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CHALLENGES OF HUMAN RESOURCE SELECTION IN GEORGIAN COMPANIES

Abstract: *In the modern era, human resource management plays an increasingly important role in the success of a company. It is for this reason that the current nature of the mentioned topic is caused, since the main and driving goal of any organization is to achieve success. "In all types of organizations, whether large or small, manufacturing or service, people management is of prime importance. Without properly selected, positioned and professionally trained human resources, no organization can achieve its goals and survive."*

Within the competitive environment of the XXI century, where the business has become a rapidly developing field, new organizations are being created every day, the public mission of which is to provide the population with the goods and services it produces, while the goal is to achieve a high level of productivity, however, the success cannot be achieved if the process of selection and recruitment of existing human resources is carried out in the wrong way. The very workforce is the one that gives a company a distinct niche and edge over others.

The human resource is the most critical resource that significantly determines the effectiveness of any organization. It is not easy to coordinate and direct the efforts of many people to achieve a common goal. [2]

The human resources do not only imply the number of individuals, but also their knowledge, skills, qualifications, intelligence, experience and capabilities. In order the company to reach the international standards in the field of production of goods or sale of services, it is necessary to ensure staffing of personnel department with experienced managers who are responsible for the selection of appropriate and professional staff for the company. [6] Proper selection of human resources, management, and concern of the development is the key to the success of companies involved in business.

The purpose of the present study is to develop correct and accurate recommendations for Georgian companies, taking into account the practical examples of international companies, which will allow them to improve the level of human resources management and help raise the level of productivity of employees.

Keywords: *Human resources management, staff selection, productivity, competitiveness, success of the companies.*

JEL classification: M12

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აბსტრაქტი: თანამედროვე ეპოქაში ადამიანური რესურსების მენეჯმენტი სულ უფრო მნიშვნელოვან როლს თამაშობს კომპანიის წარმატებაში. სწორედ ამ მიზეზით არის გამოწვეული აღნიშნული თემის აქტუალობა, ვინაიდან ნებისმიერი ორგანიზაციის მთავარი და მამოძრავებელი მიზანი წარმატების მიღწევაა. "ყველა ტიპის ორგანიზაციაში, იქნება ეს დიდი თუ პატარა, საწარმოო თუ მომსახურება, ადამიანთა მენეჯმენტს უპირველესი მნიშვნელობა აქვს. სათანადოდ შერჩეული, პოზიციონირებული და პროფესიონალურად მომზადებული ადამიანური რესურსების გარეშე, ვერც ერთი ორგანიზაცია ვერ მიაღწევს თავის მიზნებს და ვერ გადარჩება."

XXI საუკუნის კონკურენტუნარიან გარემოში, სადაც ბიზნესი სწრაფად განვითარებადი სფერო გახდა, ყოველდღიურად იქმნება ახალი ორგანიზაციები, რომელთა დაარსების საზოგადოებრივი მისიაა უზრუნველყონ მოსახლეობა მის მიერ წარმოებული საქონლითა და მომსახურებით, ხოლო მიზანი კი არის მიაღწიონ მწარმოებლურობის მაღალ დონეს, თუმცა წარმატება ვერ იქნება მიღწეული, თუ არსებული ადამიანური რესურსების შერჩევისა და აყვანის პროცესის განხორციელება არასწორი გზით. სწორედ სამუშაო ძალა აძლევს კომპანიას სხვებისგან განსხვავებულ ნიშასა და უპირატესობას.

ადამიანური რესურსი ყველაზე კრიტიკული რესურსია, რომელიც მნიშვნელოვნად განსაზღვრავს ნებისმიერი ორგანიზაციის ეფექტიანობას. მარტივი არ არის საერთო მიზნის მისაღწევად მრავალი ადამიანის ძალისხმევის კოორდინაცია და წარმართვა [2].

ადამიანურ რესურსებში მხოლოდ ფიზიკური პირების რაოდენობა კი არ იგულისხმება, არამედ მათი ცოდნა, უნარ-ჩვევები, კვალიფიკაცია, ინტელექტი, გამოცდილება და შესაძლებლობები. იმისათვის, რომ კომპანიამ მიაღწიოს საერთაშორისო სტანდარტებს საქონლის წარმოებისა თუ მომსახურების რეალიზების სფეროში, მისთვის აუცილებელია უზრუნველყოს კადრების სამსახურის გამოცდილი მენეჯერებით დაკომპლექტება, რომლებიც არიან პასუხისმგებელნი კომპანიისთვის შესაბამისი და პროფესიონალი კადრების შერჩევაზე [6]. ადამიანური რესურსების სწორად შერჩევა, მენეჯმენტი, და განვითარებაზე ზრუნვა ბიზნესში ჩართული კომპანიების წარმატების საწინდარია.

საკვანძო სიტყვები: ადამიანური რესურსების მართვა, პერსონალის შერჩევა, პროდუქტიულობა, კონკურენტუნარიანობა, კომპანიის წარმატება.

JEL კლასიფიკაცია: M12

Introduction and literature review

Although human resource management does not have a long history of development, today any organization recognizes the importance of its role in achieving the success of their company, because today's economic conditions, high competition in the market and the growing trend of modern technology push them to be competitive not only in terms of the quality of products or services produced, but also with human resources in the organization, which combines the skills, knowledge, abilities, qualifications or professionalism of the employed persons. Human resource is intellectual capital for the organization. That is why the human factor has acquired great importance not only for private companies, but also for the economic and social development of the country as a whole. Articles conducted and published by Georgian or foreign scientists, the researches conducted in them show how much the factor of human resources development contributes to the success of the company. Polish professor Aleksy Poczowski emphasizes that "people themselves are not a resource, but they own a resource", which is temporarily (for a certain time), at the disposal of the organization (employers) in accordance with certain conditions (for example: cooperation agreements). That's why companies should use them in such a way that they get the maximum results [6] On the other hand, the most important task for the company is to attract and select people whose competencies will be relevant to the organization's culture. Michael Armstrong called him the main resource of the organization [5]. This is especially important for countries with fewer natural resources. Because the company should be able to use and utilize the capabilities of the staff to the maximum extent possible. In the research „The case for psychology in human resource management research“ Troth & Guest are stated that: „HR management and human resources are crucial for a company's overall success, and are among the conditions that allow it to realize various advantages. though, nations around the greatest obstacle to long-long-term one's financial growth and profitability is not yet being able to understand the skills of their skilled workforce, but on the opposite side, development-oriented business in several countries is only now still searching for the best HR practices to efficiently. [10] In order to effectively manage human resources and increase the company's productivity level, it is necessary to find such resources that will help the company to achieve this goal. So it is also an important aspect to find/attract suitable personnel for the company and keep them. N. Paichadze in his manual "Human Resource Management" distinguishes five different aspects of the selection process: [9]

- Criteria development - First of all, the company should establish the basic criteria needed to perform the given job, according to which it will start selecting candidates.
- Application and résumé review - Candidates send a resume to the organization that includes information about their education and experience.
- Interviewing - The most important part of the selection process is the interview, as it is the face-to-face meeting with the candidates and the exchange of information between the company representative and the candidate. At such a time, the company representative must be objective in order to accurately and correctly assess the extent to which the given candidate meets the company's requirements.
- Test administration - Tests are used to reveal intelligence, knowledge, interests, personal qualities. Not all companies use the testing method.
- Making the offer – The final stage is to make a decision about the candidate.

Taking care of human resources management in the company does not end with the selection of the desired staff. It is necessary to maintain these personnel. Today's highly competitive environment allows everyone to easily search for news and change jobs, therefore the main goal of the company is to retain the desired, experienced and qualified personnel. For this, it is necessary to create a comfortable working environment, where the employee will have the opportunity to freely express their thoughts, reveal their maximum abilities and feel that they are a valuable resource for the company. The environment of the organization is an important factor in the process of creating the organizational culture, which in turn refers to the set of values and culture adopted in the company. Guest D. in his research appointed that, through careful design of systems and jobs to enable employees to contribute through full use of their knowledge and skills; through effective employee voice; and through provision of appropriate resources, tools and information to perform effectively.[10]

Actuality of the problem

The fast-paced processes in modern world push the organizations to keep pace with the ongoing changes and apply new, modern management approaches. The success or failure of any organization depends

significantly on the quality of management, including in itself the effective use of existing resources and opportunities. The most important goal for the managers of organization should be attraction of competent, professional and qualified personnel, because they are the ones who plan the goals, tasks, strategies or changes to be implemented for the benefit of the company.

A team of professionals stands behind a successful organization who know well how to use existing material and non-material resources to achieve maximum results. It is important for the company to return the investment made in subordinate personnel, how the person is involved in improving the capabilities of the organization, his knowledge, skills, creativity, talents and how important this contribution is to achieve the desired results. [7]

Selection of human resources is of crucial importance for any Georgian company, since the strategies and tasks planned by the top management of the company are implemented by the workforce subordinate to them. In order for the set actions to be performed perfectly, it is necessary that they are clear and comprehensible for the personnel.

Personnel selection is one of the most crucial stages in human resource management. Mistake made in the process of selection may cost the organization very dearly, since selection is made for the further employment of the personnel. At the same time, the management of the company spends financial resources, energy and time on the process of recruiting new personnel, who, with their knowledge, skills, abilities and personal qualities, should be most compatible with the requirements and needs of organization and respond to its expectations. Otherwise, all resources will be wasted. The selection (same as recruiting) process must be conducted correctly. Without a well-managed recruitment process, the organization will not be able to select the desired personnel. If the candidates desired by the organization are not interested in the vacancy and do not apply for it, the selection process will be very poor and vain. [3]

The purpose of research

The purpose of the research of the presented work is to study the redistribution of human resources management priorities on the example of specific companies, to analyze the focus of companies on increasing the awareness of co-workers, to reveal the correct directions of directing the behavior of personnel in the work process, which will ultimately improve the individual capabilities of employees. Based on the purpose of the research, we set the following tasks:

1. Based on specific examples, discussion of the positive and negative aspects of the steps already taken by the company's management;
2. Identifying the problems faced by Georgian companies during personnel management, identifying ways to solve them;
3. Developing the measures that should be taken in order to get better results of the organization.

Results and discussion

For companies engaged in business, the selection of human resources is of crucial importance, since the strategies and tasks planned by the top management of the firm are implemented by the people subordinate to them. In order for the set actions to be performed perfectly, it is necessary that they are clear and comprehensible for the personnel. It should be noted that before starting the selection process, the management of the company should analyze and evaluate the current situation in the company and make a decision about starting the selection process. There are several issues that need to be focused on:

1. The real need for new staff - the situation should be assessed, to what extent the company really needs to add new staff.
2. Number of vacant places;
3. Requirements to be met by the candidate - the most important factor in the selection process is to match the candidate with the interests of the company.
4. Determination of the method of the selection process - refers to the method of how the management intends to conduct the selection process, what tactics will be used to attract candidates, etc.

After the management of the company decides to announce a vacancy and expresses readiness to add a new staff, the question arises about the stages of the selection process. The company can use internal or external resources for selection of personnel. Internal recruitment means recruitment with the help of employees, whether they are relatives, acquaintances or former employees. External resources mean finding a new staff

through an announced vacancy. Both of them have pros and cons. Employing the candidate, personally known, in the company is considered a positive side of using internal resources, i.e. the said staff is "reliable" for the organization, while its qualities and skills are familiar and acceptable. However, in this case, the fact that there is no "transfusion of new blood" in the company is considered a big drawback.

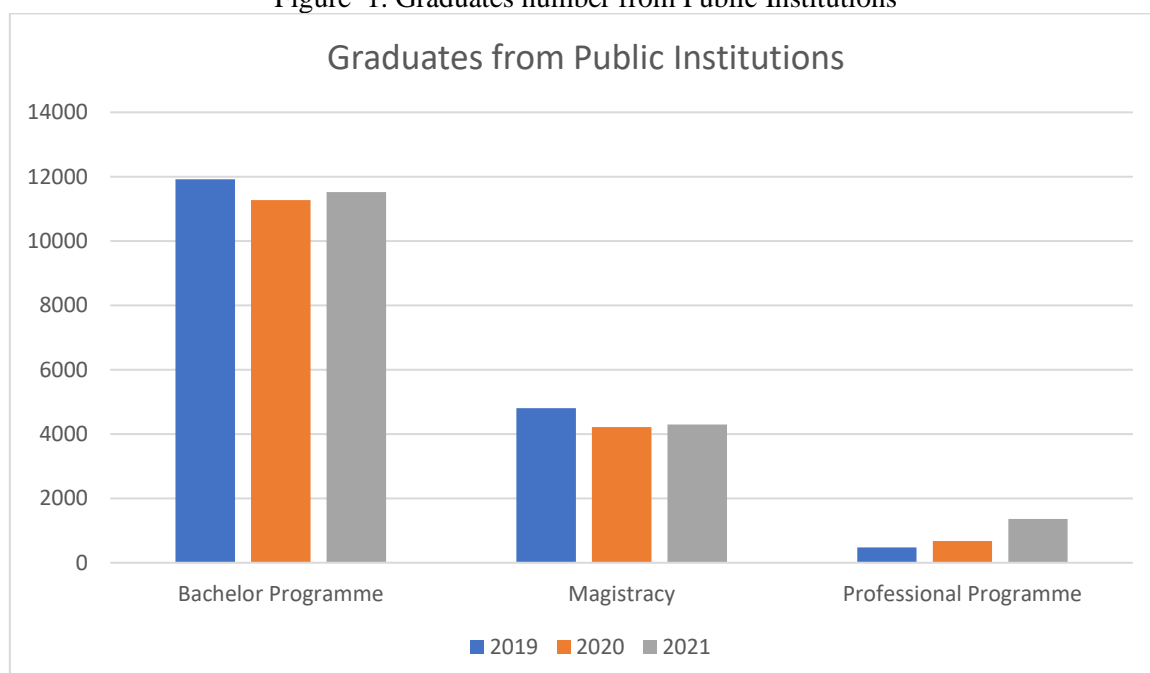
As for selection of staff with external resources, it means filling the vacant place in the company with people who have not had contact with the given company before. At such a time, we can positively evaluate the entry of a person with a different vision into the company, although it is accompanied by a certain risk. The mentioned candidate may not be able to adapt to the organizational culture of the company, which in turn is a big problem for the organization, because if the employee is not able to adapt to the internal culture, internal rules and general environment, he will feel discomfort in the working process, which will prevent the maximum manifestation of his abilities and the increase of labor productivity.

There are different stages of personnel selection, of which the majority of Georgian companies apply the following: announcement of vacancy, receiving/selection of documents, interviews with selected candidates, internships, recruitment. Selection process is a very time-consuming task that requires a lot of time and energy on the part of managers. Problems in the labor market, which are caused by the lack of professional, experienced and qualified personnel, are also a difficulty. It is necessary to select, sort and analyze many applications in order to find exactly the employee that matches their requirements for the vacancy announced by the company.

What do the problems in the market point to? Let's see the various reasons in details:

- **Low level of professional education** - obtaining a diploma confirming higher education is still a up-to-date topic in Georgia today. Despite the fact that thousands of students study at the university, finally, not all graduates find a job suitable for their profession. On the one hand, this is due to the inconsistency of the labor market requirements and the strategies (priorities) related to the provision of personnel by universities, as well as the low level of competence of graduates, since the received diploma does not indicate to their professionalism. At the first stage, the company still has to retrain him, promote the increase of professional knowledge. That is why many companies start employing students from the lowest level to deepen their practical knowledge and increase their competence. On the other hand, it should be noted that young people who are starting to think about a higher educational institution find it difficult to correctly define their future profession. They should understand and realize that choosing a profession should be done according to their abilities, by determining what they want to do the most and go for it. To realize this problem, we can see the data from National Statistics office of Georgia (GEOSTAT):

Figure 1. Graduates number from Public Institutions



Source: own work based on geostat.ge

If we see the number graduated persons from Universities, we will think that companies must not have any problem with choosing the talents, persons or employees for their companies, but on the other hand, they face a huge problem. Despite the fact that graduated students in every year is more than 10,000, the management team can not chose from them experienced and suitable staff for various professional vacancies. Students have just theoretical knowledge, less competencies for work, so companies need to spend money, resources or energy to develop their competencies. In order to solve these problems, the education system should support the creation of various professional colleges and institutes, where students will have the opportunity to acquire practical experience along with theoretical knowledge to master the professions.

In my opinion, there is one of more problem, is we look this table, we see that there is a huge difference between number of students of High Education and Professional Education. Most of students need a diploma, there is another problem, why the need to take this diploma if they don't have such competencies? This case is very important to consider. Sometimes people do not realize that it is better to have professional education and highest quality.

- **The level of awareness of employees** – the leading companies systematically and constantly strive to increase the level of awareness of their employees. In XXI century, where business is a rapidly developing field, and the number of new technologies and infrastructures is increasing every day, the management should take care of the training and training of the working staff and providing the most accurate information about the mentioned news promptly. There will be no point in buying new machinery if there is no competent staff in the company who will actually put it into action.
- **Trainings/seminars** – The main goal of management should be to raise the qualification level of the staff and their professional training through participation in various trainings and seminars. Participation in international projects will contribute to the sharing of international experience by employees, training/development, which will ultimately affect achievement of the company goal.

Description of the mentioned problems points to the shortage of qualified personnel in the labor market of Georgia, however, it is worth noting the requirements that Georgian companies have for candidates. Let's consider and evaluate each of them. In particular:

- **General functions/duties** – if we go through the most famous websites about employment in Georgia (HR.GE, JOBS.GE), where thousands of vacancies are posted every day, we will see that the functions and duties specified and required by the companies, as well as their requirements for candidates, are general. A person who is looking for a job makes a decision to apply for a job based on how well he meets the various requirements listed in the job title or, on the other hand, according to the functions and duties that he will have to perform in the work process. If the job application accurately and specifically describes the tasks and functions for which the employee will be responsible, he will be able to make the right decision - the extent to which his experience and capabilities match the requirements of the company. In such a case, he will have accurate information about what the company expects from the said position and how to achieve the goals of the company through it.

To show the main problem of these applications, let's check two Georgian famous companies applications on the same positions, what they need from candidates and how looks their requirements:

First company's name is ZODI – this is Georgian building company, which is looking for a “Sales Consultant”. The following tasks are given to candidates:

- ** Customer Consulting;
- ** Active communication with the customer, determining his needs and offering products;
- ** Providing information about products to the user;
- ** Receiving orders from customers and participating in the organization of product delivery;
- ** Entering sales and orders into the program;
- ** Participation in the inventory process.

The other big and famous Georgian Company's name is IDEALI – this is also building company, which provides building materials. Their requirements to candidates are the following:

- ** Consulting clients about products
- ** Execution of sales documentation

As we can see these requirements are so general, the candidates who is looking for a new job can't make correct decision what activities exactly she/he will make according this job, there is another problem also, these dates are so general and companies required more than these task at work.

- **A small number of employees** – Another mistake made by companies in the market is to only care about profit maximization. They save money related to hiring of people of different professions and in most cases, two or more priority tasks have to be performed by one employee. Being responsible for several tasks at the same time leads to a decrease in productivity. [1] Working on several issues at the same time leads to a loss of concentration, which is necessary to complete even one task to an adequate degree. In such cases, the employee will devote more time and resources to one task, while the other task will be relatively neglected, regardless of how important that particular task is to the success of the organization. The most important thing is that he cannot be asked why the neglected task cannot be carried out in time, because the manager will always have well-founded arguments about what he was busy with and what he was spending his time on. Therefore, it is better to allocate specific issues and tasks relevantly, to responsible managers. It is best if one person in the structure has responsibility for one specific task. In this case, the concentration on the task is high, the person gathers more competencies and more initiatives come from him. A good example of this is **delegation of responsibilities** by managers - in order to increase the professional level, experience and competence of employees, it is necessary to redistribute the functions and duties of any employee through proper management. This will allow employees to perform the specific tasks necessary to complete the entrusted and assigned tasks.
- **Involvement of employees in processes** – If the company's management allows its employees to express new ideas, initiatives and thoughts on the successful functioning of the goals and asks outlined by the organization, this will increase their level of responsibility and productivity, at the same time, the management will save time and energy on solving a specific task as the employees will be oriented to perform the task assigned to them accurately and at a high level. The involvement of employees in planning working processes or achieving results, in turn, increases the professional level of the staff. To consider it in more detail, if the staff is responsible for the results of a specific task and has the freedom to develop goals and objectives, of course, he will try his best to find more information about the issue in question, set priorities, have appropriate communication with team members, and all this, in turn, It will contribute to the growth/development of new skills and professionalism of the responsible person.
- **Attracting/maintaining personnel** -The priority task of human resources management is not only the selection and attraction of personnel, but also their maintenance. Nowadays, the so-called "attracting talents" has become a relevant topic, which means creating such an attractive working environment where an employed person feels himself comfortable. The responsibility of creating a working environment in the company lies with the human resources management department, the head of which is the HR Manager. Nowadays, the human resource management department is facing great challenges, its task is to recruit professional personnel and to form a team. It is responsible for staff training/development, raising the level of competence, organizing internships/seminars/conferences, raising the motivation of staff and increasing their productivity. First of all, the head of the human resources management department should understand their role in achieving success of the company, it is a bridge between the head of the organization and the employees, the main function of which is to direct different categories of people to the common goal of the company. A satisfied employee who feels that he is an integral part of the company, works tirelessly to fulfill the mission and goals of the organization. In such case, the level of labor force outflow from the company is low, and the management does not face the difficult processes of finding and selecting new personnel.

Working on the discussed issues is a big challenge for Georgian companies in order to overcome and deal with common problems in the market, they need to develop such recommendations, the implementation of which will be effective for the organization. Here are some of them:

- **Defining the goal** – A necessary step on the part of the company is to correctly define its main goal. Right management means the accurate implementation of a well-designed strategy, because even a well-designed strategy does not help the success of the company, if it is not correctly implemented, and at the same time, no matter how well-administered the company is, the exact execution of the

strategy will not bring success to the company, if the strategy itself is not correctly developed. At the same time, right management means implementation of properly distributed and planned tasks to achieve a properly set goal. First of all, it is important to correctly define the goal that the company wants to achieve. In particular, the goal of the company should answer the question: what is the fundamental basis of the operation of company and how should it gain positioning in the key market.

- **Team** – After determining the goal of the organization, it is necessary to take care of formation of its team. The people who are responsible for the development of strategy and tasks should be characterized by high professionalism, accordingly, the selection processes should be properly planned and competent staff should be found, and the people responsible for the direct execution and implementation of the strategy are the subordinate people (staff) who carry out the daily tasks and actions. They have to stand on the front line to fulfill the purpose planned by the company. Personnel who are responsible for creating, supplying and delivering goods or services to customers must know what part (component) of the set strategy they are implementing and at the same time feel that they are appreciated and valuable elements in their company.
- **HR manager selection** – In order to conduct the human resources selection process correctly and effectively, first of all, it is necessary to hire a person who will be responsible for the selection/hiring/dismissal of personnel. The human resources manager plays a major role in the formation of a team of professionals in the company, he must be an experienced and competent person who, with his abilities and skills, will be able to create a professional, highly qualified team that meets the requirements of the company.
- **Determination of requirements** – The most important step in conducting the selection process correctly is for the company to accurately define the requirements, skills and abilities necessary for the vacant position announced by it. Those functions and duties should be precisely and clearly defined, since the job seeker should make the right decision, whether his competence coincides with the interests of the company. This, in turn, will facilitate selection process, as only those people who meet the requirements will apply.
- **Growth/development of staff** – The fundamental task of human resources management is the retraining, training and education/development of personnel. If the management of the organization wants to be competitive compared to others, it should pay a lot of attention to the most valuable resource it has - that is human resources. They are responsible for producing high quality goods or services. The level of their competence and professional experience determines production of goods of high standards.
- **Attractive working environment** – Managers should take care of their employees. The staff should feel that they are free, able to express different opinions and new ideas, that they are an important part of the organization and that they are appreciated. This will help the management to create an attractive and desirable environment, and help to maintain the employees that they spent a lot of time and effort on selecting and hiring.
- **Raising motivation/encouraging** – As already mentioned, companies will have to spend a lot of resources to find, select and maintain a new staff. The human resources department should try as much as possible to raise the level of motivation among its employees, to create a working environment desired by them, with various incentive methods, to be able to increase the level of satisfaction of employees, which will lead to a reduction of the risks of their leaving the job, and also help to maintain experienced personnel.

Conclusions

Thus, the goal of establishing any organization is to ensure the growth of the production of its activities, to realize the mission set by its own company by using the available resources as efficiently as possible. Reasonable use of resources increases the level of productivity of the company. It is important for the management of the organization to realize the role of all resources at its disposal in success of the company. One of these fundamental resources is human capital, which refers to the combination of different capabilities, competencies and skills of people to achieve the common goal of the company.

Companies operating in the Georgian market are facing a huge challenge, since the problems in the market, related to the selection of qualified personnel, prevent them from forming a professional team.

Companies need more efforts and funds to train, finance and enable staff to participate in various international conferences or projects to gain experience and raise their professional level.

Taking into account the recommendations discussed in the paper will allow companies to constantly take care of the development of employees and, accordingly, to maintain highly qualified, experienced and competent personnel, which directly affects the success of the company.

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