was to propose a model for sustainable tourism development strategy of Romanian EU accession based on five priority components: reevaluation of the Romanian tourist system in accordance with the principles of sustainability, increasing the value of the amounts from the EU structural funds; supporting local communities involved in the development of tourism activities and local culture, development and sustainable land areas with tourism potential; promote sustainable forms of tourism.