RECRUITMENT AND SELECTION OF PEOPLE: A CASE STUDY IN A CEMENT ARTIFACTS COMPANY IN THE CITY OF ARAGUAÍNA-TO

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ABSTRACT

Recruitment and selection techniques are essential for organizations seeking to stand out in the contemporary market. The general objective of this study was to analyze these techniques in a cement artifacts company based in Araguaína, Tocantins. For this, a theoretical matrix was used that addressed topics such as people management, recruitment and selection, including its main techniques. The methodological procedures adopted in this research, using the case study method, characterize it as a qualitative research of exploratory-descriptive nature. Data collection was carried out through the application of a semi-structured questionnaire to the company's human resources managers, containing open and closed questions. The analysis of the collected data was conducted using the content analysis technique. The results show that the adoption of the main recruitment techniques (internal, external, mixed and e-recruitment) and selection (curriculum analysis, interview, tests, group dynamics and verification of references) by organizations provides several competitive advantages. Among them are the attraction of new talent, the reduction of employee turnover, the reduction of costs associated with these processes, the increase in productivity and competitiveness, in addition to contributing to the recognition of the company in the market.

Keywords: People Management, E-Recruitment, Interview, Human Resources.

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INTRODUCTION

People management is a crucial element for the competitive development of modern organizations. In this context, the recruitment and selection processes of people play a fundamental role, as they are responsible for attracting and integrating new employees and talents into the company's human capital. These processes have the potential to identify candidates with appropriate skills for the available positions, contributing significantly to organizational success (Coradini et al, 2009).

Advances in the area of Human Resources have gained prominence in organizations as a competitive differential. This evolution has transformed the recruitment and selection processes into a critical aspect for the growth and development of companies (Chiavenato, 1999). Organizations that seek to increase their competitiveness are increasingly investing in specific techniques for these procedures, aiming to attract and select qualified professionals for specific positions (Rocha, 2014).

The main objective of these processes is to incorporate new qualified employees into the organization, while seeking to reduce costs. To achieve this goal, companies use various techniques that aim to be more efficient and effective. According to Rocha (2014), organizations that aim for success are investing in recruitment and selection processes that can occur in divergent ways, resulting in a great diversity of applied techniques.

Given this scenario, important questions arise: Are these recruitment and selection techniques capable of providing competitive advantage for organizations? What are the specific objectives of these techniques? To address these questions, the present work presents the following research problem: What are the main techniques applied in the recruitment and selection processes of people in a cement artifacts company in the city of Araguaína-TO?

The general objective of this study is to analyze the main techniques used in the recruitment and selection processes of people in this company. To achieve this objective, three specific objectives have been established:

I.   Identify the main techniques used in the process of recruiting people;
II.   Identify the main techniques used in the process of selecting people;
III.   Demonstrate the importance of using these recruitment and selection techniques in the organization.

The justification for this work lies in its theoretical and practical contribution. From a theoretical point of view, it is expected to contribute to the development of knowledge in an area that is still poorly structured within the company studied. From a practical point of view, it is intended to provide valuable information on the topic addressed, which can be applied to improve the recruitment and selection processes in the organization.

This case study focused on a cement artifacts company in Araguaína-TO offers a unique opportunity to examine how recruitment and selection techniques are applied in a specific context. Analyzing these practices can reveal important insights into the effectiveness of different approaches and their suitability for the sector and region in question.

By exploring the techniques used in this company, the study seeks not only to identify current practices but also to assess their effectiveness and potential to provide competitive advantages. This analysis can provide basis for recommendations for improvements in recruitment and selection processes, potentially leading to more efficient and effective human resource management.

The structure of this work includes, in addition to this introduction, a review of the relevant literature on recruitment and selection, the methodology used for data collection and analysis, the presentation and discussion of the results obtained, and the conclusions of the study, including its implications for practice and suggestions for future research.

PEOPLE MANAGEMENT

People management is relevant for organizations that aim at both competitive and organizational growth, so that people are fundamental to the functioning of all processes carried out within the organization, whether internal or external. The area of people management is very sensitive in relation to the mentalities that predominate in organizations (Chiavenato, 2008).

Thus, the way the organization is interested in growing compared to its competitors describes well the treatment of this area within the organization. The area of people management seeks to assist the administrator in the performance of his functions, as he cannot perform all the work alone, thus, through the addition of more people, a team of subordinates is formed for this administrator to lead, thus aiming to achieve his objectives and established goals (Chiavenato, 2008).

For Andújar and Teixeira (2014), people management within the organization can be defined as a tool that has its objectives related to the activities of attracting, applying, developing, maintaining, monitoring and evaluating people, always aiming at the functioning of the organization and its competitiveness.

According to Chiavenato (1999), companies have their operation maintained through the people who constitute it and who carry the name of the company with them. Thus, several terms arise to name these people who are part of the organization, and can be called employees, employees, personnel, workers, workers, human resources, collaborators, associates, human talents, human capital, intellectual capital, among other nomenclatures.

The importance of people for the organization is due to the fact that many of its procedures are done by people, in view of this, people management is indispensable for the growth of the organization. Organizations have already realized the importance of people and how efficient management can generate great results, in addition, processes such as selecting, forming, integrating and improving groups of people to work in this organization, bring with them competitive advantages to the organization (Lacombre, 2017).

RECRUITING PEOPLE

The recruitment process aims to attract people to participate in the organization's selection process, so that the organization itself has more options of people to occupy the same position, filling the organization's staff. Therefore, recruitment is the set of activities that involve attracting and attracting people to such processes within the organization. Therefore, through recruitment, the company discloses to the labor market the job opportunities available within the organization (Andujar and Teixeira, 2014).

In this sense, for Chiavenato (1999), recruitment is the agglomeration of techniques that aim to attract potentially capable candidates to the organization. The recruitment process is the initial phase of filling a vacancy within the company, which begins with the availability of vacant positions along with the necessary requirements for filling and benefits that will be granted to new members (Limongi-França and Arellano, 2002).

The existence of recruitment is caused by the existence of one or more vacant positions in the company, so it should not only communicate or disclose about the recruitment process, because this alone will not achieve its basic objectives (Chiavenato, 1999).

The recruitment process, in order to be effective, must attract a large number of people to occupy the vacancy available, bringing more options to the selection process, providing the necessary raw material for the selection, which in this case are the people available in the market and within the organization (Oliveira, 2005).

Main recruitment techniques

In this context, there are three forms of recruitment, namely; internal recruitment, external recruitment, and blended recruitment.

According to Baylão and Rocha (2014), internal recruitment is the process of filling a vacancy or opportunity within the organization with the use of employees who are already located in the company itself, either through promotion (vertical movement), which can be transferred to another function within the organization (horizontal or lateral movement) or transferred through a promotion (vertical movement).

For Cardoso (2010), internal recruitment has as its field of action the internal environment of the organization, acting on the employees already inserted in the company, so that the company itself seeks to fill the vacancy using promotions or employee transfers.

Also according to the author Cardoso (2010), internal recruitment becomes more economical for the organization, since it does not require new employees who are outside the organization, thus costing the organization less, which would spend resources and time adding more steps.

Internal recruitment has its advantages because it is more economical, faster, with greater validity and security, being a powerful source of motivation for other employees who are active in the organization (Chiavenato, 2006).

According to Coradini et al. (2009), internal recruitment favors the employees of the organization itself with the disclosure of the necessary requirements for the position. Then, they are disclosed to internal employees, thus requesting that interested parties go directly to the organization's recruitment sector to deliver the data.

Furthermore, based on the authors cited, it can be seen that companies use internal recruitment, so that they can generate greater motivation in their employees, as many of them may be interested in getting a growing professional within the organization. In addition, recruitment costs also fall, since the company's professionals themselves seek more qualifications, thus aiming for future promotions or transfers within the organization.

In this sense, external recruitment is the process that seeks to attract candidates in the market to fill a vacancy, attracting them through recruitment techniques (Santos et.al., 2016).

External recruitment is approached in two ways, both directly and indirectly; Direct recruitment is carried out by the company itself using the labor market, through dissemination in the communication media. Therefore, the company reaches a greater number of people who are looking for a job, with the help of the media, and it is increasingly frequent for candidates to see job opportunities on websites, newspapers or even social networks (Aires, 2007).

Indirect recruitment, on the other hand, is present in the company when direct recruitment is not effective or the company's resources are not sufficient to carry out the recruitment and selection process, the company then proposes to hire companies specialized in finding talent Headhunters Search (direct search consultants) and recruitment consultants (Câmara et.al., 2003).

In this context, there is mixed recruitment that occurs when the organization carries out internal and external recruitment simultaneously. Therefore, both complement each other in such a way that mixed recruitment can work with three alternatives, but it is not necessarily mandatory to be used in this way (Dalhke, 2010).

According to Chiavenato (2009), he mentions that the mixed recruitment cycle refers to a system that may have variations in relation to the sequences of its stages, which may begin with external recruitment in sequence or vice versa, or also the application of both at the same time.

According to Coradini et al. (2009), mixed recruitment is the result of internal recruitment, which will allow for vacancy in the organization, thus generating opportunities for external recruitment. However, for such processes to arise, it is essential that there are one or more vacant positions in the organization.

From this perspective, online recruitment, or E-recruitment, emerged with global technological advancement, using the internet as a tool to find, attract, evaluate, interview, and hire new employees. The purpose of online recruitment is to make recruitment processes more efficient and effective, reducing the bureaucratic costs associated with the process (Moura, 2015).

Currently, the use of the internet in processes has become common, allowing human resources departments to have enough space on their websites to store resumes of

candidates for vacancies. In this way, participants in the recruitment process submit their professional qualifications for review by the organization's human resources professionals. By accessing these sites, candidates can obtain more details about the company where they may work after completing the recruitment and selection process (Dalhke, 2010).

Through the company's website, candidates can obtain information about the organization. Both the company, which seeks data about candidates, and those interested in joining the company, have the opportunity to get to know each other better using the website. Access to websites that contain available vacancies and relevant information facilitates the process of finding job opportunities for candidates interested in applying for vacancies (Dalhke, 2010).

It is clear that the internet has improved communication between candidates and organizations, and with technological advances, e-recruitment modalities have emerged, such as video resumes. The video resume allows the candidate to introduce himself, making a summary of his qualifications and goals within the organization. This professional presentation, with a maximum duration of one minute, focuses on being objective about your skills and competencies, showing interest to the recruiter (Correa et al., 2018).

SELECTION OF PEOPLE

After completing the recruitment process and attracting candidates, the next step follows: the selection of people, which, according to Andujar and Teixeira (2014), consists of a series of procedures carried out by the organization to choose the most qualified candidates for the positions available in the company. Thus, the selection process aims to find the most suitable person for the position, ensuring that candidates attracted by recruitment are subjected to various tests to assess their capabilities and skills.

According to Campos (2009), the scarcity of jobs and the high number of candidates makes organizations make low investments in recruitment, being able to maintain their focus on a more rigid and rigorous selection process, bringing with it better results for the organization. In this way, it represents lower investments for the training of people, aiming to select more experienced and qualified candidates.

The choice of the candidate based on his knowledge about the position and his life outside and inside the organization, are able to pass possible traits of a potential growth of the candidate, thus, using selection techniques for the knowledge of his capacities and personal and professional characteristics existing at the time of the application of the tests

by human resources, thus, it can make a future projection of the candidate as a professional of the organization (Coradini et al., 2009).

Main techniques for selecting people

In the selection processes, mechanisms such as curriculum analysis, interview, psychological and personality tests, simulations and knowledge test, group dynamics and reference verification can be used.

The curriculum analysis corresponds to one of the first steps in the selection process, in the face of a pre-selection of candidates, aiming at reducing professionals with low aptitude for the position, subtracting candidates who do not meet the necessary qualifications and leave only those who are qualified (Coradini et al., 2009).

Also according to Coradini et al., (2009), the remaining curricula move on to the next phase of the tests, so that a more rigid analysis of the knowledge, skills and attitudes of the participants is made, aiming at fitting within the professional profile that the organization is aiming for. However, the structure that makes up the curriculum are personal data, education, completed training, experiences and qualifications, in addition to a description of the competencies and their interests.

Therefore, for the selection process, the resume is full of relevant information about the candidate, and for human resources, it is a tool that performs a determination of the most significant points of the candidate for the organization and the position in question. But only the curriculum cannot convey all the information about the candidate, with doubt in which of the interested parties to select, other techniques are practiced to get to know the aspirants to the vacancy (Da Silva, 2012).

Next comes the interview, which is the most relevant process within the selection, so it must be conducted by an experienced professional with the ability to recognize the professional and personal aspects of the candidates who have gone through the interview, it is recommended that the process be carried out by more than one interviewer, to reduce future problems for the organization (Limongi-França and Arellano, 2002).

The interview brings with it details about their previous experiences in other organizations, the candidate's temperament, their interests within the organization, their knowledge about the position, among other evaluation metrics such as their personal hygiene, clothing, among others (Coradini et al., 2009).

In this sense, Figueiras et al. (2019), describe that the interview can be structured or not, thus, the structured models are to take specific information from the candidates, with the use of small scripts of questions for the candidate's knowledge. Semi-structured is the interview model that does not have a standard or script, therefore, it consists of questions with greater amplitude, obtaining more information in relation to the candidate.

With this, tests arise that aim to measure the degree of the candidate's aptitudes, aiming to provide useful information about their effective capabilities, therefore, it is essential to pass this stage, since only if approved at this stage will they be submitted to the next stage of the interview (Silva, 2002).

In addition, the tests have their applicability through knowledge tests, psychological tests, personality tests and simulation techniques to screen the intrinsic characteristics of the candidate (Chiavenato, 2008). The tests are divided according to the function and the strategic level, so the operational positions usually apply knowledge or capacity tests, while in the positions of managerial and management levels it is usually more tests, such as psychological, personality, simulations, in addition to the knowledge test (Chiavenato, 2008).

Psychological and Personality Tests: these are tests that usually look for personality traits, emotional balance, ambitions and motivations, focusing particularly on physical or intellectual aptitudes, performing an analysis of the samples and comparing them with the standards accepted by the organization (Steffens, 2016).

Simulation tests or simulation techniques, in turn, are used as essential components in the search for information about the candidate, in relation to their individual or group behavior, so that it is commonly elaborated and executed in possible situations that are directly related to the functions of the position (Da Silva, 2009).

Knowledge tests are tests that aim to measure the candidate's degree of knowledge in relation to the vacancy, comparing their skills are sufficient, and oral or practical tests can be applied inside or outside the organization (Chiavenato, 2004). The stage of application of group dynamics in selection processes, according to LimongiFrança and Arellano (2002), is the stage in the selection process that allows the investigation of possible social problems or competencies of the candidates, observing their social interactions in groups, as well as the capacity for initiative, responsibility and leadership in groups, among other characteristics of the candidate.

According to Lacombre (2009), group dynamics place candidates in a simulation of the daily life in the current position, observing their attitudes and responses to the problems that arise in the work they will need to perform. In addition, the information obtained in the tests may indicate the candidate's skills or abilities. The use of group dynamics allows you to know the various social profiles of the candidates, including their behavior and group decision-making. This information is then used to analyze the performance in relation to the group and the competitors for the vacancy (Lacombre, 2009).

Reference verification, on the other hand, is the step that aims to confirm the authenticity of the information placed in the candidate's resume. According to the resumes sent by the participants, the information that is being presented will be analyzed and verified, whether of a professional or personal nature (Coradini et al., 2009).

The information presented in the resumes must be reliable, so that the candidate's professional history in previous jobs can be confirmed, therefore, telephone contact, personal contact or reference letter is used to collect this information regarding the candidate (Coradini et al., 2009).

METHODOLOGICAL PROCEDURES

To achieve the objectives of the research, a case study was carried out with bibliographic reviews in scientific articles, books and scientific journals. These reviews were made with the objective of analyzing the theme of people management for the introductory basis, aiming to obtain the necessary knowledge to understand the theme of recruitment and selection of people in organizations.

The development of the research took place in the first half of 2024 at the Cement Artifacts company, located in the city of Araguaína. Regarding the collection of data on the recruitment and selection process in the company, a semi-structured questionnaire was applied with open and closed questions to the managers of the human resources department that can be found in appendix A of this article. The objective was to identify and analyze the main techniques used by the company studied in these processes, as well as to understand how these techniques are applied.

According to the authors Marconi and Lakatos (2002), the questionnaire is a collection instrument where ordered questions are used, which must be answered in writing, in addition to not requiring the presence of the interviewer to fill it out. Therefore, it is a data

collection technique that, through closed (objective) and open (subjective) questions, aims to bring information about a certain phenomenon.

However, while the questionnaire is simple and easy to apply, it requires a few steps to execute. These include the elaboration of the questions and answers, the selection of the sample, the evaluation of the answers and the analysis of the results obtained (Wainer et al., 2007). Thus, although it should be concise, it is essential that it contains an adequate number of questions to ensure that reliable information is obtained. In addition, it is crucial that the research theme is aligned with the general and specific objectives to ensure the relevance of the data collected (Marconi and Lakatos, 2002).

For the treatment of the data, content analysis was used, which, according to Bardin (1977), is a technique that aims to understand images or texts, allowing their investigation through categories, which facilitates the classification and understanding of the content. This content analysis comprises three distinct phases. First, there is the pre-analysis phase, which involves organizing the material for the research, including its reading and initial organization. Next comes the material exploration phase, in which the raw data is processed and transformed into content that can be analyzed, being grouped into categories based on common characteristics. Finally, the last phase is data processing, which seeks to reach conclusions based on the interpretations and inferences made, transforming the data into relevant information for the research.

Content analysis, based on the authors, is a set of techniques aimed at data processing. It aims to transform disorganized or meaningless data into relevant information for research. This process requires scientific rigor to identify and extract the information contained in the raw data.

In this study, the case study method is used, as field visits were carried out to the organization, questionnaires were applied and e-mails were exchanged with the Human Resources department team to collect data. Thus, the data obtained are characterized as qualitative, especially with regard to the recruitment and selection process of personnel. As an objective of this research, a study is proposed in relation to the techniques used in these processes.

According to Gil (2002), the case study can be used to explore everyday situations that have not been clarified, describing the context in which such situations occur, however, explaining their variables that cannot be measured quantitatively. Therefore, it is perceived that the case study is a research method where the researcher must know a certain reality,

collecting relevant data about a certain phenomenon. It is important to emphasize that the case study can be applied in shorter periods, aiming at confirming the authors cited in the study for its validation (Gil, 2008).

As for the research approach, this work is characterized as qualitative due to the use of data analysis pertinent to a phenomenon that occurs in the organization, later appropriate for data that have the characteristics of data that are not numerically measurable. According to Gerhardt et al. (2009), qualitative data aim to explain the occurrence of a certain phenomenon, not quantifying these data, since the nature of these "non-metric" data is made of the different approaches related to the theme that refers to the research.

From the point of view of the objectives, this is an exploratory-descriptive research, as the objective of the research is the search for information to analyze a certain phenomenon that occurs in the Cement Artifacts Company. According to Marconi and Lakatos (2002), combined exploratory-descriptive research aims to describe a certain phenomenon in its entirety, citing for example the case study that performs practical and theoretical analyses on the subject addressed in the research.

DATA ANALYSIS AND DISCUSSIONS

Regarding the identification of the main recruitment and selection techniques of people used in the cement artifacts company in the city of Araguaína-TO, the results of the research carried out, identified that in the recruitment process within the organization there is a mix between the recruitment techniques, it can be said that the company is making use of the two most common types, being them internal and external.

The survey also found that the cement artifacts company adopts mixed recruitment as its main technique to attract new candidates. This provides opportunities for both internal employees and the external public. In this context, the authors Correa et al. (2018) corroborate by stating that mixed recruitment is a phenomenon that occurs when internal and external recruitment are used simultaneously.

Based on the information provided by the company, it is observed that it prioritizes internal recruitment, offering opportunities to the employees themselves to fill the available vacancies. External recruitment is only used when there are no internal candidates deemed qualified for the vacant position. This approach values the development and retention of talent within the organization, while also encouraging the professional growth of employees.

From this perspective, Chiavenato states that mixed recruitment can be approached in three ways: it can be initiated by external recruitment and, later, by internal recruitment; initiated by the internal and then by the external; or both can be performed simultaneously. With this, it is possible to obtain a more efficient and effective process, as it will allow a greater reach and increase the chances of achieving the objectives of the recruitment process.

Both Chiavenato and the company corroborate that mixed recruitment involves the use of both internal and external recruitment. This expands the options available to the human resources staff, as it allows both the reuse of people already present in the organization and the attraction of new talent from the external environment.

Therefore, when using mixed recruitment, the company also uses E-recruitment as a channel to disseminate the availability of vacancies available in the company. Thus, the company makes use of social networks and email as the main means of communication to advertise these vacancies and receive resumes.

The e-mail is used to receive candidates' resumes in PDF format or formats that the administration deems acceptable, so candidates did not have to leave their homes to send them to the company. Managing to mitigate the time in the process of obtaining information about free candidates in the market.

In this sense, Moura (2015) corroborates by stating that the internet in contemporary times is within everyone's reach, and that it is crossing geographical borders, so companies through it are managing to recruit in a more agile way and at a lower cost to the organization, in addition to not needing to outsource recruitment with the hiring of consulting companies and headhunters.

After identifying and analyzing these techniques, it becomes evident that both the cement artifacts company and the author Moura (2015) agree that e-recruitment is an efficient and effective technique. This is due to the fact that e-recruitment has lower costs for the organization and is able to achieve recruitment goals more easily compared to other techniques.

In addition, new candidates can be attracted, whether they are from the city where the company is located or from regions close to it, but the recurrent use of this technique is optional to obtain more qualified human capital for the next subsequent stage in the recruitment and selection process.

With the application of the questionnaire in the company's human resources department, the following techniques used to select the candidates were identified: curriculum analysis, interview, simulation and knowledge test, group dynamics and verification of the veracity of the references.

Curriculum analysis is a crucial part of the selection process adopted by the company. As the data collected indicate, it marks the beginning of the internal selection. In this sense, certain requirements must be met, such as personal information, professional qualifications, previous experiences of the candidates, among other mandatory details present in the resumes. This information helps managers in making decisions about which candidates should advance to the next phase of the selection process, constituting a filter to select those that best suit the company's needs.

The company corroborates the author Da Silva (2012), when he states that among the various ways to start the selection process, curriculum analysis is the most common and has as its main objective to select candidates who meet the prerequisites requested by the organization. Thus, this technique is essential for the continuation of the selection process, adding candidates with greater chances of compatibility and necessary assignments for the position, thus mitigating the risks of hiring incapacitated employees.

Continuing the selection process, the interview was identified as the second technique that the company uses in the selection of people. The data collected showed that, in the interview, the managers of the cement artifacts company use a semi-structured technique of questions. This approach aims to gain knowledge about the candidate's conduct, observing their dress, hygiene, behavior when answering questions, communication, and temperament.

In this sense, it is up to the interviewer to formulate questions directed to the interviewee with the intention of obtaining information about the candidate's knowledge in relation to the vacant position, as well as about his experiences in previous jobs. This process seeks to gather data that can demonstrate the candidate's suitability for the requirements and responsibilities of the position, contributing to a more assertive decision in the selection.

The authors Limongi-França and Arellano (2002) disagree with the company's approach, as they state that interviews should be conducted by more than one interviewer. While the company uses only one interview conducted by an employee who is an expert in

the field, for them, it is essential to have more than one interviewer to reduce possible bottlenecks in the process.

Thus, as the authors suggest, the company could benefit from using more than one interviewer to apply this technique. This would help avoid possible losses, both of potential talents and of employees trained for the position, contributing to a more comprehensive and careful selection process.

On the other hand, both the company and the author Figueiras et al. (2019) ratify that, in the company, the interview is conducted in a semi-structured modality, without a defined standard. For the author, the interview can be structured or semi-structured, and the choice of the interview model is a decision of the organization's managers, depending on the information that the company is seeking to obtain from the interview.

The company adopts simulation and knowledge tests about the position lasting one week, where the candidate is paid by the company during this practical period. In the initial stage, where oral tests are applied, the candidate is not paid. From the results of the survey, it was found that the company uses these techniques to verify the veracity of the information contained in the resumes, since the candidate's performance is directly related to the knowledge required for the position. In addition, the candidate's behavior with the other participants in the performance of the function is analyzed, thus revealing the veracity of their data and whether they are reliable or not.

In view of the above, the author Da Silva (2009) ratifies the company's approach by describing that the simulation test is used to integrate the candidate into the company's environment, thus revealing their true abilities. Chiavenato (2004) also agrees with the company when he mentions that knowledge tests are fundamental for the collection of information, allowing the comparison of candidates' performances both through oral and practical tests.

The results of the survey indicated that the company uses group dynamics as a subsequent stage to testing. In this context, the main objective of group dynamics in the organization is to help managers obtain information about the candidate's skills, competencies and knowledge in the social context. This allows managers to identify the behavioral characteristics of candidates in relation to the group in which they were inserted, making it possible ê to evaluate their performance in comparison with other employees who are already part of the organization.

Based on the results obtained about the company and considering the author Lacombre (2009), both parties corroborate, since, for the author, the group dynamics provide relevant information about the candidate's behavior in relation to the group, in addition to evidencing skills and knowledge related to the position and decision-making. Therefore, the company, when using this technique, aims to obtain information about the candidate's behavior in a group context, which can be composed of participants in the selection process or even the company's own employees.

Therefore, both for the company and for the author, the use of the technique becomes essential to obtain information about how the candidate will behave in a collective context. With the results obtained through this technique, it is possible to select candidates who demonstrate greater communication skills and better performance in activities that require group work.

As the last step of the selection process, as indicated by the results of the survey, the company carries out a final check to ensure the veracity of the data provided in the resume, in order to determine the final result of the selection process. This involves reaching out to the contacts provided on the resume to ask questions about the candidate's performance, behavior, reasons for leaving previous jobs, actual skills, and potential for professional growth who has gone through all the other steps of the process.

The authors Coradini et al. (2009) corroborate the company's approach by stating that the reference verification process is the technique that guarantees the authenticity of the information provided in the resume. Therefore, if the candidate goes through all these steps, it is up to the managers to confirm their hiring and inform the day and time of the start of the work, in addition to organizing the documentation together with the new employee.

It is concluded, from the results of the research on the company and based on the authors cited, that the importance of the recruitment and selection processes of people for the cement artifacts company is to attract and select new talents, in addition to promoting a significant saving of space, time and resources for the organization. since part of the process takes place online. This results in a reduction in expenses by eliminating the need to print papers and physically store documents. In addition, it optimizes the space used for these processes, thus increasing the productive and competitive capacity of the organization. Employee turnover is also reduced, as the selected candidates tend to better adapt to the requirements of the position, and finally, these processes contribute to increasing the organization's recognition in the market.

With this, the author Lemes (2015) corroborates the results by citing that the automation of routine tasks in the processes, such as screening resumes and communicating with candidates, reduces the need to print documents, send correspondence by mail and physically store papers. This practice not only saves financial resources, but also contributes to the preservation of the environment in the organization.

FINAL CONSIDERATIONS

The research carried out allowed us to conclude that the recruitment and selection processes are fundamental for the organization, as they are a means of attracting and selecting the best candidates who fit the requirements established for the available vacancies. Regarding the general objective, which was to analyze the main recruitment and selection techniques, it was achieved, since the work presented and analyzed in detail each of these techniques. As for the specific objectives of identifying the techniques and demonstrating their importance for the organization, they were also achieved.

Recruitment techniques were identified, such as internal, external, mixed and recruitment, as well as selection techniques, including curriculum analysis, interview, psychological tests, knowledge and simulation tests, group dynamics and reference verification. The results indicated the importance of these processes for the organization, as the proper hiring of new employees through these processes results in the entry of new talents, increasing productivity and competitiveness, reducing employee turnover and improving the organization's recognition in the market.

However, some problems were faced during the course of the study, such as the delay in obtaining answers due to additional questions asked after the questionnaire was administered, as well as the slowness in the company's authorization to conduct the survey. These problems caused significant delays in the continuation of the research.

Therefore, although the study has not exhausted all the information on the subject of recruitment and selection of people, it is suggested for future studies the analysis of the measurement of quantitative data on the reduction of costs in the processes and the vision of the candidates involved in these processes, in addition to a study on the impacts of these processes in each department of an organization.

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APPENDIX

Semi-Structured Questionnaire: Cement Artifacts Company of the City of Araguaína-TO	
I. Recruitment of persons:	**II. Use of the recruitment in the company:**
1.1. Name of the Interviewee: Cíntia 1.2. Position/Occupation: Manager of the Human Resources Department 1.3 Length of Work in the Company Cement Artifacts: 5 years	**Personnel recruitment process:** a.　　Are recruitment techniques used? If so, what are these techniques? _____ b.　　Is the internal recruitment technique used in the recruitment process? If so, how is it used? _____ c.　　Regarding internal recruitment, the choice of an employee to occupy a position is made by criteria such as: ( ) Professional qualification ( ) Experience ( ) Specific Knowledge ( ) Seniority in the company ( ) None of the above If it is none of the above, specify the criteria:
	_____
d. Is External Recruitment used in the recruitment process? If so, how is it used? _____	f. Is mixed recruitment used in the recruitment process? If so, how is it used? _____

e. The company's external recruitment aims to:
( ) Filling a vacancy
( ) Talents for the organization
( ) Replacement employees
( ) Specialized professionals
( ) Others
If the answer is others, what would that goal be?
_____
_____
_____
_____

g.　　Is online recruitment used in the recruitment process? If so, how is it used?
_____
_____
_____
_____

h.　　In online recruitment, the process of advertising the vacancies available in the company are disclosed by:
( ) Social networks
( ) Company website
( ) Newspaper or magazine
( ) Others
If the answer is others, what would be these forms of dissemination?
_____
_____
_____

Selection Process of people:
a.　　Within the selection process, which of the following techniques are used?
( ) Analise Curricular
( ) Interview
( ) Tests
( ) Group dynamics
( ) Other
If the answer is different, what would these other techniques be?
_____
_____
_____

b.　　Should I use Curriculum Analysis in the selection process? If so, how is it used?
_____
_____
_____
_____
_____

f.　　What is the average duration of the tests? And what are the procedures adopted during this period?
_____
_____
_____
_____

g.　　Do you use Group Dynamics? If so, how is it used?
_____
_____
_____
_____

h.　　In the group dynamic, are employees of the company used?
( ) Yes
( ) No
Herself yes　　of　　What　Areas　Are these employees?
_____
_____

c.　　If I use the Interview in the selection process? If so, how is it used?
_____
_____
_____
_____
_____

d.　　Should I use the Tests in the selection process? If so, how is it used and what are these tests?

i.　　In the Reference Check, how is this information checked?
_____
_____
_____
_____

j.　　Is a phone call made to the reference list?
( ) Yes
( ) No

_____
_____
_____
_____
_____
and. According to the previous answer, which of
the following tests are used:
( ) Simulation Tests
( ) Knowledge Tests
( ) Psychological Tests

If so, what are the questions asked of the
candidate's references?
_____
_____
_____
_____