

RECRUITMENT AND SELECTION STRATEGIES AND POLICIES AT MCDONALDS PITEȘTI

SECARĂ CARMEN GABRIELA
UNIVERSITY OF PITEȘTI
carmen.secara@yahoo.com

Abstract: The main objective of the human resources management is to supply expertise and experience in this field, in such a way as to obtain optimal and secure performance, using the most adequate methods.

Personnel recruitment is the process of seeking, identifying, and attracting potential candidates, and selecting the most appropriate candidates for the current and future vacant jobs. The human resource recruitment is the managerial process of retaining and developing the most adequate internal and external sources required for the provision of competitive personnel, in order to achieve the objectives of the organization.

Keywords: strategy, policy, human resources, recruitment, selection

JEL Classification: O15 Human Resources

Introduction

In the traditionalist theory of the company, employees were viewed from the perspective of how they performed, in a disciplined manner, certain pre-established operations, set in motion technological machines and devices, or performed certain activities. This is how the manpower and labour concepts emerged. The purpose was era their capacity to apply, in compliance with the regulations, their managers' decisions. The concept of labour was defined as the all the physical and intellectual skills used in the process of obtaining goods and services.

Human resources management implies the continuous improvement of all employees with the purpose of achieving the organizational mission and objectives. The successful implementation of the human resource management implies the existence of a performance assessment system, an system of incentives for the employees and of rewards for the results. The main objective of human resource management is to supply expertise and experience in this field, in such a way as to obtain optimal and secure performance, using the most adequate methods.

Personnel recruitment is the process of seeking, identifying, and attracting potential candidates, and selecting the most appropriate candidates for the current and future vacant jobs. The human resource recruitment is the managerial process of retaining and developing the most adequate internal and external sources required for the provision of competitive personnel, in order to achieve the objectives of the organization.

In order to avoid risks faced in personnel recruiting and selection, the best strategies and policies should be applied. The selection of the employee is a very important aspect because the organization will invest in him or her by continuous training. This is an investment dedicated to the development of individual and collective skills required for the performance progress.(Secară, 2014)

Material and Methods

Human resource strategies and policies

Human resource strategies express, first of all, the fact that the personnel function adopts a broader perspective and a more dynamic vision related to human resources, providing its full integration with the other functions of the company.

Secondly, these strategies designate the set of long-term objectives related to human resources, the main methods of achieving them and the required resources, which make sure that the structure, values and culture of the organization, as well as the use of its personnel, will contribute to the achievement of the general objectives of the company.

In Michael Armstrong's opinion (Armstrong, 1996), human resource strategies define the intentions of the organization related to the human resource development trends, and the needs or requirements to be met in this field in order to facilitate the achievement of the organizational objectives.

Human resource strategies must start both from the organizational objectives as well as from the human resources management content, and to provide a rational targeting of the efforts in this field.

The starting point in human resources strategies is constituted by the general objectives of the company as well as the specific objectives of the personnel function, thus ensuring the full integration of this function with the other functions of the company. Another aspect that should also be considered is the mutual conditioning of the individual interests with the interests of the society, the specificity of each company and the labour laws in force, and also the application and interpretation of these laws. Personnel strategies define "the intentions of the organization in relation to the human resource development directions, as well as the needs or requirements that should be met in this field in order to facilitate the achievement of the organizational objectives."(Manolescu, 1998)

Aurel Manolescu retained, from the specialised literature, the essential problems with an impact on the human resource strategies. They are (Manolescu, 1998):

- The intentions related to the growth, integration, diversification or concentration, as well as to the production and market development;
- The increase in the competitiveness or the organizational efficacy;
- The development of a positive, performance-oriented culture of the company;
- The cultural management imperatives associated to the changes in the organization philosophy in areas such as: communication, team work; personnel training; developing a "success climate", etc.;

Other factors from outside the organization such as: competition or economic pressures, domestic and international legislation, governmental interventions. In Michael Armstrong's opinion (Armstrong, 1996), the main orientations of the personnel strategy are: the provision of competent personnel, personnel career development, personnel rewarding, relationships with the employees. Personnel strategies are substantiated in operational policies and programmes in the human resource area, which are aimed at achieving the strategic objectives of the company. For this reason, personnel strategies are established when the overall strategy of the organization is known, taking into account the competitive conditions and the future developments of the organization. Consequently, the nature of a personnel strategy is derived from the overall strategy of the organization, it is a partial strategy related to only some of the activities included by the latter, namely those that are part of the human resource function. Taking into account the contextual developments, the human resource theory and practice suggest that there

are no standard human resource strategy models, which is why such strategies should be adjusted to the actual, specific conditions of each company.

Results and Discussions

Personnel strategies and policies at McDonald's

Most of the McDonald's employees are hired at restaurant worker level, in other words, on entry-level positions. Consequently, almost all management positions in the company are promotions from inside. Training policies and programmes provide employees' recruitment and training from zero. Virtually, the whole training is provided inside the company by a specialized department, and locally by each restaurant management team.

As mentioned by Michael Armstrong, human resource policies are constant guidelines of the intended perspective of the company in managing its workforce. They synthesise the organization's philosophies and values concerning how people should be treated, and the principles based on which managers should act in approaching human resource issues emerge from these principles.

Human resource policies contribute to the provision of a unitary and coherent approach in the whole organization, in compliance with the corporatist values, when there are issues related to employees that should be solved. In order to substantiate the abovementioned theoretical approach, we will analyse a few human resource policies within

McDonald's.

At McDonald's, there is an obvious preoccupation for instating and maintaining a climate of order and discipline. This can be noticed in their policy on discipline. The purpose of disciplinary actions is to strengthen communication between employees and managers and to improve performance/behaviour, when a performance/behaviour problem occurs. This policy is applicable to all permanent employees.

A disciplinary policy is necessary to promote fairness and consequence in treating individuals and in the behavioural relationships of the employees. The procedure can be activated in any stage, according to the severity of the behavioural mistake. The disciplinary procedure encourages managers to use the standard progression of the corrective action steps whenever possible. If the employee is suspected of a behavioural mistake, the problem will be investigated by the department manager or by his/her representative, who will afterwards discuss the problem with the compensation and benefit manager. If necessary, the manager or managers in question will perform a disciplinary hearing of the employee.

Another policy applied at McDonald's is the reward policy. One of the reward policies is promotion at work. The worker, in his/her ascension, can reach the manager level, or even exceed this position. Usually, students prefer the worker's path because they can work part-time and when they complete their studies, they continue their ascension in the company, having the advantage of the experience and knowledge they have acquired.

McDonald's co-opts its employees in its own development, even up to the organization level. Workers are given the freedom of performing their activity and fulfilling their responsibility of keeping up with emerging challenges.

Candidates can join an already existing workers' team or can try a fast trajectory that can propel them in maximum 9 months to the first management position in the

restaurant, competing for the manager-in-training position. The worker position provides the same opportunity to reach a managerial level in a restaurant. Everything depends exclusively on the employee's ability to cover, one by one, the steps required in a longer period of time. If the employee is an energetic and ambitious person, he/she can reach, in 2-3 years, the highest position in the hierarchy of the company, starting from the manager-in-training position.

The personnel motivation actions are two-fold: those aimed at stimulating the employee to obtain increasing performance, and those taking into account the recreational element. For example, all sorts of activities are organized, walks in the forest, going out at the disco and at picnics. On the other hand, there is an internal competition among employees, using actions such as "employee of the month", used to select the best employee and to award him or her a prize. McDonald's also established a system of prizes or rewards granted according to seniority, namely after one year, three years, five years, 10 years, and 20 years, provided that work is performed uninterruptedly in these time intervals. The prizes are bonuses, presents, or products imprinted with the company logo. The manager has the most important role in motivating workers, as he/she must lead by example. If his/her attitude is positive and if he/she is motivated, this attitude will be transmitted to the workers he/she coordinates. In the training period, managers are taught that the weakest employee in the world, a demotivated one, is of no use to them. Consequently, the manager must talk with the employees, listen to their needs and try to satisfy them.

In the entity, employees receive McDollars according to their results following a contest organised by managers in selling various products. By means of McDollars, T-shirts, caps, cameras, bikes, roller skates, etc. can be purchased. Another form of motivation is to win McDonald's products and to buy them at half price. The winner of the month designated following various criteria receives vouchers.

Other motivation methods are:

- IS contests: the employee with the highest number of orders in a month (1st place – 550 RON, 2nd place – 330 RON, 3rd place – 150 RON);
- consistent bonuses on holidays;
- going out 3 times a year, when the company invites all employees and pays the bill.

In the case of restaurant managers and deputy managers, the motivational package also includes a mobile phone and a business car, but also the opportunity to earn a share of the restaurant profits, if the sales target is reached and exceeded. This is a very strong incentive which determines increases from one month to the next. The percentages they receive from the sales vary from one location to another. Compared to the motivational packages traditionally given by companies, there are also the 15 annual scholarships granted by McDonald's to the employees with high work and school performance, each scholarship being the RON equivalent of 500 euro.

Another policy applied at McDonald's is the **holidays policy**. The objective of this policy is to define and describe the procedures related to the annual leave of absence, the maternity leave, the unpaid leave, the sick leave, and bereavement leaves. This policy is applicable to all employees. Any exception thereof must be approved by the human resource manager, together with the department head.

Recruitment and recruitment sources of human resources at McDonald's

The creation of a successful team starts with the recruitment process. Interestingly, the recruitment and selection activity is viewed as a process that can be continuously improved, taking into account: the purpose of the process, the scope, the process officer, the reference documents, the objectives of the process, the performance indicators for the

process, the human resources, the logistics required by the process, the methods, the working environment, the accepted criteria, the output data. The competence-oriented approach implies defining performance criteria from the perspective of the identification of the minimum competence required for occupying the position with mobility.

If we perform a critical analysis, we will see that McDonald's focuses on developing and improving the recruitment and selection process, the standardization of the adds, the creation of testing tools, and the development of efficient and high-quality training programmes, meant to provide the specific competences required to create the values of the McDonald's group for the company's people and the benefits expected by its customers. McDonald's successfully adjusts the gaps faced between the likely demand for certain types of skills, and the supply of personnel having those skills, present on the labour market.

The responsibility of the human resource department is to develop the most appropriate recruitment methods, in order to ensure an efficient and legal process. This conforms a clear understanding of what the interviewer should look for, the necessary requirements in terms of skills. Thus we meet at McDonald's, in the recruitment process, a guiding framework for structured interviews, The objective of the recruitment process starts from the mission *"Attract, develop and retain the best overall talent"*. Obviously, attaching high importance to the recruitment process supports the "Attract, develop and retain the best overall talent" idea starting from the identification and creation of a strategic partnership with any potential candidate, solution- and result-oriented.

McDonald's employs people who prove that they have not only a professional qualification for the job they apply for, but also that they have the professional mobility skills and are open to new work methods. During the employment process, applicants must prove their team work efficiency, organizing qualities and inter-human relationship skills. Once a person is employed, a complex integration process begins. In order to cover vacancies, there are two possible actions, which are performed by McDonald's employers: bringing new employees by resorting to the external labour market and/or distributing current employees, through promotion or transfer (internal sources). While external sources will be used for vacancies at the basis of the hierarchic pyramid in the organization, the other positions can be filled by candidates from both sources. When the company has capable employees, these own employees constitute a useful source of talents. An effective promotion and transfer policy is only possible by knowing the strengths and weaknesses of the company staff. In this respect, the implementation of a new performance assessment system and the creation of "quality stocks" decrease the chances of making wrong promotion decisions. The main problems related to the recruitment from inside the company can be solved by developing personnel development programmes that should allow employees to undertake wider responsibilities, such as the preparation of adequate promotion criteria.

McDonald's resorts to external personnel resources when the business develops rapidly, when facing leaves of employees who cannot be replaced from inside or when it needs employees with special skills.

Almost all vacancies in McDonald's restaurants are filled by internal promotion, and the company has only two positions for the entrance into the company: initial commercial employee and manager trainee. All employees in the headquarters and in the support departments are former restaurant employees. They spend 4 months in the commercial employee position before being promoted to a higher position, which they will fill for approximately six months. The salary difference between hierarchical positions is approximately 20%. The position of manager trainee is mainly dedicated to university graduates and is a way of entering the management structure of each restaurant

or a headquarter position. The potential to acquire information is require in the recruitment for this position, because employees who fill manager trainee positions attend an intensive training course. After six-nine months, they must acquire theoretical and practical knowledge an employee would normally acquire in 2-3 years of experience. The salaries within the company are above the market average.

The highest staff fluctuation in McDonald's is recorded at the level of employees in their first months of activity, and decreases by 20-30% for higher positions and to less than 10% for management positions, according to the Human Resource Manager of the company. The position the most difficult to fill is the commercial employee position, due to the high number of recruitments. In summer months, 600 people are employed with McDonald's each month, and in the remaining months of the year, 300-500 people each month. An effective method of collecting applications is by means of forms made available to clients in restaurants. Most employments in McDonald's are made for the restaurant employee position, namely at entry-level. Consequently, almost all management positions in the company are promotions from inside.

Training policies and programmes provide the recruitment and training of employees from zero. The entire training is provided in the company by a specialized department, and locally, for each restaurant management team. Another way of recruitment is aimed at managers trainee, who do not work right from the beginning, they are instead included in a 6-9 month training programme in which they acquire, by means of a specific training and of the restaurant personnel, the whole knowledge another employee would acquire in 2-3 years.

The labour market in restaurants is one of the most dynamic labour markets. This continuously growing industry keeps attracting new competitors, but it also implies the expansion of players already present in the market. It is much easier for new players to take a person already trained and to have him/her adjust to the policies and procedures of their company. Very many former employees are working at a very high level for the moment, in other companies, which means that McDonald's is similar in terms of salary average in the economy, which reached 941 RON (276 euro) in February. Everybody is initially employed for the same salary, regardless of age or previous experience, because they fill a position where they acquire knowledge. The salary level in the company is justified by the fact that this is the first job for most employees, and many of them are involved in various forms of education and need a flexible or part-time job. For the worker position, McDonald's mainly cooperates with teenagers, and for 75% of the new employees in 2006, McDonald's is their first job. 40 % of the employees also work part-time, which implies a great flexibility of the working hours and working days. The number of employees varies depending on the month. In January and February, which are the poorest months from this point of view, approximately 60 employments are made, while in the summer months, as many as 300 people are employed (in the whole country). This happens because the period between May and September is a peak period for seasonal employments. Locally, each manager is actively involved in the recruitment campaign, and the human resource department of the company is involved only in the employments for various management positions and in national recruitment companies.

In relation to the recruitment for the highest positions, this can be made both internally and externally. Externally, recruitment is made through recruitment advertising, in the press, on the internet or through a recruitment agency.

Internally, we can use the manager position example. The employee, in his/her ascension, can reach or even exceed the manager position. Students usually prefer this method because they can work part-time, and after graduation they continue their ascension in the company, having the acquired experience and knowledge on their side.

McDonald's is committed to attract and retain high-quality people. This is made through continuous development, in the long-term, at individual level, through training and the implementation of adequate human resource practices. McDonald's co-opts its employees in its own development, even up to the organization level. Workers are given the freedom of performing their activity and fulfilling their responsibility of keeping up with emerging challenges. Candidates can join an already existing workers' team or can try a fast trajectory that can propel them in maximum 9 months to the first management position in the restaurant, competing for the manager-in-training position. The worker position provides the same opportunity to reach a managerial level in a restaurant.

Everything depends exclusively on the employee's ability to cover, one by one, the steps required in a longer period of time. If the employee is an energetic and ambitious person, he/she can reach, in 2-3 years, the highest position in the hierarchy of the company, starting from the manager-in-training position.

A negative point is that McDonalds doesn't have a recruitment policy from the disabilities person. We can notice, from the presented examples, that over time, employers come to realize that the employment of persons with disabilities is not just charity, and that employees with disabilities can have major contributions to the profitability of the company too, turning it into a "good to do" or "smart to do" thing (Brânzea, Secară, 2014). Companies do not have to hire a person with a disability. They have to hire someone with the appropriate skills to perform a given job. If that person happens to have a disability, so be it, but disability is not the point.

Conclusions

Through our analysis, we successfully found solutions for the following problems faced by any organization, in general, and especially by companies, in order to ensure their success, or even in order to survive:

- Identifying and attracting competitive candidates using the most adequate recruitment methods, sources or media;
- Identifying skills and selecting the candidates who best meet the requirements of the new vacancies;
- Observing the applicable laws on equal employment opportunities and correcting discriminatory practices or imbalances.

Human resources are both important and expensive in any organization, regardless of their field of activity.

The reality of the renowned companies worldwide shows that a company stays competitive only if it has a management efficient in the use of human resources. Within these resources, the individual performance depends on the motivation system, the employees' desire to make the effort required for work and improvement and the employees training, as well as their ability to do what they are required to do.

McDonald's Managers must be aware of the fact that the success of the company can only be obtained when the employee feels he/she is appreciated and important in the company, if all employees have a positive attitude in relation to the personal achievements, favourable conditions are created for high company performance and vice versa.

Focusing the managerial concept on human resources, the only factors with creative effect, is essential in achieving performance regardless of the field of activity.

Authors contributions

By analysing the recruitment and selection strategies, we were able to obtain a picture of methods applied in a modern organization and that can be the starting point in

their adaptation to other organizations. Our proposals have a significant contribution because they could reduce recruitment and selection costs, and the employment decision would be a correct one and would bring value added.

References

1. Armstrong, M., (1996) - *Personnel Management Practice*, Kogan Page, London
 2. Brânzea, M., V., Secară, C., G., (2014) – *Recruitment of People with Disabilities between Fears and Benefits*, Scientific Bulletin – Economic Sciences, Volume 13 / Issue 2
 3. Manolescu, A. (1998) – *Managementul resurselor umane*, RAI Publishing House, Bucharest
 4. Secară, C., (2014) – *Tendențe și practică în domeniul managementului resurselor umane*, Sitech Publishing House, Craiova
- ***www.mcdonaldspitesti.ro
***http://www-03.ibm/able/acces_ibm/execbrief.html