



**ORIGINAL RESEARCH PAPER**

**Psychology**

**PRACTICE OF THE PSYCHOLOGIST IN THE RECRUITMENT AND SELECTION OF ORGANIZATIONS**

**KEY WORDS:** psychologist; recruitment and selection; organizations

**Juliana Silva da Costa**

FAMETRO University Center, Graduate Program in Psychology, Street Constantino Nery, No. 3000, Chapada, Manaus/Amazon, Brazil.

**Gisele Almeida de Lima\***

FAMETRO University Center, Graduate Program in Psychology, Street Constantino Nery, No. 3000, Chapada, Manaus/Amazon, Brazil.  
\*Corresponding Author

**Júlio Cesar Pinto de Souza**

FAMETRO University Center, Graduate Program in Psychology, Street Constantino Nery, No. 3000, Chapada, Manaus/Amazon, Brazil.

**ABSTRACT**

The participation of the organizational psychologist defines the quality and productivity of the organization, becoming an important member of the company's human capital. The objective of this article is to demonstrate the importance of the psychologist in the recruitment and selection of employees of organizations, developing it with a qualitative approach in a bibliographical research. The scientific platform of Google Scholar, Scielo, MedLine and Capes Periodicals was used to survey sources of queries, limiting the search to books, academic papers and scientific articles produced in the last 5 years. The following keywords were also used: psychologist; recruitment and selection; organizations. The results indicate that the organizational psychologist has the important task of guiding their leaders to manage people in line with organizational goals, as much as current employees offer an improvement in the company's quality of life, well-being and the comfort of capital human, but also actively participating in the processes of recruitment and selection of new employees so that they are aligned with the objectives proposed by the organization, always seeking to generate results within the organization and maintain a balanced behavioral environment that is pleasant to all employees.

**INTRODUCTION**

This study sought to understand the historical-social determinants that shape the image of the Brazilian organizational psychologist, as well as to discuss the practices of these professionals in the perspective in which the construction of scientific knowledge is taking place, in which analyzing the search for a methodology for the performance of the professional that is consistent with the use of all the potential of psychology made available by psychologists, specifically in this study to organizational psychologists.

According to Gusso (2019), the professional profile of psychologists, characterizing their identity, is based on the field of action determined by their training, thus, it is possible to improve the conditions in the professional training of psychologists. It is essential for the professional to be successful in carrying out their role, especially when it comes to recruiting and selecting new employees and maintaining the balance and behavioral harmony of a company's employees.

The graduation in psychology, subjects such as "Organization and Work Psychology", "Management with People", "Dynamics and Interpersonal Relations" are taught, so that students can have a broad knowledge of the basic stages of supervision in organizations.

The role of the organizational psychologist is essential, as it is possible to act on issues of organizational management, employee welfare, resolution of internal conflicts, incentive measures, career plan management, organizational climate, training plans, organizational changes and, mainly in the recruitment and selection of new employees.

For a better understanding of the reader, this work was divided into 3 topics, firstly the methodological procedures for the development of this study will be discussed. Then, the results and descriptions will be seen, presenting the bibliographic research on this topic and finally, the conclusion.

**METHODOLOGY**

The investigation was conducted from a research with bibliographic procedure and a qualitative approach. In the preparatory phase, the theme of the role of psychologists in the recruitment and selection of organizations was delimited. For the collection of sources, the following descriptors were used: organizational psychologist; human capital; quality of life; recruitment and selection.

For the analysis of the sources obtained in the collection, the following measures were taken: 1) The titles of the materials were read, discarding works that had no direct relationship with the subject and works that were in duplicate, with the same title ; 2) The abstracts and synopses of each material selected in the first stage of the analysis were read, in order to verify if the source met the scope of the research. Those jobs that did not meet or were incomplete were discarded; and 3) The selected material underwent an interpretive reading.

**RESULTS AND DISCUSSION**

**The psychologist in organizations**

According to Rothmann (2017), the organizational psychologist must be aware of the behavior of people in the work environment. In this case, organizational psychology should focus on the following topics:

- Managing individual differences and diversity: diversity includes mixing dimensions of each person, making them unique;
- Motivation: factors that can determine or regulate people's behavior;
- Communication: is a process in which information is being transmitted to a person, group or organization;
- Leadership: is the influence generated by a person for a group, signaling the paths so that the goals defined by the organization are achieved;
- Health and well-being: a productive and pleasant work environment, a state in which people feel good in different situations;
- Planning, development and organizational culture: it is a formal system of communication, authority and responsibility that have been adopted by an organization,

constituting its internal structure.

This is a complex scenario, thus, needing this branch in the field of psychology aimed only at having this focus, on the interests related to research and intervention in organizational psychologists, so-called Psychology of Organizations and Work - POT (PUENTE-PALACIOS; PORTO; MARTINS, 2016).

From this perspective, "organizational psychology must analyze and contribute to organizations, developing strategies aimed at the quality of life and well-being of employees" (GURKA; NOGUEIRA, 2018, p.2).

Organizations look for professionals who meet their real needs and, more importantly, who can help them improve their competitiveness and survive in this vast market (DAROSCI SILVA RIBEIRO E SILVA, 2018).

Such characteristics are important because, considering that employees who work within any organization face adverse situations in their daily lives, which may create ties of friendship or friction with the head, co-workers and even get bored with their own role. (PAZ et al., 2020).

With this characteristic, the psychologist is a key player in minimizing or remedying negative points of view, as a source of suffering that can cause the worker to become ill at worst (DAROSCI; SILVA, 2018).

The mental health of employees is one of the most relevant factors, especially in a scenario with significant impacts on various human aspects that directly reflect on the company. (CASTRO et al., 2020).

For Puente-Palácios, Porto and Martins (2016), the complexity of the role of the organizational psychologist derives from the demand of each employee or the demand of the market, which can vary both from the plurality of levels existing in the organization, as well as from the interrelationships between each level.

### The Psychologist's Role in Recruitment and Selection

For Rothmann (2017), recruitment can be defined as attracting suitable candidates for existing vacancies inside or outside the organization. The author Oliveira et al. (2018, p.5), that "recruitment is the one step carried out through dissemination, so that you can find professionals able to fill the vacancies available", as this process will offer companies with the necessary skills and profile. that the company wants to be part of its staff.

Therefore, there is a need for the existence of a selector who, "in turn, can use various techniques available to select the candidate that best fits the profile of the vacancy. The greater the experience of the selector, the more assertive the hiring will be" (OLIVEIRA et al. 2018, p. 10).

Being sure of choosing the right professional to fill a given position is essential, the market is looking for and selecting increasingly competent and qualified professionals (SENA, SANTOS E SEVALHO, 2020).

Described by the Federal Council of Psychology (CFP) regarding the professional attributions of the work psychologist in Brazil in item 5: "Plans, coordinates, executes and evaluates, individually or in a multi-professional team, training, capacity building and human resource development programs" and also in item 20: "Participates as a consultant in the development of social organizations, acting as a facilitator of processes of group and psychosocial intervention at different hierarchical levels of formal structures" (CFP, 1992, pp.3-4).

The psychologist will always be able to be present in the entire recruitment and selection process, which may be internal, external or mixed. That is, according to Donasolo, Santana and Cornelius (2017): recruitment reassigns employees to another role;

external recruitment refers to attracting unknown people to fill an available position in the company;

Mixed recruitment takes place when the company divides the number of vacancies for internal and external candidates. In this way, both candidates will compete equally for the vacancy throughout the recruitment and selection process.

Psychology professionals have this need, to allow themselves to focus not only on their line of study of human behavior, but also to become familiarized and understand their duty as a really business partner (business partner) in obtaining new collaborators (JANKOSKI E GIROTTO, 2019).

### CONCLUSIONS

The study showed that organizational psychology contributes to improving the company's quality of life and the well-being of human capital.

Marked by changes, the current context of the corporate market has shown the growth of the human resources department as a source of competitive advantage.

Organizational psychology is established as a used branch of psychology concerned with the study of human behavior related to work, organizations and productivity.

Thus, in an organizational context and at the time of recruitment and selection it is important for the organizational psychologist.

It is necessary to improve their knowledge and skills and carry out strategy, research, planning and consulting activities at a multidisciplinary level.

Finally, the role of an organizational psychologist is critical to achieving an excellent level of quality throughout the organization. Thus, it is concluded that the psychologist is listed as a strategic function, and psychology is listed as an important management alliance for business success in organizations.

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