

Evaluating the effectiveness of personnel selection and management strategies in Georgia

Kristina Khuphenia

Ivane Javakhishvili State University, Tbilisi, Georgia

Keywords

management, employee motivation, globalization, personnel selection

Abstract

Personnel management refers to the development and use of such an organizational system that will contribute to the full disclosure of people's characteristics and capabilities and effective employment in the direction of achieving the organization's goals. This system includes the entire system of personnel selection, distribution and employment. In order for the organization to successfully achieve its goals, it is not enough to solve organizational, technical, resource issues and attract qualified personnel; Along with all this, it is necessary to organize the work process in such a way that every worker shows effort and interest in achieving the set goals. All this leads to the demand for qualified personnel who provide production and development of products and services. Human resource management includes the measures that the manager applies to attract and retain employees in the organization, to ensure their effective work and their fulfillment of organizational goals. The manager is responsible for staffing, developing, protecting and using the resources that are necessary for effective work.

Human resources include all members of the organization from the top manager to the lowest ranking employee. An experienced manager knows how important human resources are, he actively works to develop and effectively use the organization's human resources.

The main purpose of the research is to find out how much planning of personnel management is done in the organizations operating in Georgia, the development of strategies for working with personnel, the creation and formation of the organizational environment of companies, to highlight the problems and perspectives of personnel management, to develop a system of personnel evaluation indicators, personnel differentiation and evaluation-analysis, which will guarantee that the efficiency of the organization's work will be significantly expanded, human resources will be more mobilized and labor-oriented;

The scientific originality of the paper is:

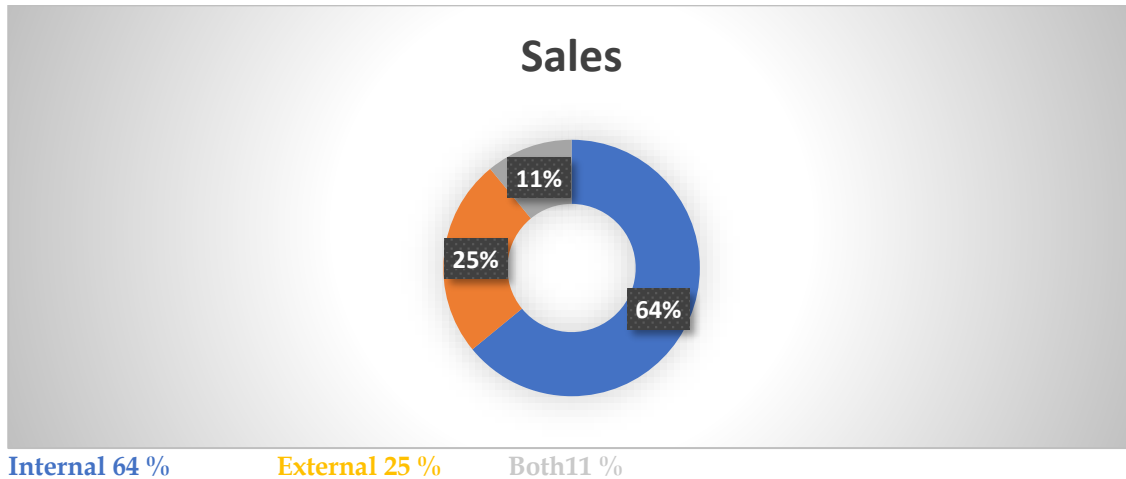
- the conditions for the innovative development of the modern human resources management systems of the organization are determined.*
- the overseas experience of working with the personnel reserve in the organization as a management innovation is analyzed.*

Human resource management, due to its relevance, remains a subject of research for modern scientists. Globalization conditions and multicultural environment dictate to organizations the introduction of modern management aspects, both in the personnel selection process and in terms of socialization and adaptation of employees, where employee interests, cultural differentiation and individual differences will be taken into account. On the example of commercial banks operating in Georgia and JSC Bank of Georgia, using the results of their study in practice is an important priority for determining how to hire and retain people for the organization who will meet the organization's mission, goals, current and future requirements.

On the example of commercial banks operating in Georgia and JSC Bank of Georgia, using the results of their study in practice is an important priority for determining how to hire and retain people for the organization who will meet the organization's mission, goals, current and future requirements.

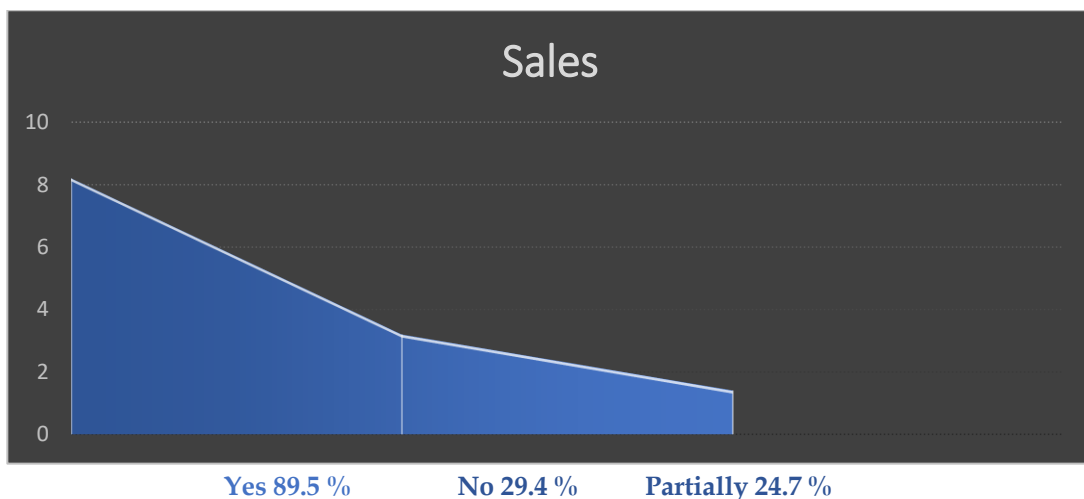
The research was conducted in the Bank of Georgia and 150 employees of JSC "Bank of Georgia", various branches participated in the research. The survey was conducted anonymously, based on the goal of high reliability and modern concepts of protection of applicants' personal information.

At first, we were interested from which sources the selection candidates were invited. It was found that the staff is being recruited from both internal and external cadres.



With the answers given to the question of where staff is recruited from, internal or external staff, we can conclude that the research object has a correct staffing policy in terms of employee selection and management, because the results show that both external and Internal markets, which are recognized by the experience of modern organizations as the best concept for personnel selection. This approach is considered the best solution for managing, motivating and developing employees' careers.

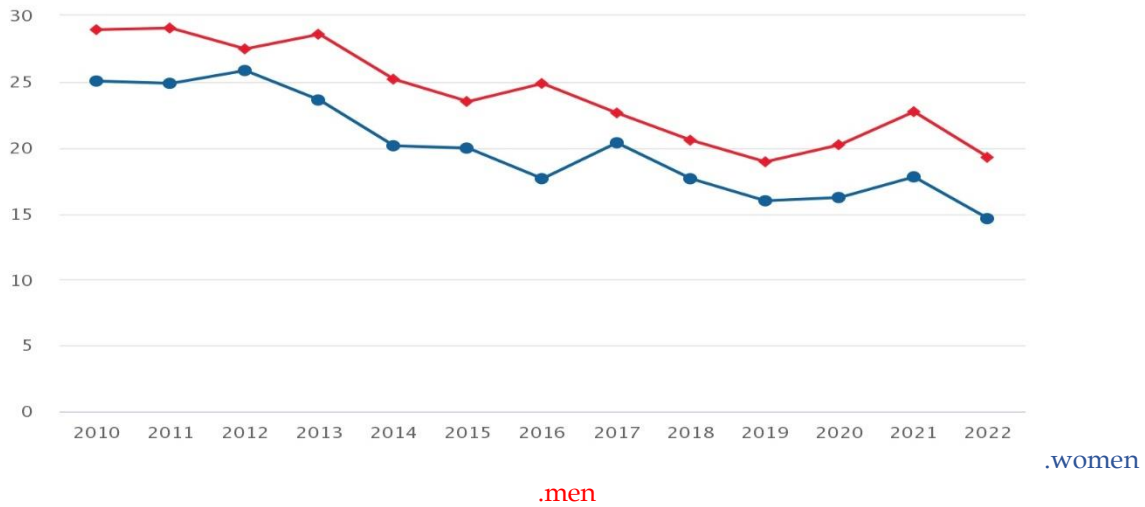
To the question of whether preliminary interviews and tests are conducted during the selection of personnel, the largest part of the respondents - 89.5% - answered positively. According to the questionnaires, different selection methods are actively used during the selection of personnel (psychological testing, request for a list of recommendations, etc.), which shows that JSC Bank of Georgia takes a high responsibility in the selection process.



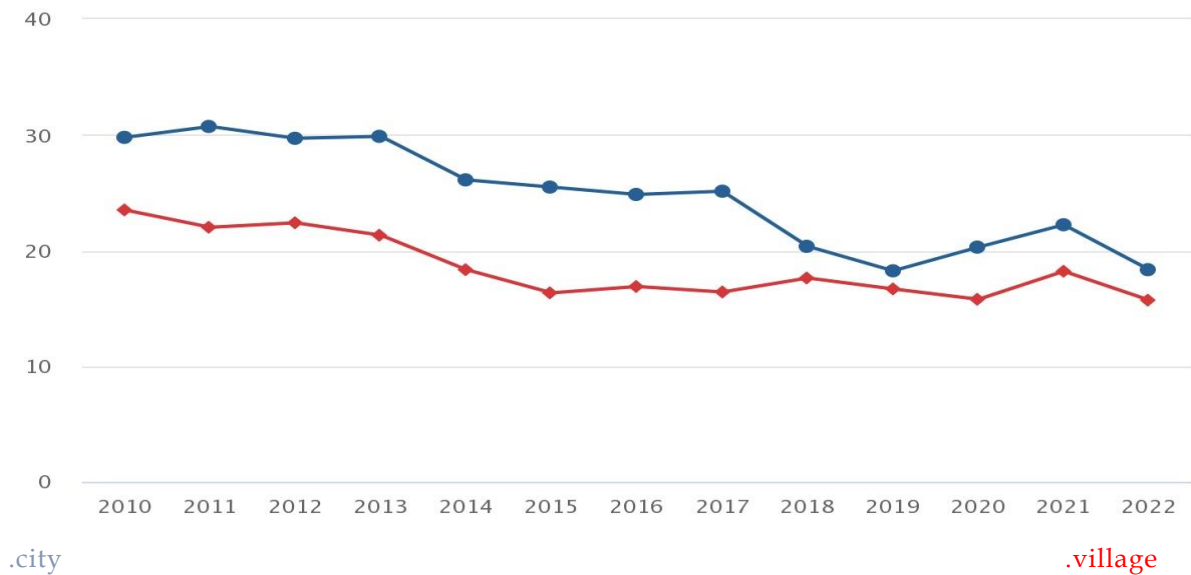
Applying the results of the research conducted at the Bank of Georgia in practice is an important priority to determine how to hire and retain people for the organization who will meet the organization's mission, goals, current and future requirements.

It should be noted that the implementation of modern personnel selection and management strategies in Georgia is still one of the pressing problems of entrepreneurial activity development.

Unemployment rate by gender %



Unemployment rate in cities and villages %



The ranking of countries according to the high level of unemployment (forecast) in 2023 looks like this:

1. South Africa - 35.6%
2. Sudan - 30.6%
3. West Bank of the Jordan River and Gaza - 25.0%
4. Georgia - 19.5%
5. Bosnia and Herzegovina - 17.2%
6. Armenia - 15.1%
7. North Macedonia - 15.0%
8. Costa Rica - 13.2%
9. Bahamas - 12.7%
10. Spain - 12.3%

(Research by Visual Capitalist)

Reference

Armstrong M. and Taylor S., Armstrong's Handbook of Human Resource Management Practice, 13th Edition, London, "Kogan page", 2014, p.823.

Armstrong M., Armstrong's Essential Human Resource Management Practice, London, "Kogan page", 2010, p.415.

Dessler G., Human Resource Management, 15th Edition, London, "Pearson education", 2017, p.692.

Khupenia, K., 2023. Formation and Management of Human Resources in Georgian organizations, Conference proceedings/full papers, (pp. 31-34)

<https://www.geostat.ge/ka/modules/categories/683/dasakmeba-umushevropa>
