



## **PERSONNELS IN DIFFERENT ORGANIZATIONS AND THE ESSENCE OF THIS PROCESS**

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<b>ABSTRACT</b>	<b>KEY WORDS</b>
This article discusses the procedure for selecting qualified personnel in various government and non-governmental organizations and institutions implementing this announcement. At the same time, the article provides information on the opinions and theories of foreign scientists and foreign interpretations of this process. Besides of that, this article indicates and interprets us some criateries about personnels' selection.	Selecting, criteria, employee, organization, methods, ability, rucruitment, succes analysis, factors.

### **Introduction**

Today, in all developed countries, qualified, qualified personnel remain one of the main priorities. To do this, you can abandon a variety of ways and procedures for selecting qualified personnel in various government and non-governmental organizations. At the same time, while globalization in today's modern world captures a correlation between talent and masters around the world, the global business process and outsourcing market reflect special development. Besides of that, for every company or every organization the procedure of selecting and also recruitment is very significant. But no other factors like the size of the company or the sort of industry undermines the intensity and importance of choosing and recruitment. As a matter of fact, selection is all about determining, engaging, and renting the proper candidates who is able to fill the open circumstance of the company or institution. As you know this is a crucial step in any kind of enterprise this is because the quality of workforce directly assists to the performance of the enterprise and achievement. Moreover, when the procces of selection and recruitment is well-structured, it will open doors to fresh perspectives and innovations. Bringing experienced employees who can contribute to creat a positive work environment that will boom employee morale. And also, it occasions the long-term succes of the organization.

The personnel selection covers all workflows and activities of candidates, including the creation, analysis and evaluation of the work profile internally and externally as well as the final decision for or against applicants. In any organization, this is a critical process and can greatly influence the quality of the staff and the overall performance of the organization. The process of selecting personnel should be determined on the basis of accurate and research work. This will help ensure that you and all the people involved choose the best talents for the promoted position. Candidate analysis is based on ability

diagnostics and helps find scientific progress on success for a particular job. Using different criteria, recruiters can evaluate a candidate's ability to take office using this diagnosis. That will assist the perfect and objective choice of process to be easier than relying to the instinct.

## **There are several methods of selecting staff to mention you.**

As a matter of fact, from automated CV screening and reading cover letters for holding whiteboard interviews and asking trick questions, the range of methods employers use to assess candidates is immense and overwhelming. So, how could you tell which employee selection methods will be most effective in your recruitment process?

We will detail the topic below, and we'll show you some practical examples of pre-employment assessments that you can use in the hiring process to make candidate selection bias-free, less time-consuming, and more aligned with your company culture and goals.

## **What's in?**

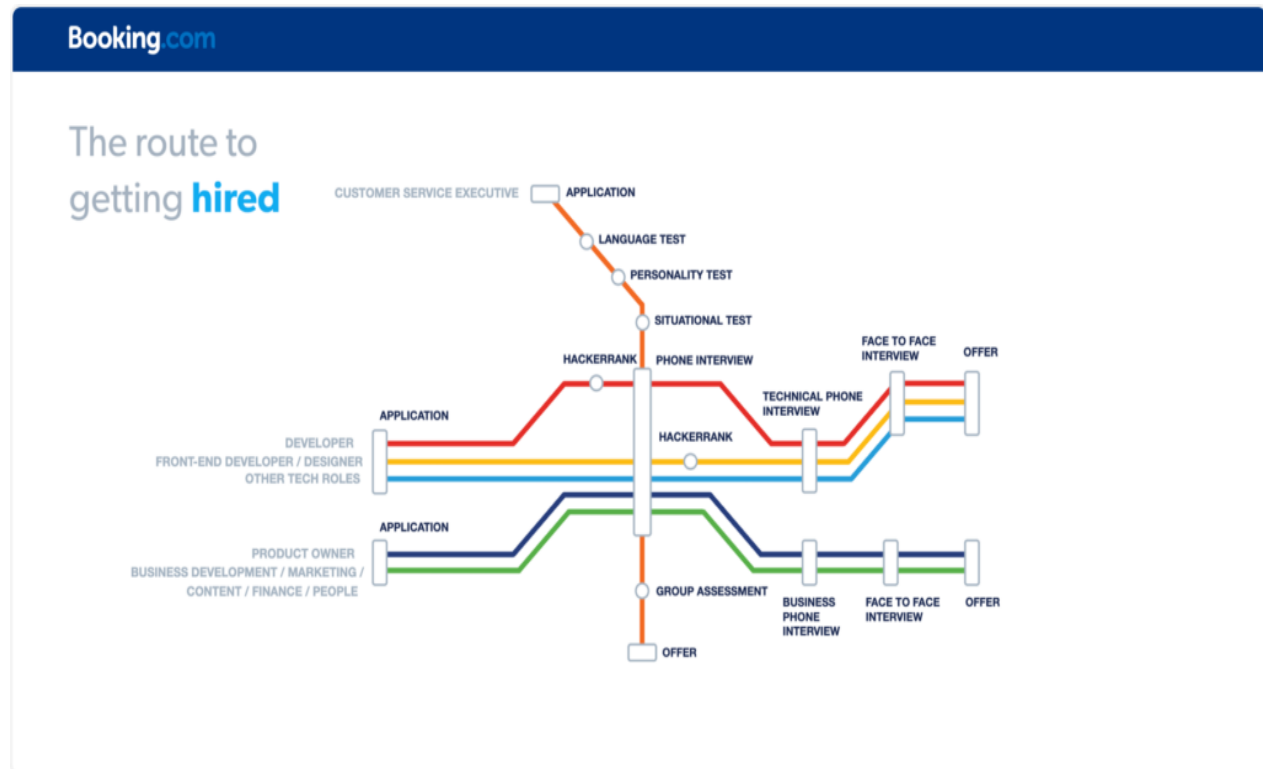
- What is employee selection?
- What are the types of candidate selection methods?
  - ✚ External vs internal recruitment
  - ✚ Sourcing channel classification
  - ✚ Talent pool and referral recruitment
  - ✚ Internships and apprenticeships
  - ✚ Boomerang employees
- Best employee selection methods for choosing top talent
  - ✚ 1. Assess cognitive ability
  - ✚ 2. Evaluate learning agility
  - ✚ 3. Situational judgement test (SJT)
  - ✚ 4. Measure employee integrity
  - ✚ 5. Test job knowledge
  - ✚ 6. Give a test work assignment
  - ✚ 7. Organize an assessment center
  - ✚ 8. Structure your interview process
  - ✚ 9. Conduct peer interviews
  - ✚ 10. Check candidate references
  - ✚ 11. Host a job trial day

## **What is employee selection?**

Employee selection, also known as candidate selection, is the process of finding a new hire best suited for the role in question. The steps in the employee selection process depend on the role you're hiring for, your recruiting budget, the seniority of the position, available resources, and your organizational needs.

Rather than relying on one method as the sole criterion for selecting or rejecting candidates, your selection methods should be combined to make the most informed decision possible.

For instance, you can combine pre-employment tests with other employee selection methods like job interviews or trial days to accurately predict job success and cultural fit.



Booking.com's employee selection process and methods for different roles.

### What are the types of candidate selection methods?

Before we dive into the topic and detail the different selection methods, let's quickly look at how they are classified or grouped.

#### Firstly, external vs internal recruitment

First of all, you can recruit candidates from external sources, and this method is called external recruitment. Secondly, you can look inside of your company and source candidates for new or open roles from your existing employees. This is called internal recruitment and helps to enable internal mobility or filling open roles with internal job seekers.

#### Sourcing channel classification

Another way to classify the different candidate selection methods is to group them based on the sourcing or recruitment channel used. For example, you can use advertising to source new candidates; this includes direct advertising, where you place job adverts on job boards or your career site, and social advertising, where you source your candidates through job adverts shared on social media platforms.

#### Secondly, talent pool and referral recruitment

Another channel for finding new employees can be your existing talent pool or database of candidates who have previously applied to roles within your company and were suitable but were not hired. Then, you can rely on referral recruitment as another selection method. Here, as the name implies, you are asking your existing employees to mean potential candidates. Tip: Harver's automated reference checking solution continuously converts 50% of references into passive candidates.

## **Thirdly, internships and apprenticeships**

If the roles you're hiring for are entry-level, as is often the case in high volume recruitment, then a good employee selection method is to offer internships and apprenticeships. Both options ensure that you can act on how to get candidates with the right skills and potential, and the "trial" period gives you the perfect opportunity to develop their skills, while assessing their culture fit.

## **Fouthly, boomerang employees**

This method does not apply to all roles, but it can be a solution if, for example, you're hiring a lot of seasonal workers. Boomerang employees are basically people who have worked for your company before, and have left on good terms. You already know they have the right skills, and they know the ins and outs of the job already, so they're a good option to consider. In the next section, we'll focus on the external recruitment methods and referral recruitment, and we'll detail some of the types of assessments you can use to make sure you're selecting the top candidates for your open roles.

## **The analysis of the references concerning theme**

The explorations indicates that, selecting and receiving candidates started many years ago, and this aspect has been continuing and developing dramatically so far. If we glance at the ability and aptitude tests, we can realise that aptitude, and ability, tests continue to be a major focus of exploration in personnel selection. Anastasi (1989) presents an overview of some major trends in ability and aptitude testing, containing emphasis on theory, and construct validation, the next issue is that response point, validity generalization, and the responsibilities of analysis users. In May 1990, the US Office of Personnel Management introduced a new notion about examination for college graduates searching government careers. For each of six job families, tests of verbal and quantitative reasoning abilities have been improved that are cast in all terms of concrete duties appearing on those job. Moreover, the use of meta-analysis to calibrate the absolute and relative validaties of selection procedures more precisely demands the availability of validity studies. But articles have become increasingly reluctant to publish average validity studies. The basic solution to this problem is the new Test Validity Year book, edited by Professor Frank Landy of Pennsylvania state University. International study of Ryan A.M. had an aim to measure the impact of national and cultural features on the differences in personnel selection methods. This research revealed some differences for huge and small enterprises:the huge companies tend to use interview more frequently that small companies implement. The validity of a selecting procedure may be established with respect to a range of relevant components of work, then "synthesized" (emperically combined) for use for a given job or job family based on those particular components of work that are deemed relevant via a job analysis (see Johnson and Carter, 2010;Steel, Huffcutt, and Kammeyer-Mueller, 2006). Besides of that, A.Bayesian approaches to meta-analysis balances the validity information from a meta-analysis with locally estimated validity coefficients in a statistically interpreted manner (Newman, Jacobs, and Bartram, 2007).

## **Research Methodology**

Dependable variable for the regression model is the degree of use of selection methods (DUSM) described earlier. Factors of the model are choice criteria of selection methods. The authors have selected the following criteria from the original list: company's business area, job difficulty, the size of the company, the age of the company, HRS coefficient and organizational structure (Table 1).

TABLE I. CRITERIA DESCRIPTION

Criterion	Factor in the model	Method of accounting in the model
Company's business area	Manufacturing, Construction, Restaurants and Hotels, Transport and Communications, Financial Sector, Real Estate, Education, Services	Dummy variable, business area "Wholesale and retail trade" is taken for the base variant
Job difficulty	The level of seniority	Dummy variable
Company's size	Size	Absolute figure
Company's age	Age	Absolute figure
HRS coefficient	HRS	Absolute figure
Organizational culture	Hierarchical, Adhocracy, Clan	Dummy variables, the market culture is taken for the base variant

The sample for this study was formed in two phases. In both cases, the authors had non-random sample because it was hard to form random sample for their purposes. For the first phase of the study, a target sample of 13 companies was used. All companies participated on a voluntary basis. The goal of the first phase was the formation of an optimal questionnaire format to facilitate further data collection process. During this stage, the authors adjust initial set of choice criteria by removing outdated methods and criteria. For the second phase, non-random sample of 40 companies were used, 9 of which were a part of the first sample.

### Analysis and Results

The analysis indicates that the results of the general linear regression model is presented in the table below.

TABLE II. THE RESULTS OF LINEAR REGRESSION FOR DUSM

<b>F-statistics</b>		<b>5.22</b>	
<b>R-square adjusted</b>		<b>0.4018</b>	
<i>DUSM</i>	<i>Direction of relationship</i>	<i>P-value</i>	<i>Factor significance</i>
Job seniority level	+	0.000	Significant
Manufacturing	+	0.023	Significant
Construction	-	0.495	Not significant
Restaurants and hotels	-	0.414	Not significant
Transport and communications	+	0.467	Not significant
Financial sector	+	0.001	Significant
Real estate	+	0.929	Not significant
Education	-	0.941	Not significant
Services	+	0.684	Not significant
Size	+	0.612	Not significant
Age	-	0.833	Not significant
HRS	-	0.002	Not significant

Hierarchical	+	0.000	Significant
Adhocracy	+	0.008	Significant
Clan	+	0.066	Not significant
Days	+	0.405	Not significant
Weeks	-	0.852	Not significant
Months	-	0.521	Not significant
const	+	0.858	Not significant

The multivariate regression model can be susceptible to the problem of multicollinearity (high correlation between regressors). Table III demonstrates the absence of significant multicollinearity in the model, because the critical values are below 4, while in some researches multicollinearity was rejected even if critical values were less than 8 or even 10

The first hypothesis (H1) about influence of the number of required skills for a position (job seniority level) on the degree of use of selection methods is not statistically rejected with the 95% confidence interval: regressor “Job seniority level” (see Table II) is significant and has direct relation with dependent variable DUSM.

The second hypothesis (H2) about the inverse relation between DUSM and the required amount of input trainings is tested using the same regression model as for the first hypothesis. Dummy variables of different training periods (days, weeks and months) are insignificant (Table II), thus, the second hypothesis is rejected.

The third hypothesis (H3) about the interdependence of DUSM and company’s business area is valid only for Manufacturing and Financial sector (Table II). Given that the base business area in the model was “Wholesale and retail trade”, one can interpret the results as follows: the degree of use of selection methods is higher for Manufacturing and Financial sector in comparison with Wholesale and retail trade. Authors believe that it is useful to look at correlation tables (pair correlations between selection methods and business areas) for a more accurate testing of the H3.

Furthermore, all significant pair correlations between

#### REGRESSION MODEL FACTORS SELECTION METHODS AND BUSINESS AREAS

	Financial sector	Construction	Manufacturing
Competency test	0.3609	-	-
Personality test	0.4713	-	-
Questionnaire	0.3954	-	-
Lie detector	0.7613	-	-
Telephone interview	-	0.3187	-
Biographical method	-	-	0.4156
References checks	-	-	0.372



In our subjective opinion, the third hypothesis may be considered valid only for Construction and telephone interview, Manufacturing and both biographical method and reference checks, Financial sector and lie detector.

The factor of size in the regression model (Table II) is not statistically significant, thus let us reject the forth hypothesis about the interdependence between DUSM and the size of the company ( $H_4$ ).

## RESULTS INTERPRETATION

First, the authors would like to stress the limitations of the empirical research – limited sample of 40 companies. Further research with a bigger sample is needed for results validation. Another complicating factor in the analysis of the empirical results is the large number of averaged estimates, mainly relating to the dependent variable, the degree of use of selection methods (DUSM). In particular, average time spent on each selection methods is meant – these raw data obtained from HR specialists can be inaccurate. The confirmation of the first hypothesis means that the more the skills a job position requires, the greater the degree of use of personnel selection methods. This seems to be sensible assuming that the indicator of job complexity, or a number of required skills, is a job seniority. For all cases, when the total number of required skills increases with the seniority level of the position, the hypothesis stays valid.

The rejection of the second hypothesis means that the required period of entry training has no inverse relation with the degree of use of selection methods. The main problem in testing this hypothesis is the high number of different factors, which are not included in the model, still influence the length of period of entry training. These factors may not be related to candidate's characteristics, which are checked by selection methods. The ideal situation to test this hypothesis would be the presence of mandatory corporate training for all new employees. Unfortunately, such corporate training was not the focus of this study. In the study, there is the prototype of research; this hypothesis was also not confirmed. The third hypothesis about influence of company's business area on the degree of use of selection methods was rejected in general but partially confirmed for several business areas and methods. In particular, companies from construction sector, on average, use more often and durable telephone interview compared to other companies. Similar results are for manufacturing companies and both biographical methods and reference checks, financial companies and lie detector. Taking into account the minor sample, extrapolating of results on all other companies is not accurate. The forth hypothesis about relation between company's size and DUSM is partially confirmed for several selection methods. Personality tests have the highest correlation with company's size. This may indicate that big companies have mandatory training and thus more concerned about personal characteristics rather than competencies. Big companies also more often use questionnaire according to results. Probably this is because of greater scale of bureaucracy in large companies. The relation between the use of telephone interviews and the size of the company is surprising, as phone interviews are used in almost all companies for vacancies of all levels. Perhaps the degree of use of phone interview rises in big companies with the increase of time spent on an interview. The assessment center is not one of the most popular, which is natural given the necessary expenses to carry it out. These are the results interpretation of this empirical analysis. Some of results are of particular value, given that the study is not typical for the field of personnel selection.

## Conclusion and Suggestions

So in conclusion, in today's modern world selecting and receiving the high-quality and brilliant personnels is a very significant factor for every organization. Furthermore, following the criateries that we mentioned above will assist us more and more for selecting the right candidate for our company and also meditating and acquiring the knowledge about this procedure will develop your aptitude in the future. Moreover, testing professionals should provide the selection procedure administrators or users with details on how the selection procedure is to be scored and how results should be interpreted. Note that the documentation provided in commercially available test manuals may not provide sufficient or complete documentation with regard to the proper application of the selection procedure. Administration documentation should provide objective information regarding any role of the test administrator in the intended interpretation of test scores, the positive and negative consequences of test use, and protecting the security of test content and the privacy of test takers. The administration documentation should therefore help readers make appropriate interpretations of scores and related information and warn them against common misuses. Processes should be followed to ensure accuracy in scoring, checking, and recording results. This principle applies to the testing professional and to any agent to whom this responsibility has been delegated. The responsibility cannot be ignored or substituted by purchasing services from an outside scoring service. Quality control checks and routine monitoring should be implemented to ensure accurate scoring and recording. Procedures for rescoring of tests when mistakes are suspected should be clear to administrators. Instructions for scoring by the user should be presented in the administration documentation in detail to reduce clerical errors in scoring and to increase the reliability of any required judgments. Distinctions among measured constructs should be described to support the accuracy of scoring judgments. Scoring keys should not be included in technical reports or administration manuals and should be made available only to persons who score or scale responses. If computer-based test scoring and interpretation procedures (e.g., automated feedback reports) are used to process responses to a selection procedure and generate reports, the testing professional should provide detailed instructions on how they are to be used in decision making. When relevant to the interpretation of test scores, the conditions under which the test was administered (e.g., unproctored setting, accommodated test conditions) should be shared with the test user. And also, organizations should decide what records of assessment administrations and scores are to be maintained and should provide detailed information regarding record keeping and databases (or should reference that detailed information).

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