LABOUR ECONOMICS, PERSONNEL MANAGEMENT AND MARKETING

MANAGING THE SELECTION AND HIRING OF PERSONNEL IN THE ORGANIZATION

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The need for highly qualified employees at any enterprise is determined. It is noted that business success depends on the availability of highly qualified employees. It is substantiated that in order to improve the performance of any organization, management needs quick and accurate decisions on the selection of employees. It is analyzed that recruiting is one of the stages of the personnel management system, which includes the methods used by organizations to ensure the best quality of labor. The definitions of the concepts of selection and recruitment of personnel, their tasks and significance for the organization are indicated. The qualification card is characterized. It is investigated that the selection of employees is the first stage in the process of filling vacant positions and includes studying the characteristics of the vacant position, considering the requirements for attracting suitable candidates, establishing contacts with these applicants and searching for their replacement. It is noted that recruitment begins with determining the availability of a vacancy. The author describes the concept of a vacancy for which a job description is required (actions and goals that make up the content of work), as well as personal requirements of the specialty, abilities and personal qualities. The concept of personality profile, which includes a mental image – the image of an ideal or normal professional – is revealed.

УПРАВЛІННЯ ПІДБОРОМ І НАЙМОМ ПЕРСОНАЛУ В ОРГАНІЗАЦІЇ

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персонал, організація, підбір, найм, профіль особистості, вакансія, профіль особистості, рекрутинг, кваліфікаційна карта

Визначено потребу у висококваліфікованих співробітниках на будь-якому підприємстві. Зазначено, що успіх бізнесу залежить від наявності висококваліфікованих працівників. Обґрунтовано, що для покращення результатів діяльності будь-якої організації керівництво потребує швидких і точних рішень щодо відбору працівників. Проаналізовано, що рекрутинг є одним із етапів системи управління персоналом, який включає в себе методи, які використовують організації для забезпечення найкращої якості робочої сили. Зазначено визначення понять відбір і найм персоналу, їх завдання та значущість для організації. Охарактеризовано кваліфікаційну карту. Досліджено, що відбір співробітників є першим етапом у процесі заміщення вакантних посад і включає вивчення характеристик вакантної посади, розгляд вимог щодо залучення відповідних кандидатів, встановлення контактів з цими претендентами та пошук їх заміщення. Зазначено, що підбір персоналу починається з визначення наявності вакансії. Розглянуто опис поняття вакансії, для якій необхідна посадова інструкція (дії та цілі, що складають зміст роботи), а також особисті вимоги спеціальності, здібності та особистісні якості. Розкрито поняття профіль особистості, що включає ментальний образ – образ ідеального або нормального професіонала.

Problem statement

The selection and recruitment of employees as one of the most important elements of an organization's HR management system is of great interest due to the growing importance of human resources and intellectual capital for maintaining the organization's competitiveness. If earlier the competitive advantage of one company over another was seen mainly in the technical aspect, for example, in terms of the availability and level of use of technology and the latest production equipment, nowadays the most important competitive advantage is the organization. employees who are distinguished by a high level of professional competence.

It is difficult to overestimate the importance of the recruitment and selection process, as it often determines the future of an organization. At the present stage, the selection and recruitment of employees is a priority task facing the organization's management. Today, many reliable and effective recruitment methods have been developed, but practice shows that not all organizations have yet reviewed the selection practices for all applicants. It is undeniable that the HR management process of any organization begins with the selection process, and the ability to select the right employees is the basis for developing their skills, which will benefit employees and the organization as a whole.

Analysis of recent studies and publications

The problem of managing the selection and recruitment of employees at various enterprises and organizations has been widely researched and considered in the works of domestic and foreign scholars: V.R. Vesnina, R. Bennett, O.O. Hetman, G.T. Graham, C.M. Didier, P.F. Drucker, S.A. Ivanova, O.V. Krushelnytska, A.V. Lobzy, A. Mescona, R.M. Fedoriak, and others. However, at the moment there is no universal system of recruitment and hiring that can be applied to every organization, so current research in this area is aimed at finding international methods of employee selection.

Formulation of the objectives of the article. The purpose of this article is to summarize the theoretical provisions on the selection and recruitment of organizational personnel.

Summary of the main research material

In the process of organizing the activities of any organization, the personnel management system, or the so-called personnel management, comes first. E. Michaels, H. Handfill Jones, H. Axelrod, world-famous management professionals, in their famous book "The War for Talent" [1] mention that in the 21st century the need for highly qualified employees is much more than supply. It is clear that the success of a business depends on the availability of such employees, so employers compete with each other in the struggle for efficient workers who can maximize their performance. In such situations, the management of any organization needs fast and accurate solutions for employee selection.

Recruiting is one of the stages of the human resources management system, which includes the methods that organizations use to ensure the best quality of workforce and candidates that can be hired when needed. Sometimes the entire process of working with employees is compared to their selection and placement. In fact, the state of an organization largely depends on the work of its employees, so there is no more important task than the selection of employees based on the business qualities of candidates and their suitability for the position [2]. As O.V. Kruchelnytska rightly notes, employee selection is the process of studying the psychological and professional qualities of employees in order to establish compliance with the requirements of the workplace and selecting available applicants as one of the most suitable for the job, taking into account its qualifications, specialization, personal qualities, abilities, character and interests of the organization [4]. According to H.T. Graham and R. Bennett, recruitment is the first stage in the process of filling vacant positions, which includes studying the characteristics of the vacant position, considering the requirements for attracting suitable candidates, establishing contacts with these applicants and searching for their replacement. job applicant questionnaire [3].

Thus, employee recruitment is a system of objective actions aimed at attracting candidates with the necessary qualities to achieve the goals set by the organization. It is the search, evaluation and hiring of people who are ready and able to work, have the necessary skills and share the company's values. The complexity of recruitment lies primarily in the need to coordinate the activities of staff and management in organizing this process. Creating a certain algorithm of actions during the selection and hiring of employees allows for an effective implementation of this process. Therefore, the issues of establishing a system of employee selection and recruitment are relevant, which makes it possible to reduce the cost of these activities and reduce the number of employees [5]. In our opinion, the special importance of employee selection in an organization is as follows:

1) the selection process eliminates the worst candidates and those who are not suitable for the vacancies. This helps the organization avoid possible problems that may arise in the future due to the wrong choice of a particular candidate (e.g., inconsistency of professional or personal characteristics with the requirements of the vacancy, inconsistency with the work group or company values). Inability to withstand pressure in the workplace, etc.);

2) a well-organized recruitment process allows the organization to spend more time and effort that would normally be spent on finding the right candidate. In other words, a selection process based on science will increase the efficiency of the HR department and allow the employees of this department to pay attention to other issues (such as adaptation, training and development of employees, incentives, etc);

3) properly selected personnel perform their duties well. Their moral and responsible attitude to work will benefit the entire organization: its efficiency will increase;

4) a properly selected employee will easily fit into the working group, which, in turn, will benefit all participants in the labor process: the ties established in the working group will not be broken (which means that the efficiency

of its work will not decrease or even increase), the new employee will feel comfortable from the first days of work (which will shorten the adaptation period), and the organization's management will be relieved of the need to resolve various disputes that may arise in the event of an incorrect selection of a candidate;

5) the employee will be fully satisfied with his or her work, which is very important because most people spend a lot of time at work, it is one of the priorities of their lives. The amount of recruitment work required is often determined by the gap between the available labor force and future demand. In this case, such issues as retirement, transfer, dismissal due to the expiration of the employment contract, and expansion of the organization's activities are considered. As J. Stradwick correctly notes, recruitment begins with determining the availability of a vacancy, i.e., before starting the selection process, the following alternatives should be considered [6]:

– can the job be outsourced to another company on the basis of a contract? If some activities are not an important part of the business, then outsourcing them to an external organization can save money and time for managers;

– is it possible to reorganize the work? Is it possible to eliminate a permanent position by dividing the work into parts, then get rid of the unnecessary ones and distribute the rest to other employees of the department (or other departments)? Here it is necessary to recall the principle of job enrichment. For example, when a manager is fired, you don't need to look for a replacement, you need to give the current employee more responsibility and decision-making ability. This not only increases efficiency, but also challenges the employee's confidence in the workplace and leads to job satisfaction. This, of course, comes with some additional costs, as employees are unlikely to want to take on additional responsibilities without a pay raise. However, if 7–8 % of employees are paid an additional 5 %, then in general, by losing a job, you can get a lot of savings;

– can I change my work schedule? If the job outlook is unclear, it makes sense to explore the possibility of working overtime until the situation becomes clearer or hiring someone on a part-time basis. This approach provides some flexibility in case the workload increases in the future. However, paying overtime can be expensive, and an overtime system may not be successful in the long run;

– can work be automated? In recent years, progress has been made in automating office work, followed by logistics and manufacturing. Although there is little possibility of replacing a machine operator, the appearance of a vacancy makes it possible to radically revise the entire organization of the workflow;

– is this job rewarding? It is still surprising how many positions there are, even in very small companies, whose true benefits are never discussed. The advent of space may finally provide such an opportunity. If one of the alternative methods does not solve the problem and you need to hire someone, you can move on to defining the detailed characteristics of the vacancy.

To describe a vacancy, you need a job description (the actions and goals that make up the content of the job), as well as the personal requirements of the specialty, abilities, and personal qualities that an employee must have to succeed in the job. Job descriptions can be of two main types, depending on their focus: performing a specific task or being responsible. In these two ways, a person's propensity for responsibility prevails. It should also be remembered that a job description is one of the first detailed sources of information for candidates, so the first step is to clearly define responsibilities [6].

For a selection program to be effective, it is necessary to clearly define the qualities of personnel required for the respective activity. The requirements should be adjusted so that they are fully employee-driven. "Reference" standards for each requirement are developed based on the characteristics of people already working in the business who are well suited to their duties. If the list of requirements for employees is too long, it may be impossible to make a choice. Recruitment begins with a detailed definition of who the organization needs. Traditionally, this process is based on the preparation of a job description, i.e. a document that describes the main tasks of employees in a given workplace. During the selection process, the manager must determine how well the candidate can perform these tasks. To facilitate recruitment, many organizations have begun to create, in addition to the job description, a document that describes the main characteristics that an employee must have to be successful in this position – an identity card and questionnaires.

A qualification card is a set of qualifications, such as education, special skills (knowledge of languages, computer skills, driving), which an employee must possess to hold the position. A qualification card is a tool that greatly simplifies the candidate selection process. Using a system of indicators allows you to systematically evaluate and compare candidates. At the same time, this process leaves out personal characteristics and professional development potential [3].

This drawback can be overcome by a personal personality (or the image of an ideal employee), which is a person's personal characteristics, such as his or her ability to perform certain tasks, types of behavior, focus, ability to work in a group, originality, identity, etc. When assessing a candidate, a personality map is used in the same way as a qualification map: the candidate's abilities are compared with the abilities of the relevant employee [2].

Personal requirements inform the candidate about the traits and qualities needed for the job. They serve to self-select by reducing the number of unsuitable candidates. They are also useful for creating preliminary lists, where the quality of candidates can be compared to what is needed to see who is the best fit during the next stage of selection. Without clearly defined personal criteria, exam candidates will be personality and enthusiasm driven [4]. To make it easier, the personal requirements of employees are set in the form of a personality profile.

A personality profile is a description of the psychological, sectoral, technological, sanitary and hygienic and other characteristics of a specialist, profession, showing the activities of this profession and the problems of its development related to individual psychophysiological qualities of a person and the organization of production.

It includes a mental image – the image of an ideal or normal professional, framed in terms of psychologically measurable qualities. The psychological professional characteristic of psychology is obtained as a result of psychological analysis of professional activity. Having determined the requirements for the candidate, we proceed to the next stage – attracting candidates.

The biggest challenge at this stage is the budget the company can spend and the human resources it has to choose from.

There are two possible sources that can attract potential candidates: external and internal, depending on the type of HR policy (open or closed) adopted by the organization. Internal sources of filling vacancies include internal competition, skill mix, staff turnover, etc.

If it is not possible to fill a vacancy using internal sources, the company turns to external sources, such as employment centers (services) working with students and graduates of higher education institutions, recruitment (personnel) agencies, search for freelancers, advertising in the mass media, and use of websites on the Internet.

It is worth noting that the most effective is the use of comprehensive methods and resources for finding candidates, when selecting which the company should rely on indicators of financial and economic activity, production characteristics, changes in the labor market and the economy in general [2].

There are many ways to ensure the high quality of employees from the moment of employment in the internal and external culture. Important elements of methods and technologies are the selection, selection of professionals and the recruitment process.

Employee selection is a measurement process that helps to create employees whose quantitative and qualitative characteristics meet the company's goals and objectives. In its most general form, employee selection is the identification, comparison, and connection of the general requirements of the organization and the employee's workplace with the characteristics of a particular person [5]. During the selection of persons for positions, the tasks of recruitment are solved based on the general requirements for a person as a carrier of certain social qualities, taking into account the health status of the future employee, age, level of education, nationality, length of service, etc. Such a selection helps to find specialists who are able to work in business, rather than engage in a particular type of professional activity.

There is an important problem in assessing employees as subjects - a great challenge that does not depend on who is assessing the candidate: the employer or the assessment expert, as well as on the method of assessment, whether it is a biased interview – the person himself or a test. Its developers may also be guided by personal views. The basis for hateful behavior can be a person's appearance (constitution, weight, height) or behavior.

Conclusions

Thus, the selection and recruitment of employees is a process of objective actions aimed at selecting candidates with the necessary qualities to achieve the goals set by the organization. It is the search, evaluation and hiring of people who are ready and able to work, have the necessary skills and share the company's values. Employee selection is the process of studying the psychological and professional qualities of an employee in order to determine his or her suitability for the duties of a job or a specific position, selecting the most suitable candidate from among the applicants, taking into account the suitability. This includes his or her qualifications, specialization, personal qualities and abilities, the nature of the activity, the interests of the organization and the employee. High-quality recruitment helps to increase the organization's profit, productivity and employee morale, which ultimately helps the company to grow.

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