

T. POHORIELOVA **PERSONNEL SELECTION PROCESSES**

The purpose of this article is to address the challenges faced by HR services in selecting candidates for vacant positions. The work of any company is inevitably associated with the need for staffing. The selection of new employees not only ensures the normal functioning of the company but also lays the foundation for future success. The quality of human resources, their contribution to the achievement of the company's goals, largely depends on how effectively the work on personnel selection is performed. To achieve this goal, the main provisions for selection of personnel in the company are considered. The identified difference for the selection of personnel from recruitment. The purpose and objectives of the selection are determined, the main stages of the personnel selection process are listed, the selection methods are considered. Particular attention is paid to the consideration of problems in the selection of personnel and the development of measures to improve the selection procedure. The sequence of actions for the selection of personnel for a vacant position is described in detail, namely, it is noted that the selection process consists of five main steps. First, criteria are developed to determine how the person will be chosen. Second is a review of the applications and résumés, often done with a computer program that can find keywords. Next is interviewing the employee. The last steps involve testing, and then finally, making the offer to the right candidate. It is concluded that the selection process refers to the steps involved in choosing someone who has the right qualifications to fill a current or future job opening. Much work goes into the process of hiring someone, with selection being an important step in that process. A hiring process done correctly is time-consuming and precise.

Keywords: selection; purpose; objectives and methods of selection; selection system; personnel; personnel management.

Т. О. ПОГОРЕЛОВА **ПРОЦЕСИ ВІДБОРУ ПЕРСОНАЛУ**

Метою даної статті є розгляд проблем, з якими стикаються служби управління персоналом при відборі кандидатів на вакантні посади. Робота будь-якої компанії неминуче пов'язана з необхідністю комплектування штату. Відбір нових працівників не тільки забезпечує режим нормального функціонування компанії, але і закладає фундамент майбутнього успіху. Від того, наскільки ефективно поставлена робота з відбору персоналу, в значній мірі залежить якість людських ресурсів, їхній внесок у досягнення цілей компанії. Для досягнення поставленої мети розглянуті основні положення про відбір персоналу в компанії. Виявлено відмінність понять відбору персоналу від підбору персоналу. Визначено мету і завдання відбору, перераховані основні етапи процесу відбору персоналу, розглянуті методи відбору. Особливу увагу приділено розгляду проблем при відборі персоналу і розробці заходів щодо вдосконалення процедури відбору. Детально описується послідовність дій при відборі персоналу на вакантну посаду, а саме зазначається, що процес відбору складається з п'яти основних кроків. Спочатку розробляються критерії для визначення того, як буде обрана людина. По-друге, це огляд заяв і резюме, часто виконуваний за допомогою комп'ютерної програми, яка може знаходити ключові слова. Далі йде співбесіда зі співробітником. Останні кроки включають тестування, а потім, нарешті, висунення пропозиції про прийом на роботу. Зроблено висновок, що процес відбору відноситься до етапів вибору людей, які мають необхідну кваліфікацію, щоб заповнити поточну або майбутню вакансію. У процесі найму співробітників потрібно багато роботи, і відбір є важливим етапом в цьому процесі. Правильно проведений процес прийому на роботу трудомісткий і точний.

Ключові слова: відбір; мета; завдання та методи відбору; система відбору; персонал; управління персоналом.

Т. А. ПОГОРЕЛОВА **ПРОЦЕССЫ ОТБОРА ПЕРСОНАЛА**

Целью данной статьи является рассмотрение проблем, с которыми сталкиваются службы управления персоналом при отборе кандидатов на вакантные должности. Работа любой компании неизбежно связана с необходимостью комплектования штата. Отбор новых работников не только обеспечивает режим нормального функционирования компании, но и закладывает фундамент будущего успеха. От того, насколько эффективно поставлена работа по отбору персонала, в значительной степени зависит качество человеческих ресурсов, их вклад в достижение целей компании. Для достижения поставленной цели рассмотрены основные положения об отборе персонала в компании. Вывявлено отличия понятий отбора персонала от подбора персонала. Определены цель и задачи отбора, перечислены основные этапы процесса отбора персонала, рассмотрены методы отбора. Особое внимание уделено рассмотрению проблем при отборе персонала и разработке мероприятий по совершенствованию процедуры отбора. Детально описывается последовательность действий при отборе персонала на вакантную должность, а именно отмечается, что процесс отбора состоит из пяти основных шагов. Сначала разрабатываются критерии для определения того, как будет выбран человек. Во-вторых, это обзор заявлений и резюме, часто выполняемый с помощью компьютерной программы, которая может находить ключевые слова. Далее идет собеседование с сотрудником. Последние шаги включают тестирование, а затем, наконец, выдвижение предложения о приеме на работу. Сделано вывод, что процесс отбора относится к этапам выбора людей, которые имеют необходимую квалификацию, чтобы заполнить текущую или будущую вакансию. В процессе найма сотрудников требуется много работы, и отбор является важным этапом в этом процессе. Правильно проведенный процесс приема на работу трудоемок и точен.

Ключевые слова: отбор; цель; задачи и методы отбора; система отбора; персонал; управление персоналом.

Introduction. One of the problems of working with personnel in an organization is personnel selection process. Selection is an important process because hiring good resources can help increase the overall performance of the organization. In contrast, if there is bad hire with a bad selection process, then the work will be affected, and the cost incurred for replacing that bad resource will be high.

Analysis of recent researches and publications.

The topic of this article is relevant, since staff is the core and main driving force of any organization.

It is very important to understand that the human product is indeed one of the main vehicles for building an organization. As a general rule, all services, such as material, in most cases can be effectively used only through the efforts of human capital.

Human resources management issues are taken into account by such public figures, consultants, workers,

men. In particular, in the work of M. Armstrong, J. Adair, Thomas N., Drucker P., Kole G.A., Fischer S.D., Schoenfeld L.F., Shaul P., L. Meshall L., Ancona D., Kochan T.A., Scully M., Van Manen J. & Vestny D.E.

The main results of the study. Personnel selection is one of the most critical processes in the study of human work behavior because it determines the efficacy of many other issues of human resource management.

The selection process can be defined as the process of selection and shortlisting of the right candidates with the necessary qualifications and skill set to fill the vacancies in an organisation. The selection process varies from industry to industry, company to company and even amongst departments of the same company.

The process of selection follows a methodology to collect information about an individual in order to determine if that individual should be employed. The methodology used should not violate any laws regarding personnel selection.

Every organisation creates a selection process because they have their own requirements. Although, the main steps remain the same.

Preliminary Interview. This is a very general and basic interview conducted so as to eliminate the candidates who are completely unfit to work in the organisation. This leaves the organisation with a pool of potentially fit employees to fill their vacancies.

Receiving Applications. Potential employees apply for a job by sending applications to the organisation. The application gives the interviewers information about the candidates like their bio-data, work experience, hobbies and interests.

Screening Applications. Once the applications are received, they are screened by a special screening committee who choose candidates from the applications to call for an interview.

Applicants may be selected on special criteria like qualifications, work experience etc.

Employment Tests. Personnel testing is a valuable way to measure individual characteristics.

Hundreds of tests have been developed to measure various dimensions of behavior. The tests measure mental abilities, knowledge, physical abilities, personality, interest, temperament, and other attitudes and behaviors.

Evidence suggests that the use of tests is becoming more prevalent for assessing an applicant's qualifications and potential for success. Tests are used more in the public sector than in the private sector and in medium-sized and large companies than in small companies. Large organizations are likely to have trained specialists to run their testing programs.

Advantages of using tests: selection testing can be a reliable and accurate means of selecting qualified candidates from a pool of applicants. As with all selection procedures, it is important to identify the essential functions of each job and determine the skills needed to perform them.

Potential problems using tests: selection tests may accurately predict an applicant's ability to perform the job, but they are less successful in indicating the extent to which the individual will want to perform it.

Another potential problem, related primarily to personality tests and interest inventories, has to do with applicants honesty. Also, there is the problem of test anxiety. Applicants often become quite anxious when confronting yet another hurdle that might eliminate them from consideration.

Various types of tests are conducted, such as:

1. **Intelligence Test.** It is defined as measurement of mental ability quantitatively. This test generally includes word fluency, memory, reasoning ability, power of understanding, etc.

2. **Aptitude Test.** Aptitude refers to characteristics or abilities relating to his/her capacity to develop proficiency on specific jobs. Aptitude test is used to measure an individual's potential for development or learning on the job.

3. **Interest Test.** This test is an inventory of likes and dislikes of people in relation to occupations, hobbies and recreational activities. This test measures the basic interest of the person and tries to match it with the required job in order to find out whether the person is fit for the job or not.

4. **Personality Test.** This test proposes to discover an individual's value system, his emotional maturity, relational moods, and his intuitiveness. It helps in weeding out candidates who may not be able to get along with other people.

5. **Achievement Test.** This test seeks to determine how much individuals know about a subject. It tries to identify as to what a person has accomplished.

These tests help to measure various types of qualities and abilities of the candidates. Their use would depend upon the nature of post to be filled up and the company's policy in that regard. But excessive reliance on such tests may lead to overlooking more suitable candidates, who may not have performed well at these tests.

Employment Interview. The next step in the selection process is the employee interview. Employment interviews are done to identify a candidate's skill set and ability to work in an organisation in detail. Purpose of an employment interview is to find out the suitability of the candidate and to give him an idea about the work profile and what is expected of the potential employee. An employment interview is critical for the selection of the right people for the right jobs, it is especially significant because the applicants who reach this stage are considered to be the most promising candidates.

Interview planning is essential to effective employment interviews. The physical location of the interview should be both pleasant and private, providing for a minimum of interruptions. The interviewer should possess a pleasant personality, empathy and the ability to listen and communicate effectively.

He or she should become familiar with the applicant's qualifications by reviewing the data collected from other selection tools. In preparing for the interview, a job profile should be developed based on the job description.

The specific content of employment interviews varies greatly by an organization and the level of the job concerned, but the main ones:

- occupational experience: exploring an individual's occupational experience requires determining the applicant's skills, abilities, and willingness to handle responsibility;

- academic achievement: In the absence of significant work experience, a person's academic background takes on greater importance;

- interpersonal skills: If an individual cannot work well with other employees, chances for success are slim. This is especially true in today's world with increasing emphasis being placed on the use of teams;

- personal qualities: Personal qualities normally observed during the interview include physical appearance, speaking ability, vocabulary, poise, adaptability, and assertiveness;

- organizational fit: A hiring criterion that is not prominently mentioned in the literature is organizational fit. Organizational fit is ill-defined but refers to management's perception of the degree to which the prospective employee will fit in with, for example, the firm's culture or value system.

There are various types of interviews conducted. Some of the important ones are depicted as under:

1. Directed Interview. It is a straightforward, face to face, question and answer session of the interview. Questions are based on the job duties and other facts regarding the candidate's background information. It measures job knowledge, and also provides opportunities to observe personal characteristics, attitudes and motivation. However, it is not the best method for personality assessment.

2. Non-Directive or Depth Interview. It is applicant centered with the interviewer playing mainly a listening role. Interviewer poses a minimum of constraints on the applicant and gives him an informal environment and freedom of expression. This interviewing technique gives the applicant a chance to put forth the better side of their personality.

3. Patterned or Structured Interview. These are limited by selecting the strategic parts of the applicant's background and preparing in advance the questions that best elicit information about his/ her background. The advantage of this interview is that it helps in standardizing approach at different interviews as standard methods of recording observations and interpretation are used.

4. Group Interview. In this case, a group of applicants is interviewed simultaneously and those who give better performance are selected.

Effective interviewer must:

1. Establish an interview plan based on the purposes of interview, determine the areas and specific questions to be covered and review job requirements, application-form data, test scores and other available information before the interview.

2. Establish/maintain rapport with the applicants by greeting the applicants pleasantly, explaining the purpose of the interview, showing sincere interest in the applicant and listening carefully.

3. Be an active listener striving to understand, comprehend and gain insight into what is only suggested/implied with alert mind and appropriate body language.

4. Pay attention to nonverbal cues of the applicant such as facial expressions, gestures, body position and movements as they provide clues to the candidate's attitudes and feelings.

5. Provide information as freely and honest as possible by answering fully and frankly the applicant's questions and present a realistic picture of the job.

6. Use questions effectively to elicit truthful answers by phrasing the questions objectively without indicating what response is desired.

7. Separate facts from inferences by recording factual information and inferences separately for comparison with those of others later.

8. Recognize biases and stereotypes, particularly, the interests, experiences and background common to both the interviewer and the interviewee.

9. Control the course of interview by establishing an interview plan and sticking to it and providing the applicant with ample chance to talk but at the same time maintaining control of the situation to reach the objectives of the interview.

10. Standardize the questions asked to increase reliability by putting the same questions to all applicants for a particular job.

A candidate can be nervous, uncommunicative, or even talkative:

1. Nervous Candidates. In order to ascertain the knowledge content to the extent possible, nervous candidates should be greeted warmly, engaged in more small talks than usual, identify the areas of interest, and point out facilities available within the organization. For such candidates, the interviewer should start with specific and fact-based questions that are easy for the candidate to answer and unlikely to be stressful.

Gradually, his/her confidence will build. It is advisable to speak slowly to such candidates in a relaxed and informal manner.

2. Uncommunicative Candidates. There are many individuals who are, by nature, reserved or uncommunicative. These candidates simply need to be encouraged to share their thoughts. It has also been evidenced that they can be made vocal using silence. If the interviewers become silent for a little time, the candidate starts answering the question asked earlier.

A candidate may not be able to state strengths and weaknesses. If any candidate has trouble in answering a particular question, he/she may be asked some other question. The same question could be asked again later. Such candidates may be given some time to think before responding to the questions.

3. Talkative Candidates. Talkative employees can be very good performers and hence should not be neglected. Candidates, who talk too much, often tell about things unrelated to the job or interview question as they move out of the track.

They should not be neglected but rather managed. Such candidates may be reminded about the time constraints. They should be told that the interviewer will be following a structure and stress on the time available for each section of the interview. The conversation can be redirected.

Checking References. The person who gives the reference of a potential employee is also a very important source of information. The referee can provide info about the person's capabilities, experience in the previous companies and leadership and managerial skills. The information provided by the referee is meant to be kept confidential with the HR department.

This step is used to check the accuracy of application form through former employers and references. Verification of education and legal status to work, credit history and criminal record are also made.

Personal reference checks may provide additional insight into the information furnished by the applicant and allow verification of its accuracy.

Past behavior is the best predictor of future behavior. It is important to gain as much information as possible about past behavior to understand what kinds of behavior one can expect in the future.

Knowledge about attendance problems, insubordination issues, theft, or other behavioral problems can certainly help one avoid hiring someone who is likely to repeat those behaviors.

Background investigations primarily seek data from references supplied by the applicant including his or her previous employers. The intensity of background investigations depends on the level of responsibility inherent in the position to be filled.

Medical Examination. The medical exam is also a very important step in the selection process. Medical exams help the employers know if any of the potential candidates are physically and mentally fit to perform their duties in their jobs. A good system of medical checkups ensures that the employee standards of health are higher and there are fewer cases of absenteeism, accidents and employee turnover.

It usually has at least three basic objectives – to ascertain if the applicant can meet the physical demands of the job; to provide a record to protect the organisation against claims for previously incurred injuries; and to prevent communicable diseases from entering the organisation. And finally, when a candidate who is found physically fit, he/she is moved to the next stage.

Final Selection and Appointment Letter. This is the final step in the selection process. After the candidate has successfully passed all written tests, interviews and medical examination, the employee is sent or emailed an appointment letter, confirming his selection to the job. The appointment letter contains all the details of the job like working hours, salary, leave allowance etc. Often, employees are hired on a conditional basis where they are hired permanently after the employees are satisfied with their performance.

The major factors which determine the steps involved in a selection process are as follows:

1. Various steps involved in a selection process depend on the type of personnel to be selected. For example, more information is required for the selection of managerial personnel as compared to workers. Therefore, selection process for managerial personnel has to be more comprehensive as compared to that for workers.

2. Selection process depends on the sources of recruitment and the method that is adopted for making

contact with the prospective candidates. In each type of method, selection process involved is different to some degree. For example, in the case of advertisement, selection process is more comprehensive and time-consuming, whereas in the case of campus recruitment, the process is shortened and may be completed in a day.

3. Selection process depends on the number of candidates that are available for selection. If the number is large enough, there is a need for creating various filtering points and reducing the number of applicants at each successive point. However, where the number of applicants is small, lesser number of filtering points are required.

4. Organization's selection policy also determines the steps which may be involved in selection process. For example, there are various organizations which conduct selection tests for a position like management trainee whereas many organizations simply go through interviews only.

All the above factors are not mutually exclusive, rather these operate simultaneously. In any case, the basic objective of a selection process is to collect as much relevant information about the candidates as is possible so that the most suitable candidates are selected. A comprehensive selection process involves the various steps.

Importance of the Selection Process:

Proper selection and placement of employees lead to growth and development of the company. The company can similarly, only be as good as the capabilities of its employees.

The hiring of talented and skilled employees results in the swift achievement of company goals.

Industrial accidents will drastically reduce in numbers when the right technical staff is employed for the right jobs.

When people get jobs they are good at, it creates a sense of satisfaction with them and thus their work efficiency and quality improves.

People who are satisfied with their jobs often tend to have high morale and motivation to perform better.

The objectives of the selection process are to select the candidates whose success probability in the job is the highest and motivate right candidates to opt for the vacancy by a proper presentation of the organization to the potential candidates.

In many HR departments, recruiting and selection are combined and called the employment function. In large HR departments, the employment function is the responsibility of the HR Director.

In smaller departments, HR managers handle these duties.

The selection process relies on three helpful inputs:

1. Job analysis information provides the description of the jobs, the human specifications and the performance standards each job requires.

2. Human resource plans tell HR managers what job openings are likely to occur. These plans allow selection to proceed in a logical manner.

3. Finally, recruits are necessary so that the HR manager has a group of people from which to choose.

These three inputs largely determine the effectiveness of the selection process.

The selection process is a series of steps through which applicants pass. Failure of any step disqualifies the candidate from attempting the next step.

However, it is not necessary that all these steps are involved in every selection process. The basic idea in a selection process is to solicit maximum possible information about the candidates to ascertain their suitability for the employment. Since there are various factors which affect the seeking of such information, the same type of selection process cannot be applied in all types of selection.

Before filling a position, the HR manager of a company must clearly define the skills, experience, character, educational background, work experience, technical skills and competencies, they must possess. It is important to have several interviews with the same person — and not to hire from one interview. The person may not present the same later, and HR manager may get fresh insights from different meetings.

Too many hiring decisions are made out of operation. The following scenarios occur repeatedly; a key manager quits and must be replaced now; rapid growth forces a company to fill positions without enough forethought; programmers are so scarce that anyone will do.

If we hire employees in haste, we may find out later that the new recruits are not trustworthy or competent. If an HR manager is unable to conduct a thorough, timely hiring process, hire a temporary or leased employee or borrow an employee from another company.

Conclusions. Personnel selection is the methodical process used to hire (or, less commonly, promote) individuals. Although the term can apply to all aspects of the process (recruitment, selection, hiring, onboarding, acculturation, etc.) the most common meaning focuses on the selection of workers.

The selection of personnel helps in hiring only the desired candidates. The correct selection of personnel reduces training cost because the qualified candidates will be good at grasping the techniques of work.

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