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MAN400

HUMAN RESOURCE PLANNING: RECRUITMENT AND SELECTION

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ABSTRACT

It is known that the recruiting and selection activities of human resource management have a very important function in the performance, productivity and business success.

Recruitment process begins when new employees are needed and ends when they submit an application for employment. We examine the recruitment activities of selection in Levent.

This management activity provides to the right people contribute positively to the future of the organization. We examine the Levent group for analysis according to recruiting and selection activities of human resource management.

In result we see that Levent group is professional of human resource management.

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I.INTRODUCTION

1.1.HUMAN RESOURCE MANAGEMENT

1.1.1.Introduction

Human resources are the most important resources of every country. While many firms and countries can compete on many different aspects such as technology, raw material and many different competitive advantages, the countries that make best use of their human resources are usually more successful than the others. When we look at the developed countries such as the United States and some western European countries, we can see that, apart from making best use of their human resources they also make it attractive for the qualified and skilled people to come and work for them. It is claimed that the USA owes their success in the technology to the foreign engineers. Contrary to this situation is the so called brain drain from undeveloped countries to the developed ones. The underdeveloped countries do not create the right environment for the qualified and skilled personnel to develop for the national economy.

At the state level companies also compete with each other in many aspects and usually those who have a good human resource management system are the winners.

Primary source of the world, irrespective of the region and other characteristic, is human. Countries who use their resources most effectively are the successful countries. One of the task of the organizations are to produce quality products to compete with the other international organizations.¹

¹ Armstrong M. , A Handbook of Human Resource Management , Kogan Page , 1988 ;

Historical fact is that the management of the old production units made efforts to increase production at the cost of labor. As the industry developed and the research are made, the modern concept has become accepted. Today the human resource management has become one of the most important aspect of an organization.

I believe that the human resource management is challenging and often exciting work. It comprises an amazing variety of activities.

Human resource management is the planning, organizing, directing and controlling of the procurement, development compensation, integration , maintenance, and separation of human resources, to the end that individual organizational and social or society objectives are accomplished.

I believe that since human resource is the most important issue the human resource managers should rank at the top level of the management. Usually a department working under one of the vice presidents, they should actually report to the president. And the president must also be aware of the concept.

1.1.2. Human Resource Planning

The importance of systematic manpower planning has not yet been recognized by most organizations in our country except that there are some awareness only in recent years. Traditionally, management assumed that it could always obtain the personnel it required whenever it needed them. For the most part, firms do not engage in formal human resource planning. A company may be able to get by with such

a casual approach if it is small, changes little, and the skills it employs are relatively simple. But formal personnel planning is essential for the enterprise that is moderate to large in size, that experiences changes in technology, products, markets, and internal organization, and that utilizes a lot of high-talent personnel.² Levent group of companies is the biggest private sector in the country and it is the second biggest employer after the state itself. It is also one of the rare companies which does apply to a certain extent the rules of strategic human resource planning.

² Davis and Werther W . , Human resources and Personel Management, Mc Graw Hill , 1993

1.2.THE OBJECTIVE OF STUDY

Levent group of companies is the biggest private sector in the country and it is the second biggest employer after the state itself. It is also one of the rare companies which does apply to a certain extent the rules of strategic human resource planning .

The human resources is very important role in business uccesfull of the organization .

Levnt group is the biggest private sector in TRNC and its the rare companys which does apply to a certain extent the rules of strategic human resources planning in TRNC.

In this study I see that rucruiting and selection is vital factor of human resources for businessssuccesfull

II. RECRUITING AND SELECTION

2.1. Recruitment

Once an organization has completed its human resource planning, two broad approaches exist to fulfill that plan. Job openings can be filled internally or externally. Internally, the organization relies on a blend of training, development, and career planning, which are discussed in the next part of the text. Externally, the jobs are filled through recruitment and selection. This chapter discusses recruitment and the next chapter describes the selection process.

Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new employees are needed and ends when they submit an application for employment.

The responsibility for recruitment rests with the manager who has the opening to fill. However, when a personnel department exists, recruitment is one of the first functions assumed by the department. Recruiters usually follow the process outlined in Figure 7-1. They first must identify the job opening from either the human resource plan or specific requests of managers. The recruiter then learns of the job's requirements through job analysis information or comments from the manager who has the opening. Based on this information, the recruiter uses one or more methods of recruitment to secure qualified applicants. To be successful, recruitment takes place within a series of constraints.

The constraints faced by recruiters arise from the organization, the recruiter, and the external environment. Some of the more noteworthy constraints are discussed in the following paragraphs.

Organizational policies exist to ensure uniformity, economies Public relations benefits, legal compliance, and other objectives: For example, some organizations have "promote-from-within" policies that give preference to filling job openings internally. Although recruiting is still used to fill openings, particularly entry level positions, recruiters are expected to ensure internal applicants are not overlooked. Likewise, compensation policies also affect recruitment. Pre-established pay ranges may limit the number of viable recruits, particularly if the pay ranges are low in comparison with market rates. Policies on hiring part-time and temporary workers and policies on hiring relatives may expand or limit a recruiter's options. When the employer operates internationally, policies favoring local nationals also shape recruitment possibilities.³

Human resource plans and affirmative action programs give guidance and constrain recruiters. The human resource plan should help identify likely candidates for internal promotions and transfers. At the same time, the human resource plan may summarize future recruiting needs, so that recruiters can plan to fill future openings proactively. Affirmative action plans usually contain goals recruiters are expected to pursue through their efforts. When severe

³ Klarreich , Francek and Moore , The Human Resources Management Handbook , Praeger, 1984

underutilization exists in some areas, recruiters often are under considerable pressure to find applicants that further the affirmative action plan.

Recruiters develop habits. They become used to looking for certain types of applicants through specific sources. Although such habits save time and effort, they may perpetuate past discrimination or create an imbalance with recruits who have similar backgrounds.

Environmental conditions also affect recruitment. The stage of the economic/business cycle, the relative scarcity of particular skills, and competition in the labor market from other employers limit the options available to recruiters.

Of course, the requirements of the job are a constraint. Operating managers may be seeking someone with a considerable number of years of experience. These same managers may not believe someone's background is suitable to the job. In general, the more skilled the position and the greater the experience desired by operating managers, the more difficult the position is to fill. Costs are a limitation because personnel departments must operate on a budget. Careful human resource planning allows recruiters to be more efficient. Incentives -- such as recruiting or sign-up bonuses -- may also be challenging, especially when a recruiter must overcome the use of inducements by competitors.

2.1.1. Channels Of Recruitment

Within the wide net of constraints facing recruiters, a variety of sources or channels are used to find new workers. Since research indicates most applicants use two or more channels to find out about employment, most recruiters use multiple channels, also. The mix of sources used by recruiters obviously depends on their assessment of which approach will be most successful for the different types of applicants they seek.

2.1.2. Job scope and job depth

Job scope and job depth are two important dimensions of job design. Job scope refers to the number and variety of different tasks performed by the jobholder. In a job with narrow scope, the jobholder performs a few different tasks and repeats these tasks frequently. The negative effects of jobs limited in scope vary with the jobholder but can result in more errors and lower quality.

Job depth refers to the freedom of jobholders to plan and organize their own work, to work at their own pace, and to move around and communicate as desired. A lack of job depth can result in job dissatisfaction, which can in turn lead to tardiness, absenteeism, and even sabotage. A job can be high in job scope and low in job depth, or vice versa. For example, newspaper delivery involves the same few tasks each time, but there is considerable freedom in organizing and pacing the work. Therefore, the job is low in scope but

high in depth. Of course, many jobs are low (or high) in both job scope and job depth.⁴

2.1.2.1. Advantages of Job Specialization

- I. Fewer skills required per person, which makes it easier to recruit and train employees.
- II. Increased proficiency through repetition and practice of the same tasks.
- III. More efficient use of skills by primarily utilizing each employee's best skills.
- IV. Low wages, due to the ease with which labor can be substituted.
- V. More conformity in the final product or service.
- VI. Different tasks performed concurrently.

2.1.2.2. Job rotation, job enlargement, and job enrichment

Job rotation, job enlargement, and job enrichment are three terms that relate directly to job content and are frequently confused. Job rotation is periodically rotating work assignments. For instance, an employee in a retail store might work one month as a salesperson, then one month as a cashier. Banks often use job rotation as a means of familiarizing new management trainees with the different operations of

⁴ Armstrong M. , A handbook of Human Resource Management , Kogan Page, 1988

the bank. Under this approach, a new trainee may work one month as a teller, one month as a credit analyst, one month as an assistant to a loan officer, and one month as a service representative.

2.1.2.3. Job enlargement

Job enlargement involves adding more tasks of a nature similar to the job. In other words, enlarging a job means increasing the scope. The jobholder is given more things to do, but the difficulty and responsibility required by the additional tasks do not change significantly. For example, enlargement of the job of an assembly-line worker might involve assigning the jobholder more assembly operations of a similar nature. Thus, the job is enlarged in the sense that the jobholder performs a greater number of operations.

Job enrichment involves upgrading the job by increasing both job scope and job depth. Thus, in addition to adding more operations, an enriched job is made more challenging, requires additional responsibility, and encourages personal growth. For example, a manager's job might be enriched by giving him or her some additional budgetary responsibilities.

2.1.3. Job Analysis

Job analysis is "the process of determining and reporting pertinent information relating to the nature of a specific job. It is the determination of the tasks which comprise the job and of the skills, knowledge, abilities, and responsibilities required of the holder for

successful job performance."s The end product of a job analysis is a written description of the actual requirements of the job.

Job analysis is the cornerstone of all human resource functions. Specifically, data obtained from job analysis forms the basis for a variety of human resource activities. These include:

A job analysis results in a description of the duties and responsibilities of the job. Such a description is useful to the current jobholders and their supervisors as well as to prospective employees.

A job analysis often indicates when a job needs to be redesigned.

Regardless of whether a job to be filled has been in existence or is newly created, its requirements must be defined as precisely as possible for recruitment to be effective. A job analysis not only identifies the job requirements but also outlines the skills needed to perform the job. This information helps identify the type of people to be recruited.

Selection is basically a matter of properly matching an individual with a job. To be successful in the process, the job and its requirements must be clearly and precisely known. A job analysis determines the importance of different skills and abilities. Once this has been done, comparisons of various candidates can be made more objectively.

Effective job orientation cannot be accomplished without a clear understanding of the job requirements. The duties and responsibilities of a job must be clearly defined before a new employee can be taught how to perform a job.

Job analysis affects many aspects of training. Whether or not a current or potential jobholder needs additional training can be decided only after the specific requirements of the job have been determined through a job analysis. Similarly, the establishment of training objectives is dependent on a job analysis. Another training-related use of job analysis is in helping to determine whether a problem is occurring because of a training need or because of some other reason.

Career counseling. Managers and human resource specialists are in a much better position to counsel employees about their careers when they have a complete understanding of the different jobs in the organization. Similarly, employees can better appreciate their career options when they understand the exact requirements of other jobs.

A thorough job analysis often uncovers unsafe practices and/or environmental conditions associated with a job. Focusing precisely on how a job is done usually uncovers any unsafe procedures.

The objective of performance appraisal is to evaluate an individual employee's performance on a job. A prerequisite is a thorough understanding of exactly what the employee is supposed to do. Then and only then can a fair evaluation be made of how an individual is performing.⁵

A proper job analysis helps ensure that employees receive fair compensation for their jobs. Job analysis is the first step in

⁵ Morden tony , Business Strategy and Planning , McGraw Hill ,New York , 1993

determining the relative worth of a job by identifying its level of difficulty, its duties and responsibilities, and the skills and abilities required to perform the job. Once the worth of a job has been established relative to other jobs, the employer can establish an equitable wage or salary schedule.

As can be seen from the above list, most major human resource functions are dependent to some extent on a sound job analysis program.

When performing a job analysis, the HR department studies the job and its requirements (as opposed to the characteristics of the person currently holding the job). The department lists the tasks that comprise the job and determines the skills, personality characteristics, educational background, and training necessary for successfully performing the job. The initial stage of a job analysis should report the job as it exists at the time of the analysis, not as it should exist, not as it has existed in the past, and not as it exists in similar establishments.

2.1.3.1. Products of job analysis

Job analysis involves not only analyzing job content but also reporting the results of the analysis. These results are normally presented in the form of a job description and a job specification. A job description concentrates on the job. It explains what the job is and what the duties, responsibilities, and general working conditions are.

2.1.3.2. Job analysis methods

Several methods are available for conducting a job analysis. Four of the most frequently used methods are discussed below.



2.1.3.3. Observation

Observation is a method of analyzing jobs that is relatively simple and straight-forward. It can be used independently or in conjunction with other methods of job analysis. With observation, the person making the analysis observes the individual or individuals performing the job and takes pertinent notes describing the work. This information includes such things as what was done, how it was done, how long it took, what the job environment was like, and what equipment was used.

A major drawback is that observation is somewhat limited to jobs involving short and repetitive cycles. Complicated jobs and jobs that do not have repetitive cycles require such a lengthy observation period that direct observation becomes impractical. For example, it would require a tremendous amount of time to observe the work of a traveling salesperson or a lawyer. On the other hand, the person analyzing the job can use direct observation to get a feel for a particular job and then combine this method with another method for thoroughly analyzing the job. A second drawback is that the observer must be carefully trained to know what to look for and what to record. It is sometimes helpful to use a form with standard categories of

information to be filled in as the job is observed to ensure that certain basic information is not omitted.

2.2. Selection

The selection process begins with qualified applicants and ends with the hiring decision. In many organizations, the recruiting and selection processes are viewed as the key roles of the personnel department. With the growing legal complexity of equal employment opportunity, conducting this activity in a way that yields effective employees in a legally permissible manner is a critical role for all personnel departments.

The previous chapters have given students a considerable understanding of the constraints and informational inputs needed to handle the selection process. To make the connection between earlier topics and selection, a brief review of the key ideas already discussed is often helpful for students.

These include societal objectives, which require the personnel department to operate in ways that are supportive of societal goals or at least not in conflict with those goals. At the same time, the personnel department seeks to perform its role in a way that helps the organization meet its goals and helps employees meet their personal objectives. In addition to societal, organizational, and personal goals,

the personnel department must meet its functional goals of providing a level of service that is optimal for the organization it serves.⁶

With these goals in mind, the personnel department must remain aware of external challenges that shape what it does and how it does it. Perhaps the most pervasive external challenge is providing equal employment opportunity. The constraints of EEO require personnel specialists constantly to deal with employees in a professional and objective manner, which is free from intentional or unintentional discrimination against any group of employees.

To be effective at selection requires sound information about the firm's jobs. This information is provided through job descriptions, position specifications, and job performance standards. Only through effective job analysis information can personnel specialists reasonably expect to have the minimum information needed to select employees effectively.

Human resource plans, if they are done by the organization, can give personnel specialists an understanding of the organization's strategy for meeting its short- and long-term human resource needs. Specific employment goals also are found in the firm's affirmative action plan.

The role of recruiting is particularly important to understand, because the quality of those hired cannot be any better than the quality of the people who are recruited.

⁶ Davis and Werthere W., *Human Resource and Personnel Management*, Mc Graw Hill, 1993

2.2.1. Inputs To Selection

Besides the value of understanding objectives, external challenges, equal employment needs, job analysis information, human resource and affirmative action plans, and recruitment, employment managers must meet supply, ethical, and organizational challenges.

The quality of the selection decision depends in large part on the availability of applicants. The selection ratio, which is the ratio of applicants hired to the total number of applicants, gives personnel specialists some insights into the quality it should seek in the final hiring decision. Obviously, if there are many more applicants than openings, the personnel department can be more selective in filling those positions.

Since personnel departments often hold the "keys" to employment and the benefits that jobs make available, they have an important role to play. This important position may lead to situations that raise ethical questions. Should a personnel manager hire the children of executives? What is the difference between a considerate memento and a bribe? (Although there are no definitive answers to these ethical questions, students might wish to consider these issues in an environment free of pressures to comply.)

Objectives must be achieved within the constraints imposed by the organization. Of particular concern are budgets. Personnel departments are cost centers. They add to cost but do not generate directly any offsetting revenues. To minimize costs and remain

competitive, personnel departments seldom have all the financial resources their members would like.

An ongoing challenge to all phases of personnel work is equal employment opportunity. However, given the high visibility of the selection process, careful attention must be paid to equal employment opportunity laws and regulations. In an attempt to reduce discrimination in selection, the Equal Employment Opportunity Commission created the Uniform Guidelines on Employee Selection. A primary goal of the guidelines is to prevent adverse impact. A simple, quick and widely used test to check for adverse impact is the four-fifths rule. Adverse impact is assumed when the selection ratio of protected class applicants is less than 80% (or four-fifths) of the selection ratio for majority applicants. In *Connecticut v. Teal*, the U.S. Supreme Court has ruled that even this "bottom line" test can be overturned if stages within the selection process have a clearly adverse impact on protected group members. The implication for personnel professionals is obvious: if one step in the selection process has an adverse impact, it should be reviewed and improved to insure that the overall selection process stays within the four-fifths rule.

2.2.2. Preliminary Reception Of Applicants

The selection process is a two-way street. The organization selects employees and employees select employers. To impress candidates who may be valuable applicants, it is important the applicant's first reception be handled in a favorable manner.

Regardless of whether it is a written request for an application or a walk-in looking for employment, good personnel practices and good public relations require this phase be handled in a way that is satisfactory to outsiders.

2.2.3 Employment Tests

Tests may be used here or later in the employment selection process. Whenever they are used, they should be relevant. This relevance should be proven scientifically through validation studies.

2.2.4. Test Validation

Test validation is a matter of ensuring that what the test seeks to find out is in fact related to the job under consideration. Validity can be established empirically either through predictive or concurrent validity. When empirical validity cannot be established, rational approaches may be used.

2.2.5. Testing Tools and Cautions

Although many employment tests exist, most have very narrow applications. It is important for the test administrator to understand what the test is supposed to measure, how well it achieves its ends, and what previous validation efforts have been performed using the test. This and other important information can be found in the test manual, which should accompany any pre-printed tests.

Tests may seek to measure an applicant's psychological state, but these tend to have low validity. Tests may measure knowledge, which can often be shown to be relevant through empirical or rational approaches to validity. Performance tests generally are considered to have prima facie validity if the test actually measures an important part of the job duties through the test. A typing test for a typist is an obvious example.

Graphic response tests, such as lie detectors, have the advantage of measuring the honesty of responses and opinions. However, considerable debate has been stirred by the question of whether this is an invasion of privacy.⁷

2.2.6. Selection Interview

The heart of any employment process is in the selection interviews. Research indicates the interview is the most widely used step in the employment process. Its flexibility and usefulness for exchanging information contribute to its popularity. Although little research has been done on the validity and reliability of interviews, they are an acceptable step in the selection process.

Interviews can be described as being in one of several categories. Structured interviews are rather mechanical interviews where the interviewer asks each applicant a pre-determined set of questions. Although responses to these questions increase the

⁷ Pearson, R., The Human Resources McGraw hill London, 1991

comparability of results, they seldom are used exclusively in employment interviews.

Unstructured interviews are the opposite extreme. They allow the interviewer to follow up on interesting answers with little structure or direction. The short-comings of structured and unstructured interviews lead most interviewers to use a blend. The interviewer may have some specific questions that are asked of each applicant but feels free to ask other questions that will help form a more accurate picture of each candidate.

Problem-solving interviews ask applicants to solve work-related problems. To the extent the questions reflect actual job situations, these interviews may be more valid than other forms. Stress interviews are used to see how applicants will react under stress. These forms of interviews have limited application and should be used only with candidates who are likely to survive the screening process.

The employment interview usually has five stages to it. To begin, the interviewer must prepare for the interview. Information about the job openings and the employer must be understood in order to facilitate communications in the interview.

Once the interview begins, the interviewer (in all but stress interviews) seeks to establish a rapport with the interviewee. This second stage is needed to get an accurate picture of the applicant. During the interview, there is an exchange-of-information stage when the recruiter learns about the applicant and the applicant learns about the employer. As the questions are completed or time grows short, the

interviewer must end the interview. Skilled interviewers often can do this fourth stage by asking if there are any last questions or through their body language.

The last stage follows the interview. Here, the interviewer makes a written evaluation while the discussions are still fresh in mind.

Interviewers are subject to biases and errors. Shortcomings such as the halo effect, leading questions, personal biases, and domination of the interview by the interviewer seriously detract from the effectiveness of this selection technique

Among professional recruiters there is considerable debate about the effectiveness of references. On the one hand, almost everyone knows some people who will offer glowing evaluations. On the other hand, verification of references is so relatively inexpensive, especially when compared to hiring the wrong person for a job, that some personnel managers use this step in the selection process. The use of phones to verify references gives some advantages to recruiters over written verifications, because voice inflections and the extemporaneous nature of phone verifications may lead to greater candor.

The immediate supervisor is ultimately responsible for newly-hired workers. To balance this responsibility, many employers allow the supervisor to make the final hiring decision or at least have a substantial input into that decision. Supervisory participation in the selection process may benefit all concerned since the supervisor may have a greater commitment to the new employee.

III. LEVENT GROUP OF COMPANIES

3.1.HISTORY OF LEVENT

Levent group of Companies is the biggest employer in Cyprus other than the state. They are active in many different business ranging from car dealership, brick and tile manufacture, imports and exports, construction business and market business. The company is the biggest employer in the private sector. One notable characteristics of this business is that the employee turnover is very low. People who find employment at Levent usually never leave their work until they are retired. The organisation is one of the few in Cyprus that look into personnel management in a professional manner.

3.2. Recruitment in Levent

Levent uses two methods to satisfy their human resource needs. They either recruit a personnel which becomes their personnel for all times, or they can hire people for a specified period.

Levent uses a hiring procedure that works best on a foundation provided by job analysis, labor budgeting, and recruitment. Job analysis, through a job specification, tells them the kind of person that is necessary to fulfill properly the responsibilities of the job. An analysis of work load and of the characteristics of the present work force enables them to budget or plan their work-force requirements from the standpoint of number. Skillful recruitment provides a number

of reasonably satisfactory job applicants. Thus, knowing what kind of people they want and how many are to be hired, they can choose from the available job applicants.

The selection or hiring procedure is basically a series of personnel studies. The management attempts to discover the qualifications and characteristics of the job applicant. Each step in the sequence contributes new information. Information objectives are assigned to the step that can best extract that type of data.

3.3. SELECTION IN LEVENT

Interviews are made at two stages. The first interview is merely a procedure to reduce the numbers to manageable size. The Industrial Relation Department's experts or personnel departments of the business units carry out the interviews. The main purpose is not selection but rejection. But this is not simple. It is very important to carry out these interviews so that they do not eliminate good candidates. This is an important first step. Job application form and self-assessment forms are in the hand of the interviewer, throughout the interview.

IV. Conclusion

Organizations should make most of their employees. To be able to do this they have to measure in a way, the talent of their employees. When they do this and they make use of the talent of their employees, they get good results.

Levent is ahead of its competitors in the human resource matters. It is considered to be second favoured employer just after the state. The state policy that gives a far better compensation and retirement options put the private sector employees in a difficult situation.

One area where Levent could make improvement is in the job analysis aspects. There is a need for more adequate employee selection. Job analysis is very important since it is the process of determining and reporting information relating to the nature of a specific job. It is the determination of the tasks which comprise the job and of the skills, knowledge, abilities, and responsibilities required of the holder for successful, job performance. Put another way, job analysis is the process of determining, through observation and study, the pertinent information relating to the nature of a specific job. By doing a job analysis Levent will be able to recruit and select the best possible employee to each position.

Job analysis serves as the cornerstone of all human resource functions. Jobs must be analyzed before many of the other human resource functions can be performed. For example, effective recruitment is not possible unless the recruiter knows and communicates the requirements of the job. Similarly, it is impossible to design basic wage systems without having clearly defined jobs.

Job design is the process of structuring work and designating the specific work activities of an individual or group of individuals to achieve certain organizational objectives. Job design addresses the basic question of how the job is to be performed, who is to perform it, and where it is to be performed.

Job analysis and job design are directly linked to each other. In practice, most job analyses are performed on existing jobs that have previously been designed. However, it is not unusual for a job to be redesigned as the result of a recent job analysis. For example, a job analysis might reveal that the current method of performing a job (the job design) was inefficient or contained unnecessary tasks. This chapter examines the methods and techniques used in designing and analyzing jobs.

Today, the word job has different meanings depending on how, when, or by whom it is used. It is often used interchangeably with the words position and task. The purpose of this section is to define terms frequently encountered in job design and job analysis and to show how these terms relate to each other. The simplest unit of work is the micromotion. A micromotion involves a very elementary movement

such as reaching, grasping, positioning, or releasing an object. An aggregation of two or more micromotions forms an element. An element can be thought of as a complete entity, such as picking up, transporting, and positioning an item. A grouping of work elements makes up a work task. Related tasks comprise the duties of a job. Distinguishing between tasks and duties is not always easy. It is sometimes helpful to view tasks as subsets of duties. For example, suppose one duty of a receptionist is to handle all incoming correspondence. One task, as part of this duty, would be to respond to all routine inquiries. Duties, when combined with responsibilities (obligations to be performed), define a position. A group of positions that are identical with respect to their major tasks and responsibilities form a job. The difference between a position and a job is that a job may be held by more than one person, whereas a position cannot. For example, an organization may have two receptionists performing the same job. However, they occupy two separate positions: A group of similar jobs forms an occupation. Because the job of receptionist requires similar skill, effort, and responsibility in different organizations, being a receptionist may be viewed as an occupation.

V.RECOMENDATION

The recruiting and selection activities of the human resources department plays an important role in the success of the organizations. Levent group is the biggest private sector in TRNC then state Levent group follows to professional method of human resources. This group is a good sample of human resources management process. But only Levent group usually process that people who are successful at the other organizations are invited to take a similar position with higher rewards. My idea is that this situation is not ethical. This process usually to make all big company. But many times other firms passed secret competition advantages of information with transferred employee.

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