Effective Methods and Techniques for scientific personnel selection

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1. INTRODUCTION

According to a large number of Human Resource specialists (Belous and Appelbaum, 1998; Hartmann, 1998; Forteza and Prieto, 1994; Raymond et.al., 2013; Dessler, 2014; Mathis and Jackson, 2014; Cohen et.al. 2015) in both academic and professional fields, the Personnel Selection considers the placement of people into job positions following a methical pathway. Organizations can only be aware of the impact of this methical way after employees spend years or even decades of service to the organisation.

The selection process is based on several crucial elements such as the information collection, by both, the organisation about the potential employee and vice versus. This constitutes an important aspect as both parties gain adequate knowledge about the other party, they know what to expect, and hence, a positive environment can be established in advance in order to have a fruitful and long-lasting cooperation. This is a prerequisite for the healthy development of Productivity.

The selection process must not violate the rules and regulations of each individual country and must also comply with the European Union Acquis and the relevant Directives such as the 2003/88/EC which orders that: "The improvement of workers' safety, hygiene and health at work is an objective which should not be subordinated to purely economic considerations." (Article 4).

Additionally, the Directive 2002/58/EC which concerns the Protection of Personal Data of workers in regards of Information Technology (IT) and Communications orders that: "Confidentiality of communications is

guaranteed in accordance with the international instruments relating to human rights, in particular the European Convention for the Protection of Human Rights and Fundamental Freedoms, and the constitutions of the Member States." (Article 3).

All the above information provides an important theoretical, legal, professional, and most importantly, real business background, in order to identify the importance of HR recruitment.

2. THEORITICAL / LITERATURE BACKGROUND

Guion and Gibson (1988) have conducted an extensive research in personnel selection and proposed four major sets steps that should be followed in order to ensure that the entire process shall be crowned with success. More specifically they proposed:

    i.   Evaluation of Selection procedures

    ii.   Performance

    iii.   Predictors

    iv.   Postscript

Each Set is composed by further actions that must be followed in order for HR recruiters and Psychologists to have the best possible results. Additionally, Guion and Gibson (1988, p. 349) importantly argued that: "Personnel selection is a process culminating in a decision to hire one or more applicants for employment and not to hire others. The decision to hire is one of a family of personnel decisions, including promotions and terminations that should not be made without foundation."

Chan (1998, 2000, and 2005), Chan and Schmitt (1997, 2004) constitute some of the leading scholars that provided valuable basis on which the development of scientific research about personnel selection has been structured on. Based on the work of Chan, and Chan and Schmitt other contemporary scholars have based their academic as well as the professional work (Huffcut, 2010; Podsakoff et.al. 2011; Muchinsky, 2012) and provided further valuable background for the development of contemporary personnel selection methods.

Rothsteina and Goffin (2006, p.4) add to the theoretical background by focusing on the value of team spirit within contemporary organisations and they raise they important role of both HR recruiters and the Psychologists that have an active role towards this goal More importantly they strongly suggest that: "Main trends in contemporary research on the extent to which applicant "faking" of personality tests poses a serious threat are explicated, as are promising approaches for contending with applicant faking such as the "faking warning" and the forced-choice method of personality assessment."

The above identification is facing the real issues that are confronted during the test period. Hence, HR recruiters and Psychologists must be ready to identify those fake tests in order to protect their organisation.

3. SCIENTIFIC RESEARCH ABOUT PERSONNEL SELECTION

An important test which has during the past decade developed massively in order for organisations to recruit the best possible employees is the Cognitive Ability test.

3.1. Cognitive Ability Test:

The Cognitive Ability Test (or) Aptitude Tests (or) Intelligence Tests is widely used in a Psychometric Assessment Context (PAC) and it considers all numerical reasoning, verbal reasoning, abstract reasoning, and mechanical reasoning tests. HR specialist use as many as five (5) different tests within the set of Cognitive Ability Tests in order to identify and recruit the best possible employees that will be able to offer to the organisation and on the other hand, the organisation will be able to invest on these people as part of their overall HR Strategy which of course should be included in a comprehensive Business Plan.

The following Table (1) outlines these tests:

Table 1: Cognitive Ability Tests:

COGNITIVE ABILITY TESTS	
Test 1	Employee Aptitude Survey
Test 2	Progressive Matrices, Advanced Sets I and II
Test 3	Kaufman Brief Intelligence Test
Test 4	Short-term Memory Tests
Test 5	Information Processing Tests Selection

It must be noted that within Test 1 (Employee Aptitude Survey) there are another ten (10) different tests that provide further ability for HR recruitments in order to identify specific practical requirements that are essential for the recruitment of the adequate office personnel.

The office personnelare vital for the (co)operation of any contemporary organisation, especially when this organisation operates on a global scale as it

handles a large number of critical issues such as the agenda of business owners, managers at all levels and at all departments, handles the operations with external associates. Finally, the office personnel can in many occasions be the first and the last person that will come into the office and its role can be extremely crucial. It is hence, vital, that the methods that will be applied when recruiting the right personnel office, must meet the highest possible standards within a transparent procedure. The Cognitive Ability Tests and more specifically, the Employee Aptitude Survey, ensure that this procedure shall lead organisation to the appropriate personnel office selection.

The Office of Personnel Management of the United States of America pay exceptional attention to the value of Cognitive Ability Tests and explains that: "Traditional cognitive tests are well-standardized, contain items reliably scored, and can be administered to large groups of people at one time. Examples of item formats include multiple choice, sentence completion, short answer, or true-false. Many professionally developed cognitive tests are available commercially and may be considered when there is no significant need to develop a test that refers specifically to the particular job or organization."

3.2. Physical Ability Tests:

Michael et.al. (2008) have paid exceptional attention towards the development of contemporary methods based upon the concept of Physical Ability Tests. This took place in an extremely crucial sector, that of the Firefighters. Taking into consideration that this research occurred in Canada which is the second largest country in the world with a total area of 9,984,670 km² and a total forestry of 4,916,438 km², this specific recruitment method takes an importantly massive dimension as it considers the security of the

country, the protection of lives and properties, as well as the protection of the environment.

The Physical Abilities Tests focus on testing applicants on specific physical requirement and capabilities such as lifting strength, rope climbing, or obstacle course completion.

According to the HR recruitment specialists 'HR Guide', there are several advantages and disadvantages in this contemporary recruitment method.

Table 2 outlines these factors:

Table 2: Advantages and Disadvantages of Physical Abilities Tests:

Advantages	Disadvantages
Can identify individuals who are physically unable to perform the essential functions of a job without risking injury to themselves or others	Costly to administer
Can result in decreased costs related to disability/medical claims, insurance, and workers' compensation	Requirements must be shown to be job related through a thorough job analysis
Decreased absenteeism	May have age based disparate impact against older applicants

Clouston et.al. (2013, p.1) added to all the above and not only enhance this approach but they also suggest that: "Examining physical and cognitive functioning can help clinicians and researchers to better identify individuals

and groups that are aging differently and at different rates." This identification importantly provides room for further academic research and consequently, provides a powerful motive for professional in order to implement these actions in their own working place and adjusting them in their own unique working environment. Adjustability constitutes a massive issue and it is strongly suggested that professionals should be aware of the academic development and take full advantage of the research worldwide.

Chamorro-Premuzic and Furnham (2010) have developed their own model towards the HR recruitment in contemporary businesses and have suggested the following:

Table 3: Chamorro-Premuzic and Furnham Model

Methods of Personnel Selection	Constructs for Personnel selection
Early, unscientific methods	General Mental Ability
The Interview	Personality Traits
Letters of Recommendation	Creativity
Biodata	Leadership
Situational judgement tests and GPA	Talent

The work of Chamorro-Premuzic and Furnham (2010) has contributed massively as not only provides the guidelines for effective HR by specialists as well as Psychologists, but most importantly they outline a large number of other elements such as:

i.   The identification of critical talent

ii.   Performance and promotability matrix

iii.   Factors contributing to high-flyer performance

All these elements combine a sound framework that enables the development of a comprehensive HR personnel selection approach that can under specific circumstances become an ideal and powerful tool for organisations of both products and/or services.

4. PROFESSIONAL PSYCHOLOGISTS AND HR RECRUITMENT

The work of Psychologists in the field of Validation and the Reliability of the content of the Tests is a vital step for participants in the HR recruitment procedure. This procedure includes both HR recruiters and the candidates. Additionally, professional Psychologists have an extremely important role to play in the specific process, hence, the examination of this role must be taken into serious consideration.

Some national adverts consider the field psychology as one of the most appropriate for HR recruitment positions. Aragon (2016, p.1) connects the Psychology with the concept of HR recruitment and the fact that people move very easily from one country to another. This occurs to a large degree within the European Union in which the 28 member countries have eliminated both physical and fiscal barriers. More specifically Aragon clarifies that: "As the study of the human mind, the field of psychology must give special consideration to culture and how different societies affect behavior."

Gilberth (2005) as a leading researcher in the field of Psychology and Management defined that Psychology Management considers the impact of the mind which is in direct link with the work of subordinates. The emphasis in successful management lies on the man, not on the work. Hence Motivation plays a key role that under no circumstances may be underestimated by both HR specialists, especially if these specialists have a Psychology academic background.
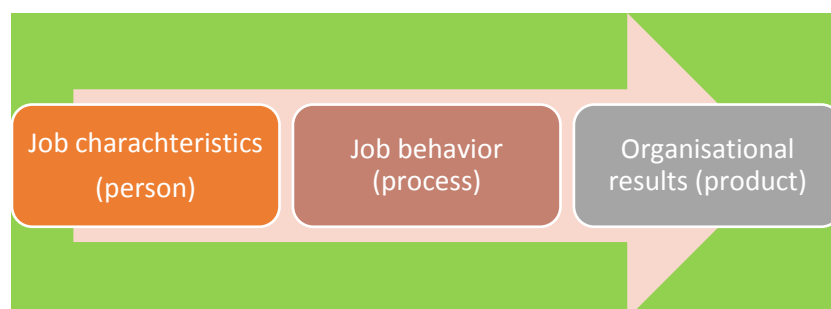
Talibova (2008, p.1) added to the work of Gilberth (2005) and has focused on Researching 'The Role of Psychology in Human Resources Management' and has importantly proposed that: "The integration between the management of human resources and psychology is arguably the prime factor delineating HRM theory and practice from its more traditional personnel management origins. Selection of the personnel has long been recognized as a key activity within HR and this article seeks to explore the extent to which its practice provides evidence of such strategic alignment."

4.1. Psychologists and Leadership:

Leadership is directly connected with HR and Motivation. Leading scholars such as Daft (2008) have identified the value of Leadership in the development of contemporary organisations that operate within a challenging, turbulent, and complex environment. Daft as a Management guru has importantly identified the connection between HR and Psychology and raised their strong connection with the overall concept of Leadership.

Campbell et.al. (1970) have conducted an extensive research that deals with the personnel selection and Leadership and have identified three important models that must be evaluated during this process. This work has been extensively adopted by others such as Kuhnert and Russell (1990). More specifically they proposed.

Graph 1: Campbell et.al Model

Job charachteristics (person) → Job behavior (process) → Organisational results (product)

5. <u>CONCLUSION</u>

The final upshot following the examination of several aspects of personnel selection methods and its connection with other issues such as Psychology, Performance, Behavior, Leadership etc., leads to the safe conclusion that the selection processes must be carefully implemented in order to ensure the integrity of both the organisation and the job applicants/candidates. The validity and the credibility of the process must be protected as it can lead to reputation issues for the organisation. It is hence, the job of HR recruiters and Psychologists to introduce and implement a set of actions that have been outlined within this chapter in order to ensure the overall behavior, performance, and effectiveness of their organisation. However, as each organisation is unique, so as the processes should be. Each organisation must implement procedures that suit better to its culture, however, this implementation cannot be introduced outside the core framework of integrity and transparency. These constitute values that HR recruiters and Psychologist must carefully protect. This will only beneficial for their organisation and the overall performance.

Organisations need to invest towards the establishment of all means, Human, Fiscal, and Technological, in order to ensure their healthy growth. This growth shall enable them to remain competitive (Daft, 2008) in an extremely complex and globalised environment. The theoretical background that has been outlined within this Chapter enhances this approach and ensures the credibility and the validity of all action. Contemporary organisations must face HR as an investment and not as an expense that they have to 'suffer'.

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CHAPTER 2: Analysis of recent scientific research about the cultural factors in personnel selection

1. INTRODUCTION

Definition of Cultural Factors

The Encyclopedia of Public Health has defined that: "Culture encompasses the set of beliefs, moral values, traditions, language, and laws (or rules of behavior) held in common by a nation, a community, or other defined group of people. Culturally determined characteristics include: the language spoken at home; religious observances; customs (including marriage customs that often accompany religious and other beliefs); acceptable gender roles and occupations; dietary practices; intellectual, artistic, and leisure-time pursuits; and other aspects of behavior."

The development of the Cultural Factors plays a key role in the development of organisations and these factors should become a subject of scientific Research (Bryman and Bell, 2003, 2007, 2011; Daft, 2008), hence the influence of Cultural Factors in the wider field of employment at all levels should be examined in both academic and professional levels (de Mello and Mariano, 2004)

2. THE ROLE OF CULTURE IN ORGANISATIONAL AND INDIVIDUAL PERSONNEL SELECTION DECISIONS

Contemporary global organisations come across to several HR recruitment obstacles as the need to comply with both the local rules and regulations of the countries that they operate within and the need to attract people with skills in a wide range of departments, create the need to identify the problems and prospects in the crucial sector of HR.

Cruise (2009, p.2) not only agrees with the specific approach but importantly adds that: "…the role of culture in individual and organisational personnel selection decisions indicate that 'scientific' personnel selection is more fit-based and culturally determined than previously suggested." Additionally, Cruise (2009) has proposed two specific cultural roles:

i. Evaluation Approaches to Personnel Selection: The Role of Culture in Modern Selection Decisions

ii. The Role of Culture in Applicant Selection Decisions: Fit Versus Criterion-Based Applicant Attraction

The two roles aim in ensuring that the HR recruitment process shall take into consideration all aspects that are correlated and constitute core elements in order for organisations to attract, recruit, develop, and finally, maintain the best possible individuals that meet the criteria that have been set by the organisations and will comply with the need to remain competitive on a global scale. Riyono (1998, p.1) has importantly suggested that: "Issues on selection become more complex, when an organisation is put into a global environment. A global organisation is challenged with diversities of cultures in various parts of the world. Within a multicultural context, its complexity may result from a question on the possibility to find a proper match between the selected personnel and the different cultures of the organisations where they may be located."

Hofstede (1984) as a true leading scholar and professional of the cultural development has identified four cultural dimensions that are directly related to the concept of work values and consequently influence the work behaviour and performance.

A. Individualism – Collectivism:

Individualistic cultures include those people who "are concerned with themselves and close family members only" (Darwish and Huber, 2003). Additionally, Collectivism is a situation where people feel they belong to larger collectives that care for them in exchange for their loyalty, and in return those same people remain loyal to the group (Hofstede & Bond, 1984). This approach by Hofstede has triggered a large scale of further academic research which has enhanced his findings and contributed massively to the existing literature (Jain and Triandis, 1990; Hudson, 1990; Bhawuk and Triandis, 1996; Tim-Toomey and Kurogi, 1998; Thatcher, 1999; Ting-Toomey and Chung, 2005) It is vital for organisations to distinguish the individual candidates who are mainly focused on their own 'well-being' within the organisation and seek to gain promotion at the expense of other employees. Such an attitude cannot be accepted by HR recruiters as well as Psychologists that deal with the recruitment process. It is strongly suggested that such an attitude has no room in contemporary organisations, and hence, the HR departments must develop processes that shall not enable to such individuals from entering the organisation. On the other hand, Collectivism offers an adequate framework that must be adopted in order to attract, recruit, develop, and maintain employees who are bounded by team spirit (Daft, 2008, 2010; Thompson, 2016) Mattson adds to the debate and strongly suggest that this specific approach not only is vital for the development of organisations, but also provides six (6) valuable benefits at the workplace:

  i. Fosters Creativity and Learning

  ii. Blends Complementary Strengths

  iii. Builds Trust

     iv.   Teaches Conflict Resolution Skills

     v.   Promotes a Wider Sense of Ownership

     vi.   Encourages Healthy Risk-Taking

All the above constitute a sound basis for the adoption of measures that they will promote a culture of collectivism within the organisation in order to ensure that the best interests of the organisation shall be served at all times by all people. That is the duty of the HR recruiters and the Psychologists that are involved in the process.

B. <u>Masculinity Versus Femininity:</u>

This cultural factor constitutes a massive issue and, hence, the development of its parameters within organisations considers a large number of issues, such as organisational, ethical, legal, psychological, and fiscal. The gap between the two genders has been declined in the developed world, however, the disadvantages remain to a large degree in countries in Asia and in Africa where "… in the literacy status of adult women and men around the world. However, reflecting the persistent disadvantages they face, women account for two thirds of the world's 774 million adult illiterates – a proportion that is unchanged over the past two decades. Gender disparities in adult literacy rates remain wide in most regions of the world." (UN STATISTICS) It is therefore inevitable that this level of disadvantages shall be transferred in sectors such as education and the workplace." (UN Statistics, 2010). Global organisations cannot and should not accept such a cultural difference between the two genders. Equal pay is not only about being ethical but it is also concerned with the overall productivity of each employee. This must be ensured in the HR

recruitment process. Additionally, equality of genders at the workplace is ensured through the European Legislation and more specifically through the:

i. 'Directive 2010/41 of 7 July 2010 on the application of the principle of equal treatment between men and women engaged in an activity in a self-employed capacity and repealing Council Directive of 11 December 1986'

ii. 'Directive 2006/54 of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation'

iii. 'Directive 2004/113 f 13 December 2004 implementing the principle of equal treatment between men and women in the access to and supply of goods and services'

Despite that the legal aspect is indeed important, the most vital component towards this matter, is the establishment of a strong culture in the organisations in order to ensure that the equality shall take place at all times and at all levels without having in mind that inequality is illegal, but that inequality is unethical and against the best interests of the organisation.

C. Power Distance Index (PDI):

This refers to the development of a culture that focuses on the degree of inequality that exists – and is accepted – between people with and without power. According to Hofstede (1984), a high level of PDI indicates that an organisation, a group, or the society is tolerant towards an unequal distribution of power, and sadly, that people should 'accept' that hierarchy. In contrast, a low level of PDI ensures that power is dispersed equally. Daft (2008, 2010) argues that a PDI can be better distributed in 'Flatter organizations' and

in organisations where supervisors and employees are considered almost as equals.

D. <u>Uncertainty Avoidance Index (UAI)</u>

The UAI is another important parameter that needs to be considered as 'culturally fundamental.' According to HR specialized agents 'Mind Tool', "In societies that score highly for Uncertainty Avoidance, people attempt to make life as predictable and controllable as possible. If they find that they can't control their own lives, they may be tempted to stop trying. These people may refer to "mañana," or put their fate "in the hands of God." This can occur in organisations a major cultural parameter and affect the work recruitment and development.

Mind Tool outline a large number of specific examples and how these affect the development of people within organisations. Finally, they Mind Tool supports that a low level of UAI leads to:

    i.   Openness to change or innovation, and generally inclusive.

    ii.   More inclined to open-ended learning or decision making.

    iii.   Less sense of urgency.

All these constitute serious cultural factors that they have a great deal of impact on organisations and employees. It is the duty of HR recruiters to develop this cultural in order to avoid red tape and unwanted controversy within the organisations. The other two dimensions developed by Hofstede (Pragmatic Versus Normative (PRA) and Indulgence Versus Restraint (IVR)) are relatively new, and hence, not enough academic and professional evidence has been developed in order to ensure their validity, credibility, and durability.

a. <u>National Cultures:</u> The concept of National Culture is widely accepted as a key factor in the development of diversity in global organisations. The Business Dictionary (2017) defines that: "National Culture is the set of norms, behaviors, beliefs and customs that exist within the population of a sovereign nation. International companies develop management and other practices in accordance with the national culture they are operating in." National cultures are important as well as essential for organisations as they provide the ability for diversity and develop new ideas and tolerance. Katz (2005, p. 1) explains that: "The resulting shared values, preferences, and behaviors of population groups differ widely between countries." It is therefore crucial for organisations to attract people from different national and cultural backgrounds in order to ensure that the organisation will not 'shut the door' to possible opportunities that may arise in the global business arena.

b. <u>Organisational Cultures:</u> According to McLaughlin (2012) "Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs." Organisational Culture massively depends on the level of ethical values of the organisation. As the development of HR recruitment process is vital for the operation of the entire organisation, the overall Organisational culture can contribute towards the establishment of procedures that will ensure these 'assumptions, values, and beliefs.' Additionally, McLaughlin (2012)

has identified seven characteristics of organizational culture that must be applied by managers at all levels:

i. Innovation

ii. Attention to Detail

iii. Emphasis on Outcome

iv. Emphasis on People

v. Teamwork

vi. Aggressiveness

vii. Stability

All seven characteristics carry a certain level of importance and it is strongly suggested that no one should be underestimated. Organisational culture is something that is developed through the years and is the result of the accumulated experience of the organisation.

3. <u>CONCLUSION</u>

The examination of all the cultures in the personnel selection focuses not only on personal characteristics that an applicant must possess, but also on characteristics that an organisation shall have in order to be able to attract, develop, and maintain the best possible staff. The development of the Hofstede model as well as the National and Organisational cultures aim to raise the importance that the recruitment of personnel based on cultural background constitutes a mutual action by both parties (organisation and applicants). They both have a crucial role to play within the specific procedure, and it is therefore the duty of all parties to be able to understand all the possible prospects as well as implications. The legal and ethical issues are only

some of that must be examined in order to avoid unwanted and unpleasant conditions. As it has been repeatedly pointed-out, contemporary organisations cannot afford to have cultural restrictions on serious issues such as the employee recruitment. Only open minded organisations that can attract people from different cultures can survive within the global village.

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CHAPTER 3: Analysis of recent scientific research about work socialization, mentoring, coaching and tutoring

1. INTRODUCTION

There is no doubt that the intense globalised environment that contemporary business are called to operate within require a deep sense of openness (Khanna, Palepu, and Sinha, 2005; Tan, 2002; Daft, 2008, 2010). Srivatsav (2016) adds to the debate and connects the global environment and the HR personnel recruitment with the development of new products. More specifically Srivatsav (2016) suggests that: "People and organizations have a lot of innovative ideas, but turning those ideas into reality, a product that we can use, is easier said than done. And as many of us have seen, only a few innovative ideas actually make it into the market. So, how can we go from "thinking out of the box" to making what we once thought impossible, possible?" The latter approach/question raises the importance of 'work socialization, mentoring, coaching and tutoring' as organisations are indeed forced to operate within an environment which promotes openness in HR recruitment. It is within this context that 'work socialization, mentoring, coaching and tutoring' should be examined as ignoring, or even sidelining such an important issue could lead organisation to inappropriate, unethical, and unprofessional actions that may under specific conditions have legal implications as organisations have to operate within increasingly legal boundaries such as those of the European Union.

Additionally, it is important to identify the fact that the 'work socialization, mentoring, coaching and tutoring' for global businesses occurs in different countries that have their own unique cultures in which companies must adjust their policies.

It is within this important framework that Srivatsav (2016) has connected work socialization with innovation and has wisely suggested that: "…innovation is about bridging that indefinable "awesomeness" that exists in labs, people, and technology, and in order to do it "right," innovation requires an appetite for risk and the willingness to take on an adventure." Additionally, Bryman and Bell (2007) have paid exceptional attention towards the specific issue and suggested that this should be at the epicenter of work and research activities of global organisations.

2. WORK SOCIALISATION

According to Business Dictionary (2016) "Socialisation is the process by which individuals acquire the knowledge, language, social skills, and value to conform to the norms and roles required for integration into a group or community. It is a combination of both self-imposed (because the individual wants to conform) and externally-imposed rules, and the expectations of the others."

Additionally, the Oxford University Reference Dictionary (2015) goes a step further by identifying the concept of 'Work Socialisation' and identifies that: "The process of learning to labour in paid employment and conforming to the associated ideological structures: internalizing the norms, values and culture of the workplace, employing organization, profession, or occupational group; accommodating to power and authority relations at the workplace; acquiring the skills of secondary relationships; complying with the particular role and functions allocated to the individual worker; and adopting the behaviours preferred by employers (such as punctuality, team spirit, and loyalty)."

These two identification provide a powerful academic background in order to further examine the work socialisation in contemporary organisations. The academic background is essential in order for organisation to be able to apply

the theory into practice, especially when this derives from a world respected source such as that of the Oxford University Dictionary.

Sandor (2004, pp. 5-6) has paid exceptional attention to the importance of socialization of young people at the workplace and suggests that: "Becoming an active member in an organization means that an individual is participating in the organizational culture by taking on roles, norms, and values associated with the organization and the work position."

Work Socialisation intends to engage employees, at all organisational levels, into specific aspects that are considered crucial for their entire operational structure. This can include aspects such as the Corporate Social Responsibility policy (Porter and Kramer, 2006; Martin and Kemper, 2015) the financial activities within the legal framework of the country that the company operates (Deakin, 2013) which are indeed important as businesses exist and operate in order to generate money for their owners, and hence, serve the best interests of their shareholders as well as all their stakeholders (HR, debtors, creditors, banks, investors, government services, local communities, etc.) Additionally, other aspects such as Marketing (McDonald, 2007) can be crucial for the development of Socialisation at the work place. Shobri et.al. (2012) add to the specific debate by arguing that: "Brand loyalty strategy is much important nowadays since it can reduce enterprise operational costs such as promotion, cross selling and up selling cost in the increasing trend of our society to purchase fast food rather than normal type of restaurant makes this research is more interesting to focus on. There are so many factors might influence brand loyalty, socialization factors are one of them." In support of this opinion a large number of other scholars have added their opinions by suggesting that socialisation at the workplace has an increasingly role in the overall marketing

decisions (Moore et.al. 2002; Aquilino 2006; Arnett and Jeffry, 2007; Makgosa, 2010; Kotler and Armstrong, 2011).

An important aspect that must be noted is that of the work socialisation by engaging in outdoor activities. Leading researchers and scholars such as Petry (2005) and Wolf-Watz (2014) raise the importance of outdoor activities as they provide the opportunity to people within an organisation to get closer and develop better interpersonal relationships that will eventually be beneficial for both parties involved in the procedure, the personnel and the organisation as a separate business and legal entity.

As a summary if the work socialisation concept is developed within a well-structured framework (Gaston, 2016) it can have a positive and long-lasting impact on the human relations in the all the aspects that have been previously outlined and are supported by the extensive literature. Work socialisation can empower employees at all levels with the necessary skills and motivation in order to enable them to feel necessary for the organisation. Work socialisation must be at the epicenter of all the activities of the organisation and should be promoted by the management of any organisation that seeks higher productivity from its employees. Furthermore, employees should 'demand' such a policy from their organisation as it would be beneficial for them.

3. <u>WORK MENTORING</u>

Farren (2006) identifies that: "Mentorship is a relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person. The mentor may be older or younger than the person being mentored, but she or he must have a certain area of expertise. It is a learning and development partnership between someone with vast experience and someone who wants to learn." Additionally, Farren has

importantly developed a model that includes eight (8) models of work mentors.

i.   Profession or Trade Mentor

ii.   Industry Mentor

iii.   Organization Mentor

iv.   Customer Mentor

v.   Work Process Mentor

vi.   Technology Mentor

vii.   Work/Life Integration Mentor

viii.   Career Development Mentor

All the above models constitute a powerful contemporary model that has been developed by Farren, however, a number of other scientific researchers (Swarthout, 2015; Collins, 2017) have contributed to the overall value of mentoring at the workplace.

Mentoring at the workplace is important as it provides the opportunity to new (and possibly younger) employees to be trained by other, more experienced employees in an organisation, and hence, they will be able to adjust to the new environment. Abbajay (2013, p.1) adds to the value of mentoring and explains that: "Through mentoring, organizations are seeing dramatic improvements in efficiency, productivity and, of course, the passing of institutional knowledge and leadership skills from one generation to the next." It is hence, important for organisations to identify the need for mentoring as such action should be examined through a strategic point-of-view instead of an expense. Market experts CHRONUS (2017) suggest that: "Successful companies large and small

use mentoring to tackle complex human resource challenges such as increasing employee retention, enabling company succession plans, and improving workforce productivity." Additionally, CHRONUS suggest a Model that encompasses five categories of Mentoring at the workplace:

     i.   Employee Career Development

     ii.   Leadership Development

     iii.   Diversity Mentoring

     iv.   Reverse Mentoring

     v.   Knowledge Transfer

The development of mentoring, for both new employees and mentors, can lead to the engagement of individuals in a more collaborative environment within the workplace and promotes a comprehensive culture that focuses on the concept of mutual understanding, social inclusion, tolerance, and consequently leads to the development of Leadership instead of typical, and possibly, bureaucratic management. Mentoring can establish a positive environment of trust and understanding in order for an organisation to create and maintain a diverse workforce. All these constitute major factors that must be taken into serious consideration by all contemporary organisations in order to strategically develop a comprehensive culture that will promote the overall concept of Mentoring at the workplace. As CHRONUS (2015) have wisely identified: "Mentoring not only helps organizations develop and retain diverse talent, but it also helps build a robust community of diverse talent for the future. The effects of diversity mentoring help corporations differentiate themselves from their competitors and gain new clients while providing long-

term support for their employees." This identification encompasses the entire concept of the value of Mentoring at the workplace.

4. <u>WORK COACHING AND TUTORING</u>

According to Market experts Business Balls (2014) "Coaching is a form of training or teaching, normally involving one-to-one support aimed at helping a person improve, often in a very practical sense." This identification can be fully applied at the workplace as it encompasses all the elements that employees, especially newly recruited, need in order to adjust to the new working environment, and also, what an organisation needs in order to attract and maintain talented employees.

Jarvis (2016) in a recent scientific research has outlined the results of a scientific research developed by the Chartered Institute of Professional Development and has identified some important, positive, developments of the role of Coaching at the workplace in United Kingdom. More specifically, Jarvis (2016, p.3) clarifies that:

i.   Nine out of ten organisations use coaching by line managers.

ii. Two out of three organisations use external coaches.

iii. 84 per cent regard coaching by line managers as 'effective' or 'very effective.'

iv. 92 per cent judge coaching by external practitioners to be effective.

The Institute of Leadership & Management of United Kingdom has conducted a research (2015) in regards of Coaching at the workplace and has identified the following:

i. Coaching is a particularly powerful tool in the modern workplace.

ii. Coaching is increasingly widespread in organisations.

iii. Organisations source more coaches internally, but use external coaches to coach senior executives.

All the above information that come from credible and trustworthy organisations reveal beyond any reasonable doubt that within contemporary organisations, a new and positive approach has prevailed in order to enable the organisations to adapt to the new global environment. The need for such development has been wisely identified by leading scholars such as Daft (2008, 2010), Kotler and Keller (2009), Beard (2015) and it is strongly suggested that such an approach constitutes a priority for businesses as it can provide them with a powerful tool in order to confront competition.

Scientific research for the role of Tutoring at the workplace moves within the boundaries of that of Coaching. In a 2009 research of the University of Illinois in USA, the results have shown that the development of Tutoring enables the bridging of gap between the level of knowledge and the skills of employees within several organisations, including the schools.

Gordon (2009) has proposed a pioneering tutoring strategy:

i. Training Tutors

ii. A diagnostic/developmental template

iii. Formal and informal assessment

iv. Tutors should track the progress of students

v.   Tutors should closely collaborate with the students' classroom teacher

vi.   Tutoring programs should be structured around principles of learning

Coaching and Tutoring are part of the needs of contemporary businesses. Their adaptation has an increasingly important dimension, and thus, organisations need to take into account the recent scientific research that occurs in an academic level.

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CHAPTER 4: Analysis of recent scientific research about psychometric tools used in personnel selection

Literature Review

Over the three decades Psychometric tests have taken an important position in selecting an employee. In recent years this is commonly used for assessing the candidate's interests, attitudes, behaviours, values and abilities. Employees are the asset of an organisation. Organisations success depends on the employees who work hard to achieve the organisations goals. Therefore, it is very important to select the right person to the right job for the betterment of both employees and the firm. Psychometric test gives an opportunity to filter the unsuitable candidates to the preferred position during the selection process. Recruiting, developing and retaining are the challenging role of Human Resource Managers in today's developing corporate society. This test not only helps in selecting right candidates but also helps in retaining them for longer time in the firm.

Psychometric Tests

According to British Psychological Society psychometric test ''is a procedure on the basis of which inferences are made concerning a person's capacity, propensity or liability to act, react, experience, or to structure or order thought or behaviour in particular ways''. It is a standardized measurement of sensitivity, memory, intelligence, aptitude and personality. It assesses and evaluates information that employees give to the examiner.

Smith and Robertson (1986) defines Psychological tests as ''A carefully chosen, systematic and standardized procedures for evolving a sample of responses from candidates which can be used to asses one or more of their psychological

characteristics with those of a representative sample of an appropriate population''. This can also be used to measure the individual differences. Psychometric tests generally mean measurement of mental status. It provides an objective means of measuring abilities and characteristics of an individual and greater understanding of an individual to predict the extent of success in a particular job.

Types of Psychometric Tests

Psychometric tests may measure aptitude, personality and interests:

i.   Aptitude Tests – Aptitude or Ability tests assesses the logical reasoning or thinking performance. These types of tests helps to rate the potential of a candidate to learn new tasks and skills used in various jobs. They measure how people differ in their ability to perform or carry out different tasks.

ii. Interest Tests – These measure how people vary in their motivation, in the direction and strength of their interests, and in their values and opinions (these are less likely to be used on new graduates but are sometimes).

iii. Personality Tests – Personality tests measure the personal attributes of a candidate who is suitable for a particular work, they measure different styles of people in interacting with other people. Personality tests assess behaviours, attitudes, opinions of an individual.

Why are Tests Used?

If psychometric tests are to be useful as indicators of shifts in the demand for skills, then it is important that organisations use of tests is linked to their wish to measure the skills of prospective employees. If tests are in use for other

reasons, then this would undermine their usefulness as indicators of skill demands.

Who uses psychometric tests?

In recent years, it widely used in all number of firms. Not only the large, medium but also an increasing number of small firms have started using psychometric tests. Over 70% of larger companies are currently using psychometric tests to gather vital information from potential and current employees. More and more companies are using psychometric tests for:

- graduate recruitment
- filtering out candidates when there are large numbers of applicants

Over 70% of large companies use them in their recruitment process and small companies are using them increasingly.

They are also used to assess existing employees for:

- training and staff development needs
- promotion

Why use psychometrics in an employment setting?

The main advantages of using psychometric tests are:

- Objectivity – they dramatically reduce bias and personal perspective.
- Clarity – they provide a robust framework and structure.
- Equality and fairness for all individuals (tests are standardized so that all individuals receive the same treatment).
- Increase the likelihood of being able to predict future job performance (they have a high level of 'predictive validity').
- The identification of training needs.

- Encourage employers to do thorough job analysis in order to identify appropriate skills and abilities. This helps to ensure that candidates for a position are assessed on skills only relevant to the job.

<u>What are psychometric tests used for?</u>

Some uses of psychometric tests are:

- Selection of candidates to jobs
- Personal development/identification of training needs/staff development
- Careers guidance
- Building and developing teams

Psychometric tests have been used since the early part of the 20th century and were originally developed for use in educational psychology. These days, outside of education, you are most likely to encounter psychometric testing as part of the recruitment or selection process. Tests of this sort are devised by occupational psychologists and their aim is to provide employers with a reliable method of selecting the most suitable job applicants or candidates for promotion.

Psychometric tests aim to measure attributes like intelligence, aptitude and personality. They provide a potential employer with an insight into how well you work with other people, how well you handle stress, and whether you will be able to cope with the intellectual demands of the job.

Most of the established psychometric tests used in recruitment and selection make no attempt to analyze your emotional or psychological stability and should not be confused with tests used in clinical psychology. However, in recent years there has been rapid growth (particularly in the US) of tests that

claim to measure your integrity or honesty and your predisposition to anger. These tests have attracted a lot of controversy, because of questions about their validity, but their popularity with employers has continued to increase.

Psychometric testing is now used by over 80% of the Fortune 500 companies in the USA and by over 75% of the Times Top 100 companies in the UK. Information technology companies, financial institutions, management consultancies, local authorities, the civil service, police forces, fire services and the armed forces all make extensive use of use psychometric testing.

As an indicator of your personality, preferences and abilities, psychometric tests can help prospective employers to find the best match of individual to occupation and working environment. As a recruitment and selection tool, these tests can be applied in a straightforward way at the early stages of selection to screen-out candidates who are likely to be unsuitable for the job. They can also provide management with guidance on career progression for existing employees.

Because of their importance in making personnel decisions it is vital that the tests themselves are known to produce accurate results based on standardized methods and statistical principles.

A psychometric test must be:

  i.   Objective: The score must not affected by the testers' beliefs or values

  ii.   Standardized: It must be administered under controlled conditions

  iii. Reliable: It must minimize and qualify any intrinsic errors

  iv.   Predictive: It must make an accurate prediction of performance

  v.   Non Discriminatory: It must not disadvantage any group on the basis of gender, culture, ethnicity, etc.

The History of Test Development

Attempts to measure differences between the psychological characteristics of individuals can be traced back to 400 BC when Hippocrates attempted to define four basic temperament types each of which could be accounted for by a predominant body fluid of humor; blood – sanguine (optimistic), black bile-melancholic (depressed), yellow bile – choleric (irritable) and phlegm – phlegmatic (listless and sluggish). Hippocrates' methods and the numerous other attempts that have been made since then were hardly scientific. The first attempt to scientifically measure the differences between individual mental abilities was made by Sir Francis Galton in the 19th Century who tried to show that the human mind could be systematically mapped into different dimensions. He studied, among other things, how people differed in terms of their ability to discriminate between stimuli and by collating the results he obtained he devised a system which would allow an individual's abilities to be compared to those of others – an idea on which we rely heavily today.

From the work of people like Galton and his French contemporary, Binet, a picture of the human mental domain emerged which saw general human ability as being composed of a number of specific abilities – a view which is still held today. The basic tenet of testing nowadays is based upon the principle of measuring human mental performance under different conditions and then making comparisons between people. Of course, the statistical rigour with which this is done today is much greater than was generally applied in Galton's day. There is a bewildering array of tests available to us measuring anything from hand-eye coordination to high level cognitive operations such as spatial reasoning.

<u>How are Tests Constructed?</u>

In its simplest form a test will have a set of questions or tasks for the subject to complete, these are known as test items. Unfortunately, the layman associates the everyday use of the word 'test' with an examination which you either pass or fail. In the context of psychological testing the tools used are not generally viewed in this way, usually they are more concerned with describing rather than judging a person's abilities or aptitudes. It is the case however that most lay-people will view the word 'test' with some trepidation and it is difficult to convince them that their abilities or aptitudes are not 'on trial'. For this reason it is important that you avoid the use of the word test wherever possible; use the term assessment instead and describe the tests themselves as instruments. This becomes especially important in the case of personality assessment which is purely descriptive and where any implication of a good or bad personality, or a pass/fail mark on a test can prove seriously damaging to the individual. When we use the word test in this training manual it is in the technical sense and not the everyday sense.

All tests should come with a test manual which will contain information on how to carry out a standardized administration of the instrument as well as its technical specifications. The manual should always be carefully and thoroughly scrutinized before a decision is made on whether or not to use a particular test. The manual should include information about the test's reliability i.e. how stable or consistent a measure the test is, and the strength of its validity i.e. how well it actually measures what it claims to measure. We shall see later that validity depends on reliability and that a test cannot be more valid than it is reliable. The manual should also say something about the nature of the group of people on whom the test was standardized which will allow us to see

how a person's performance on a particular test compares with that of other people. Sometimes information is presented on the performance of more than one type of group – this is because while it would be unfair to compare the performance of a school leaver on a particular test with that of a group of graduates it would not be unfair to compare his performance with that of a group of similar school leavers. Information about the groups with whom the test has been standardized is known as normative information.

The reason we need all of this information is that the type of thing a psychological test measures, such as numerical ability, cannot be directly observed and therefore cannot be directly observed and therefore cannot be directly measured. Something like numerical ability can only be inferred from the behaviour of the individual and as such is a hypothetical construct. For the same reason, exactly how much ability we can infer an individual has in a particular ability domain on the basis of a test score is seldom clear. What is important is that you go beyond the simple appearance of the test items into the technical details of the test construction and rationale. It is unacceptable to simply make a superficial inspection of an instrument's surface characteristics – many of the questionnaires we see in newspapers and magazines with titles such as 'test your word power' or 'how attractive are you to women' seem plausible enough and if presented in an attractively packaged set complete with manual might seem to be highly sophisticated and well designed instruments when in fact they are not and only look as though they are.

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There is growing evidence indicating that the use of psychometric tests for selection purposes has increased in recent years. All types of organizations are using tests and are using more of them. The results of a survey conducted in 2004 across a wide range of organizations are shown below.

	Main Reason	Additional Reason
To predict candidates performance	41%	73%
To assess whether candidate will fit-in	34%	67%
To obtain information prior to interview	25%	48%

There are several reasons for the increase in the number of organizations using tests:

Increased Regulation and Legislation

Increased test use can be seen as a defensive strategy, adopted in response to regulation and legislation. The single most frequently given reason for increases in testing was the need to have a selection process which would withstand legal challenges. Tests offer two advantages in this situation. They can be seen to be objective measures of how a candidate's skills align with the 'competency profile' for the job in question. These competency profiles are themselves seen as promoting access and equality of opportunity as well as reflecting the organizations skill requirements. Most if not all of the widely

used tests have been proven not have adverse impact on minority groups, and are therefore fully compatible with equal opportunity policies.

Test Results Are More Useful Now Than Previously

It is important to understand that the tests themselves have not changed very much over the past few years. In fact, some widely used personality questionnaires have been in use for over 30 years. However, the political and cultural environment in which organizations operate has changed significantly. The difficulty of dismissing staff means that decisions to hire are seen as increasingly high risk, and the placing of low-paid staff in customer facing jobs, or with health and safety responsibilities, is treated with increasing seriousness. In addition, some organizations have expressed concerns that using qualifications as a criterion for selection may create barriers to access and be viewed as contravening equal opportunity policies.

Increased Costs of Training Staff

Changes in the economy have raised the cost of training and developing staff. It is a fact that organizations with larger training expenditures use psychometric testing more than those with smaller training expenditure. This may be because the cost of staff development increases the value of all relevant selection information, and in particular justifies the additional cost of testing.

Testing Costs Have Decreased

Increased test use is a response to the decreasing cost of testing relative to other methods of selection. In the past few years the cost of 'buying in' to psychometric testing has fallen. This is due to more providers entering the market and to the increased use of technology, particularly the internet, in

administering tests and assessing the results. Computer-based tests provide more or less instantaneous scoring and feedback which reduces the need to have sufficient trained assessors available for results to be fed back into the selection process quickly enough to be useful.

The Result of More Formal HR Policies

The increase in employment related litigation has encouraged many organizations to recruit more highly qualified human resources personnel. Who, for reasons of professional conviction and departmental self-interest, tend to promote more formalized methods of selection. In addition, HR professionals are familiar with psychometric tests and tend to believe in their value which further encourages the use of testing. Psychometric testing also offers some 'scientific' credibility and objectivity to the recruitment process which otherwise can be seen as highly subjective. Tests also give the interviewer an indication of areas to discuss in detail at the interview. This can make for more interesting and productive discussions within interviews concentrating on areas which have been identified.

Loss of confidence in Academic Qualifications

There is strong evidence for of a loss of confidence in school-based formal qualifications and/or the standard of degrees. This is particularly true among senior managers in organizations and has been widely reported in the press over the past ten years or so. Many managers now accept tests as providing up-to-date information on skills such as quantitative reasoning which complement qualification-based evidence. Tests are also seen as providing data on a variety of skills which are not suited to formal certification.

<u>Screening Large Numbers of Candidates</u>

Psychometric tests are used so extensively by large organizations because they are a quick and relatively cheap way of eliminating large numbers of unsuitable candidates in very early in the recruitment process. Screening out these candidates as soon as possible, means that the organization can then concentrate more time and effort on the remainder. From the perspective of human resources, psychometric testing can reduce the workload considerably as it can replace initial screening interviews which were traditionally used to shortlist candidates for a more rigorous second interview.

<u>The Future of Psychometric Testing</u>

All of the above factors are likely to encourage further growth in psychometric testing in the immediate future. No further changes in the external environment are needed for this to happen: simply the continuing influence of HR departments in a highly regulated labor market coupled with an increasing number of managers who are comfortable with tests.

One point of interest is that there remains a significant difference in test usage between large and small organizations. This was shown clearly by the results of the Workplace Employee Relations Study (1998) but it is likely that the decreasing costs associated with administering psychometric tests will see this difference eroded.

	10+ Employees	A100+ Employees
Personality Questionnaires	19.4%	47.9%
Aptitude/Ability Tests	39.2%	63.2%

All of the surveys of psychometric testing produced over the past 5 years are consistent in indicating that use has been growing steadily and that test use for

recruitment is now very common and supports a substantial commercial sector of test creation and processing. This has led directly to more and more specific tests being produced for use within particular organizations or for particular jobs. As more of these tests gain recognition and acceptance it is inevitable that psychometric testing will continue to increase.

CHAPTER 5: Review and Summary of the scientific researched analyzed

Chapter 1 Summary

In Chapter 1 'Analysis of the Scientific Research about the Personnel Selection', the current Research has focused on the primary steps in job placement in the primary steps and how methods are used in order to effectively achieve this target (Belous and Appelbaum, 1998; Hartmann, 1998; Forteza and Prieto, 1994; Raymond et.al., 2013; Dessler, 2014; Mathis and Jackson, 2014; Cohen et.al. 2015) as it is important to introduce a pathway and eliminate the risk of mistakes.

1. The selection process is based on the selection of information and other related data from both the potential employers and the candidates in order to have an adequate idea of the other part.

2. The selection process must be in full alignment and compliance with the European Union legislation (Acquis) which in most cases overrides the national legislation of each member country of the European Union. The Directive 2003/88/EC which focuses on health and safety issues and the Directive 2002/58/EC which concerns the Protection of Data in regards of the emerging Information Technology. This Protection is also concerning the personnel selection process which is important for the job candidates.

3. The Theoretical / Literature Background identifies the problems and sets the framework in which the personnel selection takes place.

4. Guion and Gibson (1988) have identified four steps that must be followed in the personnel selection process in order for the process to be successful:

      i.   Evaluation of Selection procedures

     ii.   Performance

   iii.   Predictors

   iv.   Postscript

5. A large number of scholars (Chan, 1998, 2000, 2005; Chan and Schmitt, 1997, 2004; Huffcut, 2010; Podsakoff et.al., 2011; Muchinsky, 2012) have focused on the value of team work and spirit during the process in order for it to be transferred to the next level which is the working environment.

6. Special attention must be paid to the 'The cognitive ability test (or) aptitude tests (or) intelligence tests' which is widely used in a Psychometric Assessment Context (PAC) and it considers all numerical reasoning, verbal reasoning, abstract reasoning, and mechanical reasoning tests.

7. The Physical Abilities Tests focus on testing applicants on specific physical requirement and capabilities such as lifting strength, rope climbing, or obstacle course completion.

8. A number of Advantages and Disadvantages of the Physical Ability Tests have been outlined in order to enable the deeper understanding and their further professional application.

9. Chamorro-Premuzic and Furnham (2010) have developed a unique Model that focused on two pillars:

      i.   Methods of Personnel Selection;

     ii.   Constructs of Personnel Selection.

10. The specific work has contributed massively to the overall subject and triggered further academic research which was applied in the real business battlefield.

11. Psychologists have also played a crucial role towards the Validation and the Reliability of the content of the Tests, hence providing them with further scientific value from a different perspective.

12. Gilberth (2005) has focused on the Psychology Management and identified the impact of the mind which is in direct link with the work of subordinates.

13. Finally, Campbell et.al. (1970) developed a Model with three steps which deals with Personnel Selection and Leadership. These steps are:

    i.   Job characteristics (person)

    ii.   Job behaviour (process)

    iii. Organisational results (product)

Chapter 2 Summary

In Chapter 2 'Analysis of recent scientific research about the cultural factors in personnel selection' special attention has been paid towards the impact of different cultures within a society in the overall Personnel Selection procedure. Religion, gender, age, cultural customs, and personal preferences are only some of the factors that may possibly influence, positive and/or negative, the Personnel Selection procedure and this has been a matter of extensive academic research (Bryman and Bell, 2003, 2007, 2011; de Mello and Mariano, 2004; Daft, 2008).

Contemporary organisations that have to operate within a complex, intense, and globalised business environment have to adjust to the new cultural factors that can affect their operations. Organisations have to attract, recruit, train, develop, and finally maintain Human Resource from a wide range of cultural backgrounds, and therefore, they must be ready to introduce policies that meet these cultural backgrounds.

Hofstede is considered as one of the pioneer academics in the field of Human Resource. In 1984 Hofstede suggested that four cultural dimensions that there are directly related to the concept of work values and consequently influence the work behaviour and performance.

i. Individualism – Collectivism: Individualistic cultures include those people who "are concerned with themselves and close family members only" (Darwish and Huber, 2003).

ii. Masculinity versus Femininity: This approach considers the gap between the two genders and despite the fact that in a large number of countries this gap has declined, the challenges remain in power for both employers and employees.

iii. Power Distance Index (PDI): This refers to the development of a culture that focuses on the degree of inequality that exists – and is accepted – between people with and without power.

iv. Uncertainty Avoidance Index (UAI): The UAI is another important parameter that needs to be considered as 'culturally fundamental.'

The National Culture factors are important as well as essential for organisations as they provide the ability for diversity and develop new ideas and tolerance. The adaptation of organisations to the cultures of each country

that they operate within takes place at all stages of a company's operations. This includes the Personnel Selection procedure and organisations need to take these factors into serious consideration in order to comply with the needs and demands of each community.

"Organisational Cultures consider a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs." McLaughlin (2012). Additionally McLaughlin proposed seven characteristics that managers need to apply in order to enable the Personnel Selection and therefore, the further development of their Human Resource.

i.   Innovation

ii.   Attention to Detail

iii.   Emphasis on Outcome

iv.   Emphasis on People

v.   Teamwork

vi.   Aggressiveness

vii.   Stability

Chapter 2 provides useful information that adapt to the needs of the employers as well as the job candidates. Both parties must be aware of these factors, especially at the primary steps of their cooperation which includes the Personnel Selection procedure.

Chapter 3 Summary

In Chapter 3 'Analysis of recent scientific research about work socialization, mentoring, coaching and tutoring' attention has been paid to the need of openness by the businesses (Khanna, Palepu, and Sinha, 2005; Tan, 2002; Daft, 2008, 2010). The above reference considers the selection of Human Resource based on innovative ideas and approaches that will meet the requirements of the new business era. Srivatsav (2016) argues that thinking out of the box constitutes an important aspect in order for companies to be able to take full advantage of the opportunities provided and also confront any possible threats and other related issues.

Work Socialisation is examined through a critical point-of-view in order to identify the prospects that arise through this specific framework. The Oxford University Reference Dictionary (2015) goes a step further by identifying the concept of 'Work Socialisation' and identifies that: "The process of learning to labour in paid employment and conforming to the associated ideological structures." Hence, Learning procedure at work can and should start from its initial point which is the Personnel Selection procedure as both parties can learn from each other, especially when this procedure includes social-cultural aspects. The development of a Learning Culture can only become fruitful for all parties involved.

Sandor (2004, p. 5-6) has paid exceptional attention to the value of employing young people in the new business environment and suggested that: "Becoming an active member in an organization means that an individual is participating in the organizational culture by taking on roles, norms, and values associated with the organization and the work position." The Socialisation of young people is vital in the development of their personalities, the businesses, and of

course, of the entire society. This is even more important as a large number of countries all around the world, including the European Union countries, are facing high level of unemployment within young people.

Additionally, the Socialisation of young people includes the outdoor activities as these can bring them closer to the rest of the people of their organisation. Petry (2005) and Wolf-Watz (2014) raise the importance of outdoor activities as they provide the opportunity to people within an organisation to get closer and develop better interpersonal relationships that will eventually be beneficial for both parties involved in the procedure, the personnel and the organisation as a separate business and legal entity. Outdoor activities must be faced with a positive view by organisations and they should include such approach during the Personnel Selection procedure in order to attract the best possible staff.

Work Socialisation can become a powerful tool for all organisations, and therefore their staff. Organisations are urged to develop such actions in attempt to promote a creative culture. Motivation also fall within this important concept and Work Socialisation is able to enhance this approach.

Work Mentoring constitutes another approach that is important for employees, especially newly employed. Farren (2006) identifies that: "Mentorship is a relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person.

Chapter 4 Summary

Chapter 4 has examined the extensive literature review in regards with the various types of Tests. Additionally, attention has been paid to the value of Psychometric tests and the definition provided by the British Psychological Society.

Three types of Psychometric Tests have been examined:

i.   Aptitude tests;

ii.   Interest tests;

iii.   Personality tests.

The Chapter has examined the reasons that these Tests are used, who actually uses them, and the reasons that make them vital for the employment procedures in the contemporary business battlefield. Furthermore, has identified the five major criteria that are used in order to develop these Tests:

i.   Objective;

ii.   Standardized;

iii.   Reliable;

iv.   Predictive;

v.   Non Discriminatory

Finally, a historical and legal approach was conducted in order to gain deeper understanding of both the historical development and how the Tests are affected by the current legislation. Chapter 4 has raised the importance of Psychometric Tests and calls for businesses to take them into serious consideration during the Personnel Selection process in order to identify and recruit the best possible Human Resource which gives contemporary organisations serious competitive advantages. The future value of the Tests

has been raised; therefore, it is the duty of companies to introduce procedures that will ease the development of the specific tests.

CHAPTER 6: Analysis of commonly used methods and techniques

Most commonly used methods and techniques that are done by organizations are as follows:

The methods of a personnel selection include:

i. Interviews
ii. Personality tests
iii. Biographical data
iv. Cognitive ability tests
v. Work sample tests
vi. Physical abilities tests
vii. Self assessments
viii. Assessment centers

Interviews: A selection procedure designed to predict future job performance on the basis of applicants' oral responses to oral inquiries.

Michaelides Costas and Prodromou Amvrosios (2017) Effective Methods and Techniques for scientific personnel selection

Advantages	Disadvantages
• Useful for determining if the applicant has requisite communicative or social skills which may be necessary for the job • Interviewer can obtain supplementary information • Used to appraise candidates' verbal fluency • Can assess the applicant's job knowledge • Can be used for selection among equally qualified applicants • Enables the supervisor and/or co-workers to determine if there is compatibility between the applicant and the employees • Allows the applicant to ask questions that may reveal additional information useful for making a selection decision The interview may be modified as needed to gather important information	• Subjective evaluations are made • Decisions tend to be made within the first few minutes of the interview with the remainder of the interview used to validate or justify the original decision • Interviewers form stereotypes concerning the characteristics required for success on the job • Research has shown disproportionate rates of selection between minority and non-minority members using interviews • Negative information seems to be given more weight • Not much evidence of validity of the selection procedure • Not as reliable as tests

Types of Interviews

i. <u>Unstructured Interview</u> Involves a procedure where different questions may be asked for different applicants.

ii. <u>Situational Interview</u> Candidates are interviewed about what actions they would take in various job-related situations. The job-related situations are usually identified using the <u>critical incidents job analysis technique</u>. The interviews are then scored using a scoring guide constructed by job experts.

iii. <u>Behavior Description Interviews</u> Candidates are asked what actions they have taken in prior job situations that are similar to situations they may encounter on the job. The interviews are then scored using a scoring guide constructed by job experts.

iv. <u>Comprehensive Structured Interviews</u> Candidates are asked questions pertaining to how they would handle job-related situations, job knowledge, worker requirements, and how the candidate would perform various job simulations. Interviews tapping job knowledge offer a way to assess a candidate's current level of knowledge related to relevant implicit dimensions of job performance (i.e., ''tacit knowledge' or ''practical intelligence'' related to a specific job position).

v. <u>Structured Behavioral Interview</u> This technique involves asking all interviewees standardized questions about how they handled past situations that were similar to situations they may encounter on the job. The interviewer may also ask discretionary probing questions for details of the situations, the interviewee's behavior in the situation and the outcome. The interviewee's responses are then scored with behaviorally anchored rating scales.

vi. <u>Oral Interview Boards</u> This technique entails the job candidate giving oral responses to job-related questions asked by a panel of interviewers. Each member of the panel then rates each interviewee on such dimensions as work history, motivation, creative thinking, and presentation. The scoring procedure for oral interview boards has typically been subjective; thus, it would be subject to personal biases of those individuals sitting on the board. This technique may not be feasible for jobs in which there are a large number of applicants that must be interviewed.

<u>Personality Tests:</u> A selection procedure measures the personality characteristics of applicants that are related to future job performance. Personality tests typically measure one or more of five personality dimensions: extroversion, emotional stability, agreeableness, conscientiousness, and openness to experience.

Advantages	Disadvantages
- Can result in lower turnover due if applicants are selected for traits that are highly correlated with employees who have high longevity within the organization - Can reveal more information about applicant's abilities and interests - Can identify interpersonal traits that may be needed for certain jobs	- Difficult to measure personality traits that may not be well defined - Applicant's training and experience may have greater impact on job performance than applicant's personality - Responses by applicant may be altered by applicant's desire to respond in a way they feel would result in their selection - Lack of diversity if all selected applicants have same personality traits - Cost may be prohibitive for both the test and interpretation of results - Lack of evidence to support validity of use of personality tests

<u>Summary of Personality Tests</u>

1. Since there is not a correct answer to personality tests, the scoring of the procedure could be questioned.

2. Recent litigation has suggested that some items for these types of tests may be too intrusive (Soroka v. Dayton Hudson, 1991).

3. This technique lacks face validity. In other words, it would be difficult to show how individual questions on certain personality measures are job related even if the overall personality scale is a valid predictor of job performance.

4. Hooke and Krauss (1971) administered three (3) tests to sergeant candidates; the Minnesota Multiphasic Personality Inventory, the Allport-Vemon-Lindzey Study of Values, and the Gough Adjective Check List. These tests did not differentiate candidates rated as good sergeant material from those rates as poorer candidates. The researchers concluded that the groups may have been so similar that these tests were not sensitive enough to differentiate them.

<u>Types of Personality Tests</u>

1. <u>Personal Attribute Inventory</u>. An interpersonal assessment instrument which consists of 50 positive and 50 negative adjectives from Gough's Adjective Check List. The subject is to select 30 which are most descriptive of the target group or person in question. This instrument was specifically designed to tap affective reactions and may be used in either assessing attitudes toward others or as a self-concept scale.

2. <u>Personality Adjective Checklist</u>. A comprehensive, objective measure of eight personality styles (which are closely aligned with DSM-III-R Axis II constructs). These eight personality styles are: introversive, inhibited, cooperative, sociable, confident, forceful, respectful, and sensitive. This instrument is designed for use with nonpsychiatric patients and normal adults who read minimally at the eighth grade level. Test reports are computer-generated and are intended for use by qualified professionals only. Interpretive statements are based on empirical data and theoretical inference. They are considered probabilistic in nature and cannot be considered definitive. (2K)

3. <u>Cross-Cultural Adaptability Inventory</u>. Self-scoring six-point rating scale is a training instrument designed to provide feedback to individuals about their potential for cross-cultural effectiveness. It is most effective when used as part of a training program. It can also be used as a team-building tool for culturally diverse work groups and as a counselling tool for people in the process of cross-cultural adjustment. The inventory contains 50 items, distributed among 4 subscales: emotional resilience, flexibility/openness, perceptual acuity, personal autonomy. Materials:

4. <u>California Psychological Inventory</u>. Multipurpose questionnaire designed to assess normal personality characteristics important in everyday life that individuals make use of to understand, classify, and predict their own behaviors and that of others. In this revision, two new scales, empathy and independence, have been added; semantic changes were made in 29 items; and 18 items were eliminated. The inventory is applicable for use in a variety of settings, including business and industry, schools and colleges, clinics and counseling agencies, and for

cross cultural and other research. May be used to advise employees/applicants about their vocational plans.

Biographical Data in Selection: Techniques for scoring application forms or biographical questionnaires to be used for selection of applicants.

Advantages	Disadvantages
• Useful for jobs where a large number of employees are performing the same or similar job • Useful for jobs where there are a large number of applicants relative to the number of openings	

Summary of Biographical Data Selection Procedures

Types of Biographical Data Selection Procedures

1. <u>Background Information/Application Blanks.</u> Paper-and-pencil questionnaires, interviews, and communications with past employers in order to assess an individual's behavioral reliability, integrity, and personal adjustment. In order to implement this technique a validation study would have to be conducted.

2. <u>Empirically-keyed Biodata.</u> Applicants are presented with a list of questions pertaining to such things as one's economic stability, work ethic orientation, and educational achievement. Applicant's scores are determined by weighting each item according to the item's empirically derived relationship to the criterion of interest. This technique requires a validation study to be carried out in order to obtain the empirically derived weights for the biodata.

3. <u>Rationally-keyed Biodata.</u> Applicants are presented with a list of questions pertaining to such things as one's economic stability, work ethic orientation and educational achievement. Applicants' scores are determined by weighting each item according to the item's rationally derived relationships to the criterion of interest. Research indicates the predictive validity of this technique may be lower that other available techniques with no evidence for reduced adverse impact against minorities.

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<u>Cognitive Abilities Tests:</u> Paper and pencil or individualized assessment measures of an individual's general mental ability or intelligence.

These tests may be categorized as:

- General Intelligence Tests
- Aptitude Tests
    - i. Mechanical Aptitude
    - ii. Clerical Aptitude
    - iii. Spatial Aptitude

Advantages	Disadvantages
- Highly reliable - Verbal reasoning and numerical tests have shown high validity for a wide range of jobs - The validity rises with increasing complexity of the job - Combinations of aptitude tests have higher validities than individual tests alone - May be administered in group settings where many applicants can be tested at the same time - Scoring of the tests may be completed by computer scanning equipment - Lower cost than personality tests	- Non-minorities typically score one standard deviation above minorities which may result in adverse impact depending on how the scores are used in the selection process - Differences between males and females in abilities (e.g. knowledge of mathematics) may negatively impact the scores of female applicants

<u>Work Sample Tests:</u> Designed to have high content validity through a close relationship with the job.

Work Sample tests are based on the premise that the best predictor of future behavior is observed behavior under similar situations. These tests require the examinee to perform tasks that are similar to those that are performed on the job.

Advantages	Disadvantages
- High reliability - High content validity since work samples are a sample of the actual work performed on the job - Low adverse impact - Because of their relationship to the job, these tests are typically viewed more favorable by examinees than aptitude or personality tests - Difficult for applicants to fake job proficiency which helps to increase the relationship between score on the test and performance on the job - Work Sample tests use equipment that is the same or substantially similar to the actual equipment used on the job	- Costly to administer; often can only be administered to one applicant at a time - Although useful for jobs where tasks and duties can be completed in a short period of time, these tests have less ability to predict performance on jobs where tasks may take days or weeks to complete - Less able to measure aptitudes of an applicant thus restricting the test to measuring ability to perform the work sample and not more difficult tasks that may be encountered on the job

Physical Abilities Tests: Tests typically test applicants on some physical requirement such as lifting strength, rope climbing, or obstacle course completion.

Advantages	Disadvantages
- Can identify individuals who are physically unable to perform the essential functions of a job without risking injury to themselves or others - Can result in decreased costs related to disability/medical claims, insurance, and workers compensation - Decreased absenteeism	- Costly to administer - Requirements must be shown to be job related through a thorough job analysis - May have age based disparate impact against older applicants

Self-Assessments

A. This technique involves applicants generating self-ratings on relevant performance. Over time, self-assessments can be useful to clarify job performance expectations between employees and supervisors (Bassett & Meyer, 1968; Campbell & Lee, 1988), but initial discrepancies in understanding of what job requirements and performance dimensions between self and supervisor ratings cause problems in a performance appraisal system (e.g., Ash, 1980).

B. Problems with this approach

1. Self-ratings show greater leniency, less variability, more bias, and less agreement with the judgments of others (Ash, 1980; Harris & Schaubroeck, 1988; Johns, Nilsen & Campbell, 1993; Thornton, 1980; van Vliet, Kletke, & Chakraborty, 1994; Williams & Levy, 1992)

2. The predictive validity of this technique is questionable (Mabe & West, 1982). The predictors related to self-assessments and supervisor's ratings may show a lack of congruence (e.g., self-efficacy related to self-ratings) (Lane & Herriot, 1990)

3. Research suggests that applicants may not honestly respond to this type of technique (Love & Hughes, 1994).

4. Self assessment scores tend to be inflated (Gupta & Beehr, 1982; Ash, 1980).

5. Evidence suggests there is low face validity and perceived fairness associated with using this technique to promote law enforcement personnel.

6. The evidence suggests low accuracy compared to objective measures (George & Smith, 1990; DeNisi & Shaw, 1977).

7. Self-assessments may not correspond to ratings from other sources (e.g., peers) due to a lack of congruence on which specific job dimensions are to be assessed and the relative importance of specific job dimensions (Zalesny & Kirsch, 1989; Zammuto, London, & Rowland, 1982).

8. Congruency in ratings between supervisors and employees may be affected by the decisions of supervisors to agree with the self-assessments of employees to avoid potential employee relation conflicts (Farh, Werbel, & Bedeian, 1988).

An Assessment Center consists of a standardized evaluation of behavior based on multiple evaluations including: job-related simulations, interviews, and/or psychological tests. Job Simulations are used to evaluate candidates on behaviors relevant to the most critical aspects (or competencies) of the job.

Several trained observers and techniques are used. Judgments about behavior are made and recorded. These judgments are pooled in a meeting among the assessors or by an averaging process. In discussion among assessors, comprehensive accounts of behavior, often including ratings, are pooled. The discussion results in evaluations of the performance of the assesses on the dimensions or other variables.

- Leaderless Group Discussion

A. The leaderless group discussion is a type of assessment center exercise where groups of applicants meet as a group to discuss an actual job-related problem. As the meeting proceeds, the behavior of the candidates is observed to see how they interact and what leadership and communications skills each person displays (Schultz & Schultz, 1994).

B. Problems with this technique:

1. This type of exercise was not feasible for selecting candidates from a potential applicant pool of 8000 individuals because of the time and cost involved with training the individuals rating the applicants.

2. Since every group would be different, individuals could argue that the process is biased or unfair

3. The process is not standardized.

- <u>Role Playing</u>

A. Role playing is a type of assessment center exercise where the candidate assumes the role of the incumbent of the position and must deal with another person in job-related situation. A trained role player is used and responds ''in character'' to the actions of the candidate. Performance is assessed by observing raters.

B. Problems with this technique:

1. Since this technique is not conductive to group administration, test security would be an issue.

2. Job content areas identified in the job analysis were not as amenable to this type of exercise as they were to the selection techniques utilized in the final test

Assessment Center Exercises. An Assessment Center can be defined as ''a variety of testing techniques designed to allow candidates to demonstrate, under standardized conditions, the skills and abilities that are most essential for success in a given job'' (Coleman, 1987). The term ''assessment center'' is really a catch-all term that can consist of some or all of a variety of exercises. Assessment centers usually have some sort of in-basket exercise which contains contents similar to those which are found in the in-basket for the job which is being tested. Other possibilities include oral exercises, counseling simulations, problem analysis exercises, interview simulations, role play exercises, written report/analysis exercises, and leaderless group exercises (Coleman, 1987; Filer, 1979; Joiner, 1984). Assessment centers allow candidates to demonstrate more of their skills through a number of job relevant situations (Joiner, 1984).

While assessment centers vary in the number and type of exercises included, two of the most common exercises are the in-basket and the oral exercise. In a traditional in-basket exercise, candidates are given time to review the material and initiate in writing whatever actions they believe to be most appropriate in relation to each in-basket item. When time is called for the exercise, the in-basket materials and any notes, letters, memos, or other correspondence written by the candidate are collected for review by one or more assessors. Often the candidates are

then interviewed to ensure that the assessor(s) understand actions taken by the candidate and the rationale for the actions. If an interview is not possible, it is also quite common to have the candidate complete a summary sheet (i.e., a questionnaire). Thus, a more recent trend over the past ten (10) years has been the development of selection procedures which are based upon the assessment center model, but which can be turned into low-fidelity simulations (Motowidlo, et al., 1990). Some low-fidelity simulations involve having an applicant read about a work situation. The applicant then responds to the situation by choosing one of five alternative answers. Some procedures have the applicant choose the response he/she would most likely make in a situation and the response that he/she would least likely make. These samples of hypothetical work behavior have been found to be valid predictors of job performance (Motowidlo, et al., 1990).

CHAPTER 7: Transnational Comparing Methods used in participating countries (Cyprus – Italy – Romania)

Cyprus

The recent banking and financial crisis in Europe, and more especially in Cyprus, has created a brand new environment for businesses. This environment has inevitably affected the Republic of Cyprus as the country faced serious economic difficulties. These difficulties concern the sensitive field of Human Resource (Aaltio, Salminen, and Koponen, 2014) as the need for corresponding to these difficulties created a new concept for managers in order to effectively train and manage their staff in order to boost productivity and corporate financial performance (Huselid, 1995). All these constitute serious challenges that apply to the Human Resource sector and have a great deal of impact in the personnel selection procedure, from both practical and legal point-of-view.

In Cyprus the development of Human Resource, and therefore, the Laws that govern the selection procedure are in full compliance with all the relevant European Union legislation and also in full alignment with the respect of Human Rights and the protection of Personal Data / Information. According to one of the country's most respectable Law Offices that deal with Labour Law, 'George Z. Georgiou & Associates LLC'; "The Cypriot employment legal framework is a combination of principles from both the English and Greek legal systems. Cypriot employment law is social in its nature and, as such, it is more protective of the employee rather than providing absolute freedom to the employer." Additionally, George Z. Georgiou & Associates LLC clarifies

that the Personnel Selection as well as a number of other employment aspects such as:

1. Termination of Employment within one year;

2. Termination of Employment;

3. Maternity

4. Social Insurance;

5. Minimum Salaries Cap;

6. Equal Law;

7. Law for Parental Leave and Leave on Grounds of Force Majeure;

8. Safety and Health;

9. Gender Equality;

10. Organization of Working Time

…are protected by the local legislation. The Ministry of Labour, Welfare and Social Insurance of the Government of Cyprus (www.mlsi.gov.cy) uses its legislative tools and power in order to ensure that the legislation shall be fully implanted at all stages, including the Personnel Selection procedure.

In addition to The Ministry of Labour, Welfare and Social Insurance, the Cyprus Human Resource Development Authority plays a key role in providing crucial information towards the application of the relevant Laws and Regulations at all stages. The Authority provides valuable information and training to companies in order to gain adequate professional knowledge and experience on how to develop powerful

procedures and tools that will allow them to attract, recruit, train, and most importantly, maintain their Human Resource.

1. Interviews

2. Self-Assessments

3. Biographical Data

4. Personality Tests

5. Physical Ability Tests (If needed and as supplementary to other procedures).

On a practical level the Cyprus businesses use a wide range of techniques / methods that allow them to attract, recruit, train, and maintain the best possible individuals. Some of these techniques / methods are the following:

1. Interviews: Interviews are designed in order to provide the ability to sides, employer and candidate, to understand the needs and wants of each other. Interviews provide a unique opportunity for exchanging opinions and developing a close relationship, taken into serious consideration that Cyprus is a small country, and the personal relationships on a professional level constitute a usual tactic.

    1.1. Interviews are usually unstructured when companies are relatively small. This provides the opportunity for an open discussion and expression of views. Formality is applied to a relatively low level.

1.2. Interviews are structured when companies are large and operate within a more formal environment, with a solid internal business formality.

2. <u>Self-Assessments:</u> Self-Assessment considers the evaluation of a person's abilities at the work-place. It considers the "continuing process through which managers at all levels evaluates the effectiveness of their performance in all areas of responsibility, and determine what improvements are required." (Business Dictionary) Self-assessment is a typical process for Cyprus large companies as they provide them the opportunity to gain deep knowledge over their potential employees, eliminate the risk of employing the wrong people, hence, gaining a serious competitive advantage. (Dyer, 1993; Cummings and Marcus, 1994; Barney and Clark, 2007; Qehaja and Kutllovci, 2015).

All the above actions constitute the theoretical, professional, and business background on which companies develop their actions during the Personnel Selection process, as well as after hiring the candidates, especially at the primary steps on which the newly recruited staff needs and seeks assistance in order to adjust to the new working environment. This need is extremely important when the selection considers young people who do not have the adequate professional experience. Cyprus is a limited economy which has recently experiences serious problems. Focusing on attracting the right people through a powerful Personnel Selection procedure should constitute a strategic choice by all companies, since globalisation can provide serious opportunities, however, at the same time, can develop a number of severe threats.

These threats apply for the businesses as individual entities as well as for the entire economy. Hence, it is the duty of the authorities to establish the appropriate political, economic, and legal environment that will allow companies to develop the adequate Personnel Selection processes.

Italy

Italy constitutes European Union's fourth largest economy (www.tradingeconomics.com) with annual Gross Domestic Product (GDP) of nearly € 2 trillion. According to the Organisation for Economic Corporation and Development (OECD), "Employment in the Italian civil service is governed by the Legislative Decree nr.165/2001, and was recently amended by the Public Employment Reform nr.15/2009...Italy is one of 27 countries who reported that they anticipate a decrease in public employment levels as a result of current reforms." (OECD: https://www.oecd.org 2012) Additionally, the personnel assessment is a mandatory action, especially at the public sector in order to ensure the quality of services provided to the public as well as for the appropriate personnel evaluation.
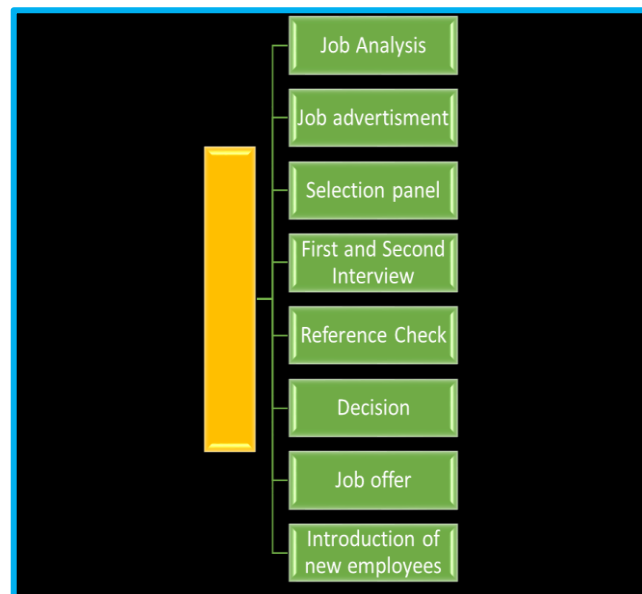
According to Doornenbal, Stitselaar and Jansen (2012), Italian companies have adopted contemporary and specific Personnel Selection procedures that apply in a large number of European Union countries such as Spain, France, Netherlands, Luxemburg, Austria, United Kingdom, Sweden, and Finland. These procedures strive to:

i.   Attract the best possible candidates;

ii.   Gain understanding of the real capabilities of the candidates;

 iii. Eliminate the risk of hiring the wrong people.

<center>Graph 7.1.</center>

This process constitutes a fair and viable process which ensures that Italian corporations adapt techniques / methods that are able to serve the scope of the adequate Personnel Selection based on the capabilities of each candidate. The process is also based on the values of equality and transparency.

The Department of Economic and Social Affairs of the United Nations (based in Rome – Italy) pays attention to the development of Personnel Selection criteria and identifies the following steps in order to recruit the office personnel:

 i. Assessment and screening of candidates;

 ii. Pre-selection of candidates;

 iii. Final selection of candidates;

Additionally, in Italy methods such as:

1. Physical Ability Tests (if needed);

2. Cognitive Ability Tests;

3. Work Sample Tests

…are applied in order to serve the scopes of the Personnel Selection.

Furthermore, the personnel selection outlines the specific periods in which every step takes place in order to provide candidates the opportunity to prepare for the actual procedure. The UN office in Rome operates in accordance with all relevant rules and regulations that apply on Italy, and therefore, in European Union, as Italy is in full compliance with all European Union legislation.

The Italian Ministry of Labour and Social Policy pays exceptional attention to the personnel development and provides information to employers and job candidates in order to prepare for the Job selection procedure. The Italian Government is fully aware of the unemployment issues as unemployment in the country is currently over 11% and the unemployment within young people is over 35%, hence, providing scientific knowledge and know-how is considered as a powerful tool in the overall Personnel Selection procedure.

JPMorgan Chase Foundation as part of the 'JPMorgan's New Skills at Work initiative' in cooperation with a team of eleven members from the famous Italian Bocconi University, has introduced a pioneer program in order to provide scientific support to all parties involved in the Personnel Selection procedure. The program has recognised the negative impact of the financial and banking crisis in the country and stated that: "In order to understand the causes of the 'Italian malaise', the project will focus on the role of employment, skills and productivity in the Italian economic growth. In particular, imbalances between offered and needed skills in the labor market – the 'skill mismatch' – may be responsible for significant losses in terms of productivity and

growth." (https://www.unibocconi.eu) Furthermore, the programs have outlined three specific steps that will enable the Personnel Selection procedure for both businesses and job candidates.

1. Understanding unemployment and skill mismatch in Italy.

2. The demand for skills: the role of firms.

3. The supply of skills: education, unemployment and workers' mobility.

These steps focus on supplying skills and knowledge to all parties involved in order to tailor the need of one party to those of the other party involved. The engagement of academic institutions in collaboration with leading financial organisations can only provide positive results and assistance in order for the Italian economy to gain from its human resource.

The examination of the procedures developed in Italy lead to the conclusion that the country, despite of the recent problems that have been developed during the financial and banking crisis, remains a powerful player in the European economy. The country has introduced legal and practical measures in order to assist the Personnel Selection and this can become a useful tool that will lead the country to further economic growth.

Romania

Romania is currently experiencing a significant unemployment rate (5.4%) (Institutul National De Statistica). This low rate provides a primary understanding of the effectiveness of Personnel Selection procedures in the country. Ispas et.al. (2010) conducted an important study that

examines in depth the Personnel Selection methods applied in the country. More specifically, the authors have separated the methods in two categories; Favorable and Unfavorable. The following graph outlines these categories and provides a sound understanding of the Personnel Selection procedure trends in the country:

Graph 7.2: Favorable and Unfavorable Personnel Selection procedures in Romania

Favorable	Unfavorable
Work Sample	Graphology
Interviews	Ethnicity
Written Ability Tests	Personal Contacts
Resumes	

The authors have identified a number of research implications such as the validity and reliability of the results due to the research sample (240 participants, all over 18 years old) as well as the methods used. However, as any research carries a certain level of implications and limitations, the research is considered as valid due to its triangulation with certain other factors.

The Personnel Selection procedures in Romania have been a subject for extensive academic research such as that of Septimiu-Rareș (2012, p.56) who argues that: "Personnel selection methods have undergone major changes in recent decades because of technological advances and changing opinions about selection criteria…Information on these

matters is important for local employers and for companies planning to invest in a particular country…" The author has focused his attention on the importance of a powerful Personnel Selection procedure within the small and medium sized companies as they are more vulnerable in the staff selection and they do not have enough (re)sources, such as Financial, Human, and Technological, to attract and recruit the correct staff by using advanced methods. Therefore, the need for these companies to develop internal procedures is now more important than ever before.

Dragusin and Petrescu (2009) add to the above and point out that Romanian companies are facing challenges, however, at the same time: "More and more entrepreneurs are becoming aware that quality of the hired human resources is one of the main success variables' and that recruitment and selection processes require professional approaches." Hence, the respond of businesses can be considered as positive and matches the requirements of the contemporary business environment. Romania, like the other two participating countries is constantly developing contemporary methods and this can only provide the country with long-term competitive advantages in the new marketplace.

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CHAPTER 8: Analysis of the Laws related to personnel selection in different European countries

Introduction

The Personnel Selection within the European Union constitutes an important element in the overall political, social, and economic development. It concerns all the 450 million European citizens, whether these people are currently part of the working force, or if they are students at any level, hence, they will be soon joining their countries workforce. Additionally, the Personnel Selection concerns the people who are out of work as Europe is suffering from a massive 9.6% unemployment, 20% unemployment of young people, and 4.8% of long-term unemployment rate (www.tradingeconomics.com).

All these have to be examined within a comprehensive framework in order to gain deep understanding of 'The Laws related to the personnel selection in European Union'. This must also take into account an important parameter, that of the application of all the relevant Rules, Regulations, and Directives of the European Union as all these surplus the national legislation of each member-country of the European Union (Treaty of Lisbon, 2007).

The importance of the application of all the relevant Laws takes a greater dimension as the Free Movement of People for working purposes constitutes one of the four pillars that the European Union. Hence, this specific parameter must be at the epicenter of the overall examination.

Human Resource: The European Union Perspective

The European Union pays exceptional attention to the development of Human Resource, and therefore to the personnel selection. This can easily be identified through the examination of the policies developed by the Union and it falls under the wider concept of 'Labour Law.'

According to the European Commission:

"Labour law defines your rights and obligations as workers and employers. EU labour law covers 2 main areas:

1. Working conditions - working hours, part-time & fixed-term work, posting of workers,

2. Informing & consulting workers about collective redundancies, transfers of companies, etc."

Additionally, the European Union develops its Labour Law having at the epicenter the development and further establishment of:

i. Adequate working conditions;

ii. Informing employers and workers;

iii. Achieve high employment & strong social protection;

iv. Improve living & working conditions;

v. Protect social cohesion.

Furthermore, the European Union calls for all the member states to implement through their legislation and their national courts all the relevant Labour Law in order to introduce unified procedures that will apply to all countries and all European Union citizens. Such an action

shall ensure equality between all member states an all citizens, enhance the feeling of protection of one's rights independently from where this person comes from and work he/she works. Hence, the member states are urged to comply with these legislations.

Data Protection at Work

The Personnel Selection within the European Union begins with the application of the 'Data Protection at Work.' European Union pays exceptional attention to this important parameter as: "It takes place even before the beginning of the employment relationship, during recruitment. It continues throughout employment and may extend even after its termination. Specific justifications may include compliance with the law; health, safety and security; assisting selection, training and promotion; assessing performance; checking quality and customer service; verifying entitlement to certain benefits etc." (http://ec.europa.eu).

Additionally, the concept of Data Protection during the Personnel Selection concerns the Protection of Human Rights of every individual and extends to the Protection of the rest of the member of the families of the workers. This is even more important when the Data Protection extends to children who are more vulnerable in this framework.

DIRECTIVE 95/46/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL

The 'Directive 95/46/Ec of the European Parliament and of the Council' constitutes the primary step in protecting workers, especially at the selection procedure. Article 1 of the specific Directive is fundamental in

the Data Protection and is clear about the scopes of the European Union as it clarifies that:

1. "In accordance with this Directive, Member States shall protect the fundamental rights and freedoms of natural persons, and in particular their right to privacy with respect to the processing of personal data.

2. Member States shall neither restrict nor prohibit the free flow of personal data between Member States for reasons connected with the protection afforded under paragraph 1."

The overall spirit of the Directive moves towards the Data Protection and this is more important taking into consideration the time that it had been developed (1997). Respect of the Privacy is crucial as the companies that proceed to Personnel Selection are liable to the legal consequences in case that they bridge the Directive. It is also important to note that the Directive allows member states to develop further regulations for Data Protecting (Paragraph 71) as long as these regulations enhance and do not eliminate the spirit and the scope of the actual Directive.

DIRECTIVE 2002/58/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL

The current Directive takes the previous Directive to the next level and enhances the Personnel Selection in the favour of the Recruiters / Employers and the candidate employees.

Paragraph 23 is clear of the scope the Directive and clarifies that: "Confidentiality of communications should also be ensured in the course

of lawful business practice. Where necessary and legally authorised, communications can be recorded for the purpose of providing evidence of a commercial transaction."

The extensive reference on the protection of candidates, the use of internet and sophisticated Information Technology Systems (ITS) and the need for respecting privacy ensure that the member states operate under the European Convention for the Protection of Human Rights and Fundamental Freedoms. Hence, it is clear that member states need to adjust their actions in accordance with the all the above Directives and the related Treaties and Conventions that need to be taken into serious consideration.

<u>Finland</u>

Finland, just like most of the Scandinavian countries, is considered as a highly advanced country in most fields, such as education, health, and business. In order to reach this advanced level Finland has designed, introduced, and executed a number of pioneer moves in order to attract and recruit the best possible staff. Tihveräinen (2009) provides important information in regards with the Personnel Selection in the public sector, and more specifically in eight municipalities. Tihveräinen has identified the following steps that are introduced by the municipalities:

1. Decision for opening the position;

2. Advertising of the vacancy;

3. Time limits are set for applications;

4. Set of application format;

5. First Applications' review;

6. Short list of applications;

7. Second Application review;

8. Decisions taken by a Committee

Furthermore, Tihveräinen (2009, p. 44) explains that: "Main characteristics of the rest of the process are as follows: the most potential applicants with appropriate education and experience are interviewed. Interviews are conducted by a group of people including in all municipalities at least the leading education administrator(s)."

The above procedure reflects the typical procedure held in the wider public sector. The procedures are characterized by a high level of transparency in order to avoid any conflict between candidates and ensure that the best interests of the public are served.

Nederström and Furnham (2012) explain that in Finland the 'Five Factor Model (FFM) personality and personality disorders' can be examined during the Personnel Selection process. The FFM can be applied if required by the job description and it is applied by highly qualified individuals, usually Psychologists who have extensive knowledge over the specific issue.

Honkaniemi, Tolvanen, and Feldt (2011) have focused their research on the process of avoiding fake and/or false information by job candidates. In order to avoid these obstacles, contemporary companies in Finland introduce the following measures:

1. Questionnaire;

2. Personal interview;

3. Balanced Inventory of Desirable Responding;

4. Structural Equation Modelling (SEM);

5. Second Interview;

6. Committee examination if necessary.

Further to the above, Finnish companies introduce:

1. Cognitive Ability Tests;

2. Work Sample Tests;

3. Assessment Centers

Finland constitutes an example for others to follow. The country has a unique business culture which starts from the Personnel Selection procedure throughout the entire organisation. Additionally, the fact that the country is characterized by a high level of transparency (http://www.transparency.org) adds to the opinion that the procedures that have been adopted are unique, powerful, and more importantly, effective.

Spain

Spain has a solid legislation in regards with the Human Resource management which includes the recruitment / selection procedure. According to the Organisation for Economic Corporation and Development (OECD), Spain has established the 'Central Human Resources Management Body' which deals with all the relevant matters

such as Legal, Training and Development, and Evaluation. Amongst other responsibilities, the Management Body deals extensively with the legal aspects of Recruitment and provides 'Standardized recruitment and skills profiles' to both employers and candidates in order to enable the companies to recruit the best possible employees, and also, the candidates to gain knowledge of what to expect during the recruitment procedure. This process allows the implementation of law, national and European, and also eliminates the risk of loss time for all parties involved in the procedure, including the government services that are responsible of assisting businesses and candidates in serving their scope.

The Spanish Law is also clear and strict in regards of the amount of working hours for new entry employees, especially in regards with their salary, in order to eliminate the risk of employees been hired with disadvantaged conditions. The hours are in compliance with the OECD and are currently estimated to 1.745 annually (average 4.78 hours per day based on 365 days). Spain can be identified as a positive example as despite that the country has experienced a massive economic slowdown, has managed to maintain a solid legislation in regards with the Personnel Selection and Development. This legislation has enabled both the businesses and the employees to bring the country back to positive Gross Domestic Product (GDP) growth (www.eurostat.eu).

Sweden

Sweden just as the rest of the Scandinavian European Union countries (Finland – Denmark), as well as the non-European Union Scandinavian countries (Norway – Iceland – Faroe Islands) has established a powerful Labour legislation which includes the personnel selection. Sweden has recently introduced "A Work Environment Strategy for Modern Working Life 2016-2020." The Strategy aims to:

1. Enable companies to introduce contemporary recruitment policies;

2. Enable unemployment people to prepare themselves for job interviews;

3. Assist companies to develop continuous Human Resource Development Programs;

4. Ensure that the new-entry employees enjoy e healthy and sustainable working environment;

Additionally, the introduction of specific procedures during the personnel recruitment is governed by strict regulations in favour of job candidates, especially for those who are classed as long-term unemployed as well as the newly employed (Rudenstam, 2015). Furthermore, the selection procedure orders that the possible employer must inform the candidate for his/her working rights. Further to all the above 'The Swedish Employment Protection Act' provides extensive guidelines to the legal aspect of personnel selection and identifies the rights and obligations of both sides, especially at the primary steps of the employment. Sweden constitutes a fine example that needs to be

followed in regards of the personnel selection and this is identified in the overall financial performance of the country which has managed to escape the recent banking and financial crisis in the European Union.

Conclusion

The examination of all the relevant information, the European Union Legislation, and the important academic literature background lead to the conclusion that the legal concept of the European Union is extremely important in regards with the Human Resource Personnel Selection. The continuous focusing on the protection of the fundamental rights of the candidate employees during the selection process provides all interest parties with high level of protection and responsibility. This responsibility is inevitably transferred to the governments of the member states as they have an obvious interest, social, financial and legal, in the specific matter. The European Union has wisely developed a number of important legislations in order to ensure the protection of its Human Resource. Member states, companies, and Human Resource, now more than ever before need to focus on the application of law in order to ensure that they will adequately protect Human Resource. The rapid development of Information Technology provides candidate employees with further ability to ask and fight for their rights at any given stage. It is therefore important that Law must be applied at all European Union countries, at the highest possible level. Uniformity of Law and Court decisions play a key role and it is the duty of all governments to ensure that the selection of employees will contribute to the overall financial development of each member state and the Union as a united entity which is governed by the same values, rules,

and regulations. European integration goes through the respect of this fundamental principle.

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CHAPTER 9: Review and Summary of the most used methods and techniques for personnel selection

Briefly I will describe the most used methods and techniques organizations may use for personnel selection.

<u>Cognitive Ability Tests:</u> These assessments measure a variety of mental abilities, such as verbal and mathematical ability, reasoning ability and reading comprehension. Cognitive ability tests have been shown to be extremely useful predictors of job performance and thus are used frequently in making selection decisions for many different types of jobs.[123]Cognitive ability tests typically consist of multiple–choice items that are administered via a paper-and-pencil instrument or computer.

Some cognitive ability tests contain test items that tap the various abilities (e.g. verbal ability, numerical ability, etc) but then sum up the correct answers to all of the items to obtain a single total score. That total score then represents a measure of general mental ability. If a separate score is computed for each of the specific types of abilities, then the resulting scores represent measures of the specific mental abilities.

Sample Cognitive Ability Test Items

Verbal ability
Innocuous means the same as:
   a.   Harmless
   b.   Preventative
   c.   Distasteful
   d.   Futile

Numerical ability
16% of 62.5 is
   a.   .844
   b.   8.44
   c.   .084
   d.   8.4

Reasoning ability
132435465 __
   a.   4
   b.   5
   c.   6
   d.   7

Reading ability
In American politics, the concern of each party is to win. This requires gaining the support of many people with differing views. Political parties often have to build into their programs potentially conflicting objective that speak to the needs of these different groups in order to win. As a result, the platforms of major parties typically reflect:
   a.   Unified principles
   b.   Prejudice
   c.   Compromise
   d.   Disagreement

Job Knowledge Tests: These assessments measure critical knowledge areas that are needed to perform a job effectively. [4]Typically, the knowledge areas measured represent technical knowledge. Job knowledge tests are used in situations where candidates must already possess a body of knowledge prior to job entry. Job knowledge tests are not appropriate to use in situations where candidates will be trained after selection on the knowledge areas they need to have. Like cognitive ability tests, job knowledge tests typically consist of multiple-choice items administered via a paper-and-pencil instrument or a computer, although essay items are sometimes included in job knowledge tests.

Sample Job Knowledge Test Item

The principle of the ''lever'' is essential to the use of a:
   a. Hydraulic jack
   b. Plow
   c. Auto steering wheel
   d. Forklift

Personality Tests: Personality tests that assess traits relevant to job performance have been shown to be effective predictors of subsequent job performance.[5] [6] The personality factors that are assessed most frequently in work situations include conscientiousness, extraversion, agreeableness, openness to experience and emotional stability.[7] [8]Research has shown that conscientiousness is the most useful predictor of performance across many different jobs, although some of the other personality factors have been shown to be useful predictors of performance in specific types of jobs. [9]Personality inventories consist of several multiple-choice or true/false items measuring each personality

factor. Like cognitive ability and knowledge tests, they are also administered in a paper-and-pencil or computer format.

Sample Personality Test Items

It does not make sense to work hard on something if no one will notice.
   a. Definitely true
   b. Somewhat true
   c. Neither true nor false
   d. Somewhat false
   e. Definitely false

I tend to let others do most of the talking in conversations.
   a. Definitely true
   b. Somewhat true
   c. Neither true nor false
   d. Somewhat false
   e. Definitely false

I have remained calm in situations where others have become upset.
   a. Definitely true
   b. Somewhat true
   c. Neither true nor false
   d. Somewhat false
   e. Definitely false

Biographical Data: Biographical data (biodata) inventories, which ask job candidates questions covering their background, personal characteristics or interests, have been shown to be effective predictors of job performance. [10] [11]The idea is that the best predictor of future performance is past performance. Thus, biodata questions focus on assessing how effectively job candidates performed in the past in areas that are identical or highly related to what they will be required to do on the job for which they are being considered. For example, the item on page 10 about the number of volunteer organizations to which one belonged could be used to assess one's willingness to volunteer to pitch

in and help others. The second item could be used to assess one's responsibility and independence. Biographical inventories consist of multiple-choice items that are also administered via paper-and-pencil or computer formats.

Sample Biographical Inventory Items

To approximately how many volunteer organizations do you belong?
    a. 0
    b. 1
    c. 2 to 4
    d. 5 or more

Where did most of your spending money come from during your high school years?
    a. Allowance from family
    b. Own earnings
    c. Partly allowance, partly earnings
    d. Other sources
    e. Had no spending money

Another form of a biodata inventory is an instrument called an ''accomplishment record.'' With this type of assessment, candidates prepare a written account of their most meritorious accomplishments in key skill and ability areas that are required for a job (e.g. planning and organizing, customer service, conflict resolution. [12] The candidate also provides the name of an individual, such as a past supervisor, who can verify the accomplishment. Evaluators are trained to score the accomplishments in a consistent manner using standard rating criteria. These types of assessments have been shown to be effective predictors of subsequent job performance. [13]

<u>Integrity Tests:</u> Integrity tests measure attitudes and experiences that are related to an individual's honesty, trustworthiness and dependability. [14] [15] [16] [17]Like many of the tests discussed here, integrity tests are typically multiple-choice in format and administered via a paper-and-pencil instrument or a computer.

Sample Integrity Test Items

It is alright to misrepresent the truth if being completely honest will create problems that small ''white lies'' can solve.
    a. Strongly disagree
    b. Disagree
    c. Neither agree nor disagree
    d. Agree
    e. Strongly agree

As long as people follow the spirit of policies and regulations, they don't need to follow them exactly.
    a. Strongly disagree
    b. Disagree
    c. Neither agree nor disagree
    d. Agree
    e. Strongly agree

<u>Structured Interviews:</u> The interview is the most common selection device used in organizations. Most selection interviews are unstructured. That is, the questions to be asked are left up to the interviewer to decide, and there are no agreed-upon standards for evaluating an applicant's performance during the interview. Research has shown that unstructured interviews are not particularly useful for predicting job performance.

Structured interviews, on the other hand, consist of a specific set of questions that are designed to assess critical KSAs that are required for a job. [18] [19] [20] [21]Structured interview questions can be developed to assess

almost any KSA, but they are used most frequently to assess softer skills such as interpersonal skills, communication skills, leadership, planning, organizing and adaptability, among others. An important characteristic of an effective structured interview is that it provides standardized rating criteria to help interviewers judge the quality and effectiveness of the responses provided by the interviewee. To work well, interviewers must be trained in how to administer the structured interview properly, probe for additional information and apply the rating criteria accurately and systematically in evaluating job candidates.

Sample Structured Interview Question and Rating Criteria

Tell me about a time when you were able to establish rapport with someone when the situation made it difficult to do so. What were the circumstances? What did you do? What were the results?

1	2	3	4	5
	Low	Moderate	High	

- Made minimal attempts to understand the person's perspective.

- Developed only a surface-level relationship in a simple situation.

- Attempted to understand the other person's perspective.

- Developed a positive working relationship with the person in a moderately difficult situation.

- Effectively reached out to the person and actively sought to understand the person's perspective.

- Developed an extremely positive relationship with the person in an extremely difficult or contentious situation.

<u>Physical Fitness Tests:</u> Physical fitness tests are used in some selection situations. These tests require candidates to perform general physical activities to assess one's overall fitness, strength, endurance or other physical capabilities necessary to perform the job.

Sample Physical Fitness Tests

- Run a mile
- Lift 20 lb. weights for 50 repetitions.

<u>Situational Judgment Tests:</u> Situational judgment tests provide job candidates with situations that they would encounter on the job and viable options for handling the presented situations. [22] [23] [24]Depending on how the test is designed, candidates are asked to select the most effective or most and least effective ways of handling the situation from the response options provided. Situational judgment tests are more complicated to develop than many of the other types of assessments discussed previously. This is because there is more inherent difficulty in developing scenarios with several likely response options that are all viable, but, in fact, some are reliably rated as being more effective than others. Situational judgment tests are typically administered in written or videotaped form, with responses collected either in a paper-and-pencil test booklet or on a computer.

Sample Situational Judgment Test Items

You are currently working on several tasks, all of which are pressing. Your supervisor asks you to work on another assignment with an immediate deadline. She asks you to phone companies to obtain financial data. The list of companies is long and not yet complete. You would…..

    a. Describe the pressing deadlines in which you are already involved and ask your supervisor to assign the new task to a less busy colleague.

    b. Complete those assignments on which you are already working, then concentrate on phoning the companies.

    c. Work on your other assignment and begin phoning companies only when you receive a complete list.

    d. Immediately phone the companies currently listed, then continue working on your other assignments; make the other phone calls as you are notified of company names.

You have just prepared a report that you have checked and rechecked for accuracy. Before you attend a meeting at which you will submit your report, you review the typed version and note many serious errors. You would…

    a. Show the original and the typed version to the person in charge of typing and demand that the errors be changed before the meeting.

    b. Present the report at the meeting, point out the errors and state they were due to the typist.

    c. Present the errors to the typist, ask him or her to make the corrections and explain to individuals at the meeting that your report is still being typed.

    d. Present your report at the meeting and make no mention of the errors but notify attendees of corrections after the meeting.

Work Sample Tests: Work sample tests consist of tasks or work activities that mirror the tasks that employees are required to perform on the job. [25] [26] [27]Work sample tests can be designed to measure almost any job task but are typically designed to measure technically-oriented tasks, such as operating equipment, repairing and troubleshooting equipment, organizing and planning work, and so forth.

Work sample tests typically involve having job applicants perform the tasks of interest while their performance is observed and scored by trained evaluators. Similar to job knowledge tests, work sample tests should only be used in situations where candidates are expected to

know how to perform the tested job tasks prior to job entry. If training on how to perform the job will be provided after selection, work sample assessments would not be appropriate to use.

Sample Work Sample Tests[28]

Mechanic
- Repairing a problem on a car
- Reading a blueprint.

Clerical
- Typing test.
- Proofreading

Cashier
- Operating a cash register.
- Counting money and totalling balance sheet.

Airline Pilot
- Pilot simulator
- Rudder control test.

Taxi Cab Driver
- Driving test.
- Street knowledge test.

Computer Programmer
- Programming and debugging test.
- Hardware replacement test.

Assessment Centers: An assessment center is a type of work sample test that is typically focused on assessing higher-level managerial and supervisory competencies. [29] [30] [31]Candidates are asked to complete a series of exercises that simulate actual situations, problems and tasks that they would face on the job for which they are being considered, and they are asked to handle these as if they were in the real situation. In this sense, assessment centers are similar to the work sample tests described previously.

Assessment centers usually last at least a day and up to several days. They typically include role-play exercises, in-basket exercises, analytical exercises and group discussion exercises. Trained assessors observe the performance of candidates during the assessment process and evaluate them on standardized rating. Some assessment centers also include other type of assessment methods, such as cognitive ability, job knowledge and personality tests. It should be noted that assessment centers are not only used for selection purposes, but can also be used to provide comprehensive development feedback to participants.

Sample Assessment Center Process

Candidate Orientation

- Role – Play: Candidate prepares for and conducts a counselling session with a subordinate who is not performing well on the job. Trained assessors play the role of the subordinate and evaluate the candidate's performance.
- In-Basket Exercise: Candidate completes a mock ''in-basket'' where he or she responds to phone messages, e-mails, memoranda, reports and other items that require action to be taken. Sometimes in-basket exercises also include an interview with trained assessors where the candidate explains the rationale for his or her actions.
- Case Analysis: A business problem is presented to the candidate that he or she has to analyze and prepare a written plan discussing the actions to be taken. Trained assessors evaluate the written products.
- Role-Play: Candidate is given a set of facts and must prepare a persuasive oral presentation regarding a situation. Following the presentation, the candidate responds to questions. Trained assessors play the role of audience members who ask the questions and evaluate the candidate's performance.
- Leaderless Group Discussion: A small group of candidates is given a problem to work on that is similar to what they would encounter on the job. As they work to resolve the problem, trained assessors observe and evaluate their performance.

Following all of the exercises, assessors discuss their evaluations of the candidates, decide on consensus evaluations of their performance and prepare feedback.

<u>Physical Ability Tests:</u> Physical ability tests are used regularly to select workers for physically demanding jobs, such as police officers and firefighters. [32] [33] [34]These tests are similar to work sample tests in that they typically require candidates to perform a series of actual job tasks to determine whether or not they can perform the physical requirements of a job. Physical ability tests are often scored on a pass/fail basis. To pass, the complete set of tasks that comprise the test must be properly completed within a specified timeframe.

While perhaps a subtle distinction, physical ability tests usually replicate actual job tasks and evaluate whether individuals can complete these within specified timeframes that mirror how quickly they would need to

perform them on the job. Alternatively, physical fitness tests (discussed previously) do not replicate job tasks, per se, but rather require candidates to perform more general physical activities (e.g., running a mile) to assess their overall fitness.

Sample Physical Ability Tests

Firefighter
- Climb a ladder while carrying equipment
- Drag a hose
- Carry a person down from a building

Warehouse Worker
- Lift materials of weight required on job
- Drag materials for distances required on job
- Roll barrels
- Carry materials of weight and distance required on job

Criteria for Selecting and Evaluating Assessment Methods

Properly identifying and implementing formal assessment methods to select employees is one of the more complex areas for HR professionals to learn about and understand. This is because understanding selection testing requires knowledge of statistics, measurement issues and legal issues relevant to testing. Accordingly, this section provides guidelines and criteria to help HR professionals make informed decisions about what assessment methods to implement in their organizations. The table on page 17 lists the assessment methods discussed previously and shows their standing on four important criteria:

- **Validity** – the extent to which the assessment method is useful for predicting subsequent job performance.

- **Adverse impact** – the extent to which protected group members (e.g., minorities, females and individuals over 40) score lower on the assessment than majority group members.

- **Cost** – both to develop and to administer the assessment.

- **Applicant reactions** – the extent to which applicants react positively versus negatively to the assessment method.

For example, the first entry in the table is cognitive ability tests. On the positive side, this type of assessment is high on validity and low on costs. However, it is also high on adverse impact, and applicant reactions are only moderately favorable. Thus, while cognitive tests are inexpensive and very useful for predicting subsequent job performance, minorities score significantly lower on them than whites.

It is important for HR professionals to understand the implications and tradeoffs involved in using different types of assessment methods. There is no simple, formulaic approach for selecting ''one best'' assessment method, because all of them have advantages and disadvantages. The following sections define and discuss the four criteria for evaluating assessment methods in detail to help HR practitioners make good decisions about which methods will be most appropriate and practical for their situations.

Evaluation of Assessment Methods on Four Key Criteria				
Assessment Method	Validity	Adverse Impact	Costs (Develop/Administer)	Applicant Reactions
Cognitive ability tests	High	High (against minorities)	Low/low	Somewhat favorable
Job knowledge tests	High	High (against minorities)	Low/low	More favorable
Personality tests	Low to moderate	Low	Low/low	Less favorable
Biographical data inventories	Moderate	Low to high for different types	High/low	Less favorable
Integrity tests	Moderate to high	Low	Low/low	Less favorable
Structured interviews	High	Low	High/high	More favorable
Physical fitness tests	Moderate to high	High (against	High/high	More favorable

		females and older workers)		
Situational judgment tests	Moderate	Moderate (against minorities)	High/low	More favorable
Work samples	High	Low	High/high	More favorable
Assessment centers	Moderate to high	Low to moderate, depending on exercise	High/high	More favorable
Physical ability tests	Moderate to high	High (against females and older workers)	High/high	More favorable

Note: There was limited research evidence available on applicant reactions to situational judgment tests and physical ability tests. However, because these tests tend to appear very relevant to the job, it is likely that applicant reactions to them would be favorable.

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CHAPTER 10: Interviewing companies of personnel selection regarding methods and techniques used

In this article I conducted interviews with several managers of different companies in regards to methods and techniques used by them. I tried to find companies that differ in orientation or object of interest. Here follows the companies and persons that were in charge for techniques used.

1. <u>First interview conducted with Mrs Chrisanthi Danou of Eurobank.</u>

<u>Interviewer</u>: What is the most frequent method of choice in order to choose the right employee for your Bank?

<u>Mrs Danou</u>: Primarily the tools of choice are interviews after we check very carefully their CVs. If for example we post an opening for a cashier's position which is a non-technical position we of course pay a lot of attention to the personality and character of the individual. Doubtless honesty, integrity, discretion, good manners, pleasant personality are all parts of that equation. We try to weed our moody personalities for that would be damaging for the bank as a whole. We definitely seek recommendations and/or prior expertise or experience in this field. A Bank has to be extra careful in regards to whom it employs for there is no room for mistakes. Then again, if all paperwork is in order we screen the candidates very carefully in the interview or interviews for we may ask for two or three interviews if they are successful in the first one.

<u>Interviewer</u>: So the prior part you discussed relates to cashiers. What about other positions?

Mrs Danou: In regards to accountants, actuaries or financiers we will check very much in detail their qualifications and/or accreditations. Also all prior experience and any and all recommendations they may have. We check whether they have all necessary licenses for their said profession. We are very strict when it comes to this aspect and if all is in order, then the interview is one part and testing for technical knowledge is also another part.

Interviewer: So the method of choice for technical personnel is interviews and tests pertaining to their skills?

Mrs Danou: Exactly. That way we try to be as objective as possible and as fair as possible at the same time.

Interviewer: What about the higher ups, directors or the upper echelon of the ranks of the bank?

Mrs Danou: Top tier positions usually have already pre-established their position in the field and thus the highest recommendation is their prior work in another bank. These people are known for their work and/or qualities, therefore the question for a bank becomes whether this particular leader is a right fit for our field. It is like hiring a coach for your team. It is a matter of leadership and naturally the board of directors will take or make a decision there on whom to hire. Even there though the ones that will do the hiring have an unofficial interview with the candidate. In essence a bank has a variety of positions, some are technical, others of a more redundant work. Most used methods are interviews. They are the ones that will define whether this person is a right match for our company. We have naturally a clientele that expects a lot from us in order to not go off to other competitors and therefore

we screen to find the best possible people no matter how low or high rank the position is.

2. <u>Second interview was taken from Abacus and the HR Director answered our questions. His name is Theodoros Chiotis.</u>

<u>Interviewer</u>: What is the specialization of your company? What do you do?

<u>Mr. Chiotis</u>: We are a company that deals with corporate administration accounting and finance. We deal mainly with international clients that usually have companies located in Cyprus. We expedite all work related to financial areas depending on the needs of the clients.

<u>Interviewer</u>: When you select personnel what type of a person do you usually seek and what techniques do you use to select?

<u>Mr. Chiotis</u>: We pride ourselves that we manage a very professional company and therefore we are very careful before selecting a candidate for a job. No matter what the position all our employees are screened for having a good ability in English and so we require certifications or exams they pass so as to better assess their skills. Above secretarial jobs, we seek people that have University degrees, many times graduate degrees matters or being members of the ACCA. Actuaries have different qualifications. For mid level positions such as accountants or administrators we use interviews as a tool to guide us and written tests if the position requires it. Interviews are very detailed, very structured and are not easy. A candidate is put in a position so as to show that he has beyond the knowledge required the right personality for the job. For

any job above secretarial level the preferred methods used are tests and interviews.

Interviewer: Thank you.

3. Third company that was asked is Papaellinas group of companies. Interviewed Mr. Georgiou.

Interviewer: In regards to your company, what types of methods do you use to find right candidates for your organization?

Mr. Georgiou: Naturally we have a big organization and therefore we employ a variety of specialists such as lawyers, accountants, workers, clerks, cleaners, managers etc. The primary tools of choice are interviews after carefully examining the credentials and qualifications of the employees.

Interviewer: Do you use any written or psychological testing to assess personality?

Mr Georgiou: No…. not that I am aware of. Just what I said prior.

Interviewer: Thank you.

4. Interview of Mr. Nicolaou for PWC in Cyprus for what type of methods they use for selecting personnel showed that they use similar methods as in Abacus therefore I will not go into much detail since answers were of similar nature. No psychometric tests are used, nor personality tests. Much attention is paid to the certification of credentials prior expertise (experience) and also recommendations by prior employer. So the interview or series of interviews maybe the defining factor if someone is to be given a position. The interview also tries to assess personality so that the

person is the right fit for the company. So in essence if all else is equal in qualifications and expertise, the one who gets selected is usually the one that makes the best impression in the final interviews.

5. <u>Interview of Argyris Kalogirou manager at Unicars Limited. As the name implies is a company that sells cars and therefore it has different structure and personnel characteristics in comparison with previous companies.</u>

<u>Interviewer</u>: What is the method of choice for hiring employees in your company?

<u>Mr. Argyris</u>: There are two ways we use for all positions. Examining the CVs carefully and if the candidate is selected he will be assessed very carefully in the interview which is very detailed. It is structured in a way to assess beyond the technical knowledge the type of personality he/she is. If he/she passes he/she is hired. Therefore only these two methods are used.

6. <u>Interview Mrs Katerina Antoniou from Pasykaf (Pancyprian Association of cancer patients) regarding most commonly used methods and techniques for personnel selection.</u>

<u>Interviewer</u>: Mrs Antoniou what for your association is the method used for selecting the right personnel?

<u>Mrs Antoniou</u>: Apart from verification of credentials in the CVs, the primary tools are interviews that seek to find out the personality of the individual along with the expertise they have. We try to assess the type

of character one has because it is crucial for our association. We wish to have pleasant and optimistic personalities for the jobs we do.

Interviewer: So you don't do personality or psychometric tests?

Mrs Antoniou: No, what we do are within the framework of the interviews to find out what capabilities a person has along with the personality. We have 3 members in each interview examining the candidate. One is always a certified psychologist and he assesses the personality of the candidate, while the other two may focus on other areas.

Interviewer: So in other words within the basis of the interview you try to figure out, what a person is and how good a fit he/she will be for the job?

Mrs Antoniou: Yes.

Interviewer: Are you planning to introduce personality or psychometric testing in the future?

Mrs Antoniou: Not for the time being. That need has not risen. Once hired a person will stay for a minimum of one year under some form of supervision in order to see that the employee fulfils all relevant criteria for our organization as well as its mission. Therefore the best testing is done while at work. A new employee goes through supervision under all aspects. If people do not meet our criteria we will unfortunately have to let them go. So in essence our method of choice is to hire whom we think is best for our organization and then supervise to see whether they actually can carry out the work they were hired for. Overall, in a way the interview lasts for a whole year. It gives us a chance to see their work

under real life scenarios which in my opinion is the only way to actually find out who a person is.

Interviewer: That is really a very exhausting interview. So you tell everyone that if they are hired, they will be working on a provisional basis and that supervision is imposed?

Mrs Antoniou: Yes due to the fact that our work is very delicate we need to be careful so as to have people that actually enjoy working with people that suffer from a serious disease. We can't risk having people that are not capable. Therefore, the interview lasts a whole year. In that space there is time to really assess who the person is. We are not working with machines here we have to be extra cautious.

Interviewer: Thank you

In conclusion of this it appears that all companies/organizations interviewed use only authentication of certifications/diplomas of candidates / recommendations and primarily interviews.

CHAPTER 11: Interviewing HR professionals, recruiters, managers about basic needs

Below follow a series of small interviews from Directors of a variety of organizations regarding types of needs they have based on what they specialize and do.

1. First interview was taken from Apolloneio Hospital with Mr. Andreou. Apolloneio is a private hospital.

Interviewer: In todays fast paced society and competitive environment what do you have as basic needs?

Mr. Andreou: Since this is a private hospital, we primarily have a need for specialized individuals in this case doctors and nurses that can offer the best possible choices for clients (that is patients and their families). Therefore we look to find nursing staff that is well trained and of pleasant personality. You probably noticed that I mentioned the nursing staff first rather than the doctors. There is good reason for that. The experienced ones are hard to find because as soon as there is a job opening in the government sector they all quit and go there. So in reality we are always short on nursing staff. However competitive we are with salaries and other bonuses we nevertheless can't compete with the government. They offer a better salary than us and safety for permanent status in terms of employment. As a private organization unfortunately we do not have the money the state has or offers for such personnel. In order to maintain the costs down we have to have salaries that are more in line with the private sector. Let us take for example a nurse that has years of work in a surgical unit and decides to leave. For us it is a loss that can't easily be replaced. And again as soon as we hire someone

else, then after a few years if an opening arises in the government sector they as well will be gone. In that regard we always have a need for experienced nursing staff and then are either hard to find or keep. Moreover we also must have people that are patient, good natured and pleasant. A doctor does not spend so much time with a patient but a nurse does so. Thus, the best reflection for our reputation lies in the nursing part of the equation. We by no means wish our good name to be defined in the social media or elsewhere by incompetent personnel. Regarding doctors we vie to hire people (doctors) of various specialties so that we have complete units of different specializations. Moreover we seek and need people that have expertise in rare specialties. If for example we have a great surgeon for gastrointestinal track systems that is great for us and the reputation of the hospital. The more specialized or rare specialties we have the better it reflects on us but that again it is not an easy process to attain. Rare specialties such as Hematologists that deal with rare cases of cancer are sought by all private institutions. It is way easier to find pathologists than child psychiatrists that know what they are doing. Last but not least are the technical personnel that make the whole system of the hospital operate. Cleaning and maintaining the complex of buildings and/or machinery of the hospital is a very complicated process. Therefore, all of the three systems are required in order to attain our needs.

Interviewer: Thanks for the informative answer.

2.   Second interview is from ABACUS. Mr Verdis answered.

Interviewer: So what constitutes your basic needs for your company?

Mr. Verdis: For a medium sized company such as ours are many in Cyprus of this type and competitions is brutal and therefore our needs are as follows:

Competent and dedicated personnel that can work in a team spirit. Believe it or not this is what makes or breaks a company these days. We are in need of making as few mistakes as possible because there are dozens of other companies that do exactly the same thing as we do. There are a lot of specialized professionals in this field and any position opens we usually get above 100 CV's but the trick is to make them all work together. Our need is basic. How to turn all of these people into a working unit and so the task at hand is always to select according to that need. If for example we hire a person who is moody and likes to pick fights then that person will in all likelihood cost us a share of the business. We cannot have that. We can't make a mistake. It might be less worse if we hire someone who is less skilled but a better team player, rather than one who is an egoist and cannot work with others. Instantly our clients will either complain or leave. This will cost us clearly both in reputation or money. In conclusion of this we need team players with pleasant personalities above all.

Interviewer: Thanks for the feedback.

3.   Third interview was with Unicars Limited company manager Argyris Kalogirou.

Interviewer: What constitutes for your basic needs?

Mr. Kalogirou: Well in this company we have three layers of personnel. The technical department that deals with mechanical repairs and servicing, the sales people for cars and the office personnel which are accountants and managers that derive strategies on how best to boost sales. In this respect the technical personnel requires primarily skills and expertise in repairing. Most people there do little talking, therefore it is the skill we seek. The sales persons of course need to be absolutely pleasant and experts in communication and the office personnel, accounting for example to be skilled enough so as everything clears with the tax department of the government. The managers that derive strategy need to be people with vision and how best to tackle the competition. Therefore we seek very specific sets of skills from each department. Unlike companies that deal with foreign clients we tend to the local population therefore we need to be able to seize on the momentum of what local people need as a car for transportation in this environment. So it is a specialized product we have, just cars and the market is very specific.

Interviewer: Thanks for your input.

4.   Next interview is with Eurobank. Mrs Danou

Interviewer: What are your basic needs for your Bank?

Mrs Danou: Our Bank naturally deals with both local and foreign clients. Regarding foreign clients that may derive from many countries, the people servicing them must be excellent communicators with perhaps very specialized knowledge of foreign markets, customers, laws and/or other international laws or procedures. That sector of the personnel usually has mastery of that language as well. Since many of our clients

speak as their native language Russian we do have personnel that are quite fluent and also travels in that country many times. Of late Chinese investors or clients begun to appear therefore we also seek professionals that are more familiar with the customers language and culture of that country in a way we always have need for people that are specialized in International Banking, financing and markets. On the local front, things of course are easier to know but in order to keep competitive we need to always have personnel that are reliable, honest that is discrete, pleasant and people can rely for their confidentiality. After all this is a bank and people expect us to be that way.

Interviewer: Thank you for the information.

5. Last interview is with Mrs Antoniou from the Pancyprian Association of cancer patients

Interviewer: Mrs Antoniou your organization caters to cancer patients. I assume that you have very specialized needs in that context.

Mrs Antoniou: That is in fact quite true. Unlike other organizations, our duties include seeing patients both in hospital settings as they undertake therapies and as in house patients. Usually after a patient is diagnosed he will follow a certain pattern. He will most likely discontinue from any work so as to follow his therapy and treatment. During therapy a patient usually gets rendered weak and so he is not capable of working. So he/she is either at house or in the hospital. Our organization visits them both while in the hospital or in their house. Therefore our personnel which includes nurses, physiotherapists, psychologists, doctors, social workers usually follow the patient. So this is a crucial difference from having the patient follow or visits you in your office. So here it is where it

becomes a bit tricky. The visiting professional will go to your home using his/hers car and in a way half of the allocated time of work is usually expended on traveling. So our nurse, doctor, physiotherapist etc are in way professional drivers as well. Close to half of their time at work is expended driving. It is a hard work because summer in Cyprus is especially cruelling and our doctor will in many times expend 20 to 30 minutes of driving in tense traffic before arriving at a patient's house. He/she might be tired but at the same time he has to treat a patient who suffers from a complex disease such as cancer. This is quite tiring and taxing at the same time and it is something that is followed by all of our personnel besides the very few people that work in office. Unlike other organizations we have a tiny number of people doing office jobs while 90% of our personnel is working out of our office building. Concluding all of this I need to state that while we are actively seeking the very best expertise and skill from our professionals in regards to their profession we as well ask that they also possess excellent communication abilities and a natural inclination for teamwork. Though this is not enough. They need to have physical stamina and endurance while traveling. Thus our needs are many and varied and our selection must be art in itself.

Interviewer: That was quite informative. Thank you Mrs Antoniou.