THE REPUBLIC OF TURKEY
B A H Ç E Ş E H İ R   U N I V E R S I T Y

THE GRADUATE SCHOOL OF SOCIAL SCIENCES

EMPLOYEE RECRUITMENT AND SELECTION

MASTER OF BUSINESS ADMINISTRATION

FINAL PROJECT

Bilal POSTACI

İSTANBUL, May 2014

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Project Advisor: Assoc. Prof. Dr. Ela ÜNLER ÖZ

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This project has been found adequate and successful in terms of quantity and quality as a Graduation Project.

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Advisor of the Project   Member of the Commission
Title, Name and SURNAME   Title, Name and SURNAME

ABSTRACT

EMPLOYEE RECRUITMENT AND SELECTION

Bilal Postacı

The Graduate School of Social Sciences
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This study deals with the employee recruitment and selection process. For effective recruitment and selection companies and organizations should use some methods. Job advertisement is the one of these. Compaines must not publish job postings that give preference to age, race, colour, place of origin, political belief, religion, marital status, family status, physical, mental disability, sex, sexual orientation. In addition, Job analysis has to be done in a best way before publishing the job advertisement. Job description is determined in this analysis. Companies and organizations could use various methods for recruiting new candidates. These are screening the candidates, selection via application forms, selection via interviews, selection via references, etc.

Job interviews are the most important part of the recruitment and selection process. There are ethical rules for both human resource managers and the candidates. HR managers should avoid the questions directly targeted the candidate. The laws about recruitment and selection are not used effectively in Turkey. But in United States there is a comission (named EEOC) to resolve victimization while recruiting candidates.

Everybody wants to work in the best workplace. And all companies always want to choose the best employees. Companies and organizations have many responsibilities for a successful recruitment process.

Keywords: Job, Recruitment, Selection, Candidate

ÖZET

ÇALIŞAN İŞE ALIMI VE SEÇİMİ

Bilal Postacı

Sosyal Bilimler Enstitüsü
E-MBA

Mayıs 2014, 24 Sayfa

Bu çalışma, çalışanların işe alım ve seçilme sürecini anlatmaktadır. Etkili bir işe alım ve seçim süreci için şirketler ve organizasyonlar bazı yöntemler kullanmalıdırlar. İş ilanları bunlardan biridir. İş ilanlarında yaş, ırk, ten rengi, din, evlilik durumu, aile durumu ile ilgili belirleyici faktörler yer almamalıdır. Ayrıca iş ilanlarını yayınlamadan önce personel alımı yapılacak işi iyi analiz etmek gerekir. İş ile ilgili detaylar bu analiz sonucunda belirlenir. Şirketler ve organizasyonlar açık olan pozisyon için eleman alımı yapacaklarında türlü yöntemlere başvurabilirler. Adayları izleme, başvuru formları üzerinden seçme, görüşerek seçme, referansına bakarak seçme gibi türlü yöntemlerle seçilebilirler.

İşe alım sürecinin en önemli maddelerinden biri de iş görüşmeleridir. İş görüşmelerinde hem görüşmeyi yapan insan kaynakları yöneticisi, hem de kendisiyle görüşülen aday için etik kurallar bulunmaktadır. Şirket yöneticileri, adayı doğrudan hedef alan sorulardan kaçınmalıdır. İş görüşmeleriyle ilgili yasalar Türkiye'de çok etkili olmasa da Amerika'da EEOC adındaki komisyon mağduriyetleri gidermeye çalışmaktadır.

Herkes en iyi işyerinde çalışmak ve tüm şirketler her zaman en iyi personeli seçmek ister. Başarılı bir işe alım süreci için şirketlere yapılacak çok iş düşmektedir.

Anahtar Kelimeler: İş, İşe Alım, Çalışan Seçimi, Aday

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ABBREVIATIONS

GEF   :   Global Environment Facility

HR   :   Human Resources

EEOC   :   Equal Employment Opportunity Commision

US   :   United States

KSAO   :   Knowledge, Skills, Abilities and Other Characteristics

CV   :   Curriculum Vitae

HPI   :   Human Performance Improvement

SFI   :   Simulator Flight Instructor

1. THE IMPORTANCE OF RECRUITMENT AND SELECTION

Recruitment and selection is a core part of the human resource management. It is an important part of human resource managers and specialists. All managers and human resource departments should play more of supporting advisory role to supervise or work with the new employees. There is good speech that Mullins (2010, p. 485) said:

> *"If the human resource management function is to remain effective, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the human resource manager."*

This is the one of the best definitions for the case in recruitment and selection. Human resource managers and specialists can be an important repository of up to date knowledge and skills. Recruitment and selection is usually presented as a planned rational activity. And it may be linked with a process of employee resourcing. But it may be placed within a wider human resource management strategy. Bratton and Gold (2007, p 239) differentiate these two terms while establishing a clear link between them in the following way:

> *"Recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements."*

Also, Foot and Hook (2005, p. 63) suggest that:

> *"Although the two functions are closely connected, each requires a separate range of skills and expertise, and may in practice be fulfilled by different staff members. The recruitment activity, but not normally the selection decision, may be outsourced to an agency. It makes sense, therefore, to treat each activity separately."*

Recruitment and selection, might play an important role in forming the organization's effectiveness and performance. If we accept this recruiting and selecting staff in an effective behavior, it might prevent unwelcome costs. High staff turnover, poor performance and dissatisfied customers might be avoided. After recruited new employee, company and the employee need to have high commitment on both sides. This reduces undesirable costs and work for companies or organizations.

1.1 WHAT IS RECRUITMENT?

It is the process for selecting suitable candidates to an organization. When a company or an organization needs individuals with certain skill sets, they announce it in the market. It may require individuals to join the company or organization to complete the existing skills. After careful job analysis and manpower planning an organization develops a candidate profile. Technical skills sort and the attitude comprises with these. There are source of recruitments (company web-site, media, search agencies etc.). Depending on the job title and description, companies try to find the right person and motivate him/her to joining the organization.

The primary function of these sources is to identify the right kind of people for the vacancy and motivate them to apply to the organization. Erasmus, Van Wyk and Schenk (2000, p. 291) describe recruitment as

> *"Human resource management activities aimed at attracting potential job seekers to fill a specific vacant post. Candidates can be attracted internally or externally through various recruitment methods."*

The stages of the recruitment process include: job analysis and developing some person specification; the sourcing of candidates by networking, advertising, and other search methods; matching candidates to job requirements and screening individual's candidature.

1.2 WHAT IS SELECTION?

For the selection definition Erasmus et al says that (2000, p. 311)

> *"Selection is a process of finding the most suitable individual to fill a vacancy. It is aimed at determining whether potential candidates have the necessary competencies to fill the vacancy and choosing the best candidate. The competences of the applicant versus the requirements of the job are taken into account during the selection process".*

The organizations can make use of more than one source for carrying out the recruitment procedure. After the recruiting sources are identified, suitable candidates are called for the selection process. It is the process of differentiation between applicants in order

to identify and hire. Selection of the employee to the organization is a complex, continuing and important function. The ability of a company or organization to attain its goals effectively and to develop in a dynamic environment largely depends on the effectiveness of its selection program. If the right employee is selected the remaining functions of personnel management becomes easier, the employee contribution and commitment will be at an optimum level. In an opposite situation where the right person is not selected, the remaining functions of the employee management, employee and employer relations will not be effective. If the right candidate is selected, he becomes a valuable asset to the organization. In case of incorrect selection, the employee will become a liability to the company or an organization.

1.3 EFFECTIVE RECRUITMENT AND SELECTION

Recruitment and selection activity has an important potential. Pilbeam and Corbridge (2006, p 142) notes that:

> *"The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees."*

There are some titles for having the right candidate. Human resource managers should follow these titles for effective recruitment and selection.

1.3.1 The power of perception

Buchanan and Huczynski define the perception as (2007) "the process by which humans receive, organize and make sense of the information they receive from the outside world". With the truth of our perceptions, there is a major impact on our response to a situation. There is much data suggesting that when we comprehend other people, like a job interview. And in that case we may make important mistakes. One reason for improving effectiveness in recruitment and selection, lies in an admiration and discretion of some core principles of perception with people. Also there are some possible mistakes in this situation.

Human resource managers should not measure the candidate, because of his/her references. This might be inappropriate to the post in question. For example, the words like "That guy was like you 10 years ago, you have got a long way to catch him" might be affect in a negative way. This should not be the reason for the recruitment. This situation called as self-centered bias.

Human brain could not handle with the all information. So, humankind selects specific targets for attention. People response some attributes in a positive or negative way. There are effects named "halo and horns". For instance, someone being interviewed who has a some stain on his/her shirt, but otherwise the candidate is well presented, might have difficulty creating a good impression despite the fact that it might be that their desire for the new job that resulted in a bad way. This might be named as selective perception.

Stereotyping is a common shortcut to understand the person's quality. Understanding an individual's attributes. It is hard to know and time-consuming, because humankind is unique and complex beings. The logic of stereotyping attributes people's characteristics to those of a group they belong to. For example, if you are from south-east part of Turkey (Kurdish) you have a less opportunity for acceptance to a job. Because most of the terrorist groups' (like PKK) members are Kurdish people. Stereotypes might be true sometimes, but they might fully wrong. Because all the humankinds are unique. People are different from each other. Stereotyping approach might be inappropriate in some cases.

Some of the interview panels make quick decisions on candidates' status. And the human resource managers spend the remaining time for accepting that idea. This is also inappropriate approach. When the candidate enters an interview room, he or she might face with many things that puts himself/herself at disadvantage mode. This situation called as early information bias.

These bias might possibly stress the candidates. And these perceptual errors are not unavoidable. Candidate could overcome these situations. Human resource managers should study subjects like organizational behavior. To sum up, perception is an important factor for effective recruitment and selection.

1.3.2 Staging the recruitment process

Recruitment and selection is a sequential and distinct process. There is a model named as resourcing cycle. The resourcing cycle begins with the identification of a vacancy and ends when the candidate performs the job successfully. It is a two-sided transaction. Companies and organizations measure the candidates for a demand, but also candidates see the companies as a possible employer. For effective recruitment and selection this process has to be directed in a professional and timely behavior. Human resource managers should not attract the best candidate only, also unsuccessful candidates must respect the result and they should apply for the next available positions, along with the other suitable candidates.

To recruit new employees, there need to be a vacancy for the job. For this vacancy, human resource managers should follow more strategic and questioning approach. After working employees have left the company, there might be so many vacancies in the company. Human resource managers might check the job need and consider for the alternative ways. For example, could this job be done on a part-time, flexi-time or job share?

1.3.3 Google example for effective recruitment

Google identified as greatest place to work, and the company employs about 48,000 people (John Micco, 2013 p.2) it receives a million applicants a year (Claire Gordon, 2012). Google hires the only best candidates and they have to. Because they have so many job applicants. 95% of the job applicants accept the offer. So it is so desirable that working at Google. In Google case, we can see the effective recruiting and selection. Because of so many people are applying and want to be part of the company. So why the people want to work in Google? And how can the Google retain their employees?

Successful recruiting must be the first key reason. Google culture creates a fun and supportive work. There are lots of freedom for the employees. They have dedicated 20% of their work time for new and interesting projects. These projects are not the part of their formal duties. Google also encourages the employees a number of advantages for focusing to complete their tasks. For instance, the company helps the employees (on site) for the tasks such as haircuts, dry cleaning etc. It seems that in Google the most excitement thing is food.

Google offers the free food for their employees. The company supports for the employees should focus their energy on completing the tasks rather than the other staff. Also Google pays reward for the employees who is working for long hours. Google supports the employees who are the parents of their family. In past, early times in Google, they were only had 2 employees with children. Founders of the Google, suggested the parents a room for their daily things. It continues today with new mothers could have 3 months' vacation. And also they can get their 75% of their salary. New fathers can receive two weeks' vacation, and their salaries are paid. New parents also can get free meals from the company. The new mothers who came back for working have breast pumps and lactation rooms. Google has a good name because of these good benefits. With these things Google has only 3% for leaving the company.

So how does Google recruit successful employees? For finding talented employees, the company relies on recruiters. Since 2009 Google has not publish any official numbers for they have how many recruiters. In 2009 had around 400. Some estimates put the company at close to 1,000 recruiters, with around 300 being full-time employees and another 600 as contractors. Some guesses that Google has around 500 recruiters. Google always attract the best of the best while they were recruiting. That means they have to go and find motivated candidates. This is the assumption that a great engineer is worth more than the custom one. So human resource managers has to expand lots of effort to find the talented candidates.

Google look for the employees who are "good at lots of things". Google wants the employee good in the long term, not for the shortest time period. This is the first main purpose for Google's recruitment. That means the company want to hire employees who are clever, smart. Also have ability and desire for learning new things. Because we can say that Google is the innovation center in the world. Technology rises so fast, employees could roll with the punches and keep their abilities sharp and latest.

In the interview process, the company searches for knowledge, leadership, how the people think. And also they search for "Googlyness." This means that they think about how potential employees have worked in different situations. Do they know what to say? Do they

afraid to ask some technical questions in interviews. As they say, "be prepared to substantiate anything you put on a resume".

There is also a movie named Internship. It is a 2013 American comedy film directed by Shawn Levy, written by Vince Vaughn and Jared Stern, and produced by Vaughn and Levy. The main location of the film is the Googleplex, the real-life headquarters of Google near San Jose, California. The movie tells the audience the Google's internship process and acceptance for a job in a funny way.

2. LEGAL ISSUES

There are several legal issues that recruiters need to consider in their recruitment process. To start the recruitment and selection process, companies and organizations should aware of some certain legal issues. This will reduce the risk for the companies and organizations. There has to be some legal requirements for the job postings, interview questions, checking references and making job offers.

Generally, human resource managers might ask some inappropriate or illegal questions without knowing it. That's why recruiters should train with these legal issues to avoid illegal mistakes.

2.1 KEY LEGAL CONCEPTS IN RECRUITMENT AND SELECTION

There are some key legal concepts in recruitment and selection. Company recruiters should follow these concepts. Otherwise the applicant may sue to the person who doesn't follow these concepts.

Companies must not publish some preferences in job postings or advertisements. These are: Age, race, color, ancestry, place of origin, political belief, religion, marital status, family status, physical, mental disability, sex, and sexual orientation.

While the human resource managers are asking the questions, there are few key points to avoid. Interviewer should design the questions considering these key points. They have to be sure that the interview does not have inappropriate questions with or without knowing. Describing the job's description and its requirements is important. All the job candidates must feel themselves under equal conditions. For instance, if a job position requires some extra work, overtime and disorganized timetable, interviewer should not ask: "Do you have any person to look after or any children?" as this question might be an expectation for; if you have any person to look after or have children you can't work overtime or can't give us any extra effort. To be sure that candidate can work with these conditions, human resource managers should ask with this way: "This job requires overtime and has a disorganized timetables sometimes, can you work under these circumstances?" And also, if a job requires heavy lifting maybe home transportation, interviewer should not ask: "Do you have a back pain or any medical issues?" as the human resource managers might differentiate the candidates with a disability. To be sure that candidate can work with these circumstances and can accomplish the physical requirements for the role, it should be: "We will transport the houses or offices' staffs that is why this job requires heavy lifting almost every time. Could you do this?"

When the interviewer checks the candidate's references, it is important to not asking inappropriate questions. For instance, interviewer can't ask a candidate about a disability in the interview process. Also interviewers should not ask the questions about candidate's former company or how did the candidate work in there. "How many days were you ill last year, and could not go to work?"

While making the job offer, it is important that human resource managers should not discriminate among the employees. Job offering comes after selection of the candidate. According to the BC Human Rights Act (Discrimination in wages, 12.1);

> *"An employer must not discriminate between employees by employing an employee*
> *of one sex for work at a rate of pay that is less than the rate of pay at which an employee*
> *of the other sex is employed by that employer for similar or substantially similar work."*

Human resource managers must make that differences in salaries when offers are made. They should be based on the concept of experience, skills and responsibility.

As I mentioned before, there are steps in recruitment and selection process. These are job postings, interviews, checking references and making the offer. Human resource managers must remember the forbidden and illegal spaces. Also the questions should provide equal and fair chance to all candidates. That will minimize the risk and the company might not be charged anything related illegal accuse. Appropriate recruiting is also ethical and good business practice. That will increase the company or organization's positive reputation and make it easier for the human resource managers to recruit. Every interview is an advertising for the company and brand. This is an opportunity. Candidates should leave the interview, wishing to have chance for working with that company.

2.2 LAWS AFFECTING RECRUITMENT AND SELECTION

In the United States of America, The Equal Employment Opportunity Commission was created by Title VII of the Civil Rights Act of 1964. They are responsible for applying enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

The laws apply to all types of work conditions, such as fire, hire, harassments, promotions, salaries, trainings and benefits. The EEOC has the authority to investigate cases for discrimination against employers who are covered by the law.

In June 1941, U.S. President Franklin D. Roosevelt signs Executive Order 8802 forbidding government contractors from engaging in employment discrimination based on race, color or national origin. This was the first presidential movement to prevent employee discrimination by private companies and organizations.

There are also some other laws in the United States related to recruitment and selection.

3. RECRUITMENT AND SELECTION PROCESS

Recruitment and selection process' aim should be to obtain at the lowest cost and highest quality for the employees. They need to meet with the company's requirements perfectly.

There are lots of recruitment and selection methods. Companies and organizations have selected for the best model to recruit the right employee to their companies. This might be new position or vacated positions. Companies can post an advertisement through the internet or from other media channels. To find the best candidate, it is better to post many places. After applications are received, selection process starts. It may include face to face interviews, exercises with groups, tests and assessments. If companies measure the effectiveness of how they recruit and select, this will save time and money for the companies. They make less interviews and advertising.

3.1 DEFINING THE REQUIREMENTS FOR RECRUITMENT

The human resource managers should know the exact numbers of people for the recruitment. And this has to be made in HR plan. There might be some demands for new positions or replacements. These needs should be checked by the managers. They have to be justified demands. It may be checked if there is a need for that position. Specific positions' requirements are written in the role profile form and employee specifications. That information will be put in the drafts of advertisements, some agencies, and consultants. This role profile has person's competence, skills and experiences. It is the first part before the interview and tells some information about the job criteria.

3.1.1 Role profiles

The role profiles are defining the whole purpose of the job and it has relationship and key results fields. There might be competencies field that may technical competencies such as knowledge and skills. And also will be any specific attributes, abilities related with the

role. It would be selected from the organization's competency framework and edited with the job's requirements. It has to be fit the demands of the role. In the purposes of the recruitment, the role profile may enlarge with the information on terms and job conditions such as payment, working hours and benefits etc. And also there might be special requirements such as some extra work, overtime, mobility, travelling, trainings, career and development chances. Employee specifications are provided by the recruitment role profile.

3.1.2 Job specifications

Job specification, known as a recruitment or person specification. It describes the experiences, educations trainings, certificates, etc. The role profile's technical attributes such as knowledge and skills might be added to the job specification. These descriptions could be shown under the following headings:

➢ Experience: Candidate's knowledge or skills over a period of time, categories of work or organizations. It is a prediction of success with the done achievements and activities.

➢ Technical competencies: This might be known as technical skills or technical summary. And might include the knowledge of software applications, computer operating systems, programming languages, etc.

➢ Qualifications: It is a professional, academic or technical qualifications that is customized for the job position.

➢ Training: The candidates for the job, should have taken training in the past. These trainings develop person knowledge and skills.

➢ Behavioral requirements: Successful performance in the role position and fitting the competency framework of the company.

➢ Organizational fit: The person should work with the organization's culture. Every companies might have different corporate cultures.

> *As reported by Competency and Emotional Intelligence (2004), Britannia Building Society recruits on the basis of the candidates' attitudes first, skills and abilities second. Developing the process involved mapping the Society's values to its core competencies, identifying the sort of competency-based questions that should be asked by interviewers, defining the typical types of responses that candidates might make and tracking those back to the values.*

Candidates should prevent the exaggerate in their qualifications and abilities. They need to write what is real. Humankind always want to be the best at the working area. It is normal that people want for the best but that may do disappointment for the later time. This might increase the issues between the employee and employer. When the managers see the employees' talents are not same as the resume. That cause a dissatisfaction. The opposite of this may also occur. Understate the abilities and requirements might be not good as well. But it happens less than the other. Because as I say, people show themselves as they are not. Preferred approach might be between exaggerate and understate.

After the human resource managers decided to content of the job description, they need to analyze it under appropriate titles. They can do it in different ways. The simple one is the defining the requirements under the important titles. Particular requests may be done for the additional information. The conditions of the job should be declared, it is a necessity.

By the way there are some classical approaches for the classification. But in nowadays they are not so popular. The seven point plan and the fivefold grading systems are the most known of these classical approaches.

3.1.3 The seven-point plan

The seven-point plan was developed by Alec Rodger in 1952. The plan has seven titles as we can understand from itself. These are; physical make-up, attainments, general intelligence, special aptitudes, interests, disposition, circumstances.

1) **Physical make-up:** This could be health, speech and appearance. Questions might be; does the candidate get ill so quick and has the candidate get sick any defects of health that might be important? How is the candidate's looking? Is she beautiful? Is he handsome? Is the candidate's speech fluent?

2) **Attainments:** Experience and education of the candidate. Questions might be: What kind of experience did the candidate have? What type of education does he have? What kind of trainings did the candidate do about the job?

3) **General intelligence:** Basic sophisticated capability. And the questions might be; how much general intelligence does the candidate show for the company?

4) **Special aptitudes:** Talent, the candidate's capability or ability to do something excellent. Questions might be: Does the candidate have ability to do the job in another ways? Does the candidate have talent for the job or something else?

5) **Interests**: They might be social or unsocial. Hobbies. Question might be; what is the candidate's interest?

6) **Disposition**: Tendency, trend, bias, influence over others, self-confidence. Questions might be: How can the candidate make accept himself / herself to the other people? Does the candidate have an effect to others? Does the candidate have a self-confidence?

7) **Circumstances:** Some specific conditions for the job and special demands of the job, such as extra work, overtime, travelling abroad etc. And the questions might be: Does the candidate have any circumstances? Is there any special conditions for the candidate?

3.1.4   The five-fold grading system

The five-fold grading system was founded by Munro Fraser in 1954. The system has five title as we understand from itself. These are impact on others, acquired qualifications, innate abilities, motivation, adjustment.

1) **Impact on others:** Physical looking, speech, manner and appearance.

2) **Acquired qualifications:** Experience, training and the education.

3) **Innate abilities:** Easy to understand anything and memorize the things much faster than others. Ability for quick learning.

4) **Motivation:** It is a general desire or wish for reaching the targets. Positive motivation is important for the employees.

5) **Adjustment:** Try to get well with everybody in the organization. Handling the stress in the job.

The both of them ensures good approaches for recruitment and selection process. The first one, seven point plan is much older than the other one. Fivefold grading system is much simple. Both of them can be selected, also there is a third approach named competency-based approach.

3.1.5   Competency based approach

In the past, organizations were hiring the employee for their knowledge and experience. The employees were working for a while, and after a moment later they were firing because of the unsuitable conditions. When using competencies to staff, companies should describe the behaviors. These are not possible to learn on the job. A Person's behaviors are nearly impossible to change. It does not matter, if the candidate has good or bad characteristics. If the companies use competencies method, they should be more objective and balanced while measuring the candidate's status. Human resource managers should observe the candidate with all the specifications like experience, education, skills & abilities, knowledge, etc. Taylor (2002) described that:

> *"A competency approach is person-based rather than job-based. The starting point is thus not an analysis of jobs but an analysis of people and what attributes account for their effective and superior performance."*

And also Roberts (1997) suggests that:

> *"The benefit of taking a competencies approach is that people can identify and isolate the key characteristics which would be used as the basis for selection, and that those characteristics will be described in terms which both can understand and agree…. The competencies therefore become a fundamental part of the selection process."*

A competencies approach determines the selection methods like testing the ability or assessment center, etc. These are good ways to evaluate useful proofs. It ensures the necessary information to manage an interview. Questions might focus on specific abilities. In 1998, Wood and Payne have summarized the advantages of a competency-based approach:

> 1. *It increases the accuracy of predictions about suitability.*
> 2. *It facilitates a closer match between the person's attributes and the demands of the job.*
> 3. *It helps to prevent interviewer's making snap judgments.*
> 4. *It can underpin the whole range of recruitment techniques such as application forms, interviews tests and assessment centers.*

3.2 ATTRACTING CANDIDATES

Attracting candidates is a hard work for the companies and organizations. Human resource managers should attract the best qualified, talented candidate to the organization. There are many difficulties to find the best employee and attract him or her.

Talented and well experienced people can usually find the work they want, even in hard times like economic crisis. Companies and organizations must look to discover these kind of talents and they need to convince the candidate to work with themselves. To do this companies and organizations need to have an excellent recruitment process.

From a candidate's eye, company's image is so important. We may call this employer branding. Employees need to feel the company's brand, and think that they are a part of the organization. They need to live the brand. This may happen through the employee loyalty to the company and engagement (commitment) with the organization. Employer's brand image builds on communication with the employees. With this success, companies may attract new employees to their organizations. And also hold the current ones. The employer brand has three stages for attract customers. These are; **reputation** (emotional), **career offer** (rational) and **corporate culture** (emotional). Reputation is an opinions about the companies and organizations, popularity. Career offer might be a new offer for developing the career. Career offer usually comes with the good pay and better opportunities. Corporate (organization) culture is the behavior of the people who are working in the company. This culture has working language, values, habits, norms, visions, etc.

Employer brand has many benefits to the companies. It adds value and profit for the recruitment and selection process. Candidates try to be the part of the organization. Employer brand appears at the candidates' mind and makes an attractive perception to the candidates. This is very important for the organization. Job candidates are attracted by an employer brand. It is actually sub part of the organization. Company's values and behaviors is important. If they are attracting, well organized, motivating and recruiting qualified people,

it is a good reason for the candidates. Organizations should tell their personality correctly, so external candidates may develop a meaning for working in that organization.

Announcements and bulletins are the most reliable ways for communication with the candidates. This can be done by internet or some agencies. By the way, the biggest risk for the companies is making so much investment on advertisements. If it is not managed well, it may end up with disappointment.

3.2.1 Advertising

Advertising is a key part of the recruitment process. Job advertisements need to have some conditions. They have to promote a positive image of the organization and attract a good response from qualified candidates. Unsuitable candidates could give up to apply the job. Discourage those people who would be unsuitable, and the advertisements should follow the legal requirements. Especially with the discrimination.

Companies and organization can use the newspapers and media. But they may be expensive, and may not be the correct target group. For instance, newspapers could only be for the newspapers and magazines.

Job advertisements can be the first look of an organization. Many candidates have the first impression for the company. Advertising for recruitment has uniform layout and might have some titles like the below:

1) The job title and the location
2) The company description
3) A brief description of the position
4) Role attributes
5) The average wage
6) Any other details and the explanation of how to apply for the job.

3.3 CANDIDATE SELECTION

Any group of people who apply for a job, wants the result as soon as possible. That means companies and organizations should decide the candidate's status as accurate as possible. Companies should use many methods if they can. While selecting the right person, multiple methods give higher correctness. Here is the list that gives companies and organizations different selection methods. These titles are ranging from the most popular and less expensive to the least popular and most expensive. Human resource managers should use the most comfortable one for themselves.

3.3.1 Screening

If there are 85 or 95 applicants, human resource managers could filter them through the telephone. Applicants answer questions about their experience, trainings or educational qualifications. Better candidates can be examined again after the list decreased. Human resource managers could use other screening processes regarding the information they have. For example, if they already have a group of good employees doing the same job, human resource managers could establish a profile looking at experience, education, etc. and they may exclude anyone who can't fit. Some agencies and companies sell these. There are large companies that sell these kind of profiles based on the information from a few organizations. These profiles called as bio data. It seems to be a nice prediction for candidate's performance.

3.3.2 Application forms

CV is a good and easy way for the applications, but the results might be not good. All CVs have different formats, there is not any wholeness. Sorting and examining these CVs are not easy, it is time consuming for human resource managers. As a result, many companies and organizations design their own application forms before selecting the candidates. This application forms usually divide by parts, such as; experience, languages, skills, education, additional information, personal details, interests, etc.

3.3.3 Interview

Interviewer and interviewee are not pleasant during the interview process. Many people do not like making an interview. Although the interview is the most popular form of selection, it is not useful for prediction of the candidate's job performance. Because during

the interview candidates may exaggerate their knowledge. In addition, the interviews are such a bad prediction way, because the candidates don't like being in a face to face situation where people are asking them questions. So the interviews are not the best way but if the human resource managers use it well, it may be useful for the organizations.

3.3.4 Group selection methods

Group selection method involves asking a group of candidates to perform a task and monitor in which they interact. The task should not be complex. For example, it may involve group designing and climate changes in the world. The reason for this kind of works, is observing the group and select the candidates who are successful in this work. Human resource managers should the candidates have quality for the job requirements and have skilled, showed leadership behavior, etc. Companies and organizations should tell the people, what they are looking for, which abilities. If they do not give clear goals, potential candidates may behave in inappropriate and wrong way.

3.3.5 Realistic job previews

Realistic job previews have an issues of confidentiality, and they have time consuming. If the human resource managers decrease the list to two or three candidates, they can screen it and there will be no reason to bring the candidates in and give them a problem to handle. Companies and organizations need to make sure, the problem has a clear solution. Bringing more people in the selection process is the benefit for realistic job interviews. With more people candidates tend to work well with the others. And if there are many people, everybody has more things to talk about.

3.3.6 References

References from the old companies might have bad results. If the old employer wants to get rid of their employee, they may give a poor reference for the new candidate. Maybe their old employees do not deserve that poor reference. Poor references could also turn out to be lies about the candidate. One of the main problem is the people don't know what the human resource managers are asking for. The most useful references may come from face to face or telephone interviews with the person who had an experience of the candidate's work.

Telephone conversations are much better than the writings, if that is not possible, copy the job's information and requirements. Enclose a copy of the information that collected about the job and ask the expert if the candidate is suitable for this job.

3.3.7 **Assessment centers**

In assessment centers, human resource managers make a series of tests for the candidates. These tests can be exercises, interviews. HR managers observe the candidate which abilities he or she has. Tests and exercises are a way to understand the candidates' workplace performance. They are designed to make a prediction about the candidate's future performance and effort. The popular events in assessment centers are; demonstrations, job previews, psychometric tests, thinking exercises.

3.4 EXAMPLES FOR THE RECRUITMENT PROCESS IN TURKEY

There are many companies and organizations in Turkey. They have different processes while recruiting new employees. Every companies and organizations have their own ways for recruitment. Here are the some of the examples from Turkey:

3.4.1. **Recruitment at Microsoft Turkey**

Microsoft Turkey office is very careful in recruitment and selection process. They are more careful when they investigate the candidate's historical references. Because they believe that the most accurate method is the interviews with the candidate's old colleagues. Former managers are the most accurate choice for the references to call. Beyond the former managers they try to call 3 or 4 another references of the candidate. Sometimes this goes up to 6 or 7.

Microsoft Turkey asks these kind of questions to candidate's references; how did the reference contact with the candidate? How much time did they work together? What are the strengths of the candidate? Did the candidate make any difference at the former company? What are the aspects for the development of the candidate? How does the candidate work with his/her colleagues and managers? They try to find answers for these questions.

Beyond the references, Microsoft Turkey makes a few interviews with the candidate. Also some tests related with the job position. English examination for knowing the candidate's foreign language level. Also these reference checks are made by Microsoft Turkey within the knowledge of the candidate.

3.4.2. Recruitment at Siemens Turkey

Siemens Turkey offers unlimited and various opportunities for the talented and enthusiastic graduates. Siemens is a multinational company that has offices all over the world. Siemens Turkey's aim is applying the human resource policies at the level of international standards to achieve better future with their employees. With this point, determining the employee needs (trainings, skills) and using the performance management systems.

Siemens Turkey gets the applicants via the internet. Candidates can apply for the announced available job positions. Also they can apply for the other job positions. They will be considered by the Siemens Turkey in the future. Candidate's first application will be evaluated from the experience, education and knowledge. This application will be matched with the available job positions. If there is a perfect match, the company calls the candidate for the face to face interview.

3.4.3. Recruitment at Turkish Airlines

Turkish Airlines recruits the new employees under 4 main headings. These are; Cabin Crew, Cockpit Crew, Foreign Office Workers and Administrative & Technical Unit Employees (Public Employment).

Cabin crew candidates are apply through the Turkish Airlines' web site. The company makes the job position announcements from their web site. All the applicants are invited to the company's headquarters according to the appointments. The candidates who pass the basic requirements are take the written and verbal examination. Also they need to pass the foreign language proficiency tests. After the completion of the individual and group interviews, they begin their trainings for the cabin crew position at the Turkish Airlines.

Cockpit Crew candidates have 4 groups which are; pilot, co-pilot, candidate for co-pilot nominee to be trained, SFI (Simulator Flight Instructor). Like the cabin crew, cockpit crew candidates are apply through the Turkish Airlines' web site. The company makes the job position announcements from their web site. The candidates who has fluent foreign language and have basic requirements are made an interview by the human resource department of the Turkish Airlines. Successful candidates are selected for the available job position.

For the foreign office workers position, candidates apply to the offices in their countries. In addition to the basic requirements, the candidates are evaluated with their skills and knowledge.

Human resource managers choose the best candidates for the Administrative & Technical Unit Employees job position. This position covers technician, engineer, specialist, and officer. The applications are accepted time to time through the announcements published in the web site.

4.   ORGANIZATIONAL AND JOB ANALYSIS

4.1 WHAT IS ORGANIZATIONAL ANALYSIS?

Organizational Analysis is a tool that improve organization's efficiency. It is the process of reviewing the development, employee, work environment and operation of a business. Making an organizational analysis of a company may be useful way for detect and fix the management problems. It looks at the organization's structure and design and what is the affection to the result. To improve the efficiency in the organization, human resources should determine the internal and external elements.

Organizational Analysis purpose is understanding the organization's structure, technology and behavioral relationships. When the internal or external elements create an opportunity or problem, organizational analysis becomes needful. While performing this analysis, many details are coming out for the requirements of an organization. It is difficult

that these kind of details can show the organization's efficiency. To classify the problems, human resource manager should use technical models. That might be helpful and makes easy to draw connections inside the organization. It makes more efficiently addressed and organization's path can be more identified.

4.2 JOB ANALYSIS

Job analysis is a group of procedures for determining the content of the job. It provides information to organizations that helps to identify which employee is best in which job. In many HR management functions, the process of job analysis and the resulting job descriptions create the building blocks for the system design. Job analysis in the context of system design has two aims. Firstly, to implement the assessments, human resource managers must determine the important characteristics of the jobs. Secondly, to determine the factors, these job characteristics must provide a simple job value. These aims are linked to the particular job plan. For instance, problem solving, decision making, etc.

The main aim of conducting the job analysis is to define job specifications and descriptions. This helps to hire the best qualified candidate for the company or organization. The general aim is writing down the job's requirements and the performed work. Job and task analysis are the sources for the organizations. It includes these; employee selection, definition and description of a job, development of performance assessments, promotion criteria, selection systems, evaluation of training needs and compensation plans. The HPI (human performance improvement) industry uses job analysis to be sure development activities and trainings are effective and focused. In the fields of industrial psychology and human resources, job analysis is usually used for employee recruitment and selection, compensation, training, classification, etc.

Job analysis purposes answer that kind of questions: Why the organization have this job? When the employee work with this job? Where the employee will work with this job? What kind of qualifications the company need while performing the job? How does the employee do this job? What kind of trainings should be taken by the employee? Is there any physical or mental activities should be taken by the employee?

4.3 JOB ANALYSIS METHODS

There are different ways to conduct a job analysis. Human resource managers can identify some of the methods. For the knowledge, skills, abilities and high performance human resources manager can do the following methods:

4.3.1 Observation method

Human resource manager, industrial engineer and the job analyst monitors the person while he/she was working with the job. While observing the candidate, managers take notes to determine the tasks and which works done. Although the observation method ensures first-hand information, employees work less efficiently because they are being watched.

4.3.2 Individual interview method

In the individual interview method, an interviewer talks with one user about 30 minutes or one hour. These kind of individual interviews allow managers to investigate the candidate's experiences, beliefs, attitudes, desires to understand more clearly. These individual interviews can be taken with face-to-face, by phone or video conference. The results of these interviews are consolidated into single job analysis.

4.3.3 Group interview method

The group interview method is a collection of data, where 6 to 12 people are gathered together to discuss an issue. It may be physically or online environment. In the group interview method, candidates are interviewed at the same time. This method is similar with the individual interview method. The accuracy is much better than the individual interview method, but group dynamics might block its efficiency.

4.3.4 Questionnaires and surveys method

The questionnaire and surveys are highly used in companies and organizations. Surveys are given to employees and managers to fill. The biggest advantage of the surveys are that human resource managers can collect large number of information in a short time of

period. The questionnaire method assumes that employees can communicate and analyze the information about their jobs.

Checklist is a type of questionnaire. The checklist offers an easy way for the workers to give information. It has a difference from the open-ended questionnaire. But checklists have a complex and detailed structure. That's why it is difficult to create a checklist.

4.3.5 Diary method

The diary method needs the employees to write down their daily activities. This method is the most time consuming between the job analysis methods. It needs to have long periods of time. Also it costly method.

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