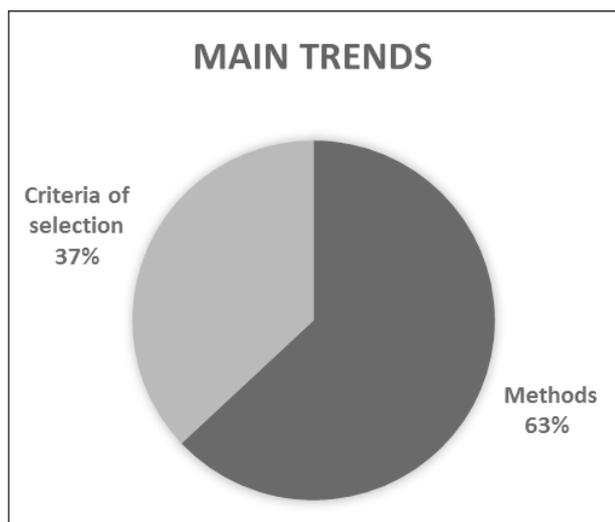


способностях к работе в команде и к тому, как он строит отношения с коллегами. Данная статья содержит информацию о современных методах отбора персонала, которая может быть полезна для казахстанских специалистов в области отбора персонала, потенциальных кандидатов и студентов.

**Ключевые слова:** организационная психология, отбор персонала, современные тенденции, методы отбора персонала, критерии отбора персонала.

## Introduction

Along with economic development organizations face with need of more effective and productive system of personnel selection process. Human resource specialists are expected to implement professional approach to the process of personnel selection. Personnel selection is the process that is used to hire individuals for specific work position. For effective selection, it is important to define criteria on the base of which people will be selected. In this article, we analyze articles on the personnel selection issues and try to highlight the most common trends and ideas, which are possible to be divided into 2 big sections.



**Diagram** – Graphic representation of main trends of research

First section of research could be called «Methods», in this section problems like applicant's attitude, assessment centers, new methods in personnel selection, old methods were discussed. According to data in diagram majority of problems (63%) were about methods. That means that researchers focus their attention on how we select people on certain job, what kind of instruments we can use. On the other hand, the second section of research is all about criteria of personnel selection.

In this particular section, issues about diversity of selection, personality, emotional intelligence of applicants and physical appearance could be included. In the diagram, one can see that about 37% of research were about criteria the applicant should possess to be successfully accepted to the job.

*Body: Part I.*

## Methods of personnel selection

Wesley Scroggins, Steven Thomas and Jerry Morris made great historical overview of development of selection testing (Scroggins; 2008:99, Scroggins; 2008:185, Scroggins; 2009:67). They described this subject in three parts. In first, authors explained that the roots of psychological testing lay in industrial psychology. Hugo Munsterberg was mentioned as psychologist who implement psychological testing into law and business. According to this part, historical events such as World War I and II made great influence on usage of psychological testing. While Part I focused on the historical development of personnel selection testing from the late 19th century to the present, with particular attention given to personality testing (Scroggins; 2008:99), Part II examines the development of methods and standards in employment testing with particular emphasis on selection validity and utility (Scroggins; 2008:185). On the other hand, Part III explores the development and application of personality testing with a particular emphasis on the development of the Big Five personality model and the utility of adding personality testing to the menu of choices for personnel selection methods (Scroggins; 2009:67). One of the main conclusions was that researchers support the use of personality tests in addition to cognitive ability measures where both are valid predictors of job performance. However, organizations must be aware that the inclusion of a personality test will probably not reduce group differences to the degree that they might expect. For many decades, the focus of personnel selection research was on developing selection tests that maximized prediction of job performance; the approach was typically lacking in theoretical bases. The past two decades saw significant shifts in

research to a focus on the nature of constructs and their interrelationships, characterized by an approach that emphasizes theoretical understanding of the phenomena under investigation (Chan; 2005:220).

As for popular methods in personnel selection, besides testing, Sola Zapata and colleagues mention The Minnesota Multiphasic Personality Inventory-2 (MMPI-2) (Zapata; 2009:287). Their instrumental study addresses the comparability of the MMPI-2 in assessing Spanish-speaking employees to the performance of English-speaking employees. A sample of 332 Puerto Rican power plant repairers and installers, who were administered the test in Spanish, were compared with 327 English speaking employees from the U.S mainland. The overall MMPI-2 performance of both groups of participants was highly similar and well within the normal range with most scales within the standard error of measurement. A few scales, such as the Lie scale (L), showed small differences with Hispanic clients scoring higher than the Anglos, a finding that has been reported in other studies. The MMPI-2 symptom scales for Hispanics are generally similar to the Anglo scores and do not require adjustments in interpretive strategies. In personnel settings where test defensiveness is common, interpreters need to assure that the applicant's L score is within the interpretive range.

However, there are new methodologies that have been used in companies. For example, an approach to the problem of personnel selection based on the use of SWARA and WASPAS method was proposed (Karabašević; 2017:75). Taking into account the fact that the process of the selection and recruitment of personnel is extremely important, this manuscript provides one hybrid approach, based on the use of the SWARA and the WASPAS methods. The proposed approach has proven to be extremely easy to apply and use. From the conducted numerical example in the article, it can be concluded that the proposed SWARA-WASPAS approach is adaptive and easily applicable, and can be used for solving problems related to the selection of personnel. The proposed approach can also be used for solving problems in other than tourism area as well. The aim of Bogdanovic's paper is to demonstrate the implementation of an integrated approach that employs AHP and PROMETHEE together for selecting the most suitable personnel from existing organization manpower in process of its reorganization and downsizing (Bogdanovic; 2014:22). Erdem, M. Bilgehan (Erdem; 2016:331) explores Fuzzy set theory as a fundamental tool to develop models with uncertainty and relativity. In

this study the author aims to build a fuzzy analytical hierarchy process method for personnel selection in IT companies.

Nowadays, not only psychological methods can be used in personnel selection, but more and more researchers forecast that social networks can be one of the tools in selection. Hui-Tzu Grace Chou, Ron J Hammond and Roberta Johnson (Hui-Tzu; 213:136) say that some companies have started using applicants' Facebook profiles as a criterion of personnel selection, in an effort to identify good workers among job applicants. However, how using Facebook is connected to individuals' relationships with coworkers and work attitudes is unclear. The purpose of this study was to examine the relationship between using Facebook, relationships with coworkers, and some attitudes toward the current job. Undergraduate students at a state university in Utah were randomly chosen to participate in an online survey between April and May 2012. The results of a multivariate analysis, based on 516 currently employed respondents, revealed several findings. First, those more involved in using Facebook-often assumed as more people-oriented individuals-do not have better relationships with their coworkers than their counterparts. Second, those with more Facebook friends care less about their work performance than those with fewer Facebook friends. Third, those frequently update their Facebook profile like their current job are more likely to think about changing their jobs, compared with those updating their Facebook profile less often. Although Facebook friendship usually begins with offline friendship, this research found that offline interaction with friends has a different impact on work attitudes than online interaction: those spending more time with friends offline like their jobs more and are less likely to think about changing jobs. Results showed that groups often failed to exchange sufficient information to come to the correct decision, discussed a higher proportion of negative than positive information, and discussed more information that was already common knowledge to all group members than information initially known only to one member (Dose; 2003:237).

Human Resource (HR) professionals are increasingly using Social Networking Websites (SNWs) for personnel recruitment and selection processes. However, evidence is required regarding their psychometric properties and their impact on applicant reactions. In David Aguado, Ramón Rico and their colleagues paper the results of exploring applicant reactions to either the use of a professional

SNW (such as LinkedIn) or a non-professional SNW (such as Facebook) are discussed (Aguado; 2016:183). A scale for assessing applicant reactions was applied to 124 professionals. The results showed more positive attitudes to the use of professional SNWs compared with non-professional SNWs. Both gender and age moderated these results, with females and young applicants having a less positive attitude than males and older participants towards the use of non-professional SNWs.

One of the way to update methods and to create new one, is to get feedback from applicants or to explore people attitudes toward selection methods. Bernd Marcus (Bernd; 2003:515) examined attitudes towards a variety of personnel selection methods in a German student sample (N = 213). Research's first objective was to shed further light on cultural differences in applicant reactions to selection techniques by partially replicating a study by Steiner and Gilliland (1996), who obtained ratings of process favorability for ten different procedures from two groups of French and American students. Results indicated a number of significant mean discrepancies but no systematic pattern appeared to underlie these differences.

Ioannis Nikolaou and Timothy Judge (Nikolaou; 2007:206) in their study examine fairness reactions to personnel selection methods and the role of core self-evaluations (CSE) in Greece using two samples of employees (N=158) and students (N=181). Interviews, résumés, and work samples were the best-rated and most favourably appraised methods across students and employees. Students demonstrated more positive attitudes towards psychometric (i.e., ability, personality, honesty) tests than did employees. As far as the procedural dimensions are concerned, similarly to previous studies, face validity and opportunity to perform were the strongest correlates of considering personnel selection methods favorably. Overall, the relationship between fairness reactions and CSE was weak.

Simona Sudaviciute (Sudaviciute; 2008:54) analyzed the attitudes towards personnel selection methods among Lithuanian students, Lithuanian employees and Swedish students. The participants (197 students and 86 employees) filled in a questionnaire, which includes short descriptions of 10 personnel selection methods as well as items about fairness of these methods. According to the results of the study, work-sample tests were ranked as the fairest personnel selection method in the Lithuanian sample. The fairest personnel selection methods in Swedish sample were work-sample

tests, interview, resumes, and personal references. Lithuanian students ranked the fairness of written ability test and honesty test more favorably than Swedish students, but Swedish students tended to rank as more favorable interview, resumes, personal references and personal contacts. In the Lithuanian employees and the Swedish students samples, perception of the method as logic or providing an opportunity to show one's skills, had the strongest link with fairness. Applicant reactions research has advanced substantially but is still a developing area. Key principles established from empirical research have been offered in this (Bauer; 2012:12) white paper along with implications for practice, and potential future research directions. Authors make list of 'Why Should Employers Care about the Attitudes and Behaviors of Job Candidates, What Are the Key Aspects of the Selection Process from the Candidate's Viewpoint' and they make some recommendations. Treating applicants well is not just good practice – it is likely translating into better job performance and has the potential to benefit utility paybacks to organizations. Catherine St-Sauveur and colleagues examines different methods used to score the response options in situational judgment tests (SJTs) carried out as part of the personnel selection process were compared by creating different keys for a single SJT, and the potential benefits of an innovative method combining existing methods (St-Sauveur; 2014:255). In addition, Adrian Bangerter and Nicolas Roulin (Bangerter; 2012:719) apply signaling theory to personnel selection, distinguishing between adaptive relationships between applicants and organizations, among applicants, and among organizations. They show that viewing personnel selection as a network of adaptive relationships among job market actors enables an understanding of both classic and underexplored micro- and macro-level selection phenomena and their dynamic interactions. Recently, the issue of competence and qualification of management personnel is becoming topical in Kazakhstan. Ryshkina Y. and Kulumbetova D. (Ryshkina; 2014:109) explain that there are a number of serious problems in the implementation of the selection of personnel in Kazakhstani organizations: the discrepancy between the declared principles, criteria and methods of selection with the real ones, insufficient experience, professional qualification of the personnel service staff. They highlight that the selection procedure should be as open and transparent as possible. At the moment in Kazakhstan one of the most popular methods of selection is testing. Bolhovitina T.S. and Karpenko

E.V. explain testing as a method of selection to the positions for civil servants (Bolhovitina; 2014:101).

*Body: Part 2*

### **Criteria of selection**

With the increasing use of personality, several measurement issues have been raised. In post-script, Chockalingam Viswesvaran and colleagues (Chockalingam; 200:354) summarize some of the major themes and conclusions that appear across papers. Questions around the magnitudes of validity coefficients associated with personality measures, the efforts to enhance the usefulness of personality assessments, the strategies on administering, scoring and analyzing personality tests etc., are addressed. Personality at work is an important issue in most countries and cultures, and the role of personality is likely even more complex with the addition of contextual factors. Authors hope that future research and practice will find the set of papers presented as part of the special issue to be informative and useful. High-technology companies suffering from high turnover rates often find it hard to recruit the right talents. In addition to conventional human resource management approaches, there is an urgent need to develop effective personnel selection mechanism to find the talents who are the most suitable to their own organizations (Chen-Fu; 2008:280).

One of the current criteria in selection that we should pay attention to is EQ or Emotional Intelligence. Although a large number of studies have pointed to the potential of emotional intelligence (EI) in the context of personnel selection, research in real-life selection contexts is still scarce. The aim of the Sarah Herpertz and her colleagues' study was to examine whether EI would predict Assessment Center (AC) ratings of job-relevant competencies in a sample of applicants for the position of a flight attendant (Herpertz; 2016:1). Applicants' ability to regulate emotions predicted performance in group exercises. However, there were inconsistent effects of applicants' ability to understand emotions: whereas the ability to understand emotions had a positive effect on performance in interview and role play, the effect on performance in group exercises was negative. Authors suppose that the effect depends on task type and conclude that tests of emotional abilities should be used judiciously in personnel selection procedures. Speaking of AC, George C. Thornton III (Thornton; 2009:169) gives several examples of the use of ACs for external screening, internal promotion, and certification.

One of the studies (Herpertz; 2016:1) proposes a scale for assessing the self-efficacy (PSSE) of applicants in the personnel selection process and tests its measurement properties. This construct is very important not only to study the applicant's reactions, but also to carry out a program of career guidance. Construct validity was examined and content validity, dimensionality, reliability and criterion-related validity were analyzed. The participants were 460 Italian adults. A group of expert judges considered that seven items had adequate content validity. Confirmatory factor analysis showed that the original uni-dimensional model had the best fit; both internal consistency for reliability and convergent validity with other measures supported the quality of the psychometric properties. Recent studies suggest (Patrick; 2014:61) that the form of some personality–performance relationships may be curvilinear, meaning that traditional top-down selection is inefficient in capitalizing on underlying personality–performance relationships. This study examines how mean performance is affected by how well the selection method is aligned with the nature of personality–criterion relationships. A simulation manipulated the linearity or nonlinear inflection point of predictor–criterion relationships, and several selection approaches were implemented that varied in level of congruence with these relationships. Results indicate that incongruence can produce notable decrements in mean performance under some conditions. Some evidence also suggests that decrements can be greater when linearity is assumed but relationships are nonlinear (vs. when nonlinearity is assumed but relationships are linear), selection ratios are smaller, and a single predictor is used.

However not only personality dimensions were considered as criteria of selection, but physical features are also important. Using an evolutionary perspective, Marc F Luxen and Fons J. R. Van De Vijver looked at sex differences in the influence of facial attractiveness of applicants in hiring decisions, and determined whether expected contact intensity with applicants and experience in personnel selection moderated this influence (Luxen; 2006:241). Researchers found effects of evolved preferences regarding mate selection and intrasexual competition when the expected contact intensity was high. People showed a preference for attractive opposite-sex applicants (mate selection). Furthermore, women preferred female applicants with low attractiveness over female applicants with high attractiveness (intrasexual competition). In one article, researchers suggest that feminization can be

used to make grammatical gender languages gender-fair (Formanowicz; 2013:62).

The diversity-validity dilemma has been a dominant theme in personnel selection research and practice. As some of the most valid selection instruments display large ethnic performance differences, scientists attempt to develop strategies that reduce ethnic subgroup differences in selection performance, while simultaneously maintaining criterion-related validity. In one of the articles (Britt De Soete; 2013:3) three of strategies (employing simulation-based assessments, developing alternative cognitive ability measures, and using statistical procedures) are identified as holding the most promise to alleviate the diversity-validity dilemma.

With an eye toward research and practice, this article reviews and evaluates main trends that have contributed to the increasing use of personality assessment in personnel selection. Research on the ability of personality to predict job performance is covered, including the Five Factor Model of personality versus narrow personality measures, meta-analyses of personality-criterion relationships, moderator effects, mediator effects, and incremental validity of personality over other selection testing methods (Rothstein; 2006:155). Personality and team performance is also covered. 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. Finally, internet-based assessment of personality and computer adaptive personality testing are synopsized.

The objective of S.Rothmann and E.P.Coetzer's research was to determine the relationship between personality dimensions and job performance. A cross-sectional survey design was used (Rothmann; 2003:68). The study population consisted of 159 employees of a pharmaceutical company. The neo-personality inventory – revised and performance appraisal questionnaire were used as measuring instruments. The results showed that emotional stability, extraversion, openness to experience and conscientiousness were related to task performance and creativity. Three personality dimensions, namely emotional stability, openness to experience and agreeableness explained 28% of the variance in participants' management performance.

### Conclusion

As a result of analysis of world literature in the field of personnel selection the following main ideas, or trends may be highlighted:

- Personnel selection methods progress as more complex, more professional tools, based on math and statistics;
- One of the modern trend is usage of social networks as one of tools in personnel selection, which not only shows applicant from different point of view, but is able to make proactive conclusion relating applicant's ability to cooperate with colleagues;
- In Kazakhstan personnel selection methods need to be more transparent; list of classical methodologies such as testing should be expanded, modern technologies based on networks analysis could be implemented.

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