

# The Recruitment of Human Resources as an Institutional Identity Filter: Between Operational Efficiency and Axiological Congruence

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## Abstract

*The recruitment of human resources constitutes an essential moment in defining the institutional configuration, through which not only the professional profile of employees is shaped, but also their degree of compatibility with the values and symbolism of the organization. The selection of candidates is not reduced to a technical exercise, but involves a decision that reflects the axiological orientations of the institution and the manner in which these are conveyed and consolidated through each personnel integration. Within this paradigm, recruitment becomes a mechanism for maintaining identity coherence, allowing the filtering of individuals who are not only able to perform tasks, but also resonate with the collective ethos. In the context of performance demands in both the public and private sectors, a tension arises between the imperatives of efficiency and the need for value congruence, which requires a rigorous articulation between functional and identity-related criteria. An approach limited to competences ignores the symbolic dimension of organizational belonging, and the omission of this component may lead to adaptation dysfunctions, demotivation, and the erosion of the institutional climate. A recruitment process oriented towards axiological considerations entails the assumption of an extended responsibility, which is not exhausted by the validation of a professional profile, but aims at preserving cultural continuity. Within this conceptual framework, the selection process is understood as a filter through which the institution asserts its identity, stabilizes internal normative benchmarks, and projects a coherent image in the social space. By co-opting individuals who share the same principles, the fracture between explicit norms and informal practices*

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*is avoided, supporting an integrated organizational dynamic. Thus, recruitment becomes an expression of institutional intentionality and of its capacity to safeguard and reproduce its own model of functioning.*

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The identity dimension of contemporary institutions is not constituted exclusively through normative acts or strategic discourses, but also through the everyday mechanisms that sustain organizational functioning. Within this equation, personnel recruitment acquires a function far more complex than the mere filling of a vacant position. It becomes an instrument of axiological configuration, as the selection of candidates filters not only technical competencies, but also compatibilities of a value-based, attitudinal, and behavioral nature. In the absence of a correlation between the declarative institutional identity and the human profile of employees, a gap emerges that affects both internal coherence and the public image of the organization (Manolescu, 2001).

The transformation of the recruitment process into an identity filter entails surpassing the purely operational paradigm and approaching it within the logic of long-term institutional construction. Value-based criteria, often implicit, become essential in the selection process, particularly in the context in which organizational culture decisively influences both the work climate and overall performance. Hiring individuals who share the values of the organization contributes to the reduction of internal conflicts, the enhancement of loyalty, and the consolidation of the assumed mission (Lefter & Manolescu, 1995). Thus, recruitment significantly expands its sphere of impact, exceeding its strictly technical function.

The concept of axiological congruence, often treated at a theoretical level, acquires concrete applicability when integrated into human resources policies. Axiologically oriented recruitment presupposes the existence of a clear institutional framework, within which fundamental values are formulated, assumed, and communicated both internally and in interaction with the external public. From this perspective, attracting compatible candidates involves more than drafting a job description – it requires a coherent projection of the institutional message, in accordance with the organizational ethos (Moldovan, 2020).

Operational efficiency, often measured by quantitative indicators, cannot be sustained in the long term without a solid axiological foundation. Recruitment based exclusively on individual performance, without evaluating compatibility with the institution's values, leads to instability and demotivation. In contrast, selection oriented toward value-based cohesion provides the premises for a stable organizational climate, in which employees identify with the institution's goals and actively contribute to their realization (Căprărescu et al., 2013). Thus, recruitment is no longer merely an administrative instrument, but an act of identity consolidation.

### **Recruitment as a Vector of Institutional Identity**

#### *Overcoming Technical Criteria through the Integration of the Value Dimension*

Recruitment, in an institutional context, cannot be reduced to a mere procedure for assessing professional aptitudes. Beyond technical competences, the effectiveness of this process presupposes the inclusion of value compatibility in the assessment of candidates. Newly integrated persons within the institutional collective bring not only expertise, but also their own set of beliefs, attitudes, and relations to norms. If these intrinsic reference points come into conflict with the cultural orientations of the institution, the risk of internal tensions becomes significant. Therefore, effective recruitment requires a careful evaluation of the degree of harmonization between the organization's expectations and the candidate's willingness to integrate into an environment with pre-established rules and meanings (Johns, 1998).

The inclusion of the value dimension in recruitment procedures entails expanding the compatibility grid beyond strictly functional parameters. Employment criteria become more nuanced, also considering the manner in which the candidate relates to institutional purposes, the relational climate, and the expectations of the collective. This approach does not diminish the importance of professional performance but situates it within a context in which the attitude toward the organization's mission also matters. Competent persons who are hostile to the values promoted may act destructively, even unintentionally, eroding cohesion and affecting overall functioning. From this perspective, recruitment involves anticipating the way in which the future employee will integrate into the already existing framework (Armstrong, 2003).

Institutions that take human resources seriously regard recruitment as a form of identity consolidation. The selection of

candidates is not based solely on previous achievements but also on their compatibility with the working style, shared values, and internal climate. The goal is not the uniformization of personnel, but the creation of a balance between diversity and stability, in which individual differences are constructively valued. Thus, the preliminary selection process must professionally and non-discriminatorily explore the degree of adequacy between the candidate's profile and the fundamental benchmarks of the organization, without turning recruitment into a test of ideological loyalty (Manolescu, 2001).

The value-oriented approach to recruitment also implies an increased accountability of those who make decisions regarding new hires. Human resources specialists can no longer limit themselves to the mechanical application of standardized criteria but must exercise discernment and identify relevant subtleties in candidates' behavior and motivation. This type of selection presupposes an in-depth understanding of institutional specificity, internal dynamics, and the manner in which declared values are manifested in practice. In the absence of explicit reflection on institutional identity itself, value criteria become inconsistent and difficult to apply. Clarity of internal positioning is therefore the necessary premise for recruitment oriented not only toward performance but also toward coherence (Căprărescu et al., 2013).

### *Deliberate Transmission of Institutional Values in the Recruitment Process*

The transmission of institutional values within the recruitment process presupposes strategic coherence between the identity of the organization and the concrete manner in which it is reflected in external communication. In this regard, the drafting of job advertisements cannot be treated as a mere administrative stage but must be regarded as a vector for expressing the organization's profound orientations. The terms chosen, the structure of the message, and the overall tone must faithfully convey the internal atmosphere and the institution's approach to future employees. An entity that promotes transparency, cooperation, and mutual respect will formulate recruitment messages in a clear, accessible register, devoid of ambiguities, without resorting to rigid or impersonal expressions (Iamandi, 2020). Thus, the text of the announcement becomes a preliminary indication for the candidate regarding the organization's operating style and the values it recognizes as its own.

The tone of institutional communication in the recruitment process serves to explicitly signal the anticipated type of relationship

between the employer and the future employee. Communication focused exclusively on requirements, delivery terms, and tasks, without mentioning mutual benefits or the support offered during the integration process, may convey a message of rigidity and a lack of organizational empathy. Conversely, a discourse that clearly articulates the institution's expectations, as well as its willingness to support the adaptation of new employees, suggests a balanced organizational climate. From this perspective, tone is not a stylistic detail, but a strategic component of the recruitment process, with an impact on the public image and on attracting compatible candidates (Rotaru & Prodan, 1998). Deliberate and clear communication thus contributes to the natural selection of those who resonate with the promoted organizational culture.

The procedural stages within the recruitment process also reflect the level of organization and the value placed on the relationship with future employees. A coherent, predictable, and well-documented succession of steps, from the submission of the application to the formulation of the final decision, constitutes an expression of respect for candidates and of institutional professionalism. Lack of transparency, unjustified delays, or unannounced changes in the structure of the process may generate negative perceptions regarding the organization's fairness and efficiency. Moreover, recruitment procedures provide candidates with initial indications regarding internal working methods, planning capacity, and the degree of institutional accountability (Căprărescu et al., 2013). Therefore, it is essential that these stages be designed in accordance with the declared values and contribute to strengthening the image of the organization as a coherent and predictable space.

Transparency and authenticity in the transmission of institutional values imply an integrated approach that ensures coherence between the communicated message and the organizational reality. The promotion of certain principles in public discourse, without clear correspondence in actual practices, not only reduces the effectiveness of recruitment but may compromise the trust of both candidates and current employees. Therefore, the recruitment process must function as a preliminary test of the congruence between declarative statements and organizational conduct. The selection of candidates who share the promoted values naturally presupposes that these values are clearly, consistently, and verifiably expressed in all components of the hiring process. Thus, recruitment not only attracts competent individuals but also contributes to strengthening internal

cohesion and developing a stable organizational culture (Manolescu, 2001).

### *Attracting Candidates through Axiological Consonance*

Institutions that succeed in projecting a coherent axiological image in the context of recruitment develop a distinct form of professional attractiveness. This attractiveness is not based exclusively on the material conditions offered or on the promotion of contractual benefits, but on identification with a set of norms, ideals, and manifest value orientations. Recruitment no longer entails merely attracting a technically competent candidate, but also a person willing to internalize the principles and norms of conduct cultivated by the organization. In this sense, the process of organizational communication becomes a strategic function, in which the consistency between the messages conveyed and the actual culture of the institution plays a determining role in the initial filtering of the target audience (Iamandi, 2020).

Value compatibility between the individual and the organization has a major impact on the intention to apply, as well as on the retention of the future employee. Candidates may perceive from the structure of recruitment messages a series of signals regarding leadership style, internal climate, level of autonomy, or the typology of professional relationships promoted. Thus, institutions that clearly and coherently affirm their values tend to attract individuals with a willingness to adapt to organizational specificities and with intrinsic motivation for involvement. This prior natural selection optimizes the recruitment process and reduces the risk of subsequent cultural misalignment, which may generate integration costs or staff turnover (Johns, 1998).

Value coherence is not limited to the declarative level but requires harmony between strategic vision, internal operating rules, and managerial behaviors. To the extent that these dimensions are congruent, the institution succeeds in conveying a credible message and in constructing a solid professional image. Thus, axiological consonance becomes an essential criterion in the candidate's decision-making process, which refers not only to the content of the announcement but also to the organization's reputation, the behaviors of its representatives, and the experiences of other employees. Therefore, the effectiveness of recruitment depends significantly on the authenticity and stability of this institutional identity (Burloiu, 1997).

Particularly, public institutions or those with a social mission are obliged to pay special attention to this dimension, as attracting competent personnel entails not only offering positions, but also clearly

articulating the values that underlie their activity. In the absence of a perceptible ethical commitment, their attractiveness significantly decreases, especially among professionals oriented toward meaning and social impact. Thus, the formulation of recruitment messages must consistently reflect this value dimension, not only in content, but also in the form and tone of communication. Recruitment thus becomes a process of bilateral selection, in which axiological consonance ensures the premises for a lasting and effective collaboration (Manolescu, 2001).

### *Recruitment as a Mechanism for Consolidating Internal Cohesion*

The recruitment of individuals who share values and orientations compatible with those of the organization constitutes an essential factor in maintaining internal cohesion and functional stability. The careful selection of candidates is not limited to the evaluation of technical competencies, but entails identifying a high degree of value-based and attitudinal compatibility. Integration into value-coherent collectives reduces the likelihood of internal tensions and facilitates processes of organizational socialization. This approach contributes to the formation of a psychosocial climate conducive to cooperation and solidarity, in which employees perceive belonging as a framework for affirmation and mutual support (Pitariu, 1983). Consequently, recruitment becomes a strategic link in the consolidation of human capital and in maintaining the functional integrity of the institutional system.

From the perspective of organizational functionality, value-oriented recruitment ensures a stable foundation for the development of positive interpersonal relationships, diminishing the risks of internal conflict and fostering collective performance. A core of employees characterized by axiological compatibility and convergent motivations generates constructive dynamics in professional interactions. In this context, institutional leaders can more effectively capitalize on the potential of human resources, directing them toward common objectives without frequently having to manage dissensions or relational blockages (Johns, 1998). Thus, the adequate selection of personnel becomes an implicit instrument for strengthening internal stability and supporting a functional and adaptable organizational structure.

Complementarily, a recruitment process that takes into account shared values supports institutional resilience, contributing to the collective's capacity to cope with external pressures or unpredictable

changes. Cohesion derived from value compatibility generates a sense of loyalty and deep involvement on the part of the organization's members. This aspect is essential in crisis contexts, when mutual support and internal mobilization become decisive factors in maintaining operational continuity (Foris, 2016). In the absence of such homogeneity, institutions may suffer major imbalances, marked by a decline in internal trust and the deterioration of labor relations, thus affecting overall performance.

Finally, recruitment based on value affinities allows for the configuration of a stable and coherent organizational culture, which facilitates the transmission of norms and the consolidation of a durable institutional identity. Organizational culture becomes, in this framework, not merely a set of formal rules, but a living expression of the way in which people share and uphold common principles. In this sense, the selection process represents an essential filter through which internal standards are perpetuated, favoring individuals who actively contribute to maintaining collective equilibrium (Mathis, Nica & Rusu, 2000). Such an approach strengthens the internal structure, reduces staff turnover, and supports sustainable institutional development.

## **Value Congruence in the Process of Professional Integration**

### *Axiological Compatibility*

Axiological compatibility between the individual and the organization represents a determining factor for the quality and stability of professional relationships. When the employee's personal values correspond to the organization's principles, favorable premises are established for harmonious integration, active engagement, and lasting professional attachment. Conversely, value dissonance generates subtle but persistent dysfunctions, even in the presence of remarkable professional performance. Therefore, value compatibility cannot be regarded as a secondary aspect, but as an essential condition for a functional professional climate. This compatibility influences not only team cohesion but also the perception of organizational justice and the willingness to cooperate in the long term (Johns, 1998).

Value discrepancies profoundly affect the intrinsic motivation of employees, generating perceptions of alienation, lack of meaning, and identity imbalance. In the absence of a shared axiological system, the employee may experience constant pressure to adapt to norms that are not internalized, which leads to psychological wear and emotional distancing from the professional role. These dysfunctions may manifest

through passive-aggressive behaviors, minimal involvement, or, in more severe forms, through voluntary withdrawal from the organization. According to Burloiu (1997), employees do not react solely to extrinsic stimuli, but to the entire symbolic universe of the organization, and value congruence thus becomes a factor of retention and professional loyalty.

An essential aspect in maintaining axiological compatibility lies in the clarity of the values promoted by the organization during the process of professional socialization. Without the explicit and coherent expression of the institution's norms, values, and mission, employees cannot assess the congruence between their own beliefs and the organizational culture. The lack of axiological transparency fosters the emergence of unrealistic expectations or erroneous perceptions regarding the professional environment, which increases the likelihood of subsequent disappointment. In this regard, the role of human resources functions is essential in facilitating the process of value integration, including through formal mechanisms of induction and mentoring (Chișu, 2002).

Long-term integration into an organization is possible only when the individual feels that their values are respected, acknowledged, and authentically promoted. In the absence of such recognition, the individual's professional potential often remains unexploited, regardless of their qualification level or acquired competencies. Manolescu (2001) emphasizes that selection and promotion should not focus exclusively on performance criteria, but also on cultural compatibility and willingness for value integration. Therefore, in the absence of convergence between what the person considers legitimate and what the organization promotes as normative, any professional relationship risks becoming unstable, and the organization vulnerable from within.

### *Value Transparency in Recruitment Interactions*

Value transparency in the recruitment stage constitutes an essential element for establishing a stable and authentic professional relationship between the employer and the individual interested in occupying a position. In the absence of the explicit expression of the principles governing organizational culture, the selection process risks turning into a formal exercise lacking axiological coherence. Prior knowledge of the ethical code and of institutional values enables candidates to make an informed decision, as they have the opportunity to assess the degree of compatibility between their own convictions and the moral requirements of the employing entity (Manolescu, 2001).

In this way, recruitment is not reduced to identifying technical competencies, but becomes a valuable form of filtering, intended to prevent future latent conflicts generated by normative incongruities.

Specifically, value transparency involves the proactive communication of internal norms regarding acceptable behavior, decision-making processes, and organizational conduct priorities. Providing such information in the early stages of recruitment reflects an institutional commitment to honesty and coherence in professional relations (Căprărescu, 2013). It also facilitates the construction of a climate of trust and openness, which favors the identification of candidates who are genuinely interested in the promoted values. This approach reduces the risk of selecting individuals motivated exclusively by material benefits or the prestige of the position, without a genuine commitment to the organizational ethos. Consequently, transparency becomes a quality criterion in recruitment, with direct implications for retention and loyalty.

The consequences of the absence of value transparency can be particularly costly, both for the organization and for the employee. An employment contract concluded without a minimum convergence of values may result in demotivation, resistance to integration, or even premature resignation (Chișu, 2002). In this context, axiological compatibility must be understood as a form of institutional prevention, capable of reducing staff turnover and ensuring team stability. The integration of organizational values into job promotion messages and interview content may constitute an effective filter for identifying individuals with compatible profiles. Thus, the selection process becomes an exchange of mutual commitments and not merely a unidirectional performance assessment.

Finally, the explicit assumption of values should not be regarded as a mere declarative gesture, but as a concrete manifestation of a mature organizational culture. This involves the existence of accessible normative documents, as well as the willingness of those involved in recruitment to respond honestly and in detail to questions related to professional ethics (Radu, 1999). Such behavior strengthens the institution's credibility and contributes to the formation of a coherent public image. Moreover, it enables a realistic evaluation of the degree of freedom and autonomy permitted within the targeted position, thereby avoiding subsequent misunderstandings. Value transparency thus becomes an essential integrative factor in the construction of the professional relationship, anticipating and preventing future sources of disagreement.

### *Participatory Recruitment in Institutions with a Public Mission*

Participatory recruitment represents a pertinent option for institutions with a public mission, as it allows for the alignment of candidates' individual values with the organizational principles collectively established. The active involvement of members of the institutional community in defining the value profile of vacant positions confers democratic legitimacy upon the selection process. This approach contributes not only to increasing decision-making transparency but also to strengthening the sense of belonging and collective responsibility. In public organizations, where the mission is often oriented toward the common good, the participatory definition of value compatibility criteria becomes an instrument of institutional cohesion (Burloiu, 1997).

Moreover, the integration of value criteria established through participatory means contributes to the avoidance of subsequent organizational dissonances. Selecting individuals whose ethical convictions and attitudes toward public service correspond to those of the institution reduces the risk of internal tensions or conflicts. Thus, the recruitment process is no longer limited to the assessment of professional competencies but also includes an explicitly assumed value dimension. This favors the maintenance of a stable and balanced organizational climate, in a context where loyalty to the institution's mission is essential for performance (Manolescu, 2001).

Additionally, participatory mechanisms for defining recruitment criteria may stimulate mutual accountability between future employees and the organization. When the selection process is perceived as fair and constructed on the basis of shared values, trust in the institution is reinforced. This trust functions as an important symbolic capital for organizations with a public role, as it contributes to enhancing external legitimacy and improving internal relations. At the same time, it facilitates the establishment of realistic expectations on the part of candidates and reduces the likelihood of early disengagement (Johns, 1998).

Finally, participatory recruitment may contribute to the dynamization of organizational culture, as it offers members of the institution the opportunity to critically reflect upon dominant values and to adapt them in accordance with contextual needs. This process of value recalibration allows for better adaptation to social changes and to the expectations of public service beneficiaries. Therefore, collective involvement in defining the value profile of employees may become a

strategy for institutional adaptability, particularly in an environment marked by rapid and complex transformations (Iamandi, 2020).

## **Axiologically Oriented Recruitment as an Instrument of Institutional Performance**

### *Internal Cohesion as a Result of Value Affinity*

An organizational climate based on value cohesion constitutes an essential factor in sustainable institutional performance. Axiologically oriented recruitment, which targets the compatibility between the personal values of candidates and those promoted institutionally, enables the selection of employees inclined to assume the mission of the organization and to integrate harmoniously into existing structures. This orientation does not imply cultural homogenization, but rather the synchronization of fundamental ethical and professional reference points that facilitate internal communication and collaboration. Value compatibility is manifested through attitudinal convergence, mutual support, and collective assumption of responsibilities, factors that decisively contribute to team efficiency and stability (Cearapin & Ion, 2000).

The selection process thus becomes a strategic instrument capable of consolidating the internal coherence of the institution by identifying individuals who not only possess the necessary technical competencies but also share the ethical commitment assumed by the organization. Axiological criteria may be integrated into the recruitment process by formulating job profiles that include attitudinal dimensions or by using instruments for assessing intrinsic motivation and value adherence. However, the coherent implementation of this type of selection requires prior institutional reflection on its own principles and on the ways in which these are expressed and assumed within the organizational culture (Chișu, 2002). Once this axiological reference point is defined, recruitment becomes a channel for consolidating institutional identity.

A team constructed on the basis of shared axiological reference points demonstrates superior resilience in the face of organizational challenges. In the context of public institutions, where political, administrative, or budgetary changes may generate instability, value cohesion provides a solid foundation for maintaining consistent professional conduct and a climate of mutual trust. Value affinity reduces the incidence of interpersonal conflict and facilitates the emergence of spontaneous collaborative behavior, not conditioned by imposed norms. Functional solidarity derived from value compatibility

thus becomes a pillar of collective performance (Johns, 1998), and the institution is transformed into an environment capable of self-regulating its internal dynamics through endogenous ethical and cultural mechanisms.

From the perspective of human resources management, the promotion of value cohesion also involves the responsibility of leaders to maintain a balance between cultural stability and openness to diversity. Not every value difference produces dysfunction, and excessive uniformity may lead to rigidity and exclusion. Therefore, value compatibility must be managed as a strategic criterion, not as an absolute imperative. Leaders have the role of identifying those essential values that support the institutional mission and of promoting them consistently through recruitment, training, and evaluation. Only in this way does internal cohesion become not merely a feature of the organizational climate but an active resource for institutional performance (Manolescu, 2001).

### *Axiological Misalignment as a Latent Risk in Accelerated Recruitment Processes*

Value misalignment between employees and organizational culture constitutes a destabilizing factor in any professional environment. When the recruitment process is rushed and focused exclusively on technical competencies or operational urgencies, the risk of attracting individuals whose value systems are incompatible with those promoted institutionally becomes significant. This axiological dissonance not only affects the internal climate but may also lead, in the medium term, to decreased team cohesion, reduced motivation, and even the emergence of persistent interpersonal conflicts. Human resources management must take into account the identity dimension of the organization, valuing recruitment as a strategic process, not merely as a punctual solution to a personnel shortage (Manolescu, 2001).

The consequences of inadequate selection exceed the scope of immediate efficiency and indirectly impact the structure of institutional costs. Improper hires often involve non-recoverable integration costs, high staff turnover rates, and additional efforts to correct internal imbalances. When recruited individuals do not adhere to the organization's core values, the process of professional socialization becomes burdensome, and collective performance becomes fragmented. It is essential for human resources departments to avoid functional reductionism and to adopt practices that integrate

the assessment of value compatibility as a central element of hiring decisions (Cearapin & Ion, 2000).

Another side effect of value misalignment lies in the compromise of the organization's internal reputation. Employees who perceive incoherence between institutional discourse and the concrete actions of leadership will develop a sense of disengagement or even alienation from the organization's mission. In this context, accelerated recruitment that lacks careful evaluation of the candidate's attitudinal profile undermines the organization's image as a responsible employer. It is necessary to develop standardized procedures that include clear value-based criteria in the selection process, in accordance with professional ethics policies and long-term strategic objectives (Radu, 1999).

To prevent such dysfunctions, professional practice requires a shift from an administrative to an integrative approach to recruitment, in which the evaluation of axiological compatibility becomes a mandatory component. This endeavor entails, among other things, the use of organizational diagnostic tools that allow for the identification of dominant values within the existing collective. Hiring an individual without minimal axiological correlation with the institutional environment is equivalent to introducing a latent risk factor into the functional structure of the organization, with effects that are difficult to remedy. In this respect, the specialized literature emphasizes the importance of building a coherent and consistent organizational culture in which personnel selection is conducted with axiological responsibility (Pitariu, 2005).

### *Recruitment as a Strategic Decision for Institutional Construction*

The first step in addressing recruitment as a strategic decision is the acknowledgment of its formative role in shaping the institutional trajectory. Hiring a person does not merely involve filling a vacant position, but rather integrating that person into a system of values, norms, and organizational practices that will shape their professional contribution. Therefore, axiological coherence between the institution's aspirations and the moral profile of the recruited person becomes essential for internal stability and cohesion. In the absence of rigorous selection based on value compatibility, the risk of internal dissonance increases, affecting not only interpersonal relations but also decision-making processes and the organizational climate (Pitariu, 2003).

From this perspective, recruitment cannot be reduced to a mere operational act. It constitutes an instrument of institutional construction,

oriented towards consolidating a coherent and resilient organizational culture. The values explicitly assumed through human resources policies must be reflected both in the required competence profiles and in the methods used to evaluate candidates. An institution that clearly defines its axiological benchmarks can build a team with a high degree of cohesion, thus avoiding internal fragmentation or the loss of strategic direction. In this context, the integration of axiological criteria into the selection process becomes a factor of differentiation and sustainable performance (Mathis, Nica & Rusu, 2000).

Complementarily, value-oriented recruitment can contribute to the internalization of the organizational mission by newly hired personnel. If the institution's values are transparent, assumed, and effectively communicated, the recruited individuals have the opportunity to actively relate to the purpose of their activity, and this generates authentic attachment and sustainable professional engagement. In the absence of value alignment, however, even employees with strong technical skills may exhibit reluctance towards the organizational culture, generating latent imbalances. Coherence between selection and organizational identity must therefore be cultivated systematically, as part of an institutional consolidation endeavor (Căprărescu et al., 2013).

Moreover, recruitment based on axiological principles can significantly influence the institution's capacity to respond to external challenges. In contexts marked by instability, teams composed of individuals who share the same moral and professional benchmarks are more capable of reacting coherently, adapting without major losses of direction, and maintaining a high level of ethical responsibility. This stability derives not only from rules or procedures but from a shared understanding of institutional purpose. In this logic, recruitment becomes an act of strategic construction, through which a human infrastructure capable of supporting long-term sustainability is consolidated (Iamandi, 2020).

### *Strengthening Institutional Identity through Reflexive Recruitment*

The deliberate inclusion of institutional values in the recruitment process entails a careful reflection on how these values can be internalized and conveyed to new employees, contributing to the consolidation of organizational identity. Reflexive recruitment is not limited to selecting candidates with appropriate technical skills but aims at integrating individuals who share the institution's axiological benchmarks. This value-oriented approach facilitates the formation of

a homogeneous organizational culture and fosters internal coherence in behaviors and decisions. According to Manolescu's perspective, building a sustainable organizational culture is directly conditioned by the consistency between the values promoted and human resource management practices (Manolescu, 2001).

In this context, reflexive recruitment involves a rigorous articulation between the declared institutional identity and the practices of staff attraction. This articulation entails the selection of candidates who not only formally meet the requirements of the position but also adhere to the institution's ethos. Radu emphasizes that maintaining a stable organizational climate is only possible through the employment of individuals capable of supporting shared values and contributing to the symbolic reproduction of collective identity (Radu, 1999). Therefore, each recruitment process becomes an opportunity to reaffirm the institutional mission and to reinforce mechanisms of internal cohesion, which are essential elements in the sustainable dynamics of any organization.

A recruitment process focused on values requires a redefinition of candidate evaluation criteria, in the sense of granting significant weight to attitudinal and motivational dimensions. This approach does not exclude professional competencies but integrates them into a broader axiological framework, allowing for the assessment of compatibility between the individual and the institution. Armstrong argues that sustainable employment cannot be achieved without a correlation between the organization's objectives and the individual values of employees (Armstrong, 2003). Thus, through reflexive recruitment, the institution cultivates its symbolic capital and affirms its identity-specific features, while also strengthening the premises of a balanced and motivating organizational climate.

In the long term, the conscious integration of values in recruitment contributes to the reduction of internal conflicts, employee retention, and the reinforcement of structural cohesion. This value-based stability supports the institution's adaptability to external changes without compromising the continuity of its fundamental mission. According to Burloiu, the coherence between the structure of organizational values and the conduct of its members determines the level of commitment and the effectiveness of collaboration within the institution (Burloiu, 1997). Consequently, recruitment becomes an essential instrument of identity construction, through which the organization not only develops functionally but also consolidates its normative and cultural expression both internally and externally.

## Conclusions

Recruitment ceases to be a mere administrative act when it is integrated into a broader strategy for consolidating institutional identity. Through the careful selection of candidates based on axiological compatibility, organizations structure their human resources in alignment with their declared mission and internal cultural orientations. This process does not imply uniformity but rather the articulation of shared ethical benchmarks that support the balance between diversity and stability. Recruitment thus becomes an act of institutional reflection, in which internal coherence is fostered through the attraction of individuals who share the organization's principles and can actively contribute to its continuity.

In particular, the integration of the value dimension into recruitment provides a framework for institutional prevention against identity conflicts and professional integration dysfunctions. The relevance of these criteria is all the more significant in the current context, marked by instability and uncertainty, in which loyalty, solidarity, and motivation can no longer be presumed but must be deliberately constructed. The selection of candidates based on shared values fosters team cohesion, facilitates professional adaptation, and increases the institution's resilience. Consequently, the identity function of recruitment is strengthened through the deliberate inclusion of the axiological framework within the decision-making structure of human resource management.

Reflexive employment, which considers not only professional competencies but also the candidate's relationship to the organization's fundamental values, entails a reformulation of the traditional selection paradigm. Institutions are called upon to publicly express their normative benchmarks and to integrate them into all stages of the recruitment process. This transparency not only provides an ethical framework for interaction but also contributes to the natural selection of individuals who identify with the organizational culture. In this way, recruitment becomes a platform for the manifestation of institutional coherence, ensuring a functional relationship between declared aspirations and managerial practices.

The identity dimension of recruitment must be assumed as an integral part of sustainable institutional development. Only to the extent that organizations understand how to correlate recruitment criteria with their own values, missions, and strategies can one speak of a human resource capable of supporting transformation and resilience. Therefore, value-oriented recruitment is not an option but a necessity

for any institution aspiring to internal coherence, operational efficiency, and social relevance. This approach provides the premises for a stable organizational climate, in which selection becomes an act of institutional responsibility and a vector for the consolidation of collective identity.

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