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# Man 400

## Selection and Placement in Human Resources Management

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## **ABSTRACT**

It is known that the selection and placement activities of human resources management have a very important function in the performance, productivity and success of the organization. So organizations should consider the importance of their selection process. Selection is the process of choosing and hiring the best-qualified people, who exactly fit the vacant position in the organization. Thus, it can be said that the right people contribute positively to the future of the organization. The importance of the selection process for the organizations is evaluated in this study along with a detailed explanation of the selection process, which consists of the preliminary reception, the employment tests, the selection interview, the reference and background, the medical evaluation, the supervisory interview, the realistic job preview and the hiring decision are analyzed in order to see the benefits of selection and placement activities of human resources management success.

To understand and analyze the importance of the selection process, two organizations in the TRNC were selected. These organizations' selection and placement activities were examined, compared and organizational successes were examined.

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## **I. INTRODUCTION**

### **1.1. What is Human Resources Management?**

Human resources management includes all management decisions and practices, which directly influence the people (human resources), who work for the organization. So the human resources management plays a very big role for the success of the organization in the business world of today. If the organization is assumed as machine, the human resources are the parts, which have vital importance to the organization of that machine. Because the organization consists of those parts, which have different tasks and functions. If all the human resources of the organization effectively perform the tasks and functions that they should perform this reflects as the success of the organization. But on the other side, if one of the human resources cannot carry out the work very well, this can create a problem in the objectives and strategies of the organization. Therefore, the organizations should have the right human resources for their future by carrying out effective human resources management.

The following points are the key to understand human resources management:

- Organizations are subject to external forces such as the economy, labor markets, legal requirements and actions by competitors.
- An organization's internal environment is characterized by such elements as goals and values of management, corporate culture, strategy, the technology on which the organization depends, the organizational structure (e.g. Centralized versus decentralized) and size.

- Organizations are made up of employees, who are characterized in the terms of their motivation to perform and the personal qualities they bring to the organization, such as abilities, interests, personality and attitudes.
- Employees perform jobs that result in job and organizational outcomes.
- Jobs can be described in terms of requirements and rewards.
- Job outcomes include performance, productivity, quality, satisfaction and the retention of the employee as a contributing member of the organization.
- The “bottom line” for the organization is survival as a competitive and growing organization that continues to make a profit.<sup>1</sup>

Also human resources management has some activities, which affect the organization as follows:

Job analysis and design, human resources planning, recruitment, selection, orientation, training and development, performance appraisal, compensation activities that human resources management has and all of these activities perform various functions for the success of the organization.

- **Job analysis and design:** in this activity of human resources management, the necessary duties, skills, experienced, responsibilities and information are collected and organized.
- **Human resources planning:** human resources planning forecasts how many employees are needed, what kind of skills and responsibilities are needed for the jobs in the organization in the future. So the necessary employees are determined by human resources planning for the future operations of the organization.

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<sup>1</sup> Cynthia D. Fisher, Lyle F. Schoenfeldt, James B. Shaw, (1993), ‘Human Resource Management’, Second Ed., London (Boston), p.5.



- **Recruitment:** Recruitment activities of the human resources management are used in order to find and attract the reasonable and qualified applicants for the jobs and positions needed by the organization.
- **Selection:** Selection activity is the process of choosing the best-qualified people, who fit the positions of the organization from the applicants, contribute to the objectives of the organization.
- **Orientation:** Orientation is the process of giving the necessary information to the new employees of the organization about the jobs, the company, and the work group. So new employees can compare their expectations with the job that the organization offers.
- **Training and development:** Training and development are the process of preparing the human resources of the organization about how they perform their jobs and the future tasks and responsibilities in the organization.
- **Performance appraisal:** Performance appraisal activity of human resources management evaluates the performances of the employees, who work for the organization. And it can be understood that the employees of the organization effectively contribute to the objectives of the organization or not.
- **Compensation:** Compensation is the pays and benefits, which are provided by the organization because of the contribution of those employees to the objectives of the organization.

The above activities of the human resources management are used in order to contribute to the performance, productivity, success and survival of the organization.

## **1.2. The Importance Of Human Resources Management**

The human resources management has a very important role for the success of the organization. Organizations today are using human resources practices aimed at gaining competitive advantage from their employees.

Jack Welch, General Electric's Former Chairman stated, "The only way I see to get more productivity is by getting people involved and excited about their jobs. You cannot afford to have anyone walk through a gate of a factory or into an office, who is not giving 120%".

Human resources management includes the management, motivation and development of the human resources, who work for the organization. So the strategies, long-term and short-term plans, objectives, which affect directly the performance, productivity of the organization are developed and applied by the human resources of the organization. Because of this, it has an important position and responsibility in the organization.

Human resources, which have a very vital place for the future and survival of the organization, are in the responsibility of the human resources management. This responsibility determines the performance and productivity by managing the best-qualified people, who can carry out the works in the organization. And also human resources management follows the new technological changes and innovations, which affect the organizations. So an effective human resources management takes advantage of those changes in order to reach the best results when it successfully adopts itself to the technological changes and innovations.

Because of this, it has role to adopt the people, who work for the organization to the changes, which influence the market. If this role cannot be performed by human resources management, the organization can loose its position in the market.

And the other benefit of the human resources management, it helps to another departments of the organization by establishing communication between them. It provides that the people of the organization effectively contribute to the objectives and strategies of the organization.

Also, J.W. Marriott Chairman of the Board and President of Marriott International emphasized the importance of human resources management by making the following statement, "Human resources is at the core of our business. Because of the importance of human resources, the senior vice president of human resources reports to me is on my executive committee and is a corporate officer.

A study conducted in the U.S. showed that 70% of firms with above-average financial performance considered developing their human capital an important factor in building competitive advantage.<sup>2</sup>

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<sup>2</sup> Dessler, Gary, (2000), "Human Resource Management", 9<sup>th</sup> Edition, New Jersey, p. 10.

### **1.3. The Evaluation of Human Resource Management**

In the early 1900s, personal people first took over the activities of hiring and firing, ran the payroll department and administrated benefit programs. With the emergence of new technologies in areas like testing and interviewing, the personal department began to play a bigger role in employee selection, training and promotion.

In the 1930s, the emergence of union legislation led to a new human resources emphasis on protecting the firm in its interactions with unions. The discrimination legislation of the 1960s and 70s meant the potential for more lawsuits and affective personal practices became even more important. Up until then, human resources emphasized on protecting the organization, however, today this emphasis has changed to the positive contribution towards the organization's effectiveness.



#### 1.4. The Objective of The Study

The human resources management activities of selection and placement do not strike one as being of major importance. It is only once one has studied the field of human resources management that this becomes obvious and of the fact of great impact human resources management as a whole has on any organization.

This study aims to bring this fact out into the open. It involves a detailed study of the human resources management activities of two organizations in the TRNC, namely Türkcell and Telsim. Special attention has been given to the human resources management activities of selection and placement.

The information collected from these organizations was obtained through interviews with the human resources managers.

### **1.5. The Hypothesis of The Study**

The hypothesis to be tested is:

“The human resources management activities of selection and placement have a positive relationship with organizational success”.

## **2. SELECTION AND PLACEMENT**

### **2.1. What is Selection and Placement?**

An organization must have qualified individuals in specific jobs at specific places and times to accomplish its goals. Obtaining and maintaining such people involves human resources management. Organizations must ensure that their workforces are productive both today and in the future.

The selection and placement of human resources activities play a very important role in determining this productivity. Selection is the process of choosing and hiring the best qualified, who must exactly fit the criterias and requirments of the particular jobs in the organization from the applicants, who are determined at the recruitment process.

There are many ways of improving productivity in an organization but one of the most powerful ways is making the right hiring decision. Superior performers are often two or three times more productive than those, who are only just acceptable. An organization that selects qualified employees can reap substantial benefits.

Selection has a continuous structure. The reason of this is both new opening job positions and turnovers. Because of these factors, the best-qualified people, who have the necessary skills, attributes, experiences and responsibilities with the vacant positions of the organization, fill vacancies. As the results of this, the selection process is applied in order to choose the best-qualified people for the jobs in the organization. The selection requires a special interest so that the authoritative people correctly collect the reliable and valid information about the applicants, who are determined at the recruitment process from the human resources department. And so the human resources manager, human

resources specialists and other personals, who work in human resources department, have a very big responsibility in the selection and placement. Because the steps in selection process, evaluating the tests and forms filled by the applicants are under the responsibility of the human resources department. And also the line managers in the organization help to the human resources department by providing the necessary information about preparing job description and job specification and hiring the people, who will work for the organization. So human resources department and line managers should work in an effective coordination in order to reach the best result in the selection and placement of the best-qualified people towards success of the organization.

It has been recognized by the most managers that employee selection is one of their most important and difficult decisions.

Peter Drucker stated, "No other decisions are so long lasting in their consequences or so difficult to unmake".<sup>3</sup>

If an organization hires too many poor performers, it cannot be successful long, even if it has perfect plans, a sound organization structure and finely tuned control systems. Competent people must be available to ensure that organization goals are attained.

Thus, one can say that the goal of the selection process is to make a proper match of people with jobs and the organization. If individuals are overqualified, under qualified or for any reason do not fit either the job or organization, they will probably leave the organization. It is possible to see the importance of carrying out proper selection and placement activities from the software giant Microsoft. Microsoft sees the nature of who

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<sup>3</sup> Peter F. Drucker, "*Getting Things Done: How to Make People Decisions*", Harvard Business Review 63 (July/August 1985): 22.



was hired during its growth period as one of the major factors that has led to its success. The goal of its selection and placement process is to find the smartest people and then place them in the jobs best suited to their talents.<sup>4</sup>

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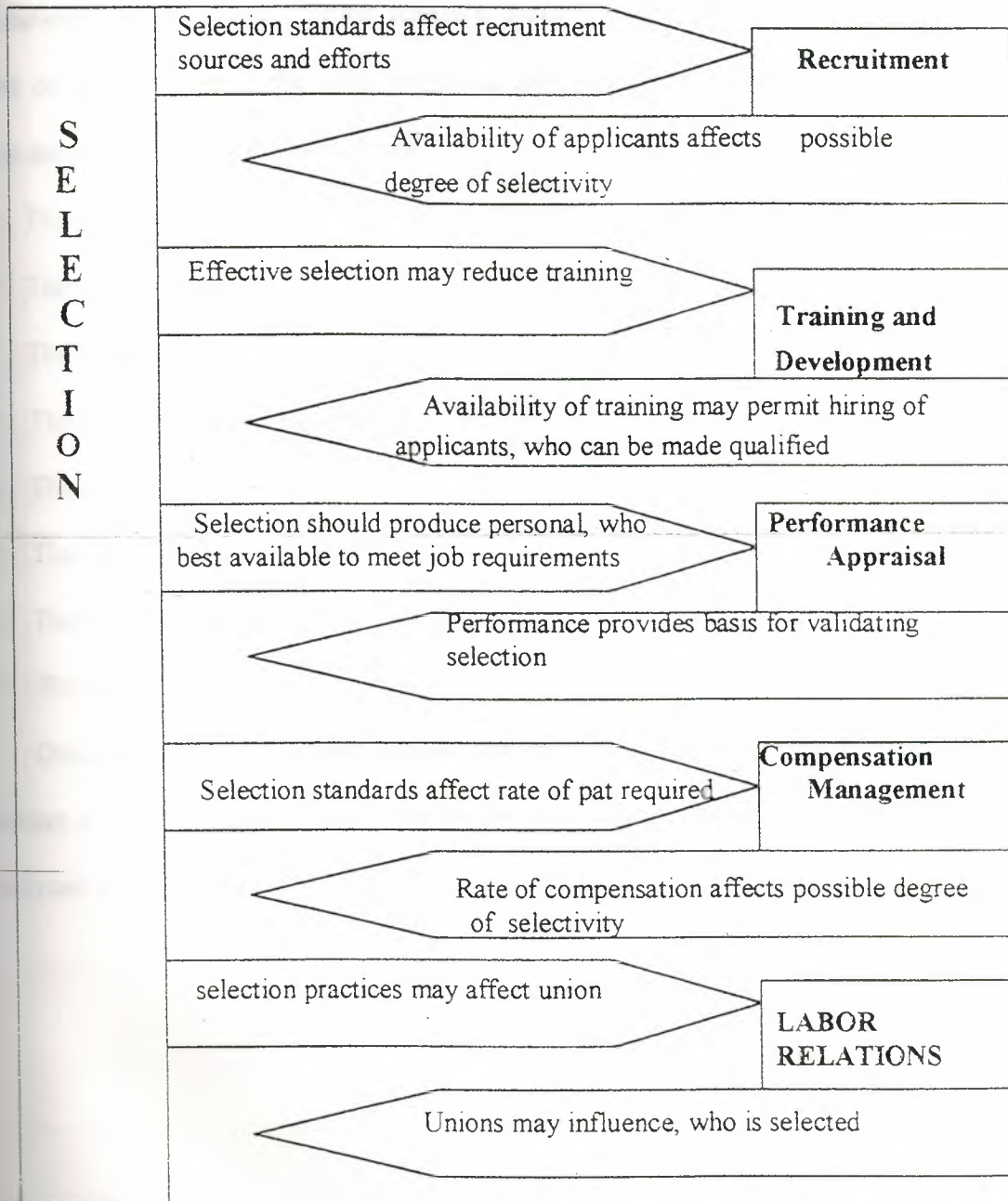
<sup>4</sup> A. Fisher, "*The World's Most Admired Companies*", *Fortune* (October 27, 1997) pp. 220-232.

## **2.2. Relationship of Selection To Other Human Resources Functions:**

Selection embraces the other human resources functions, which are recruitment, training and development, performance appraisal, compensation management, labor relations. So these relationships must be applied in harmony by the human resources department. It can be seen below table selection has various relationship on the other human resources functions.

**Figure 2.1**

**Relationship Of Selection To Other Resources Functions**



Source: Sherman, Bohlander and Chrudden, (1988), 'Managing Human Resources', Eight Ed., South-Western Publishing Company, The United States, p.159

In the selection and placement, the selection process is applied by the human resources department in order to determine the best-qualified people, who will work in the organization. And in order to carry out this activity in an effective manner organizations should have a detailed selection process helping to eliminate the large number of recruits down to the most promising candidates for the organization such a process may consist of the following steps:

- The preliminary reception
- The employment tests
- The selection interview
- The reference and background
- The medical evaluation
- The supervisory interview
- The realistic job preview
- The hiring decision

Once these steps have been adopted the result should be the selection and then placement of the most suitable candidates for the organization. The selection process will be analyzed in detail later.



## 2.3. The Main Criterias for Choosing Selection Tools

### 2.3.1. Cost

The cost is the one of the main criterias in choosing the tools for selection. Because the structure of a selection process, which is applied by the human resources department mostly have an effective on the cost of selection process. If the selection process that is applied is not in a simple structure. This will reflect as the increasing cost to the organization. If a number of techniques are used in series it is probable that not only will the time taken increase but also it is likely that a large number of staff will need to be involved. The amount to be spent on selection will depend on a number of factors, among which will be:

- The relative importance of the position
- How crucial the appointment or the "right" person is
- If the job requires the performance of a "critical" skill (e.g. airline pilot), then more time and effort may need to be devoted to selection. The overriding concern may well be cost-effectiveness rather than cost parse.<sup>5</sup>

### 2.3.2. Time:

The time to be spent on selection and placement may change according to the techniques and methods performed. And the time that passes from the acceptance of people applied for the positions, which will be filled to the hiring decision, may take

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<sup>5</sup> Trevor Bolton, *"Human Resource Management An Introduction"*, Blackwell Publishers Inc (1997).. United-States (Cambridge, Massachusetts), p. 61.

weeks or months. The important thing is choosing the best-qualified people, who fit the jobs in the organization not to fill only vacant positions.

### **2.3.3. The Need for Particular Skills and Attributes**

Many jobs need the qualified people, who have the necessary skills and attributes can be computer using skill, physical fitness, foreign languages or some certificates. But above skills and attributes should be checked in order to make sure the applicant has these skills and attributes or not and the certificates taken by the applicant are up to date or not.

### **2.3.4. The Expectations of Candidates**

The candidates must have the necessary information about the expectations of the employer and also employer must have the information about the expectation of the candidates in order to understand mutually each other. When two sides share the needs, wants and expectation of each other. As the result of this, the turnover in the organization will be kept at the low level so the low turnover obtained increases the performance and productivity of the organization. Because the sharing of expectation is used both the candidates, who apply for the job and the employer in order to adopt to each other. If the expectations of two sides can be not it has a positive effect on the organization success.

## **2.4. The Importance of Selection and Placement**

### **2.4.1. Performance**

As already mentioned the selection is the process of choosing the best-qualified people, who fit the particular jobs in the organizations from the applicants, who are determined at the recruitment process.

As the result of this, the performance of the organization naturally depends on the human resources, who are chosen and hired at the selection and placement activities of the human resources management. And these people, who have the right skills, attributes, experiences and responsibilities for the positions in the organization contribute a positive in the success of the organization by using their personal efforts, skills, knowledge and concerns for the job.

Because all these factors, which positively affect the performance of the organization are studied by the human resources specialists. And then in the selection process, the human resources specialists evaluate the application selected in the recruitment process and this evaluation of this evaluation of the applicants are made in different ways in order to understand and see the applicant contribute in the performance of the organization or not if this applicant is hired by the organization. So it is clear that the reasonable people for the culture of the organization are the right people in increasing of the organization's performance.

By making correct selection process the organization will find and hire the right people, who have the necessary criterias and also requirments that it want. And so the



performance of the organization is increased by taking advantage of the selection and placement.

#### 2.4.2. Costs

The selection and placement are important for the costs. Because when an organization need the qualified people, who have the necessary skills, attributes and responsibility in order to fill the vacant positions of the organization. The organization follows a particular selection process, which is the reasonable for it. Thus, the required methods and techniques are determined by the organization so that it can choose and hire the best-qualified people, who have the necessary characteristics that it need. So a particular cost of selection process is considered by the human resources department in order to reach the best result.

When the organization finds the right people, who respond the expectations of the organization by applying effectively its selection process. The organization prevents the probable high turnover by keeping these qualified people in the organization. But on the other side, if high turnover occurs in the organization because of the lack in the implementation of the selection process. It causes that the organization has to find and hire new qualified people by spending money and time. Thus, the organization tries to hire new people from the inside or outside the organization in place of the leaving people from the organization by returning to the beginning.

As the result of this, the selection process applied by the human resources department play a big role on the costs of the organization. So the selection and



placement activities of human resources management have a vital importance for the success of the organization.

#### 2.4.3. Legal Implications and Negligent Hiring

An effective selection and placement are applied by considering the legal rights of the applicants, who are determined at the recruitment process without making discrimination in the group of the applicants. "Equal employment legislation, guidelines and court decisions require you to systematically evaluate the effectiveness of your selection procedures to ensure that you are not unfairly discriminating against minorities, women, the elderly or the handicapped. Second, courts are increasingly finding employers liable for damages when employees with criminal records or other problems take advantage of access to customer or other similar opportunities to commit crimes. Hiring workers with such backgrounds without proper safeguards is called negligent hiring.

Two experts argue that the recent increase in negligent hiring cases underscores the need for employers in carefully think through what the human requirements really are when conducting a job analysis. Specifically, negligent hiring litigation points out that ability to do the job is interpreted beyond the type of information typically collected in a job analysis".<sup>6</sup>

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<sup>6</sup>Garry Dessier, (1997), "Human Resource Management", Seventh Ed., Prentice-Hall International, Inc., United-States (New Jersey), p. 168.

## **2.5. The Steps in The Selection and Placement Process**

### **2.5.1. Preliminary Reception**

The preliminary reception step of the selection process is the first step for choosing and hiring the best-qualified and skilled people , who will work for the organization. The selection process of an organization begins with an application form filled by the applicant or a visit to the human resources department of the organization. In this step, first impression is the main aspect. Because the first impression, which is represented by the applicant shows the applicant is reasonable and has the necessary characteristics for exactly fitting the open position in the organization.

So, the importance of the first impression is comprehended by the two sides, who are the applicant and the people, who are responsible from the selection process. The first impression includes the external appearance and the attitudes, behaviors, manners of the applicant. Because of this, all these aspects have a very important role in the preliminary reception in order to select and hire the best-qualified people for the success of the organization. The people, who are responsible from the selection process of the organization evaluate and judge the applicants according to the their external appearance such as their clothings are clean or dirty, their clothings are reasonable for the organization's culture or not, they have shaved or not before coming to the preliminary reception and so on. And also the behaviors, attitudes, manners that the applicants showed in front of people, who manage the selection process of the applicants showed organizations are evaluated and judged. These attitudes and behaviors of applicants involve theirs perching style, their respects to the other people and so on. For example, if

an applicant is chewing gum in front of the responsible people, who manage the selection process, this behavior of the applicant is evaluated and judges as unreasonable by the people, who are responsible from the selection process of the organization and the result of this, the behavior made by the applicant reflects as a negative effect on evaluating of the applicant and if the applicant make positive behaviors, which are reasonable for organization's culture, this has a positive role on evaluating of the applicant.

So the first impression is very important at the preliminary reception of the selection process. Because the external appearance, attitudes, behaviors represented by the applicant show that the applicant has the necessary responsibility for performing the job in the organization and the applicant has the personality, which is the reasonable for the organizations' culture or image. So if the applicant responds to the organizations' culture by representing a good first impression. The applicant accomplishes the preliminary reception of the selection process.

### **2.5.2. Employment Test**

The employment tests are the second step of the selection process made for choosing and hiring the best-qualified people for the organization. Employment tests are the instruments, which make the best match between the applicants, who are determined at the recruitment process and the job requirements, which are determined by the human resource department. These employments tests are used for understanding that the applicant has the necessary abilities, skills and aptitudes to perform the job or not and in order to measure the abilities and characteristics of the applicants. These tests are either paper and pencil tests or exercises that simulate the working conditions.



Validity and reliability in the employment tests play an important role for evaluating the applicants in the selection process. Validity refers to evidence that the test is job related, in other words, that performance on the test is a valid predictor of subsequent performance on the job. The tests must be job related in order to measure the abilities of the applicant and the result, which is given by the applicant gives the information about the future performance of the applicant. If the tests, which are applied do not have the validity characteristics, that time these tests completely do not measure the abilities and skills that the applicant has. As the result of this, the people hired by the human resources department cannot contribute to the performance, productivity and success of the organization and also high turnover occurs in the organization because the people, who are hired cannot perform the job well. And another important characteristic of the employment test is the reliability. Reliability refers to consistency of scores obtained by the same person when retested with identical or equivalent tests. So when an employment test is made by the applicant, the score of the test must be same if the same test is made by the same applicant. So the employment test, which are used in the organizations have the validity and reliability characteristics in order to reach the best result.

In order to select and hire the best-qualified people from the group of applicants, the employment tests are used for the various purposes and targets by the human resources department. And these employment tests are seen on the below table.



**Figure 2.2**  
**Some Applications Of Employment Related Test**

NAME	APPLICATION
<b>PSYCHOLOGICAL TESTS</b>	
➤ Minnesota Multiphasic Personality Inventory	Measures personality or temperament (executives, nuclear, power, security)
➤ California physiological Inventory	Measures personality or temperament (executives, managers, supervisors)
➤ Guildford-Zimmerman Temperament survey	Measures personality or temperament (sales personal)
➤ Watson-Glaser Critical Thinking Appraisal	Measures logic and reasoning ability executives, managers, supervisors)
➤ Owens Creativity Test	Measures creativity and judgment Ability (engineers)
➤ Myers-Briggs Type Indicator	Measures personality components
<b>KNOWLEDGE TESTS</b>	
➤ Leadership opinion questionnaire	Measures knowledge of leadership practices (managers and supervisors)
➤ General aptitude Test battery	Measures verbal, spatial, numeric other aptitudes and dexterity (job seekers at unemployment offices)
<b>PERFORMANCE TEST</b>	
➤ Stromberg Dextery Test	Measures physical coordination (shop workers)
➤ Revised Minnesota Paper Form board Test	Measures spatial visualization (draftsmen and draftswomen)
➤ Minnesota Clerical Test	Measures ability to work with numbers and names (clerks)
➤ Job simulation tests	Measures a sample of "on-the-job" demands (managers)
<b>GRAPHIC RESPONSE TEST</b>	
➤ Polygraph (Lie Detector)	Measures physiological responses to questions (police, retail store workers)
<b>ATTITUDE TESTS</b>	
➤ Honesty Test	Measures the attitudes about theft and related subjects (retail workers, securities employees, banks)
➤ Work opinion questionnaire	Measures attitudes about work and values (entry-level, Low-income workers)
<b>MEDICAL TESTS</b>	
➤ Drug tests	Measures the presence of illegal or performance affecting drugs (athletes, government employees, equipment operators)
➤ Genetic screening	Identifies genetic predispositions to specific medical problems
➤ Medical screening	Measures and monitors exposure to hazardous chemicals (miners, factory workers, researchers)

Source: William B. Werther, JR. and Keith Davis, (1993), '**Human Resources And Personal Management**', International Edition, The United States of America, p. 239

**Physiological Tests:** The physiological tests of the employment tests play a very important role in determining the reasonable people for the positions in the organization. The purpose of the physiological tests is to measure personality or temperament, logic and reasoning ability, personality components, creativity and judgment ability of the applicants. These tests provide very important information about the above characteristics of the applicants.

**Knowledge Test:** The knowledge tests are used in order to measure and determine the knowledge of leadership practices, verbal, spatial, numeric and aptitudes and dexterity. So the applicant has the necessary knowledge to perform the job or not is determined by the human resources department. If the applicant has the necessary information and knowledge, this applicant will be reasonable for the position in the organization.

**Performance Test:** The another type of the employment test is the performance tests. These performance tests are used in order to measure physical coordination, spatial visualization, and ability to work with numbers and names and a sample of "on-the-job" demands. So the performance tests affect the performance, productivity of the organization.

**Graphic Response Test:** The graphic response tests of the employment tests measure the physiological responses to questions.

**Attitude Test:** The attitude tests are interested in the attitudes and honesty of the applicants, who are determined at the recruitment process. Because of this, these tests measure the attitudes about work and values.

**Medical Test:** Medical test are used in order to measure the presence of illegal or performance affecting drugs, exposure to hazardous chemicals and identify genetic predispositions to specific medical problems.

The above employment tests are the second step of the selection process, which is made for choosing and hiring the best-qualified people, who fit the positions in the organization. These tests evaluate and judge the applicants according to the their personalities, knowledge, attitudes and so on. Thus, the people, who achieve the employment tests are evaluated at the next step of the selection process made by the human resources department.

### **2.5.3. Selection Interview**

The selection interview is a formal, in-depth conversation conducted to evaluate the applicant's acceptability. The interviewer seeks to answer three broad questions:<sup>7</sup>

- Can the applicant do the job?
- Will the applicant do the job?
- How does the applicant do the job?

So the selection interview is used so that the organization understands the applicant can perform the job or not and both the organization and the applicant take the necessary information about each other by mutually exchanging their expectations and the ideas about each other. As the result of this, the people, who are responsible from the selection process evaluate and match the abilities, skills, expectations and characteristics

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<sup>7</sup> William B. Werther, JR. and Keith Davis, (1993), "**Human Resources And Personal Management**", International Edition, The United States of America, p. 241



of the applicant with the organization's culture and objectives by interviewing with the applicant. And also the applicant judges the working conditions and environment that the organization and applicant take advantage of this selection interview made by the human resources department.

In the selection interview, different interview formats are used and questions, which are asked in the interview can be structured, unstructured, mixed, behavioral, stress. This interview formats are compared below the table.

**Figure 2.3**  
**Different Question Formats In Interviews**

INTERVIEW FORMAT	TYPES OF QUESTIONS	USEFUL APPLICATIONS
UNSTRUCTURED	Few if any planned questions are made up during the interview	Useful when trying to help interviews solve personal problems or understand why they are not right for a job
STRUCTURED	A predetermined checklist of questions, usually asked of all application	Useful for valid results, especially when dealing with large numbers of applications
MIXED	A combination of structured and unstructured questions, which resembles what is usually done in practice	Realistic approach that yields comparable answers plus in depth insights.
BEHAVIORAL	Questions limited to hypothetical situations. Evaluation is on the solution and the approach of the applicant	Useful to understand applicant's reasoning and analytical abilities under modest stress.
STRESS	A series of harsh, rapid-fire questions intended to upset the applicant	Useful for stressful jobs, such as handling complaints

Source: William B. Werther, JR. and Keith Davis, (1993), '**Human Resources And Personal Management**', International Edition, The United States of America, p. 243

In order to make an effective interview, the interview process, which consists of interview preparation, creation of rapport, information exchange, termination and evaluation is applied by the interviewer.



### **2.5.3.1. Interview Process**

#### **i) Interview Preparation**

The interview is prepared and made by the interviewer, who are responsible for the interview process in the organization and before starting to the interview, the interviewer analyze and evaluate the job description information and applicants in order to determine and prepare the particular questions, which will be asked to the applicants at the interview. These questions, which are prepared by the interviewer measure the suitability of the applicants for the position in the organization and also the interviewer must have the necessary information about the job duties, working conditions, benefits and performance standards in order to prepare the particular questions and give these information to the applicants because of the information exchange. Thus, the interviewer obtains the necessary information about the skills, abilities, personality and characteristics of the applicant. As the result of this, the interview is applied effectively.

#### **ii) Creation of Rapport**

The second step of the interview process is the creation of rapport. In the creation of rapport, the interview behaves friendly to the applicant before beginning to the interview in order to relax the applicant. One writer addresses the interviewer's role as follows:

“Comes the appointed hour, you will act the perfect host or hostess, greeting the candidate with a warm smile, showing him into your office, making small talk in the hope of putting him at ease. Of course he is nervous, acting stiff, withdrawn or cocky as a result. Your challenge-it being your show and you so self assured from all the preparation

you have done-is to reduce that nervousness: the closer the interview comes to friendly conversation, the more you will learn about the real him or her".<sup>8</sup>

The interviewers must create the mutual trust and comfort in the interview. So the applicant can freely answer the questions that the interviewer asked and the interviewer obtains the necessary information from the applicants easily. And in order to decrease the stress of the applicant, the different questions can be asked by the interviewer such as "How is the weather today?", "Did you find a park place easily?" and so on. By asking these questions, the applicant transfers the information to the interviewer thus, this reflects as the positive effect to the selection process.

### **iii) Information Exchange**

The interview is a conversation, which exchange the necessary information between the interview and the applicants so that they can find the answers to the questions in their mind. As already mentioned, this information exchange of the interview process is mutually carried out. Thus, the expectations of the two sides, who are the organization and applicant are transferred to each other in order to make an effective interview. So the interviewer evaluates and judge that the applicant can perform the job effectively or the applicant has the necessary abilities, skills, personality and characteristics are required for the open position in the organization. At the same time, the applicant can compare and judge the working conditions and environment, benefits, pay and performance standards with his or her expectations by exchanging the information.

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<sup>8</sup> William B. Werther, JR. and Keith Davis, (1993), "Human Resources And Personal Management", International Edition, The United States of America, pp.246-247.

Another important thing is that the interviewers can understand the interest of the applicant to the job by analyzing the questions that the applicant answered. So both the organization and the applicant take advantage of the information exchange.

#### **iv) Termination**

Termination means the ending of the interview, because of finishing all questions, which are asked by the responsible interviewer in the human resources department or because of ending the available time. And the termination of the interviews determined by considering the all-necessary questions are asked or not. "Some interviewers terminate the interview by asking "Do you have any final question?". At this point, the interviewer notifies the applicant of the next step in the interview process, which may be to wait for a call or letter".<sup>9</sup>

#### **v) Evaluation**

The evaluation step of the interview is the last part of the interview, which is made by the human resources department. In this step of the interview, the applicants are evaluated and judged according to the particular answers that they gave to the questions, which are used to collect the necessary information relevant to the abilities, skills, personality and other characteristics of the applicants. By appraising the answers of the applicant recorded by the interviewer, the people, who are the responsible from the interview process help to be hired the best-qualified people for the position in the organization. And the checklist is used by the interviewer in order to record and obtain the interviewer's impressions.

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<sup>9</sup> William B. Werther, JR. and Keith Davis,(1993), "**Human Resources And Personal Management**", International Edition, The United States of America, p.248.



It has been seen on the checklist by using the data of the checklist. The interviewer effectively appraises the applicant in order to choose and hire the reasonable people, who exactly fit the open position of the organization. As already mentioned, the selection interview contributes choosing the best-qualified people for the organization. So the interview process is applied by the interviewers in the human resources department and people, who achieve the selection interview pass the next step of the selection process.

#### **2.5.4. Reference and Background**

The one of the important steps of the selection process is the reference and background. Most organizations check the references and background information of the applicant in order to verify the information given by the applicant by being used the references and background check. The people, who are the responsible from the selection can obtain and see "is the applicant reliable?", "are the information given by the applicant such as the educational background, job achievements, titles on the application or the resume correct and consistent?"

In order to obtain the necessary references and background information of the applicant, the human resources department use both telephone and mail. And the most preferable instrument is the telephone, because the telephone checks save time. The best information about supervisors in the organization that the applicant has worked past and these supervisors must be the best people, who report the characteristics, abilities, performance and personality of the applicant correctly.



There are two main reasons in order to carry out the reference and background checks, one of them is to verify the accuracy and consistency of the reference and background information given by the applicant. Other one is to open damaging background information such as criminal records and suspended driver's licenses. These two reasons for checking the reference and background have a very important role on the selection and placement of the people for vacant position in the organization. So if the information, which is given by the applicant are not checked by the human resources department, the accuracy and consistency of the information given by the applicant cannot be verified and this creates a negative effect on the success of the organization. To avoid this negative effect, the human resources department use instruments, which check the reference and background of the applicant. As already expressed, two instruments, which are telephone and mail are used by the human resources department in order to verify the accuracy and consistency of the reference and background information. By using the below reference check form, the necessary information relevant to the reference and background information of the applicant are obtained by human resources department in the organization.

**Figure 2.4**  
**Reference Check Form**

(COMPANY LETTERHEAD)	
<p>To Whom it May concern:</p> <p>_____ <input type="checkbox"/> Has been employed by us</p> <p>_____ <input type="checkbox"/> Has applied for employment</p> <p>And given the following information covering employment in your organization. We have been authorized to communicate with you For verification and such reference information as you care to give us.</p> <p>(Please check if correct or change if incorrect)</p> <p>Employments dates: _____</p> <p>Position: _____</p> <p>Last earning rate: \$ _____</p> <p>Reason for leaving: _____</p> <p>Is applicant eligible for rehire? _____</p> <p style="text-align: right; margin-right: 100px;">_____ Your signature</p> <p style="text-align: right; margin-right: 100px;">_____ Title</p> <p>On the back of this letter we would appreciate any helpful comments you care to make, and will respect your confidence in this matter. The enclosed duplicate is for your own files.</p> <p style="text-align: right; margin-right: 100px;">Sincerely yours,</p> <p style="text-align: right; margin-right: 100px;">_____ Personal Department</p>	

Source: Garry Dessler, (1997), **'Human Resource Management'**, Seventh Ed., Prentice-Hall International, Inc., United-States (New Jersey), p. 185

And other instrument, which checks the reference and background of the telephone and personal interview. And this telephone and personal interview form are made by the responsible people in the human resources department in order to verify the accuracy and consistency of the information given by the applicant. And this telephone interview form can be seen below.

**Figure 2.5**  
**Telephone or Personal Interview Form**

TELEPHONE OR PERSONAL INTERVIEW			
		<input type="checkbox"/> FORMER EMPLOYER <input type="checkbox"/> CHARACTER REFERENCE	
COMPANY	ADDRESS	PHONE	
NAME OF THE PERSON CONTACTED		POSITION OR TITLE	
1. I WISH TO VERIFY SOME FACTS GIVEN BY (MISS. MRS. MS.) WHO IS APPLYING FOR EMPLOYMENT WITH OUR FIRM. WHAT WERE THE DATES OF HIS/HER EMPLOYMENT BY YOUR COMPANY?			
		FROM	TO
		19	19
2. WHAT WAS THE NATURE OF HIS/HER JOB?			
		AT START	
		AT LEAVING	
3. HE/SHE STATES THAT HE /SHE WAS EARNING \$ PER WHEN HE/SHE LEFT. IS THAT CORRECT?			
		YES	NO
4. WHAT DID HIS/HER SUPERVISOR THINK OF HIM/HER? WHAT DID HIS/HER SUBORDINATES THINK OF HIM/HER?			
5. DID HE/SHE HAVE SUPERVISORY RESPONSIBILITY?			
		YES	NO
(IF YES) HOW DID SHE/HE CARRY OUT?			
6. HOW HARD DID SHE/HE WORK?			
7. HOW DID SHE/HE GET ALONG WITH OTHERS?			
8. HOW WAS HIS/HER ATTENDANCE RECORD?			
9. WHAT WERE HIS/HER REASONS FOR LEAVING?			
10. WOULD YOU REHIRE HIM/HER? (IF NO) WHY?			
		YES	NO
11. DID SHE/HE HAVE ANY DOMESTIC FINANCIAL OR PERSONAL TROUBLE WHICH INTERFERED WITH? HIS/HER WORK?			
12. DID SHE/HE DRINK OR GAMBLE TO EXCESS?			
13. WHAT ARE HIS/HER STRONG POINTS?			
14. WHAT ARE HIS/HER WEAK POINTS?			
REMARKS			

Source: Garry Dessler, (1997), 'Human Resource Management', Seventh Ed., Prentice-Hall International, Inc., United-States (New Jersey), p. 187



After making the reference and background information of the applicant by using the above instruments, the responsible people in the selection process evaluate and compare the information, which are given by the applicant. In the human resources department and his/her abilities, skills, personality and other characteristics are these information with the information obtained by using the checking methods. As the result of this comparison, the accuracy and consistency of the information that the applicant gave are disclosed. If the information given by the applicant is correct, this prevents the high turnovers in the organization and contributes to the hiring of the best-qualified people for the vacant positions in the organization.

#### **2.5.5. Medical Evaluation**

The medical evaluation is used by the human resources department in order to assure that the health of the applicant is adequate to respond the job requirements, which are determined by the human resources department. "The questionnaire is sometimes supplemented with a physical examination by a company nurse or physician. The medical evaluation may:

- Entitle the employer to lower health or life insurance rates for company paid insurance.
- Be required by state or local health officials-Particularly in food-handling operations, where communicable diseases are a danger.
- Be useful to evaluate whether the applicant can handle the physical or mental stress of a job".<sup>10</sup>

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<sup>10</sup> William B. Werther, JR. and Keith Davis,(1993), "**Human Resources And Personal Management**", International Edition, The United States of America, p.253.



As already expressed, the medical evaluation of the selection process are applied in order to determine that the applicant has the necessary physical and physiological structure or not for performing of the specific job. Because the health of the applicant plays a very important role on performing of the job. As known, some specific job are requirements are needed in order to carry out a particular job and some of these requirements include physical and physiological state of the applicant , because of this the applicant must has the necessary physical and physiological adequacy. And the health of the applicant is evaluated by the company doctor or physician and the discrimination must be done in the medical evaluation by providing the equal employment opportunity. As the result, if the applicant passes the medical evaluations, which is physical examination and questionnaires that indicate the health state of the applicant, the applicant passes the next step of the selection process.

#### **2.5.6. Supervisory Interview**

“Since immediate supervisors are ultimately responsible for newly hired workers, they should have input into the hiring decision. The supervisor is often able to better evaluate the applicant’s technical abilities. Likewise the immediate supervisor can often answer the interviewee’s specific job-related questions with greater precision and often has the authority to make the hiring decision”.<sup>11</sup>

When coming to the supervisory interview step or the selection process, the number of the group of the applicants is less than the beginning of the selection process.

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<sup>11</sup> William B. Werther, JR. and Keith Davis,(1993), “**Human Resources And Personal Management**”, International Edition, The United States of America, p.254

And the supervisor will interview with the applicants in order to choose the best-qualified people, who exactly fit the vacant positions in the organization and this interview, which is made by the supervisor is used to measure the technical skills and abilities of the applicant and also the applicant can ask the technical and job-related questions that he/she want to learn to the supervisory thus, the applicant obtains more technical information from the interview. As the result of this, supervisory interview, the most reasonable applicant will be chosen and the applicant passes the next step of the selection process.

#### **2.5.7. Realistic Job Preview**

The one of the important steps of the selection process is the realistic job preview. The realistic job preview shows the job, job settings, the nature of the work, working conditions and environment to the applicant. So the realistic job preview plays an effective role for both organization and the applicant.

As known that the applicants have different expectations, needs and wants from the job that they work. The realistic job preview of the work is used in order to give the necessary information such as the nature of the work, working conditions and environment, the people in the work to the applicant and the applicant evaluate and compare the working condition and environment that the organization offer with the needs, wants and expectations that he or she has. If the working conditions and environment do not satisfy the expectations of the applicant, the applicant cannot contribute to the performance, productivity and success of the organization and the motivation of the applicant will be less because of dissatisfaction. And this dissatisfaction

create high turnover in the organization, in order to avoid the high turnover the organization use the realistic job preview but on the other side if the organization does not use the realistic job preview, that time the hired people can run into a shock and this causes the turnover.

As the result of the realistic job preview, the realistic job preview, which is applied by the organization helps that the applicant apprise and compare the job, job settings, working conditions and environment, the nature of work, equipments, the people in the work expectations, needs and wants that he or she has thus, the realistic job preview prevents the high return in the organization so both the organization and the applicant take advantage of this step of the selection process.

#### **2.5.8. Hiring Decision**

.. The last step of the selection process is the hiring decision. After the applicants, who are determined at the recruitment process are evaluated in the selection process by the human resources department. The best-qualified people, who exactly fit the particular job in the organization are hired and these people become the part of the organization.

“Whether made by the supervisor or human resource department, the final hiring decision marks the end of the selection process, assuming the candidate accepts the job offer. To maintain good public relations, employers should notify applicants, who were not selected. Employment specialist may want to consider rejected applicants for other openings since these recruits already have gone through various stages of the selection process. Even if no openings are available, the applicants of unsuccessful candidates



should be kept on file for future openings. Retaining these applicants can be useful in defending against charges of employment discrimination".<sup>12</sup>

As the result of hiring decision, the best people, who effectively will contribute to the productivity, performance and success of the organization are hired and these people have the necessary abilities, skills, personality and responsibility in order to carry out the the particular job in the organization.

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<sup>12</sup> William B. Werther, JR. and Keith Davis,(1993), **"Human Resources And Personal Management"**, International Edition. The United States of America, p.255



### III. ANALYSIS OF TURKCELL AND TELSİM

#### 3.1. Turkcell

##### 3.1.1. The Background of Turkcell

Turkcell is an organization, which operates in TRNC. Turkcell is the part of the mobile communication sector. It was founded by being considered the quality in the mobile communication on 28 July 1999. It has 88 qualified and skilled personnel, who give the service to its 78055 subscriptions and because of considering the quality in this sector, it continuously makes investments on the developing and training of its personnel and technological changes, which affect the mobile communication sector.

Turkcell gives the importance to its human resources, who play an important role for the success of the organization because this is required in order to have an effective human resources management, which is in the world standards. The target of the Turkcell is to improve the productivity and performance of the people, who work for the organization because Turkcell has some important principles, which are;

- To esteem their customers
- To target the perfection in the work, which is performed to consider the human relations with personal
- Corporate development, which are technical field.

The customer service of Turkcell are:

- To change the characteristics of the subscriptions
- To subscribe to the new services

- To limit the line to take the last invoice information relevant to their mobile telephone
- Other services, which are given by Turkcell are short message services, directory service, information service, wap service, clip/clir service, fax/data service, call characteristics, secretary service.

Turkcell have an important role in TRNC because it gives the supports to the conferences, training meetings, art, sport activities, and fairs and also it contributes to the employment in TRNC.

### **3.1.2. Selection and Placement in Turkcell**

Every organization has selection and placement activities of the human resource management in order to choose and hire the best-qualified people, who exactly fit the vacant positions in the organization, through these activities may differ in organizations.

Turkcell is the one of the organizations in TRNC and Turkcell has a human resources department, which carries out the selection process for the vacant positions in the organization. The selection process of Turkcell consists of two main steps, which are the application form and the interview made by the human resources department of the organization. However employment test are not applied.

The criterias used in the selection process of Turkcell:

- The applicant should graduate from university and the success level of the applicant relevant to his or her department in the university.
- The location that the applicant lives.

➤ The accuracy and consistency of the answers which are given in the application form by the applicant.

➤ The professional experience of the applicant is another criteria used in selection.

As already mentioned, the selection process of Turkcell consists of two main steps, which are the applicant form and interview. The form is prepared and evaluated by the human resources specialist and the human resource coordinator of Turkcell. The necessary information relevant to the applicants are collected by using the application form and this application form consists of four main parts:

1. **The personal information:** This part of the application form includes name and surname, birthplace and date, addresses, telephone number, drivers' license and other personal information of the applicant are collected.
2. **The education information:** this part includes the schools that the applicant graduated, the success level in the school the foreign languages that the applicant can speak, the office equipments, computer languages, software that the applicant use.
3. **The professional experiences:** This part includes the name of the company, title of the applicant, description of last position and other information about the professionals' experiences of the applicant.
4. **The reference information:** This part of the applicant form includes the name and surname, title, addresses and phone number of the people, who give the reference in order to check the accuracy and consistency of the answers in the application form.



The another step in the selection process is interview, which is conducted by the human resources specialist and the human resources coordinator in order to see "if the applicant fits the to the culture and image of the organization?", and "what is the psychologic state of the applicant?". The interview of the organization consists of three main parts. The first part involves creation of rapport which means that the interviewer asks general questions to applicant in order to relax and calm the applicant down so the applicant will be able to answer the questions asked easily. In the second part, the interviewer gives the necessary information about the job to the applicant. This information includes the job description and job specification. So the applicant can see the necessary abilities, skills, and responsibilities to perform the job and then job related questions are asked to judge the applicant's suitability for the job. In the third part, the ideas and opinions of the applicant relevant to the job are taken by the interviewers so the interest of the applicant to the job is evaluated in order to see if the applicant is reasonable for the job. After completing these selection steps of the organization, the hiring decision is made by the human resources coordinator and the general manager and the human resources specialist can suggest for the hiring decision and sometimes the line manager can attend to the hiring decision.

The selection process plays a very important and effective role for Turkcell because the people, who are hired by the organization must be reasonable in order to protect the culture and image of the organization. So the external appearance, personality of the applicant reflects the image of the organization. And also the right people contribute to the performance, productivity and the success of the organization. And the purpose of the company's selection process is to hire the right person for the right job.



## **3.2. Telsim**

### **3.2.1. The Background of Telsim**

Telsim is another major organizations, which has made investments and operates in TRNC. Telsim was founded in the field of communication according to Gateway agreement in August 1995 and it has started recording the subscribers in a short time by completing its necessary preparations 23 October 1995. After starting its operations, 1000 subscribers were recorded by Telsim. Now, Telsim, which is the biggest foundation in the field of communication in TRNC, gives communication service to approximately 80.000 subscribers with its 112 personnel.

In the world of today, the importance of the communication increases as time goes on. So all services and advantages that the GSM telephone technology provides are brought by Telsim to TRNC. The biggest target of Telsim is to provide that its subscribers best use the system and to increase the satisfaction of its customers by providing the best quality services. And it considers the satisfaction of its customers by following the innovations and technological changes.

The customer service, which are given by Telsim are;

- The person subscription
- Company subscription
- Foundation and association subscription
- Questions asked frequently service

- Other services, which are short message services (SMS), teleconference, limitation, call waiting, call prevention, wap rooming, secretary service, fax/data service, clip/clir service.

Telsim is a big organization with the services that it provides in the field of communication sector and it contributes to the domestic production and the employment in TRNC.

### **3.2.2. Selection and Placement in Telsim**

Telsim is the another big organization in the mobile communication sector in TRNC and Telsim has a human resources department like other organizations, the selection and placement activities of Telsim are carried out by this human resources department.

When a vacant position occurs in the organization, that time line manager demands a person, who exactly fit that position in the organization from the head of human resources. And the human resources department of the organization researches the people, who are the reasonable to the departmental requirements from its pool of applicants and these people are invited in order to partake a preliminary test. In the company it is an external test, that is , an independent organization evaluates the results that the applicants obtained. And an initial selection is made.

After determining the successful people, these applicants are invited for verbal test to the company. And an informal verbal dialogue are made by the line manager and the head of the human resources department, this verbal test is the final selection process

of the organization. And finally the most reasonable person is selected and hired by the departmental leader and a date is given to hired person for the start of work.

Telsim has some criterias, which are used in selection process and these criterias are experience, qualification, leadership, honesty, communicative skills and general personal appearance. The people, who fit these criterias are hired by the organization. The purpose of the selection process is to select the right person for the right job and the result of this is that the hired person increases the overall performance of Telsim.

### **3.3. Comparison of Turkcell And Telsim**

Turkcell and Telsim are two organizations which operate in mobile communication sector in TRNC. Turkcell was founded in 28 July 1999 and it has 88 personals, who give the service to 78.055 subscribers. Telsim was founded in August 1995 but it started recording the subscribers completing its preparations in 23 October 1995 and it has 112 personals, who give the service to approximately 80.000 subscribers. Turkcell and Telsim have the human resources departments, which carry out the different selection and placement activities from each other. When compared their selection process that both of them carried out, the differences in the selection process that they applied occurs.

Turkcell and Telsim use the various selection processes in order to choose the best-qualified people, who exactly fit the vacant positions in the organization. The selection process of Turkcell consists of two main steps, which are application form and interview but on the other side, Turkcell does not use the employment test in the selection process. The application form of the selection process in Turkcell consists of four parts, which are personal information, education information, professional experience information and reference information and these parts of the application form provides the necessary information about the applicant. And other step of selection process in Turkcell is the interview, which has three parts in the first part, the interviewer talks to the applicant in order to relax so the applicant will be more comfort to answer the questions easily. The second part includes the job description and job specification for the applicant and third part includes the ideas, opinions of the applicant relevant to the job so the information exchange mutually occurs. After completing the selection process, the



hiring decision is made by the human resources coordinator and general manager. But on the other side, Telsim has the different selection process for choosing and hiring the best-qualified people for the vacant positions in the organization. When a vacant position occurs in the organization, the line manager demands a person for that vacant position from the human resources department and if the human resources have the reasonable people in the pool of the applicants, these people are invited to partake the preliminary test. And then an independent organization evaluates the result that the applicants obtained so the initial selection is made. After that the successful applicants are invited for verbal test and on formal verbal dialogue is made by line manager and head of human resources department. And this verbal test is the final selection process and finally the best-qualified person is hired by the line manager.

Turkcell and Telsim also have different criterias used in the selection process. The criterias, which are used in selection by Turkcell are; the applicant should graduate from a university and the success level of the applicant is relevant in his or her department in the university, the location that the applicant lives, the accuracy and consistency of the answers, which are given in the application form by the applicant, the professional experience of the applicant is another criteria used in selection process. But on the other side, the criterias, which are used in selection process of Telsim are experience, qualification, leadership, honesty, communicative skills and general appearance. The selection process is made in order to select the right person for the right job by Turkcell and Telsim. And Turkcell believes that the people that they hired by using their selection process are the reasonable for the culture and image of the organization and contribute

the performance of the organization. Telsim believe that the people selected increase the overall performance of the company.

#### **IV. LIMITATIONS**

This study focused on selection and placement in human resource management. And so the important parts of selection process of the human resources management are evaluated in order to analyze the positive relationship between selection and placement activities and organizational success. Because of this, Turkcell and Telsim organizations are chosen in TRNC. And the selection process practices of both Turkcell and Telsim appraised by used interview method. But on the other side, some difficulties and limitations have been run into. These are as follows:

- The figures and data, which represent the effect of selection process that Turkcell carries out on the performance of the organization, are not given by the human resources department of Turkcell.
- The written documents relevant to the steps of selection process are not given by the human resources department of Turkcell.
- A permission is not given in order to make an interview with human resources managers of Telsim so the questions about the selection process, which is applied by the human resources department of Telsim, are asked and given in writing.
- The content of the steps in selection process are not explained in detail by the human resources department of the Telsim.
- The figures and data, which represent the effect of selection process that Turkcell carries out on the performance of the organization, are not given by the human resources department of Telsim.

These are the main limitations and difficulties that are faced during the survey.



## V. CONCLUSION

The selection and placement activities of human resources management play a very important role for the success of the organization. As already mentioned, the selection is the process of choosing and hiring the best qualified people, who exactly fit the particular jobs in the organization from the applicants, who are determined at the recruitment process. It is known that the human resources of the organization have a vital role on the productivity, performance and the success of the organization. Because the strategies and long-term and short-term objectives annual plans, which directly influence the future of the organization are developed and carried out by the human resources of the organization.

So most organizations have the human resources department, which performs the selection and placement activities of human resources management. So that the organization chooses and hires the right people, who have the necessary skills, abilities, personality, performance and responsibility for the vacant position of the organization. A selection process consists of the preliminary reception, the employment tests, the selection interview, the reference and background, the medical evaluation, the supervisory interview, the realistic job preview and the hiring decision, all these steps of the selection process have the different and effective functions in order to evaluate and hire the prospective applicants by eliminating the large numbers of recruits down to the most promising candidates for the organization. By using an effective selection process, the organization increases its performance because the right people, who are hired directly affect and contribute positively to the performance productivity and successful of the organization. And also the applicant appraise and compare the job, the nature of the



job, working conditions and environment, equipments that the organization offers with his or her expectations so the low cost occurs in the organization because of the low turnover.

In this study, the hypothesis, which is "the human resources management activities of selection and placement have a positive relationship with the organizational success", is tested. In order to analyze the positive relationship between selection and placement activities and the organizational success, Turkcell and Telsim are analyzed and the selection process practices of these two organizations are evaluated by interviewing the responsible people, who are from the selection process of the organizations and also the steps in the selection process are studied. According to the statements of the responsible people, who conduct selection process in Turkcell and Telsim, the selection and placement activities play major role in selecting and hiring the right people for the right jobs. And these hired people, who exactly fit the requirement of the vacant positions in the organization. And after completing the selection process, the hired people are the most reasonable people for the culture and image organization so these people effectively contribute to the productivity, performance and success of the organization. So according to organizations examined the human resources management activities of selection and placement activities have the positive relationship with organizational success.

However, this could not be supported with figures because the organizations did not keep any records evaluating the effectiveness of their human resource activities and they did not provide any information regarding their financial positions.

## **VI. RECOMMENDATIONS**

The selection and placement activities of the human resources department play a very important role for the performance and successful of the organizations. By choosing and hiring the best qualified people, who exactly fit the vacant position in the organizations. So the selection of the organization should be carefully carried out by the human resources department of the organization in order to select and hire the people, who have the necessary skill, abilities, personality, knowledge and responsibility to perform the opened positions of the organization. By using the selection process, which consists of the preliminary reception, the employment tests, the selection interview, the reference and background, the medical evaluation, the realistic job preview and the hiring decision parts, all applicants, who are determined at the recruitment process should be evaluated and judged by the responsible people, who conduct the selection and placement activities in the human resources department of the organization. Because if the organization wants to reach the best result in the selection and placement activities that it has the above the steps of the selection process should be performed by human resources department of the organization. So that the organization appraise and hire the reasonable applicants for the vacant positions in different ways.

The reasonable people, who conduct the selection process of the organization in the human resources department, should have necessary information about the job description and job specification for understanding the recruitments of the work position in the organization. Because of this, the people, who are responsible from the selection process of the organization, should be in contact with the line managers of the organization in order to obtain the innovations, technological and other changes relevant



to the jobs. The reason for this is, innovations and changes in the job affect the necessary skills, abilities and knowledge of the people, who will be hired by the human resources department. And these changes, which influence the job in the organization bring new job descriptions and specification affect the instruments and methods used in selection process of the organization. As the result of this, the people, who conduct the selection process of the organization should be in contact with the line managers of the organization in order to have the job related information and carry out an effective selection process by using this job related information.

Turkcell and Telsim are two big organizations, which operate in mobile communication service in TRNC. And these two organizations have the human resources department, which carry out the different selection process for choosing and hiring the best-qualified people, who are most reasonable for the open positions in the organization. So this various selection process of these two organizations affects the performance and productivity and also the success of the organizations.

As already mentioned, Turkcell has the selection process, which consists of application form and interview process. By performing the application form, the necessary information, which is personal information, education information, professional experience information and reference information are collected and evaluated by the human resources specialist and human resources coordinator of the organizations. And the interview is made in order to obtain information from the applicants and informed applicants about the job. And the ideas and opinions of the applicants about the job are obtained by the human resources department. But on the other side Turkcell does not use the employment tests, which measures the skills,

knowledge, personality and performance of the applicants. Because of this Turkcell should start applying the employment test in order to measure the above characteristics of the applicants. And supervisory interview should be made by the line managers of the organization. And the realistic job preview should be applied so that the applicants evaluate and compare the job, working condition and environment, equipment that the organization offer with the expectations, wants, needs that she or he has. And also the medical evaluation step of the selection process should be performed in order to obtain the health state of the applicant. The hiring decision is made by the human resource coordinator and the general manager of the organization. But the line manager has not an important role in hiring decision so the role of line manager should be increased in hiring decision. Because the line managers of the organization have more job related knowledge.

The selection process of Telsim begins with a demand, which is made by the line manager for the vacant position to the human resources department of the organization, and then the reasonable applicants are invited to make preliminary test, which is external test. In this part, the result that the applicant obtained from this tests are evaluated by independent organization. After determining the successful applicant they are invited for verbal test and informal verbal dialogue is made by the line manager and the head of the human resources department. This verbal test is the final selection process of the organization. And finally the best-qualified person is hired by the line manager. But on the other reside, Telsim should use employment tests, which measure the skills, personality, knowledge of the applicants. And the medical step of the selection process should be applied in order to obtain the health state of the applicant. And the realistic job



preview should be performed in the organization so the applicants evaluate and compare the working conditions and environment of the organization with his or her expectations. This steps reflect as the low turnover to the organization. And the reference and background checks of the applicant should be researched in order to verify the accuracy and consistency of the answers that the applicant gave.

Finally, the organizations should carry out an effective selection and placement activities in order to choose and hire the best-qualified people, who exactly fit the vacant positions in the organization because the right people, who are hired by the human resources department, contribute performance, productivity and the success of the organization.

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