THE MINISTRY OF EDUCATION OF THE REPUBLIC OF AZERBAIJAN

AZERBAIJAN STATE UNIVERSITY OF ECONOMICS

SABAH CENTER

Farida Seyidova

1611207001112022

The strategic importance of selection process in human resource management

050407 Menecment

Diploma work presented for getting bachelor's degree in higher education

Supervisor: Xatira Yusifova

Baku-2019

Table of contents

Acknowledgement

During my diploma work I have gained unforgettable experience. This work has been seen through to finish with the help and support of various individuals including my well-wishers, my companions, partners and different organizations. End of my work I might want to thank each one of those individuals who made this proposition conceivable.

I would like to thanks dean of the Sabah faculty of Azerbaijan State University of Economics- Aida Quliyeva for providing me this opportunity.

Special thanks goes to my guide- Xatira Yusifova who is show me way. Without his support, guidance and persistent help this thesis wouldn't be possible.

At last, I am thankful all researcher and authors which I have used their data while writing dissertation.

ABSTRACT

The purpose of this diploma work is to highlight the strategic importance of the selection process on meeting an organisations objectives. Human resource management has become substantial aspect of the business environment in the 21st century. More and more companies are paying attention to human resources because they are considered a key component in maintaining competitive advantage. Recruiting and selecting the right people for this is another feature, which is complicated and prominent. Today, HRM is considered a core framework for aligning organizational members with business objectives. In today's modernized organizations, strategic human resource management also makes an important contribution to maintaining a competitive advantage. This paper focuses on the importance of the strategic selection process to achieve organizational goals. In order for our business to grow and achieve its goals, it is important that the right people are employed in the right jobs. Also, as organizations become more aware of their organization's needs to set goals and ensure competitive advantage, choices are becoming more and more prevalent. It shows how important it is to invest enough time and money in the recruitment and selection process and to be able to have a significant impact on organizational goals.

INTRODUCTION

Human Resources Management starts with determining the purpose and strategy of the company. Human is not a source, a result. If the desired result is determined correctly, it will be much easier to choose the right people and to work as a company for a purpose.

Human resources are the sum of all the work of a company's employees, along with their knowledge, experience, skills, character and performances. Human resources are the most precious resource of companies. Human resources management is the process by which companies create a better human resource through recruitment as well as use their human resources in the most efficient way.

Human resource management is oessential factors in the efficiency and effectiveness of modern enterprises. One of the significant stages of personnel management is the selection process. Choosing the right candidate for the right job depends on correctly defining the business requirements and creating a system that will help you choose the most suitable candidate among the alternatives. The selection of employees in the field of personnel management is carried out using advanced application techniques. The methods used in the selection process of training programs, technical explanations of the situation in Turkey and in the world were also made with the historical process, new approaches were described.

Today's competitive environment requires solid, dynamic and initiative organizations. When successful enterprises are analyzed in a competitive environment, it is clear that these enterprises are investing in skilled labor, and not in those that invest in real estate, cars or new factories, and thus they provide even more advantages. It is clear that enterprises that can use this advantage and can apply specialized human resource management are stronger and more long-term and can become institutionalized. To be successful in a competitive environment, to support success, to be ready for continuous development, change and innovation is the desire and goal of each institution. However, targets do not

appear automatically. Those who want to succeed and continue this success, adapt to continuous development, change, innovation or can start it, wanting to perform their task with desire, and employees who are able to conduct business can achieve their goals. In other words, the dream of each institution is to have employees who will work in the institution in which they work, in other words, force themselves to work and constantly show good results. The institutions in which such employees work in the product they produce are immediately manifested in the service. Factors such as internal business processes, professional competence, the parallelism between company values and employee values, managerial attitudes, leadership and management skills, excitement and high motivation can play a vital role iny employee performance. In addition to these factors, it is the harmony of the personality of the employee in an important subject. Employees with skills and individuality can bring institutions to success. This situation requires qualified employees in enterprises.

CHAPTER 1: SCIENTIFIC – METHODOLOGICAL ASPECTS OF SELECTION PROCESS

1.1 Selection framework

Today's entities operate in extremely competitive environment. The essential feature that will make possible them to achieve favorable position in this competitive environment is their human resources. Due to this, business executives would like to get and work with employees who have the most appropriate qualifications for themselves. However, this is not simple to achieve. With aim of finding and employing with suitable people, HR management needs to fulfill cpecific functions, as demonstrated in Figure 1.
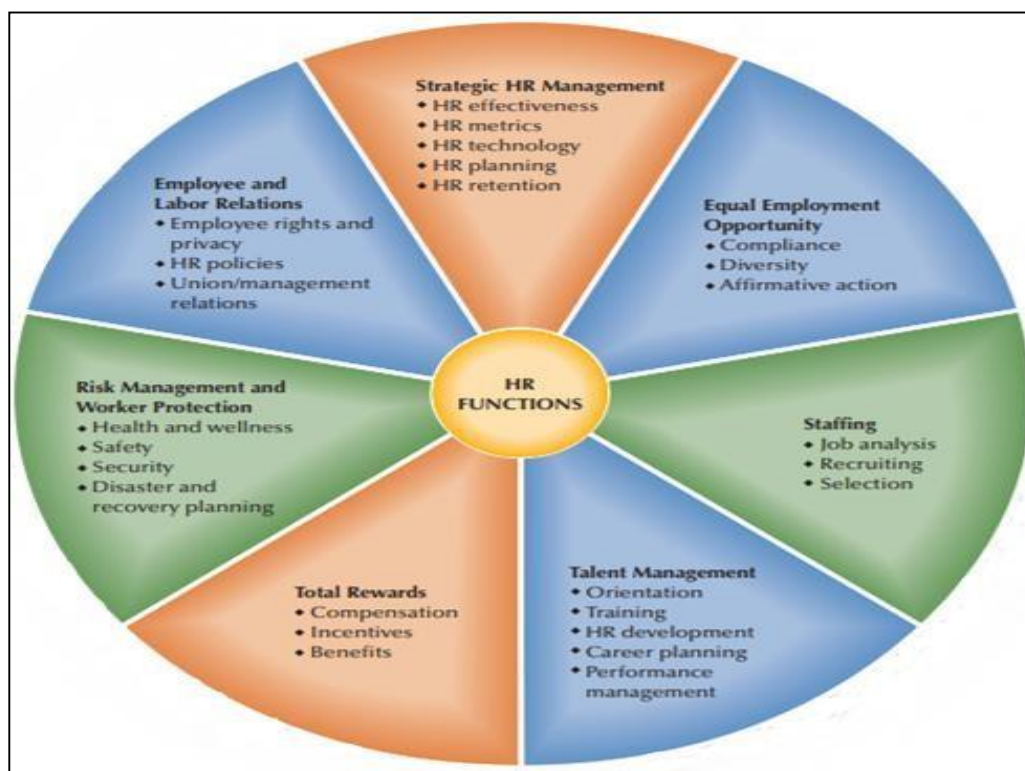

Figure1.1 HR Management Function (Mathis, R. and Jackson, J. (n.d.). *Human resource management,* Thirteenth edition)[1]

Strategic HR Management: As part of organization's competitive advantage, we

---

[1] Mathis, R. and Jackson, J. (n.d.). *Human resource management*

can use HR metrics and HR technology to increase strategic planning for HR effectiveness.

Equal Employment Opportunity: Equal Employment Opportunity (EEO) laws and regulations affect all other HR activities

Staffing: The purpose of recruiting is to provide people with sufficient qualifications to fill the company's jobs. Workers, occupational design and occupational analysis lay the groundwork for recruiting people by identifying what different people do in their jobs and how they are affected. Manpower planning anticipates the nature of manpower issues, including staff's future supply and demand and employee retention.

Talent Management and Development: Talent management and development includes various types of training since new employee orientation. Employee and manager workforce development and succession planning is also needed to prepare for future assignments. A career plan identifies paths and activities as individual employees move within an organization. Assessing employees' ability to do business is the focus of performance management.

Total Rewards: Compensation in the form of wages, incentives and benefits provides compensation for people performing their work. To be competitive, employers can evolve and enhance basic compensation systems and use a variety of wage programs such as incentive compensation. A sharp increase in salary costs, especially medical benefits, will continue to be an important issue for most employers.

Risk Management, Worker Protection: Employers must deal with a variety of workplace hazards to ensure that workers are protected by meeting legal requirements and responding more quickly to workplace health and safety concerns

Employee and Labor Relations: The relationship between managers and employees must be dealt with legally and effectively. The rights of employer and employee must be resolved. It is important to develop, communicate, and update

personnel policies and procedures so that both managers and employees know what to expect. Some organizations also need to address union / management relationships.

On the whole selection peocess is stage of staffing function. But what is the process of selection? Selection is a process that aligns organizational needs with people's skills and qualifications. You can make an effective choice only if there is an effective match. By choosing the best candidates for the job required, the organization can achieve the best performance of its employees. Moreover, organizations will be less likely to face absenteeism and employee turnover issues. By choosing the right candidate for the job we need, our organization can also save time and money. Appropriate screening of candidates takes place during the selection process. Whole suitable candidates who apply for the vacantion are tested.

However, the selection process should be distinguished from recruitment, even though it is a two-step process in the hiring process. Recruitment is considered a positive process because it motivates more candidates to apply for a job. Create applicant pool. It is fair sourcing of information. Selection is a negative procedure due to the fact irrelevant candidates are rejected right here. The selection process will be selected during the recruitment process. The choice involves choosing the best candidates with the greatest skills and knowledge for the job required (Leopold, 2002)[2].

The primary idea in a selection process is to require maximum possible data about the candidates to understand their suitability for employment and given the fact that there are factors which have a dramatic effect on the seeking of such information (Prasad, 2005, p.246)[3], he suggested the following factors which define the steps involved in a selection process.

---

[2] Leopold John, (2002): Human Resources in Organizations: Financial Times Press.
[3] Prasad, 2005. Human Resource Management

First is that numerous steps concerned in a selection process rely upon the type of personnel to be selected. For instance, additional information is required for the selection of managerial personnel as compared to subordinate employeers.

Second is that selection process rely upon the sources of recruitment and the method that is adopted for making contact with prospective candidates. For example, the selection process is more comprehensive and time consuming than in the case of campus recruitment, where the process can be shortened and completed within a day.

Finally, third is that, selection depends on the amount of candidates which are accessible for selection. If amount is large enough, there is a need for making various filtering points and decreasing the number of applicants at every sequential point. However, where the number of candidates is small, lesser amount of filtering points are needed.

Additionally, Gupta suggests that, the selection process will be productive if the following conditions are satisfied (2006. P.7.16)[4];

Firstly, somebody ought to have the authority to select, wherever this authority comes from the employment requisition as enhaced through analysis of the work and personell.

Second, there must be a standard for the candidate and other human resources, and comprehensive job skills and job specifications must be provided in advance.

Last is that there should be a adequate number of candidates from whom the required number of workers can be selected.

---

[4] Gupta, 2006. Human Resource Management (2nd edition)

In this regard, recruitment and selection process invariably have dramatic effect on the whole matter of employment function in the entities.

All selection procedures must be based on a systematic, thorough, empirically-based job analysis which is used to identify the actual requirements of the job. Job analysis should be action-oriented and explain the types of behaviors employees expect. For instance, a clerk in a retail clothing store may need a "good" personality or provide "good" customer service in order to successfully interact with customers. But the narrative does little to state what the clerk should actually be able to do. A good job analysis helps you define good personality by telling your salesperson that you need to have some of the following skills:

- Being observant and attention should be given to customers when entering stores,

- Being able to multitask or exchange tasks with aim of determining when customers need help,

- Patiently help to customers find what he/she is seeking,

- Successfully solving problems of customer without any losing her/his temper.

Job analysis breaks down this information into levels of knowledge, skills, abilities, or other characteristics that an employee needs to perform well. This information can be used to provide the organization with the logical and empirical information needed to support personnel decisions by showing the job relevance of the selection decisions and providing a structure for determining the job relevance of these decisions.

In human resources management nothing is more significanse than selecting the right candidates. It is crucial for three essential reasons: performance, costs, and legal obligations:

Performance. Firstly, our own overall performance constantly relies upon in our subordinates. Personnel with the proper abilities will show a higher performance for us and the company. Employees without any those talents or who are abrasive or hinderer won't perform correctly and own performance and the company's will decrease. The time to screen out undesirables is before they are in the door, not after.

Cost. Secondly, it is vital because of the high cost of recruiting and hiring staff. Hiring and training staff can cost $5,000 or more 11in fees and supervisory time. The total cost of hiring a manager could 10 times easier as high once you add search fees, interviewing time, reference checking, and travel costs.

Legal obligation. Third, inappropriate hiring is important because it leads to legitimate consequences. The Equal Employment Act requires non-discriminatory selection procedures. Also, someone can sue an employer for negligent employment. Neglected employment means hiring an employee with a criminal record or other matter and then committing a crime through access to a customer's home

1.2 Methods and techniques of selection process.

After have been announced vacancy and admitted the application the next phase is the selection process.

When deciding on the successful candidate we should always take into consideration three things:

- Data collection
- Candidate assessment
- Comparison

The key document here is person characterization. When we assess candidates' suitability always compare the candidates against the ecrucial criteria and desirable criteria of the person specification. Avoid merely comparing the candidates against each other: this is likely extremely subjective!

The selection process consists of five several aspects:

Criteria development. Whole individuals involved in hiring process must be favorably trained on the steps due to interviewing, with the inclusion of developing of criteria, reviewing of resumes, developing of interview questions, and weighting the candidates.

The first view to selection is planning of interview process, which include to criteria development. Criteria development is that determining which sources of data will be utilized and how those resources will be scored throughout the interview. The criteria must be related immediately to job analysis and the specifications of job. In fact that some aspects of job analysis and specifications of job may be the actual criteria. Additionally to this, including things as personality or cultural fit, that would also be section of criteria development. This process generally involves discussing that which skills, abilities, and characteristics of personal are required to be accomplished at any job. By enhancing the criteria before reviewing resumes, HR manager or manager may be sure he/she is being equitable in the selecting people to interview. Some companies may need to upgrade an application or biographical information sheet. Most of these are accomplished online and should include data about candidate, education and last job experience.

1. **Application and resume review.** Formerly criteria have been enhanced (step one), candidates can be reviewed. People have several methods of going through these process, but there are computer programs too which can search for keyword in resume and narrow down the resumes number that should be looked at and reviewed.

2. **Interviewing.** After the HR manager or manager has determined which candidates meet the minimum criteria, he/she should select these people to be interviewed. Most human race do not have time for review twenty or thirty applicants, so the field is occasionally, narrowed even further with phone interview.

3. **Test administration.** Some number of tests can be administered

beforehand a hiring decision is made. These contain tests of drug,tests of physical, tests of personality, and cognitive tests. Some organizations also utilize reference checks, checks credit report and background checks.

4. **Making the offer.** The last stage in selection process is offer a position to the chosen applicants. Development of offer via e-mail and letter is sometimes more formal part of selection process. Compensation and also benefits will be idefined in an offer.

1.Criteria Development and Review of Resumes. Before reviewing resume and application of people, we should have a clear idea of who we want to hire for that position. Obviously, the job specification will help us to know the minimum qualifications such as education level and experience year. However, additional criteria may include potential employment attitudes, the ability to exercise control, and other important personal characteristics and professional skills that are not always demonstrated in applications or resumes. Specific scores for personality tests, quality of work samples, and other tools for determining eligibility must be included as part of the criteria. In other words, knowing exactly what we want to do before starting the process of viewing resume of candidates makes this process much easier. In human resources, this is called the KSAO and refers to the personal characteristics of knowledge, skills, abilities and success of personal.

Criteria Development Considerations. Most of HR professionals and managers upgrade criteria for hiring, as well as interview questions, before reviewing resumes. This allow for a aerodynamic process with specific guidelines anyway set before reviewing resume. For instance, criteria for a project management job may contain the following:

1.Two years of experience managing a $2 million or more project budget

2. A bachelor's degree in business or closely related field

3. Ability to work on multiple projects at once

4. Problem-solving ability

5.Conflict-management ability

6.Ability to manage team of five to six diverse employees

7.Score of at least seventy on cognitive ability test

By setting criteria in advance, recruitment teams have a clear picture of the qualifications they are looking for. So it's easier to decide who goes forward in the selection process. For instance, if someone does not have a bachelor's degree, given this is a criterion, their applications material may be filed away, possibly for another job opening. Likewise, HR managers can develop interview questions that demonstrate their ability to problem-solve, multitask, and manage conflicts after they have earned a bachelor's degree in resumes and interview piles with over two years of experience.

2.Reviewing Resumes. Once we have advanced our criteria for a certain job, we haved to begin the review process. One of the vital common methods used by applicants is their backgrounds. Technically, a used background instead of an application form is considered as an application form. As a result, even though the candidate shares a knowledge in his / her background that is not true, jthe company should not use this information in the selection process. Because the backgrounds contain only the information that the candidates want to present.

Some businesses require candidates who leave their background to fill out the application form. Thus, the same information will be obtained for all applicants. Application forms are widely used. When properly prepared,

- A record of the applicant's wish and desire to be hired.
- Provides the profile information that can be used in the interview with the applicant.
- Is a basic employee record for recruited candidates.
- Can be used to study the effectiveness of the selection process.

The only way for businesses to create an application form that is of more

interest to the business is to develop a weighted form. The job analysis is to determine the skill and ability of the knowledge required for the job and the application form is developed by including these features in the selection criteria. The answers of the candidates are scored on the weighted application form and the evaluation is made.

3. 3.Interviewing.Interviewing human race costs money. As a result, later candidates are selected, great use of time is crucial to making sure the interview procedure authorises for selection of the good applicant. In the unstructured interview, questions are modified to match the specific candidate; for instance, questions concerning the applicant's background in correlation to their resume might be utilized. In the structured interview, there is a set of normalized questions based on the work analysis, not on personal applicants' resumes. While the planned interview might seem best choice to find out return to a particular applicant, the bigger apprehension is that the interview returns to around the certain job for which the applicant is interviewing. In the structured interview, the anticipated or desired responses are decided ahead of time, which authorizes the interviewer to rate answers as the applicasnt provides answers. According to Grobler (2006), the aim of the interview is to define three things about the candidate. These includes:

(1) Does the candidate have the capacity to perform the job?
(2) Will the candidate be motivated to be accomplished?
(3) Will the candidate match the need of corporation?

Interview procedures can be time-consuming, so this makes sensation to select the right sort of interview(s) for the private job. Some jobs, for instance, may necessitate merely one interview, when other may require a telephone interview and leastways one or two traditional interviews. Keep in mind, though, that there will likely be another method with which to estimate a applicant's potential, as testing. Here are various sorts of interviews:

- ✓ **Traditional interview.** That type of interview ordinarily takes place in the company. This consists of the interviewer and the applicant, and a series of problems are asked and answered.

- ✓ **Telephone interview.** A telephone interview is frequently utilized to narrow a list of human race receiving a traditional interview. It can be accessed to define salary requirements or another data which might spontaneously rule out delivering someone a traditional interview. For instance, if you get two hundred resumes and limited those down to twenty-five, it is nevertheless unrealistic to interview twenty-five human race in person. At this point, you may resolve to attitude phone interviews of those twenty-five, which could limit the in-person interviews to a more manageable ten or so human race.

- ✓ **Panel interview.** A panel interview takes place when several human race are interviewing one applicant at the same time. When that type of interview can be nerve racking for the applicant, it can also be a more suitable use of time. Consider some corporations who need three to four people to interview applicants for a job. It wouldn`t be realistic to ask the applicant to come in for three or four interviews, so this makes meaning for them to be interviewed by everyone outright.

- ✓ **Information interview.** Informational interviews are generally utilized while there is no private job opening, but the applicant is exploring possibilities in a given career area. The good advantage to conducting those sorts of interviews is the skill to encounter great human race ahead of a work opening.

- ✓ **Meal interviews.** Many corporations suggest to take the applicant to lunch or dinner for an interview. That can let for a more daily meeting where, as the interviewer, you might be able to obtain more data about the individual, such as their manners and behavior of waitstaff. This sort of interview

might be considered an unplanned interview, since it would tend to be more of a speech as opposed to a meeting consisting of particular questions and responses.

✓ **Group interview.** In the group interview, two or much more applicants interview at the same time. This sort of interview can be an excellent resource of data if you require to know how they may be interested in other people in their workplace.

✓ **Video interviews.** Video interviews are the similar like traditional interviews, apart from that video technology is utilized. That can be expense saving if one or much more of your applicants are from out of town. Skype, for instance, lets exempt video calls. An interview may not perceive the same like the traditional interview, but the same data can be obtained about the applicant.

4.Testing and Selecting. Besides that the interview, we must also look at different other aspects which can predict success on the job. If tests are to be criteria for measuring candidates, these should be communicated to every person interviewing and criteria must be enhanced on specific test outcome and expectations before begins of interviewing and testing.

Several different kinds of tests can be used to assist select qualified employees. Tests of ability, tests of skill-based, tests of personality, and honesty tests are used to specify various individual factors which are vital for work to be performed. These beneficial employment tests allow organizations to predict which candidates will be the most accomplished before being hired.

Ability tests. Tests which assess an ability of people to perform in specific manner are assembled as ability tests. Ability tests categorized to 5 groups:

▪ Cognitive ability tests. Tests which measure an thinking, memory, reasoning skills, verbal, and mathematical abilities of individuals. The Wonderlic Personnel Test and also General Aptitude Test Battery are two widely utilized tests of this

type.

- Physical ability tests evaluate an person's abilities like strength, endurance and muscular movement. In electrical installations, line operators must carry and lift equipment regularly, climb ladders, and perform other physical operations. Therefore, the applicant's mobility, strength and other physical characteristics test are related to the job. Some physical abilities measure areas such as range of motion, strength and posture, and cardiovascular health.

- Different skill-based tests may be used, involves psychomotor tests, that measure a person's dexterity, arm–hand steadiness, hand-eye coordination and other factors. Tests like the MacQuarie Test for Mechanical Ability can evaluate manual dexterity for assembly-line employers and others utilizing psychomotor skills regularly.

- Many entities use situational tests, or utilize sample tests, that need an applicant to perform simulated task which is a specified part of target job. Requiring an candidate for administrative assistant's job to kind a business letter as quickly as feasible would be one such test. An in-basket test is work sample test in which a job applicant is asked about to respond to memos in a hypothetical in-basket which are typical of problems experienced in a job. Once again, thesetypes of tests should assess criteria which are embedded in the work which is to be staffed.

- Situational judgment tests are formulate to measure a individual's judgment in work settings. The applicant is given a situation and the list of possible solutions due to the problem. The candidate then should make judgments that how to deal with in certain situation. Situational judgment tests are type of job simulation.

       Personality Tests. Personality is a unique mixture of individual characteristics which can influence how people interact with work environment. Many entities use various personality tests which assess the degree to which applicants' attributes match certain job criteria. For instance, chain of sporting goods offers to job applicants a Web-based test. The test asses personal tendencies and also test scores are used to classify individuals for the hiring decision. Several

types of personality tests are existent, including Minnesota Multiphasic Personality Inventory (MMPI) and also the Myers-Briggs test. Though several different personality characteristics exist, some of experts believe that there are relatively a little number of underlying major traits. The most widely acknowledged approach to studying this underlying personality trait is the "Big Five".

The simple way to don't forget them is to use the acronym "OCEAN", says Nick Haslam, Professor of psychology at the University of Melbourne[5].

- **Openness** is a trend open to new ideas, imagination, curiosity and creativity. People who are publicly scored often are interested in creative pursuits.

- Eliroma Gardiner, a personality researcher at Griffith University, says **conscience** is paying attention to detail and good work ethics. Those who receive high marks in sincerity tend to work and follow rules in a timely manner. If you want to ignore the rules and act your way, lower your score here.

- **Extraversion** is an attribute most relevant to those who want to be a party's life, socializing and spending time with others. If you prefer reading a good book than visiting a pub, extraversion tends to lower your score.

- **Agreeableness**, such as extroversion is interpersonal.. People who score highly on agreeableness tends to being warm, trusting, kind or cooperative, Professor Haslam says. They tend to adjust to others, rather than force their own ways on them.

- **Neuroticism** is that how you can feel negative feelings like anxiety, sadness, jealousy, anger and jealousy. People with high scores on neurosis experience a lot of these negative feelings, while those with low scores tend to be emotionally stable and calm.

5.Making the Offer. Frequently once the choise is made to hire a applicant, HR professionals feel that their job is finished. However making the

---

[5] The encyclopedia of Positive Psychology. Edited by Shane J. Lopez
http://simbi.kemenag.go.id/pustaka/images/materibuku/the-encyclopedia-of-positive-psychology.pdf

offer to chosen applicant may be equally as important as interview process. If the offer is notaccomplished properly, HR professionals can lose the candidate or if applicants takes the job, he/she could start off on wrong foot.

The strategic methods to selection requires way to measure the effective selection tool. There are basic criteria for this:

➢ Reliability

➢ Validity

➢ Ability to Generalize

➢ Utility

Reliability. The stability of the measurement type indicates how free the measurement is from any error. In general, reliability means that the test or interview process should produce almost the same results as the process. Therefore, if you are using a test, the applicant's score from one administration of the exam must match your score at the next test run. This type of reliability is called test-retest reliability. Likewise, when an administrator interviews a job applicant, the evaluation of the applicant should be relevant if the interview is repeated later. You can also use several interviewers to get better results. The interviewer can be trusted when the interviewer agrees with the applicant. This means that these ratings are correlated. This type of reliability is called interrater reliability. Greater credibility is possible if interviewers can be trained to collect applicant information in a way that allows them to evaluate with some degree of accuracy, such as communication and interpersonal skills. The interviewer uses interviews to obtain useful information to fill the scarcity of information gained from resumes, applications, and references.

Validity. Like reliability, information about the effectiveness of selection methods is often used. Validity means that the procedure predicts what you

expect. Through the selection process, this means that the exam or interview predicts that the candidate will perform his / her job in the selected position. The selection procedure must be trusted before it takes effect. There are several validities associated with selection. The first is predictive validity. Predictive validation provides potential candidates with potential selection procedures such as test batteries. However, during validation procedure, the selection desicion is based on process other than testing. After enough time has passed since the hired ones learned the job, their job performance correlates with the test score. Tests that have a meaningful and substantial statistical relationship to the performance of a business are predictable.

Another form of validity is concurrent validity, which has the practical advantage of not requiring a time delay before the test can be used. Simultaneous validation checks the current employee and compares test scores against performance. Predictive and concurrent validation are all validated based on the performance criteria of the job, so it is called the standard related validity form. The third form of validity is content validity. There is no statistical basis for evaluating the validity of the content of the selection process, such as testing. Instead, content validity is set by the subject expert panel examining the test items to determine if the test covers the subject area. Three types of validity can be used to defend trial use when a choice decision is appealed. There are forms of validity and reliability associated with test developers and test professionals. However, the details of these are beyond the scope of this discussion.

Ability to Generalize. Generally, we need to know whether the selection method is valid in situations which we want to utilize with our organization, along with its validity. The generalizable method does not apply only to the originally developed condition (day, organization, person, period, etc.). It also applies to other entities, jobs, applicants etc. In other words, is it a valid choice in a selection context that is valid in other contexts as well? The researchers studied whether intelligence and ability tests (cognitive abilities) could be generalized. The study

supports the idea that these tests can be generalized across many occupations. However, the more complex the task, the greater the effectiveness of these tests. In other words, they are most effective for complex tasks.

Utility. Selection methods, like interview and test responses, should not only accurately predict how well an individual will perform, but also generate information which will actually benefit the organization. Being reliable, valid and generalizable adds value to selection method. Another consideration is worth of selection process. Because selection procedures like testing and interviewing are more costly. It will cost significantly less than the benefits of recruiting new employees. It is known that a method of providing greater economic value than the cost of using them is useful.

1.3 Challenges to overcome in selection process

According to Kaplan and Norton, (2004)[6], the selection interprets business strategies in HR planning with specific HRM policies and practices. The vital of HR planning is to get right number of candidates with the right skills, experience, competencies and knowledge in the right jobs at right time with right cost. Detailed and robust selection procedures, like assessing criteria, auditing of talants and processing information about the labor market are crucial in recruiting and deploying appropriate candidates at right time. The competency level of HR managers have major influence on selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. For example, if you have a professional HR team, you can make effective choices, but mistakes in interviewing will have a negative impact on your success. This error is caused by the interviewer. The interviewer should be aware of these errors and act appropriately. Otherwise, the interview is not valid.

---

[6] Kaplan, R. S. & Norton, David, P. (2004), Strategy Maps: Converting Intangible Assets into Tangible Outcomes, Boston, Harvard Business School Press.

Some interview errors are the general behaviors of the interviewer, which are the output of being affected by the overall structure of the society in which they live. If there is a general belief that women cannot have executive qualifications in a society, the interviewer will be affected by this general opinion and will be able to evaluate all female candidates who come to the interview in a negative way. The most common behaviors that can be considered as such are the effect of halo, stereo typing, inconsistency in questioning, first impressions, focus on negative information, similar to me, nonverbal bias, cultural noise and contrast. These errors, which all people in the community can easily fall into, are also the most important interview errors.

There are several problems that interviewers run into when they allow biases to get in the way. These include:

Stereotyping:

People with specific gender, religion, race, appearance, or other characteristics express their views on how to think, act, respond, and perform without any evidence of this. Through stereotypes, we began to think of people as a group, not as individuals. In fact, it is inevitable to make an incorrect assessment of an individual because of the nature of the group we have placed.

For example, when you see someone with glasses, what's the first thing you can think of? Are they too hard-working? Are they very intellectual? We can reproduce examples of our general thoughts about people belonging to a particular group. If a interviewer is appraised about the candidate, if he is affected by his spectacles (if he believes that all glasses people will be hardworking), he will be making a stereo typing mistake. According to another example; If the interviewer doesn't hire a female candidate because she is only a mother and she does so by thinking that all mothers will have a travel disability, there is still a stereo typing error.

Consequently, in the case of stereo typing error, the interviewer considers that each X is Y. Where X is a particular group, Y is the character. However, it is

extremely wrong to make evaluations about people according to the group they belong to. Because every person with glasses cannot be diligent, every mother-in-law may not be a travel obstacle.

Inconsistency in questioning:

Asking different questions for each candidate leads to a distorted assessment of who will perform best. Questions that seek specific information about a particular candidate are only relevant in the context of the key questions that ask all candidates.

First impressions:

The interviewer can make simple judgments about someone based on a positive or negative first impression that blurs the entire interview. For example, let the candidate take over the applicant's knowledge, skills, or abilities to take off his or her normal clothing or have a heavy local accent.

For example, the interviewee who thinks that the school he/she graduated from is a very good school, in this case, he/she may want to hire the candidate immediately, based on the name of the school, without measuring whether the candidate is really suitable for the job. However, this selection, which is made without a comparison between the other characteristics of the candidate and the characteristics of the work, will be extremely wrong.

Research on the factors that influence the decision-making of interviewers proves that the average decision time of interviewers can be less than 4 minutes during the interview process, which should be at least 15 minutes. Interviewers can feel the knowledge they need to make a decision at the end of 4 minutes. The first impression that negatively affects the success of the interview is to avoid the error, the interviewer should try not to give the decision until the interview is over and evaluate all candidates according to the standard criteria.

Negative emphasis:

This includes rejection of candidates based on a small amount of negative information. According to the survey, the interviewer provides adverse

information that is twice as friendly as the information. An interviewer who does not want to make such a mistake should always consider the nature of the candidate as a whole and decide whether the candidate is suitable for the job after evaluation

Halo/horn effect:

The "halo" effect occurs when the interviewer gives one emphasis to the candidate and affects all other aspects. For example, you might look friendly if you know someone has entered a particular college. All that the applicant said during the interview can be seen in this light. ("Well, she missed an important part of the answer to the question, but she had to know it and went to XYZ College.) The" horn "effect is the opposite of a weakness that can affect everything else Results.

Cultural noise:

As the candidate wants a job, the interviewer offers a word that he or she wants to hear, even if it is not entirely true. For example, an applicant may report to a young person or say that they are comfortable working in a team environment. The interviewer should investigate specific examples and prepare questions that deviate from those that lead to a "yes" or "no" answer.

Nonverbal bias:

There may be unreasonable emphasis on non-verbal signals that are unrelated to work, such as the volume or softness of a sound or the type of handshake given.

Research has shown that verbal behavior can affect up to 80% of interviews. According to the results, generally; Those who are well dressed, often laughing, and are confronted with eyes, do not pay attention to job-related qualifications and consider the interviewer as positive.

Similar to Me Bias:

People tend to believe that their information, value judgments or life perspectives are true. In fact, in their social relations, they work with people who think like themselves. The main reason for this situation is the continuation of the

basic belief that all humans are under their control and efforts to escape the concerns that uncertainty may cause.

The similarities can be related to many issues, both physical and non-physical. For example, it is very easy for people to believe that the character of the person you share with the same thoughts is correct. In addition, features such as national origin, religion, politics, social class, education level, skin color, enlightenment and age are the most important factors that help us to be similar to people. Repetition is an important feature that helps us to establish a level of intelligence, ability in a given area, or even height, physical agility and power. Since similarity is so important and widespread, it can be one of the most important mistakes that the interviewer can fall into during the interview. Self-study; age, gender, place of birth, work experience, hobbies, graduation school, field of graduation, neighborhood where he lives, an accessory he uses can influence the result.So if you were born in the same city as the candidate, you will not give any clue about the candidate's job performance

The most important drawback of this error is that it prevents you from seeing the weaknesses of the candidate. Thus, the candidate will be considered eligible by the interviewer, although it is not actually suitable for the job. Because an interviewer who has made the mistake, does not have the decision, according to the candidate's knowledge, skills and work experience, according to how similar and close to him/her.

Contrast effect:

A strong candidate interviewed with a weaker person may seem more qualified than himself because of the contrast between the two. A reasonable period of time between interviews and notes taken during an interview can alleviate this.

One of the actions an interviewer can take to prevent this error is to limit the number of people interviewed during the day. Discussing with too many candidates throughout the day to finish the interview as soon as possible may

result in a contrast error. This can cost a lot later. Second, the interviewer can avoid this error by evaluating all candidates according to standard criteria. Therefore, it is evaluated according to the characteristics of the candidates.

CHAPTER 2: RESEARCH ON STRATEGIC IMPORTANCE OF SELECTION PROCESS IN HUMAN RESOURCE MANAGEMENT

2.1 The impact of the selection process on human resource performance

I would like starts with that there are two vital individualistic difference determinants of performance: factors of "can do" and "will do". This notion underlies most of the history of industrial/organizational psychology, if not psychology in general. In the performance domain itself, that distinction is often touch upon to as the variation between maximal (can do) and typical (will do) performance. "Can do" factors implicate what has been referred to as prevalent cognitive capacity and lower order dexterities, as spatial perception, math and verbal abilities, reasoning, etc. Also inclusived in the "can do" category are physical skills, such as manual dexterity, potency, coordination, stamina. The Fleishman taxonomy of physical capacity and his dimensions of those abilities have dominated that area of research in the individual selection arena(Fleishman

& Reilly, 1992)[7]. Another "can do" characteristic is the experimentation a personal brings to a work. While not skill in the traditional sense, the experimentation that individual brings to job situation certainly contributes to her/his competent handling of this situation. Accordingly, job tentative has played a central role in different theories of job performance(Borman, White, Pulakos, & Oppler, 1991; Campbell et al., 1993; Schmidt, Hunter, & Outerbridge, 1986)[8].

The "will do" factor in my paper is represented by personality and integrity. Renewal of interest start with the meta-analysis published by Barrick and Mount (1991)[9] establishing conscientiousness like a valid predictor of performance across work situations and establishing other of the Big Five dimensions like valid predictors in some conditions. Many researchers (e.g., Hogan & Roberts, 1996; Hough, 1998)[10] rely on that the Big Five do not represent an all-inclusive taxonomy of personality. For instance, constructs such as need for accomplishment are found to be exclusively predictive of performance. In many jobs, a sense of wholeness has been found to be convenient to our understanding of counterproductive. In any case, conscientiousness, need for accomplishment, and integrity are all motivational in nature and therefore belong between the "will do" factors

Selection is a staminal process for every prosperous organization as having the right staff improves and sustains organizational performance. The impact of organizations selection system influence bottom-line business outcomes, like productivity and financial performance a dream for all entities.

In the operations of any company, recruitment and selection is the major function of the human resource department and recruitment process is the first

[7] Fleishman, E. A., & Reilly, M. E. (1992). Handbook of human abilities.
[8] Borman, W. C., White, L. A., Pulakos, E. D., & Oppler, S. H. (1991). Models of supervisory job performance ratings.
[9] Barrick, M. R., & Mount, M. K. (1991). The Big-Five personality dimensions in job performance: A meta-analysis
[10] Hogan, J. C., & Roberts, B. W. (1996). Issues and non-issues in the fidelity/bandwidth tradeoff. Journal of Organizational Behavior, 17, 627-638. Hough, L. M. (1998a). Personality at work: Issues and evidence. In M. D. Hakel (Ed.), Beyond multiple choice: Evaluating alternatives to traditional testing for selection.

step towards composing the competitive force of organizations. Recruitment process involves systematic procedure from sourcing the applicants to conducting and arranging the interviews and require plenty of sources and time. Accordingly, recruitment and selection are conceived as the procedures by which organizations solicit, contact and interest potential appointees and then install whether it will be appropriate to appoint any of them, Sisson (1994).[11]

Recruitment and selection are the two processes of the employment process but there is a variation between the two. The recruitment is the method of searching candidates for employment and stimulating them to apply for work in entities while selection involves the series of steps by which the applicants are screened for choosing the most convenient individuals for vacant fields.

Similarly, the primary purpose of recruitments is to compose a talent pool of candidates to authorize the selection of best applicants for the organization, by attracting more workers to apply in the organization whereas the basic aim of selection method is to choose the right applicant to till the various positions in the entity. The recruitment process is immediately followed by the selection process, which is the eventual interviews and the decision making, conveying the decision and the appointment formalities.

Selection therefore, is a process that involves the series of steps by which the candidates are screened for choosing the most appropriate persons for unattended posts.

The more effectively company recruit and select entrants, the more likely they are to hire and retain pleased employees. Aditionally, the effectiveness of an company`s selection system can impact bottom-line business outcomes, like productivity and financial performance. Therefore, investing in the development of a comprehensive and available selection system is money well spent.

---

[11] Sisson Keith, (1994), Personnel Management, Blackwell, 2nd Edition.

Recruitment and selection are vital processes for a thriving organization, having the right staff able to "improve and sustain organizational performance"

Regardless of whether an employer utilize specific KSAs or a more general approach, influential selection of employees involves using selection criteria and predictors of those criteria. At the heart of an influential selection system must be the knowledge of what constitutes accomplished job performance. When one knows that good performance looks like on a specific job, the next step is to define what it takes for the employee to reach successful performance. A selection criterion is characteristic that a person must possess to successfully perform work. Figure 2 shows that motivation ,ability, intelligence, conscientiousness permanence and appropriate risk might be selection criterion for most of jobs. Selection criteria that might be much more certain to managerial jobs annex "leading and deciding," "supporting and cooperating," "organizing and executing," and "enterprising and performing." To specify whether candidates might possess spesific selection criterion (such as ability and motivation), employers give it a try to detect predictors of selection criterion that are measurable or visual indicators of these positive characteristics (or criterion). For instance, as Figure 2 indicates, three suitable predictors of "permanence" might be personal interests, salary exigencies, and tenure on previous jobs. If an entrant possesses appropriate amounts of any or all of those predictors, it might be assumed that the human would stay on the job longer than someone without these predictors
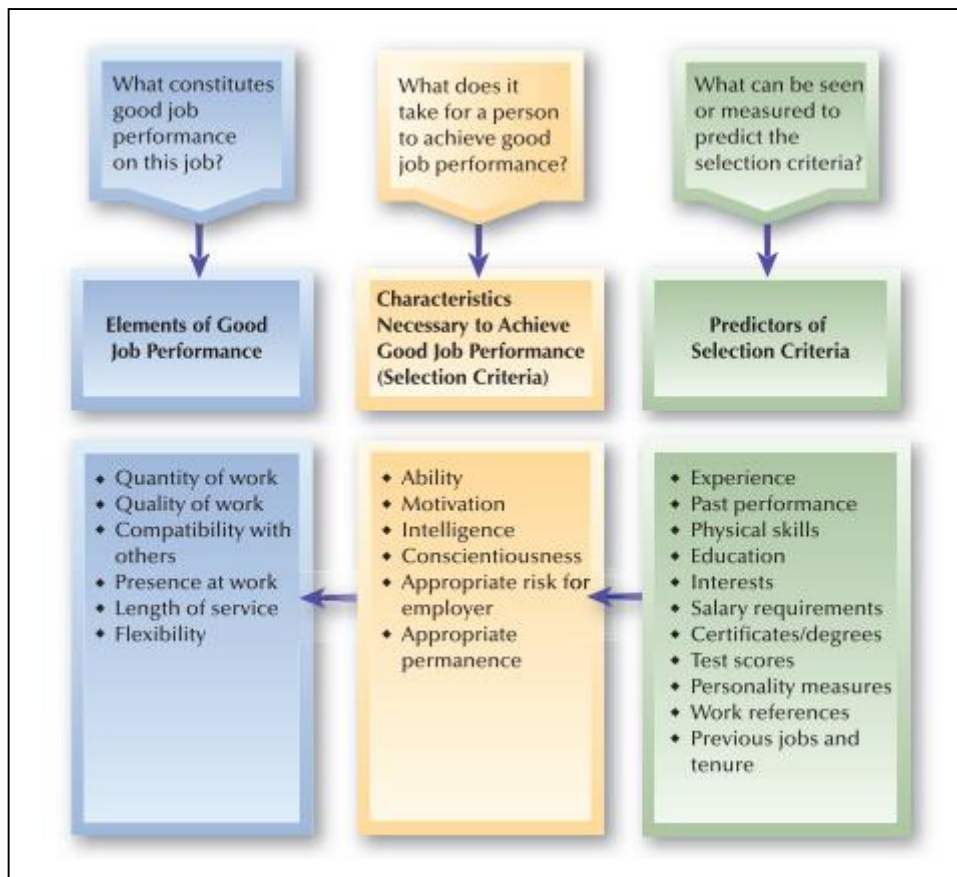
Figure 2. Job Performance, Selection Criteria, and Predictors (Mathis, R.and
Jackson, J. (n.d.). Human resource management, Thirteenth edition)

The information gathered about a candidate through predictors should focus
on the likelihood which the person will execute the job competently once hired.
Predictors can be defined through many formats like application forms, tests,
interviews, education exigencies, and years of experimentation, but such factors
should be utilized only if they are found to be effective predictors of specific job
performance. Handling invalid predictors can ensue in selecting the "inaccurate"
applicant and rejecting the "right" one.

2.2 Studies on global practices of selection process

How the company defines "accurate staff" is crucial, and there are two very
distinct perspectives on that query. On the one hand, a public management

approach focuses on the capacity of the selection method to identify human race with the requisite technical skill, communication skills and analytic capacity necessary to succeed. On the other hand, the sociological and anthropological view point stresses the fact that selection criterion and processes are both products of and shapers of organizational culture, reflecting what is valued within the company and ensuring selection of contemporary staff who appropriate into the company and support its cultural values.

Strategic alliances and practice of those last decades, confirms which the greatest benefits were obtained by these enterprises which have managed to amalgamate the latest accomplishment in science and technology in their private organizations and promoted at the same time superior standards for training personnel. Nowadays multinational corporations are a massive entity in the global economy, they internationalized services and production. Global organizations are positive conquest for development and economic prosperity. Multinational organizations have brought policies on human resources and also new methods of recruitment and selection. In the multinational organizations, recruitment and selection obtain a strategic character, as the promotion strategy and the values of mother company in the host country is provided by managers and workers of subsidiaries.

If we request to analyze recruitment and selection activities globally, we should consider the standard on which selection is made. A study execute at the 18 western corporations, that operate in Russia, showed that personality and experimentation are the main standard for selection. Therefore standard such as certificates and diplomas mattered less in comparison with honesty, ambition, team spirit, availability and capacity to learn. In the globally context, multinational corporations establish the " balanced criteria" of recruitment and selection due to differences among the educational, cultural specificity of every country. For instance, in Germania, medial age of graduation superior economic studies is 25-26 years, compared with Japan and Romania, where graduates

existing in the labour market are from 22 years. In Spain the executives of the host country are graduated in law or economics, in Germany are graduated of technic higher education or PhD in engineering, and in the UK the studies are irrelevant for why they are not giving importance in getting certificates and diplomas. In Europe, the stlkudies regarding the practices of recruitment and selection of human resources by multinational corporates have highlighted the number of variations. Corporates from France, Britain and Italy one of the most important standard for selection is language abilities. In Germany are opted the candidate with a solid training in the technical field. In Spain are preferred the young human race and it's avoided hiring of applicants graduated of an elitist school and nationality of applicants is a very considerable criteria. In the Netherlands, Germany and France graduating of an elitist schools is considered like an employment atuu. If an American corporation will open a subsidiary in those countries will meet strong resistance from the employees of its help, because U.S. consider relevant merely the experience. Misunderstanding of variation among educational systems in different countries may generate obstacles in the recruitment and selection of workers, utilizing the balance.[12]

In some cases, especial kind of corporations serve for institutions for the correct selection process. Analyzing European institutions, we can give sample practices of EPSO corporation. EPSO's role is to accommodate the EU institutions by providing high brand, efficient and efficacious selection procedures that give an opportunity them to choose and recruit the relevant staff. EPSO develops its annual workplan and timetable of upcoming competitions in consultation with whole the European institutions that believe its services, and that schedule is approved by its administration board. For many fields, competitions are run merely every three or four years, which means that these in academic programs arranging them for a career in the European institutions must often be willing to

---

[12] Aos.ro
http://www.aos.ro/wp-content/proceedings/PVol1Nr2Art.27.pdf

look forward to for years later their graduation for the chance to implement, by which time many will previously have founded themselves elsewhere and be less interested in moving. While Commission staff have pushed for more continuous competitions, EPSO has resisted, telling they have inadequate resources (interview with staff insider from DG Admin, 2006). Since its creation, EPSO's focus has been on special competitions to introduce in large numbers of staff from the new insider states, but that period is drawing to a close, and the institutions will at present return to the norm policy of competitions open to citizens of whole member states and will be hiring mainly for replacements rather than introducing in large numbers of human race. Now we are able to analyze multi-stage procedures or selection and recruitment by the sample of one of the leading corporations – EPSO[13].

All these who register to attend in a competition take a norm multiple choice examination, no matter the area in which people are applying. Since the procedures reflects the value of openness to every European citizens who implement, EPSO is sometimes confronted by thousands of candidates. For one major competition, for instance, 40,000 human race registered for the competition. So the preselection test is utilized primarily to annihilate as many people as possible for reduce the number of candidates to a manageable size. Earlier in its history, a content focused on generic knowledge, and candidates were asked who wrote what opera and who gained the Olympic medal in a particular sport. As in many national administrations,3 that sort of testing was eventually seen like biased and not job-related, and in that case it was replaced by a test focusing on exhaustive actual knowledge of the European institutions, the treaties and codes governing them, history of the European institutions, personalities (such as the available Commissioners), and a host of 5 other exhaustive knowledge, some of it job-related (at least for some jobs) but much of it not. A

---

[13] National Scientific Session of the Academy of Romanian Scientists (2009). Impact of globalization over the recruitment and selection processes of human resources.

more recent breakthrough was to adjoin tests of verbal and numerical reasoning. Delivery of the test has also replaced over time. The traditional preselection test was a paper-and-pencil multiple-choice experiment, delivered at the same time in all the associate states. The logistics challenges and employee costs were enormous, as halls must be rented, tests printed in various languages and gave on time, and, of course, security must be maintained. There were outstandingly a few breaches of security, but these that did take place were more valuable, both in cost and in credibility. The experiments must be run with military precision. Human race were not allowed to leave the room, even to utilize the rest-rooms, in particular later an incident where people were found to be utilizing portable phones to cheque responses. And, of course, if a candidate had to miss the experiment date because of sickness or another problem, there was no way to make up the experiment. One simply must a wait until the subsequent contest, which might not be for several years. Indeed, the procedure was so rigid and so off-putting that many who signed up for the testing never really appeared; in the contest mentioned above, 40,000 people registered, but solely about 50% really showed up and took the testing. The move to computer-based testing was a substantial technological variation. Beginning in 2006, preselection tests have been offered through experiment centers in each insider state, and persons can make an appointment for a private time. There have been some technical complaints about the texture, including handicapped accessibility that was promised but not really accessible or on-screen calculators to be utilized with the numerical reasoning testing that did not function correctly (interviews with those taking the test in new member states, 2007), but that was obviously a move toward a more modern system that treated candidates in a more humane way. In fact, a number of human race who became insolvent to show up dropped dramatically.

Oddly, merely later the candidate succeeds in the preselection testing is there a formal review of qualifications, comprising review of the diploma and CV, to provide that the person really meets the formal educational requirements and

years of proficiency needed to qualify for the place. From this point forward, the testing procedure is tailored more toward the private field and is managed by a Selection Board, the members of which are "designated by the administrations of the Institutions and by the personnel committees" (Van-Biesen, 2006: 7)[14]. That intends that for all exam the new group of subject-matter specialists is assigned, and they begin, more or less de novo, to work up both the written test and the interrogations for the oral examinations. Typically, the written testing combines multiple-choice and essays. The Selection Board may select to utilize a bank of interrogations that EPSO maintains, but they have full responsibility for that testing that focuses on the field of specialization, like the law, economics, accounting, or information technology. Pass rate for the written test is typically roughly 50 percent. The essays, of course, have to be reviewed and graded personally, which is highly labor intense, and, if there are large numbers of applicants, other staff in the institutions are recruited to support the Selection Board in grading them.

One might think that surviving whole those steps expresses that those who pass are now right away placed in a position, but this is not at all the case. These who succeed are solely placed on a roster of "laureates," which is posted on the EPSO website. Laureates are not ranked by score, but these people are sometimes put into broad predicaments. For instance, a current reserve list, for AD 5 (entry-level) lawyers, is divided into four amount groups, but laureates are not ranked within the groups and can be chose in any order. The reserve list "normally contains about twice as many applicants as a number of posts to be filled, a characteristic deriving from Belgian precedents" (Spence and Stevens, 2006:181)[15]. At this point, competition among the European institutions is played out. Private institutions (especially the smaller institutions that fear they will lose out in direct rivalry with the Commission) can put a "flag" on a laureate, based

---

[14] Van-Biesen, Guy, 2006. Overview of Civil Service Selection Procedures in EU Context. Paper presented at seminar on Civil Service Recruitment Procedures, Vilnius, March.
[15] Spence, David and Anne Stevens, 2006. "Staff and Personnel Policy in the Commission."

upon a future projected hiring need, in which case, the alternative institutions (especially the Commission) cannot approach that human for a specified term of time, which in the past could be six months or longer but which is presently three months. That step slows down the entire procedureand makes life inconvenient for 8 some applicants, who are not given a choice as to where to go, and who are not informed that they have been "flagged." Further, some laureates consider that once they have passed the rivalry and are on the list, they have merely to sit back and await the phone to call and they will very shortly be working for a European institution. In fact, these in the know understand that there is no guarantee that they will ever be reached – they could languish on the list for several years before the list is rendered obsolete by a new competition. So those who are most motivated (and well-informed) comprehend that they need to take an operative role at that point in sending their CV and phrase of interest to those institutions, DGs, Directorates, or even priovate units where they would most appreciate to work. Since there is no public listing of genuine vacancies, this procedure can have a 'shot-in-the-dark" element, requiring considerable endeavor and persistence on the part of candidates.

2.3 Researches on the ways to improve selection process efficiency

In a market wherever corporations cannot afford to make faults with new hires, it's significant that corporations take a close look at how to optimise their selection processes in order to guarantee maximum output when hiring new employees. The cost of making the incorrect hire has never been greater than in today's economic atmosphere. Because the war for ability changes to a hunt for skill, and candidate numbers increase sharply, recruitment decisions are harder to make than ever. Influential selection methods are therefore crucial in helping corporations limit the risk of their hiring decision or of making the incorrect investment and to give them more confidence that they are making the correct hiring choice. Very often selecting new staff is a pragmatic procedure. Applicants

are invited to assign for a position, using one of a number of attraction methods and are then interviewed by the particular stakeholders for come to a conclusion. Some corporations will supplement this procedure with some kind of formal testing programme, or even with a full-blown assessment centre, most often used for the hire of senior roles. Clearly, that works out fine in most cases, though it is rare that corporations make the extra endeavor to check the performance of their processes in a formal way. It is therefore conceivable that worker turnover and staff performance could really be lowered if a better selection process was adopted, and a better thought-out process was used throughout the hiring procedure.

One of the main difficulties for an employer is to define which method or a combination of methods should be utilized. In order to select the most convenient selection tests, the employer should have information of statistics and measurement issues particular to testing. To be efficient a selection method needs to compensate the conditions of reliability and availability. (Pulakos 2005, 16).[16]

A selection method has to be reliable, in other words, it should provide that the applicants' scores are consistent and do not modify with time or condition (DeCenzo & Robbins 2009, 171)[17]. A prevailing method is one that measures what is significant to be measured (e.g. job performance). In order to choose a valid selection method, it is important to take into consideration three aspects of validity:

1) Agree on appealing attributes, or competences required for prosperous job performance;

2) Set these so they can be measured; and

3) Choose the methods that will completely predict the possession of those attributes or competences. (Rashmi 2010, 87-88.)[18]

---

[16] Pulakos, Elaine D. 2005. Selection Assessment Methods. SHRM Foundations.
[17] DeCenzo, David A., Robbins, Stephen P. 2009. Fundamentals of Human Resource Management – 10th edition.
[18] Rashmi, T. K. 2010. Recruitment Management.

According to Gusdorf (2008, 13)[19] all organizations should keep at least minimum statistical knowledge on its staffing procedure. It is needed in order to appraise the procedure itself and to provide that it is cost-effective, timely, and that the accurate person is hired. Furthermore, such knowledge can be of assist in future recruiting and selecting processes as the corporation grows.

Research conducted by the Hudson R&D Centre between 254 corporations of a range of sizes illustrates the use made of distinct types of selection tools, as well as the perceived effect of the predictive value of each of those tools. When compared with the genuine predictive value as reported in the proof literature, it seems that the utilize and expected predictive worth of the biographical interview method are primarily overestimated, while there is obviously room for greater use of reasoning capacity tests, personality questionnaires and training exercises. This does not necessarily signify that face to face interviews should be banned from the selection procedure; instead there is obvious evidence that interviews can be thoroughly improved by better structuring them and by helping them with additional instruments, as character questionnaires.

Overall, however, hiring managers should keep some time to question how their selection processes are built and what levels they could undertake to advance the procedure in order to better define their objective of hiring the best applicants for their corporation. Very often expense considerations will play a major role in that. Depending on the potential expense essential of an incorrect hire for a specific role in the corporation, it will be significant to look for selection processes guaranteeing an optimal conclusion in terms of the overall validity of the process.

In many corporations the quality of the selection procedure is still very poor. The unstructured interview is still the most utilized selection tool, and there is not a lot of argument that interviews are a good tool. The selection criterion is most of the time not based on thorough information analysis, but more on lists

---

[19] Gusdorf, Myrna L. 2008. Recruitment and selection: Hiring the Right Person. SHRM, PDF-document. https://www.shrm.org/academicinitiatives/universities/TeachingResources/Documents /Recruitment%20and%20Selection%20IM.pdf. Referred 20.11.2016.

made by HR and managers based on their gut-feel, mutual sense and practise. Improving the quality of the selection procedure of applicants seems to get more carefulness, and of course that is a positive progress. Selecting applicants in a professional and academic sound way, is a basic requirement for creating upper performance corporations. Five trends that can assist to advance the quality and attractiveness of the selection procedure.

1. Improved profiles, with more relevant criteria

With good human race analytics, it becomes easier to advance the selection criterion. What are the features of high performing workers that are currently working for an corporation? The more information you have available in the mix, the more refined your background can become. Be aware: do not believe only in artificial intelligence to make your profiles, but combine machine knowledge with the perdon intelligence of recruiters and subject matter professionals. Not only job performance information is essential, but for instance also tenure and the length of the daily commute. Recently I saw an analysis created by a call centre. The call centre is looking for applicants who perform well, who are staying longer than one year. It turned out, that several of the prevailing employees during this pool lived close to the site of the call centre, and worked part-time. With that data, they were able to refine the background of their ideal applicant.

2. Gamification

A selection procedure that's fun, can really facilitate to increase the applicant expertise. Gamified examinations, video-interviewing and tests using virtual genuineness can be used to improve the fun-factor, without reducing the validity of the selection process. There are several providers with nice innovative instruments. For example: Arcticshores, Assessfirst, Cammio, Cubiks, Hiretual, Knack, Pymetrics and the The Talent Games,

3. Testing personality and cultural fit

Corporations are more and more recruiting for the purpose of roles, and fewer for particular jobs. Corporations are looking to fill their capability pools with applicants with particular personality features, like high learning agility, future proof abilities, as intelligence, team skills, certain technical abilities and where there is a good cultural convenient, such as a good match among the culture of the organization and the values of the applicant. Accurate personality tests are readily existent. Cultural convenient is presumably best tested by interviews, and there are also some providers where the cultural convenient is tested.For example, Companymatch.

4. Selection analytics

Analytics can be used to depurate the selection criterion, and also to develop the selection procedure. A pleasant sample is found in Work Rules of Laszlo Bock (p.109). At Google they tracked the correctness of interviewers (how good was the prediction of achievement of applicant of interviewers), and interviewers with a high correctness are used more (and/or their opinion is valued more). Interviewer correctness is something almost each corporation can measure. There are several more information within the selection procedure which will facilitate you to develop the quality and the performance of the procedure .

5. A more attractive pre-selection process

Selection and pre-selection are also critical for employer branding. Particularly pre-selection offers a good opportunity to give applicants an effect of what working in an establishments entails, combined with a first selection round.

RESULT

The main focus of this research for collecting primary data is to evaluate the practice of selection process and to determine how strategically important it is for organizations. It requires comprehensive study and analysis on influence of effective selection on Human Resources management. Based on secondary data, I have analyzed the detailed process of selecting staff for a company, what different challenges are faced and ways to improve efficiency in this process. So, for the primary data I want to see the effect of its practices on organizations. Main questions to be addressed are:

➢ What impact does the selection procedures leave on the applicants, existing employees and organization as whole?

➢ Do false selection strategies adopted by companies affect its image in the market?

Research Design.

It, basically, embraces the methodology and procedures employed to conduct scientific research. The design defines the study type; data collection methods and statistical analysis plan. This study took an explanatory research design since it seeks to establish the impact of selection practices on organizational human resources performance. This is a research work that used a number of practices to get empirical data on HRM and how they affect organizational performance. The research strategy used for the research is a

survey approach in order to collect quantitative data which was analyzed using descriptive statistical tools. The use of a survey enables generalization to be conducted using findings generated from a sample size which is representative of the whole population.

Questionnaire designing was completed in the simplest modeso as to obtain maximum data from the sample and was easily acknowledged in terms of language. A mixture of close ended and also multiple objective type questions were utillized to protect enthusiasm and acquire unbiased results. It was conducted through online platform and consisted of nine questions.

Sample Size.

As the research is conducted in Azerbaijan, a few companies were addressed. Out of a random mixture of total population (employed people), I selected a sample of 80 people by using the questionnaire through online survey. Hence n=80 (sample size). These are the people working in universities and oil sector in the country.

Questionnaire.

Questionnaires have the advantage of securing relevant information effectively about phenomena that is not directly observable. It is also an efficient and effective method in reaching a larger group. The questionnaire used for this paper consists of nine simple close ended questions. Each has its on contribution for finding final answer for research questions. The questions are as the following:

1. How do you think you about the strategic importance of selection process? Is it crucial for a real assessment of your competencies? – It is for identifying opinions from people with different backgrounds in their jobs. It is important to see how they assess the selection as most of them have gone through this process.

2. Do you feel that use of power, status, position, hierarchy and levels recruit and select incompetent personnel? – This is actually related to the problems faced during the process. It is often seen in companies that even the selection

process is conducted the results are not satisfactory. Some factors could affect, so I asked the respondents if they are aware of them and their results on organization.

3. Are you satisfied with the current recruitment and selection procedures and policies followed in your company? – It is important to see how the employees evaluate the selection process, specifically, in their companies. Their satisfaction level would tell me if the organizations are conducting effective procedures to get reputation.

4. Did you find the candidates competent enough who have been hired so far and contributing to organization's goals and success? – This question could not always give the right leading for the purpose of the research as sometimes people are biased towards their co-workers in workplaces. However, if its analysis is done along with the third question, I could get some good responds to see how much the current employees observe the new-comers and link it to the effectiveness of selection process.

5. Does misleading selection techniques used by the company's leaves a positive or negative impact on you? – In case, employees see some leakages in the strategies, it is important to know whether they observe noticeable effects or not and how they are affected.

6. Has the process of selection bought any improvements in the progress of the company? – For the employees who work in their current jobs for a period of time, it is possible to perceive its whole progress and what gave a rise to it. I wanted to measure in how much percent of cases effective selection brings strategic success to the organization.

7. Was a correct job description and job specification offered to you before applying for the position? – This question refers to the real cases applied to different organizations in the country. I have already analyzed how they are crucial for successful results in my secondary research. And the real case of job offers made before selection is asked. If the recruitment process has not been done in a right way, the impact of selection could be negative.

8. Do you feel that companies offer positions through various sources just to protect their reputation in the eyes of the society? - Job offers in recruitment has visible impact on selecting right candidates. In this question, I want to identify in case of the company protecting their reputation, how effective it is to make offers through many sources rather than doing it only in one.

9. How often you realized that you have wasted your time by applying for the position when you get to know that the position got filled through internal references? – Selection of candidates from internal references exists almost in every company. Even organizations make announcements through differen sources, in the end, it sometimes comes out that organization chose someone based on internal labor force. It sounds not good for external force who work on their application for the position and basically spend time and effort. So, I want to measure how often employees face with it.

Limitations.

There are some limitations for this research and it could have impact on the results. Firstly, it is limited to a few respondents from only two types of organizations. So, I have not reached enough people from different age groups and background. The results could be different if the same number of respondents' answers from each group were taken into consideration. Secondly, as it was online survey there is always a place for dishonest responds. Thirdly, differences in understanding and interpretations could make errors in results. Limited period of time is also a limitation for conducting highly accurate research.

Survey Results

I have measured age differences between respondents and 64 out of 80 people were in 25-45 age group.

1. 60% of the respondents think that the selection process has strategic importance on Human Resources management as a real assessment of skills and competencies.

2. In 62.5% of cases, employees realize wrong candidates are chosen for different job positions due to the usage of power, hierarchy, status and other factors.

3. More than half of people are satisfied with the strategies of their companies in selection process, however there are also many people who do not consider them effective.

4. Even if many people do not get satisfied with strategies, still they (75%) notices that recent candidates that have been fired are competent enough for the positions.

5. 90 % of respondents have been actually negatively affected by misleading selection techniques.

6. In 65% of cases, the selection bought improvements for the companies.

7. 41.25% of respondents did not get enough detailed description of the job positions that they are being hired now.

8. 57.5% of people do not think that companies offer positions through many channels just to get the reputation in the eyes of society.

9. Only 38.75% have faced internal reference recruitments for the same positions that they had applied before.

№	Questions	Variable	Frequency (f)	Percentage %
1	How do you think about the strategic importance of selection process? Is it crucial for a real assessment of your competencies?	Yes/No	48 & 32	60% & 40%

2	Do you feel that use of power, status, position, hierarchy and levels recruit and select incompetent personnel?	Yes/No	50 & 30	62.5% & 37.5%
3	Are you satisfied with the current recruitment and selection procedures and policies followed in your company?	Yes/No	44 & 36	55% & 45%
4	Did you find the candidates competent enough who have been hired so far and contributing to organization's goals and success?	Yes/No	60 & 20	75% & 25%
5	Does misleading selection techniques used by the company's leaves a positive or negative impact on you?	Positive/Negative	8 & 72	10% & 90%
6	Has the process of selection bought any improvements in the progress of the company?	Yes/No	52 & 28	65% & 35%
7	Was a correct job description and job specification offered to you before applying for the position?	Yes/No	47 & 33	58.75% & 41.25%
8	Do you feel that companies offer positions through various sources just to protect their	Yes/No	46 & 34	57.5% & 42.5%

	reputation in the eyes of the society?			
9	How often you realized that you have wasted your time by applying for the position when you get to know that the position got filled through internal references?	Not very often/Quite often	49 & 31	61.25% & 38.75%

Table 3. Survey Results

Analysis of Primary Data.

The purpose of conducting this survey is to see the situation in real workplaces. Results obtained from this survey have provided some meaningful insights and interesting implications could be done for organizational success. Overall, the data has given many differences in people's opinion about selection process implemented in different organizations. Firstly, I found out that not in only theoretical evidences, also practical knowledge of people proved that for getting strategic advantage over competitors, the selection process has an important role for organizations. Respondents from both academic entities and also oil sector consider it crucial for successful strategy. Secondly, year by year, the selection techniques are improved, and different types of innovative ways are used for choosing a right candidate for the job. However, some negative cases still exist. The role of people with high status or power can determine the candidate for the position. And it can be resulted with ineffective selection in organizations, thus, companies end up hiring incompetent people and it can still distress employees as they can feel the smell of favoritism, discrimination and nepotism that can lead to an unhealthy competition within the environment. In addition to this, different opinions about effectiveness of selection procedures exist. Half of the people consider some strategies right whereas the other half do not. In the survey, it is

also proven that it depends on the position offered and company. The interesting fact has come as a result that now people see recent candidate competent and skilled for the jobs offered. Majority of respondents in organizations believe that placing right personnel for the right job is possible by accessing their individual competencies and thus providing a fair and equitable platform for performing the job in the right manner.

Additionally, very significant part of current employees actually sees the misleading selection techniques a negative impact on their performance whether it was before they had been hired for the position or after. Before hiring, candidates could be negatively affected as they could realize that their competencies and skills were better than someone but, in the end, they were not chosen for a specific position. This actually influences the reputation of the company for that specific candidate. On the other hand, after hiring, they could be demotivated when wrong candidates were selected, and they did not get promoted because some wrong candidates were chosen for the position due to the misleading techniques. It impacts either their motivation or performance. If we are to analyze how the selection affects the company as a whole, it actually brings success and improvements.

Moreover, some problems should also be taken into consideration. There are still many people that do not fully perceive what their job requires from them until they actually start the work. Main reason is because companies do not give enough attention to details of job description, therefore misunderstanding happens after the candidate who did not get enough information about position starts working. Secondly, people get information about internal references for a specific position that they have wasted their time for application. It actually impacts their willingness to apply for the same company twice.

In the end, I have analyzed the main focus of my research which was to identify the strategic importance of selection process. And negative impact of wrongly-chosen regulations for selecting a right candidate was also emphasized.

Recommendations.

As the strategic importance of selection process exist for organizations, they should be careful while planning the selection procedures for different positions. As per the small firms are concerned the way of recruiting and selection is on a little scale and sometimes have influence of others as well but coming to large organizations but the large scale or recruiting and selection is quite lengthy and time consuming. It creates a good pool of candidates for the company when they give equal opportunities for all interested people. The accessible literature and discussion clearly support that the significanse of having and following well-structured selection method, different kinds of policies should be used and followed by the HR personnel in order to get the best staff and new recruits for the companis like the management of the entities or company depends on its HR department.

In order to get more competitive in the global world, the traditional recruitment and selection methods or procedures should be changed, and organizations can move to unconventional methods. Thus, they can take up innovative short-term projects with new technologies and fixed deadlines to bring out cutting edge approach by the employees. This possible the organization to recruit brightest and the best manpower for any jobs. Additionally, they should eliminate the practice of offering jobs during interviews and start having more discussion around the selection process.

Furthermore, to avoid problems, organizations should also define the selection criteria and assessment to the candidate beforehand. Ensuring that job advertisements clearly define the selection criteria and just not lure applicants to apply to safeguard their image in the market.

CONCLUSION

As discussed in the whole paper, selection of personnel to man the organization is a crucial, complex and continuing function. The vital reasons why it is essential are cost, performance and legal obligations. The ability of company to attain its aims effectively and to enhance in a dynamic environment largely depends on the effectiveness of its selection method. If right personnel is selected the remaining functions of personnel management becomes easier, the employee contribution and commitment will be at an optimum level and employee-employer relations will be efficient. In an opposite situation where the right person is not selected, the remaining functions of personnel management, employee-employer relations will not be effective. If the right candidate is selected, he/she becomes a precious asset to the entitiy. In case of erroneous selection, the employee will become liability to entity. The process can be called rejection, since most of candidates can be turned away than hired.

I have discussed what the selection is and how it can be differentiated from recruitment process. Selection process is implemented through three main levels – data collection, candidate assessment and comparison. Additionally, different distinct aspects of choosing an employee to the company exists in corporate environment. As in any other Human Resources management procedures, there are also many different challenges to overcome that affects decision-making for employment inefficiently. So, if we consider all these aspects, in fact, the selection is strategically important for the existence of a company. This is perceived differently in different global practices, so different cases should be analyzed from various countries on how strategically it affects organizations. As discussed in

primary research results, the selection process should have careful analysis for each position in organization. To increase the productivity of an organization effective or dynamic recruitment and planned procedure is essential.

It goes without saying that employees are the real bread earners for any company. From the prevailing practices till today, human resource management has grown its importance in the management of people. The company's growth and success rest on the efficient working of its employees and hence makes it significantly important for the organizations to choose the experienced and qualified candidates matching the job profiles. The process of recruitment and selection requires a rigorous and thoughtful planning. An effective recruitment & selection process of an organization helps to attract potential candidates, improve organization's evaluation of various recruiting techniques to find out the best candidate for the right place. In this paper, the research findings which is based on survey results of people from two different type of sectors cannot be generalized as the sample consists of only a few people surveyed. Future studies can investigate to what extent the selection procedures adopted by different organizations have an effect on the employee success and success rate of companies. Another area of research would be to explore if there is any relationship between selection techniques used and human resource management efficiency for different positions. And if the research is done for different sectors, it would be effective to get more accurate results and plan on efficient selection procedures.

References

1.Dessler, G. (2016). *Fundamentals of human resource management (Thirteenth).*

2.Jolaosho S.O1, Shodiya Olayink A2, Olajide Alade Raji, & Akintan I.O4. (n.d.). *The Effect of Recruitment and Selection Process on Job Performance. International Journal of Management and Economics. Retrieved from file:///C:/Users/User/Downloads/81-Article%20Text-305-1-10-20180825%20(3).pdf*

3.Mathis, R. L., & Jackson, J. H. (2016). *Human Resource Management (thirteenth).*

4.Nicoleta, V., & Mărăcinaru. (2009). *Impact of Globaliation over the Recruitment and Selection Provesses of Human Resources. Retrieved from http://www.aos.ro/wp-content/proceedings/PVol1Nr2Art.27.pdf*

5.Omolade, A., Dumade, E., Olaniyi, & Oladunni, F. (n.d.). *[THE INFLUENCE OF RECRUITMENT AND SELECTION ON ORGANIZATIONAL PERFORMANCE] THE INFLUENCE OF RECRUITMENT AND SELECTION ON ORGANIZATIONAL PERFORMANCE. Retrieved from https://ijaar.org/wp-content/uploads/2015/11/THE-INFLUENCE-OF-RECRUITMENT-AND-SELECTION-ON-ORGANIZATIONAL-PERFORMANCE.pdf*

6.Prof.Dr. Ramazan GEYLAN, Doç.Dr. H. Zümrüt TONUS, Doç.Dr. Deniz KA/NICIO/LU, Doç.Dr. Serap BENL‹G‹RAY, Doç.Dr. A. Bar›fl BARAZ, & Yrd.Doç.Dr. Derya ERGUN ÖZLER. (2013). *Insan Kaynaklari Yonetimi (Yayin:2900). Retrieved from file:///C:/Users/User/Downloads/INSAN%20KAYNAKLARI%20YONETIMI.pdf*

7.Tarhan, Z. (2006). *MÜLAKAT HATALARI VE MÜLAKAT SÜRECİNE ETKİSİ: (Pdf). Retrieved from file:///C:/Users/User/Downloads/41495.pdf*

8. Jose M. Cortina & Joseph N. Luchman. (2012). *George Mason University. Personnel selection and employee performance .*

9. Mendel University in BRNO (2012). *Efficiency Improvement of Employees Recruitment and Selection Process.*

10.Mariia Bogatova (2017).*Improving Recruitment, Selection and Retention of Employees.*

11. *Five trend improves to selection process.*
   https://hrtrendinstitute.com/2018/10/22/five-trends-improve-selection-process/

12. *T.C. BAHÇEŞEHİR ÜNİVERSİTESİ. İNSAN KAYNAKLARI YÖNETİMİNDE İŞE ALIM (2012).*

13. *Tilburg University (2017) .Human Resources Studies. The influence of employee perceptions of HRM systems on employee performance .*

14. *Shillingi, Venance (2008). Selection Process as Human Resource Function. https://ru.scribd.com/doc/2587050/SELECTION-PROCESS-AS-HUMAN-RESOURCE-FUNCTION*

15. *Leopold John, (2002): Human Resources in Organizations: Financial Times Press.*

16. *Prasad, 2005. Human Resource Management*

17. *Gupta, 2006. Human Resource Management (2nd edition) P.246*

18. *Grobler, P. A. (2006), Human Resources Management in South Africa(2nd Ed), Thompson Hall pp 737 – 746*

19. *The encyclopedia of Positive Psychology. Edited by Shane J. Lopez http://simbi.kemenag.go.id/pustaka/images/materibuku/the-encyclopedia-of-positive-psychology.pdf*

20. *Kaplan, R. S. & Norton, David, P. (2004), Strategy Maps: Converting Intangible Assets into Tangible Outcomes, Boston, Harvard Business School Press.*

21. *Fleishman, E. A., & Reilly, M. E. (1992). Handbook of human abilities.*

22. *Borman, W. C., White, L. A., Pulakos, E. D., & Oppler, S. H. (1991). Models of supervisory job performance ratings.*

23. *Barrick, M. R., & Mount, M. K. (1991). The Big-Five personality dimensions in job performance: A meta-analysis*

24. *Hogan, J. C., & Roberts, B. W. (1996). Issues and non-issues in the fidelity/bandwidth tradeoff. Journal of Organizational Behavior, 17, 627 638. Hough, L. M. (1998a). Personality at work: Issues and evidence. In M. D. Hakel (Ed.), Beyond multiple choice: Evaluating alternatives to traditional testing for selection*

25. *Sisson Keith, (1994), Personnel Management, Blackwell, 2nd Edition.*

26. *Aos.ro http://www.aos.ro/wp-content/proceedings/PVol1Nr2Art.27.pdf*

27. *National Scientific Session of the Academy of Romanian Scientists (2009). Impact of globalization over the recruitment and selection processes of human resources.*

28. Van-Biesen, Guy, 2006. Overview of Civil Service Selection Procedures in EU Context. Paper presented at seminar on Civil Service Recruitment Procedures, Vilnius, March.

29. Spence, David and Anne Stevens, 2006. "Staff and Personnel Policy in the Commission."

30. DeCenzo, David A., Robbins, Stephen P. 2009. Fundamentals of Human Resource Management – 10th edition.

31. Pulakos, Elaine D. 2005. Selection Assessment Methods. SHRM Foundations.

32. DeCenzo, David A., Robbins, Stephen P. 2009. Fundamentals of Human Resource Management – 10th edition.

33. Rashmi, T. K. 2010. Recruitment Management.

34. Gusdorf, Myrna L. 2008. Recruitment and selection: Hiring the Right Person.SHRM,PDF-document.https://www.shrm.org/academicinitiatives/universities/TeachingResource/Documents /Recruitment%20and%20Selection%20IM.pdf. Referred20.11.2016