

JEL Classification: M21, M120
DOI:10.46361/2449-2604.8.1.2021.37-45

კადრების შერჩევის პროცესში კომპეტენციების განსაზღვრის მნიშვნელობა

მაია გიორგობიანი

ეკონომიკის დოქტორი,
ივანე ჯავახიშვილის სახელობის
თბილისის
სახელმწიფო უნივერსიტეტი,
ასოცირებული პროფესორი
E-mail: maia.giorgobiani@tsu.ge
orcid.org/0000-0001-9328-7239

ნინო ფარესაშვილი

ეკონომიკის დოქტორი,
ივანე ჯავახიშვილის სახელობის
თბილისის
სახელმწიფო უნივერსიტეტი,
ასოცირებული პროფესორი
E-mail: paresashvili@tsu.ge
orcid.org/0000-0001-6738-5409

დავით დუგლავი

ეკონომიკის დოქტორი,
საქართველოს ფიზიკური აღზრდისა
და სპორტის
სახელმწიფო სასწავლო
უნივერსიტეტი
E-mail: dugladzedavit@gmail.com
orcid.org/0000-0003-0722-0092

შემოსულია რედაქციში:

თებერვალი, 2021
რეცენზირებულია:
მარტი, 2021

პერსონალის შერჩევის თანამედროვე მეთოდები და-
კავშირებულია ტალანტების მართვის სისტემის განვითარ-
ებასთან. ორგანიზაციაში ამ სისტემის დანერგვა ხელს
უწყობს ორგანიზაციული კლიმატის გაუმჯობესებას და
სასურველი სამუშაო გარემოს შექმნას. Lance A. Berger- ის
მიერ შემოთავაზებული ტალანტების მართვის სისტემა
ოთხი ეტაპისგან შედგება. ეს ეტაპებია: შეფასების სისტე-
მის შემუშავება, სასწავლო სისტემის შემუშავება, შეფასე-
ბის სისტემა და სამოქმედო ანგარიშის მომზადება. ჩვენს
მიერ წარმოდგენილი ნამუშევარი ფოკუსირებულია პერ-
სონალის შეფასების სისტემის შემუშავებაზე. აქ მნიშვნე-
ლოვანია კომპეტენციების იდენტიფიცირება, შესრულე-
ბის შეფასების გამჭვირვალე სისტემის დანერგვა, ტალან-
ტების პოტენციალის პროგნოზირება და მენეჯმენტის თი-
თოეული წრის ინდივიდუალური შეფასების შექმნა. კომ-
პეტენციების განსაზღვრა აქტუალურია ყველა სფეროში
და განსაკუთრებით მნიშვნელოვანია განათლების სისტე-
მაში. ივანე ჯავახიშვილის სახელობის თბილისის სახელ-
მწიფო უნივერსიტეტის ეკონომიკური და ბიზნესის ფა-
კულტეტის ადამიანური რესურსების მართვის ლაბორა-
ტორია მუშაობს სხვადასხვა მიმართულებით ადამიანური
რესურსების მართვის საკითხებზე. ბოლოდროინდელი
კვლევების საფუძველზე გაანალიზებულია მთელი რიგი
საკითხების, რომლებიც განათლების სისტემაში სწორი
კომპეტენციების ჩამოყალიბებაში დაგვეხმარება. ნაშრომი
ძირითადად ემყარება ბოლოდროინდელ კვლევებს, რო-
მელშიც მონაწილეობენ აკადემიური პერსონალი. კვლე-
ვის საფუძველზე შევიმუშავეთ ჰიპოთეზები. განისაზღვ-
რა კომპეტენციების მნიშვნელობა, რომელთა გამოყენება
და გათვალისწინება მოხდა კადრების შერჩევის პროცესში.

*საკვანძო სიტყვები: მენეჯმენტი, ორგანიზაციული
კლიმატი, ტალანტის მენეჯმენტი, ტრენინგის სისტემა*

JEL Classification: M21, M120
DOI:10.46361/2449-2604.8.1.2021.37-45

THE IMPORTANCE OF DEFINING COMPETENCIES IN THE STAFF SELECTION PROCESS

MAIA GIORGOBIANI

PhD in Economics, Associate Professor
of Tbilisi State University
E-Mail: maia.Giorgobiani@tsu.ge
<https://orcid.org/0000-0001-9328-7239>

NINO PARESASHVILI

PhD in Economics, Associate Professor
of Tbilisi State University
E-Mail: nino.paresashvili@tsu.ge
<https://orcid.org/0000-0001-6738-5409>

DAVIT DUGLADZE

PhD in Economics, Invited Professor of
Georgian State Teaching University of
Physical Education and Sport
E-Mail: dugladzedavit@gmail.com
<https://orcid.org/0000-0003-0722-0092>

Edited by:

February, 2021

Reviewed by:

March, 2021

Modern methods of staff selection are related to the development of a talent management system. Implementation of this system in the organization helps to improve the organizational climate and create a desired working environment. The talent management system offered by Lance A. Berger consists of four stages. These stages include: developing an evaluation system, developing a training system, an evaluation system, and preparing an action report. The work presented by us focuses on developing a staff evaluation system. Here, it is important to identify competences, introduce a transparent system of performance appraisals, predict the potential of talents, and create an individual assessment scale for each management circle. Defining competences is actual in all fields and is particularly important in the education system. The Human Resources Management Laboratory at Ivane Javakhishvili Tbilisi State University, at the Faculty of Economics and Business, is working on human resources management issues in various directions. Based on recent studies a number of issues have been analyzed that can help build the right competences in the education system. The work is mainly based on the recent research involving academic staff. We have developed hypotheses. The importance of the competences needed to be used and taken into account in the selection process was determined.

Keywords: *Management, organizational climate, talent management, training system*

Using modern techniques for staff selection has a significant impact on shaping the organizational culture. Our laboratory “Human Resource Potential Management” has done many researches. Each study was dedicated to human resources management and related issues. In the research process, we learned how the HRM process affected the conflict situation as well as the impact of the HRM process on the formation of organizational culture. [1] We conducted a separate study on human resources management where the main focus was on a career management. [2] We have studied problems in terms of gender, [3]also in educational institutions we analyzed career management problems, [4]human resource management issues, and in particular career management issues were studied according to age. [5]The handbook created by the team of authors was also devoted to career issues. [6]

In the process of selecting staff, higher education institutions pay great attention to the evaluation of students. What are the main criteria students consider necessary to positively evaluate professors is important and worth considering. The main competences of the students are highlighted in the paper [7].

In-depth research has shown that modern methods of personnel management are important for the success of the organization and its image. Our studies have found that one of the key issues in human resource management is focusing on competencies. A recent study was dedicated to personnel selection. It is interesting to see what competences educational institutions are focusing on.

Naturally, in the process of human resource management and its selection, it is important to develop a proper evaluation system. That’s

why key competencies must be identified staff potential must be forecasted, and the individual scale of valuation must be adjusted for all levels of staff in the organization at this point. Achieving success in a global economy is impossible without the development of management. [8] We will focus on these issues.

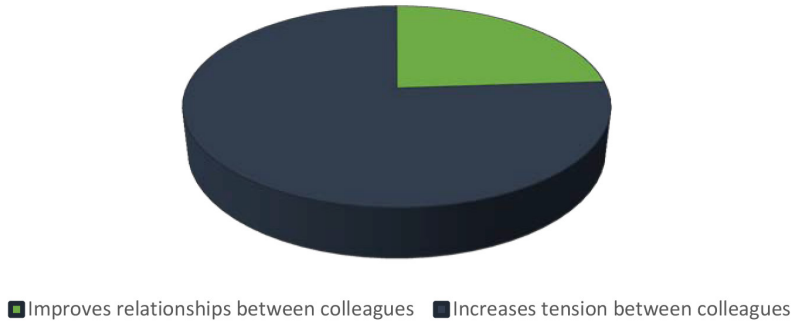
Naturally there are different options for defining competences. It can be criteria that influence the work accomplished and at the same time it can be measured, as well as the skills that will impact the final outcome of the job can be combined into the criteria. Features related to a particular activity that include knowledge, experience, etc. A survey of the success factors of Georgian business leaders [9]allows us to formulate our country-specific competences that also include cultural values. [10]

Recent studies have shown that time management is an important competence [11] [12]We can say that proper time management is an important challenge for employees in both private and public sectors [13]

Properly formulating competences and criteria helps a person to manage his or her career, to adapt to existing competences and to develop self-efficacy in this regard. During the absence of such criteria, tensions between colleagues increase due to the increase of internal competition among members of the organization, which has also been confirmed by the study. See Diagram 1.

The research has shown that ambiguous criteria reinforce internal competition and negatively impact relationships between colleagues. 23.6% of the respondents do not attribute tensions between their colleagues to internal competition, while 74.8% think that the cause of tensions between them is internal competition.

Diagram 1: Stimulating internal competition while selecting academic staff through competition:

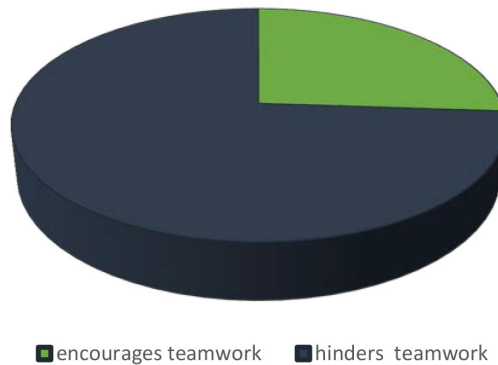


The ambiguous competences and criteria that evoke competition during the selection of academic staff also hinder the development of teamwork in the organization. Diagram 2.

colleagues, only 25.6% of the respondents do not see such a trend.

The candidate needs a transparent criterion in the process of selecting staff to ensure a high

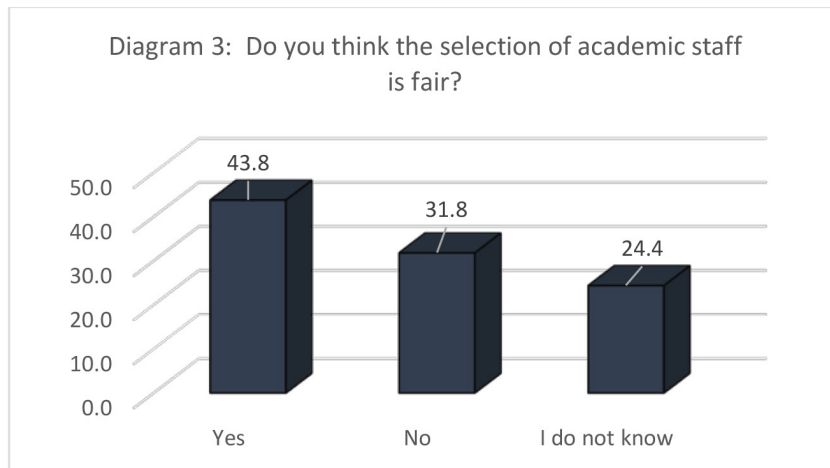
Diagram 2: Stimulating internal competition while selecting academic staff through competition:



Teamwork in any organization increases labor productivity and influences organizational culture and climate. Previous researches in the Human Resources Management Laboratory have found that organizational culture is anomalous, the causes can be numerous, but one of the reasons is the increasing number of competitions. 72.7% of the respondents said that competition caused by a contest hinders teamwork among

level of fairness in the competition. The research shows that there is nihilism in this regard (see Diagram 3)

31.8% of the respondents think that academic staff is selected unfairly, while 24.4% do not have the answer to this question, which is even worse. We had assumed that the professors should have had their own attitudes towards the problem. 43.8% consider the competition fair. In the conditions where the majority of the



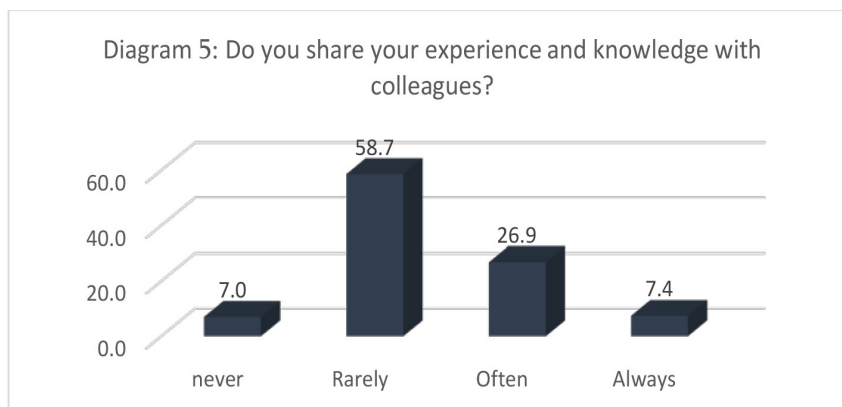
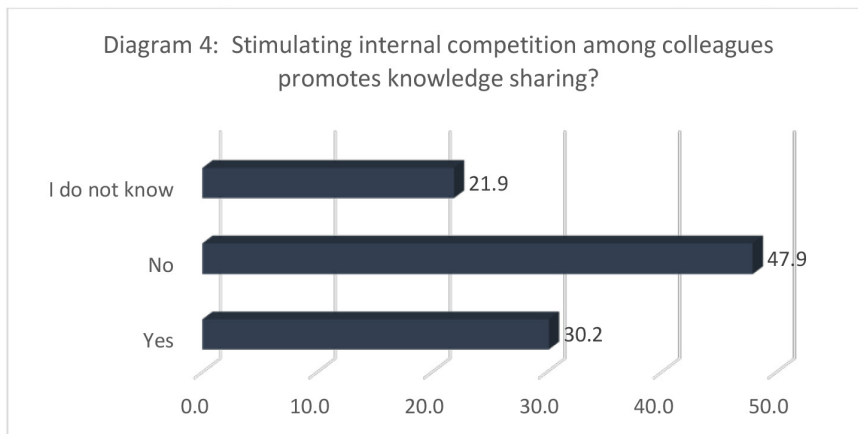
respondents are in the competition, the above mentioned result is not favorable.

Internal competition, which is mainly caused by opaque criteria and lack of competences, leads to the lockdown of colleagues, the sharing of ideas and news becomes less common (see Diagram 4).

Only 30.2% of the respondents say that internal competition encourages knowledge

sharing. It can be seen that respondents perceived the question correctly and meant sharing knowledge among colleagues, sadly, 21.9% did not know what to say and only 47.9% indicated that internal competition does not affect knowledge sharing.

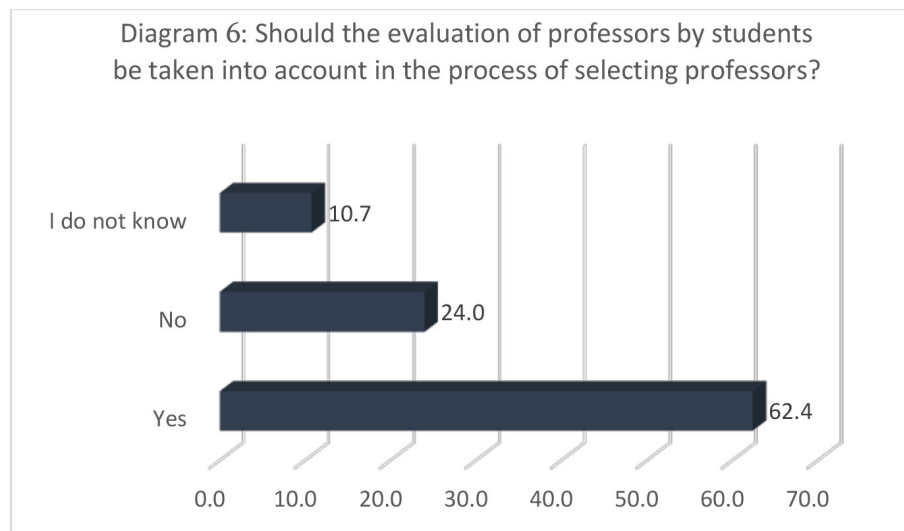
Respondents also note that they themselves are reluctant to share their own experiences. (See Diagram 5)



Each colleague may have some knowledge and experience that will help others and improve the learning process. How often do the colleagues share their experiences? - we did not receive any positive responses to this question. We can consider the answers “often” and “always” to be positive and they amounted to 34.3%, the remaining 65.7% of the respondents say they “never” and “rarely” share their experiences. I think that in such conditions it is impossible to talk about teamwork and it itself is an indication

of unhealthy competition. Once again, we want to note that such an attitude damages the image of the organization and impedes the usage of its full potential.

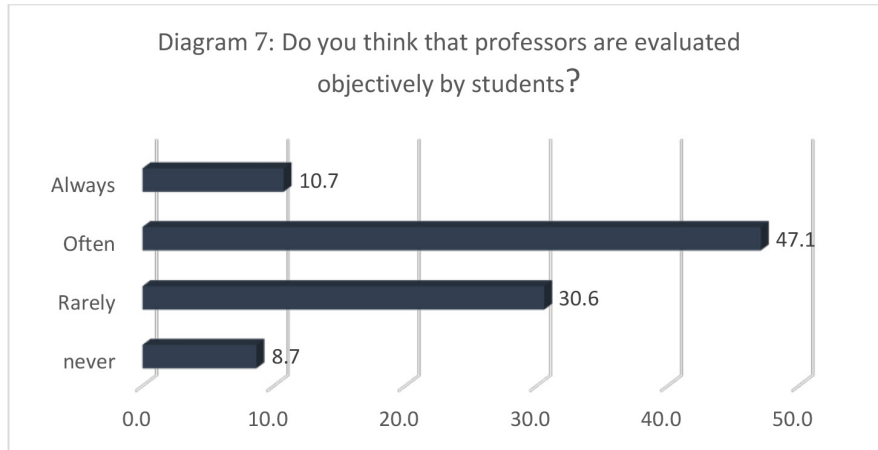
Students’ involvement is important in defining some of the professors’ competences, for example the competence such as the ability to communicate with the audience. This competence reflects the impact of behavior on role performance. The respondents’ attitude towards this issue is various (see Diagram 6)



A good and successful scientist does not necessarily mean a successful lecturer. It is important to consider that there are some professional skills but a good and well-known scientists may not have them so while selecting professors it is important to use a 360-degree assessment system which implies not only his personal characteristics, scientific achievements, but also the quality of lectures, the assessment of which is possible by students. It is difficult from students to get an objective picture, but there can be found some means to minimize dishonest assessments, for example, negative assessments of offended students and others. 62.4% of the respondents think that it is necessary to consider

students’ evaluations, 10.7% have no answer to the question, and 24% of the respondents disagree with taking students’ evaluations into account when selecting staff. It should be noted that a large proportion of the respondents expressed similar opinions in writing: when evaluating professors, a certain category of students should be chosen with high grades, I think that this kind of division is discriminatory, and in many cases high academic performance or low grades are not sufficient to trust or distrust a student when making assessments.

In fact, respondents’ fear is still distrust of how fair the student will be in the assessment. (See Diagram 7)

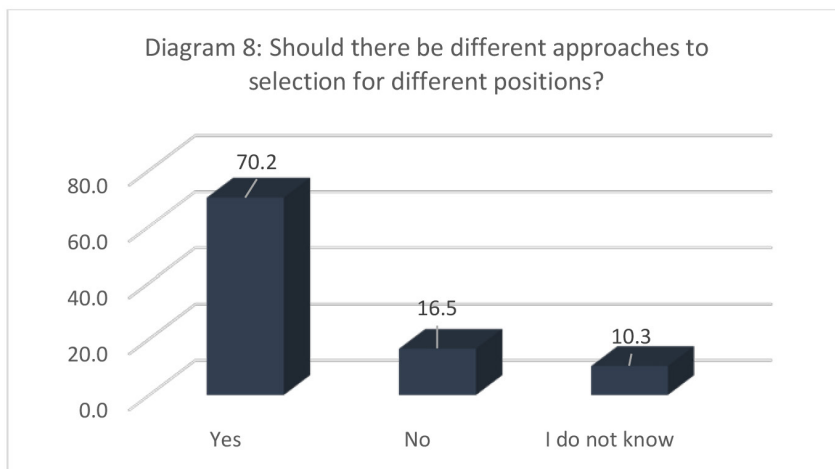


Respondents' trust indicator in students' assessment is not high. 8.7% of the respondents think that students are never objective, 30.6% think that they are rarely objective, only 10.7% think that they are always objective, 'often' is reported by 47.1%.

The data show that the trust degree of

important link "student-lecturer" is low. This problem requires systematic research and identification of problems is necessary that need to be solved by both administration and academic staff.

It is important that employees on different positions need to have different competences. (See Diagram 8)



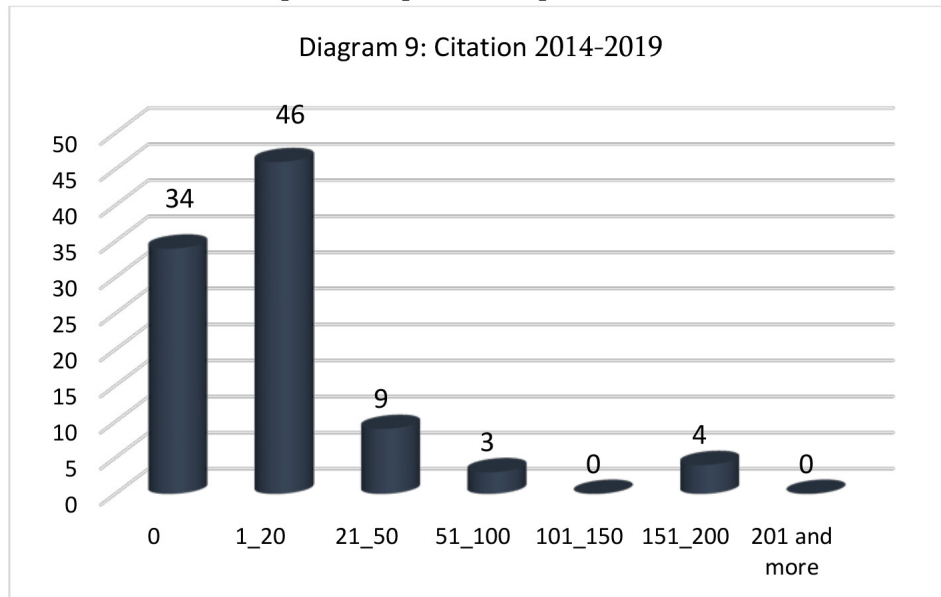
Until now, the competition criteria at the university did not consider different criteria for different positions (professor, associate professor, assistant professor). 70.2% of the respondents believe that there should be different requirements for different positions, 10.3% do not have the answer and only 16.5% do not consider such differentiation to be necessary. In the career planning process, I find it important for everyone to have a clear idea of

what competences they need to move from one level to another. Such clearly defined criteria exclude, reduce nepotism, and also give more enthusiasm to young scientists for setting goals. Without clearly defined criteria it is impossible to plan a career in time and push the society to resort to nepotism, which is so deeply rooted in Georgian reality.

When developing an evaluation system, it is important to predict the staff potential as well as

its potential assessment according to the recent period. (See Diagram 9)

The academic staff of the faculty is actively engaged in research activities and their papers



are published in local or international conference materials as well as in peer-reviewed journals. Thus, due to the high rate of activity, professors should naturally have citations and h and g indexes. We inquired about what the trend was at the faculty. We used the publish or perish system when conducting the analysis. This system allows artificially increased citations to be reduced more or less. It should be noted, however, that all systems have drawbacks and the results still depend on a professor's professional ethics.

(Professors' data was obtained in July-August, 2019) The data showed that until 2012 most of the professors did not know about a citation system. In particular, 97 professors' data was analyzed, out of which 68 professors had 0 citations, 24 professors – from 1 to 20 citations, 1 professor- from 21 to 50 citations, 1 professor – from 51 to 100 citations and only 1 professor had more than 200 citations. As we can see, the information about the citation mechanism was known only for a very small group. This should have been much higher under the high level of teamwork. We can assume that in conditions of

high competition, it can be said in conditions of unhealthy competition, professors' interest was not to share information.

Since 2012 the staff selection process has been more or less regulated. According to the analysis, the exchange of information has intensified and the rate of citations has therefore increased. Specifically, if until 2012, 68 professors had 0 citation index, their number fell to 34 in the last six years, almost halved. However, this figure is not small, given the fact that each professor has a high level of scientific work. The number of professors having citations from 1 to 20 has also increased - the number of such professors has doubled. Only 2 professors had 21 to 50 citations before 2012, their number has increased during the last six years to 9. 4 professors had 150 to 200 citations, while none had the same data until 2012 and only one professor had more than 200 citations.

It is also interesting to note that there has been a decrease in the dynamics of particular professors' data over the last six years.

Conclusions and Recommendations

- In the process of selecting staff it is important to develop a competence group on each position
- A measuring scale should be created that will allow the employer to easily compare applicants with quantitative indicators
- where they will be scored points
- A measuring scale should give information about how progressive the applicant is, allowing us to develop his/her career development plan.
- The group of selected competences should allow the employer to select a person with

ლიტერატურა/REFERENCES

- [1] **Kharadze, Natalia; Gulua, Ekaterine;** (2018). Organization Conflict Management Challenges. European Journal of Economics and Business Studies, 30-41.
- [2] **Kharadze, Natalia; Paichadze, Nugzar; Paresashvili, Nino; Pirskhalaishvili, Dea;** (2019). General Trends Of Business Career Management. European Journal Of Economics And Business Studies.
- [3] **Paichadze, Nugzar; Kharadze, Natalia; Giorgobiani, Maia; Nikvashvili, Maia;** (2019). Career Management Trends In Terms Of Gender. European Journal Of Economics And Business Studies.
- [4] **Paresashvili, Nino; Giorgobiani, Maia; Nikvashvili, Maia; Pirskhalaishvili, Dea; Kharadze, Natalia;** (2019). Career Management Peculiarities in Educational Institutions. European Journal of Economics and Business Studies.
- [4] **Paichadze, Nugzar; Kharadze, Natalia; Paresashvili, Nino; Pirskhalaishvili, Dea;** (2019). Career Management Analysis In Terms Of Age. Globalization And Business, 168-175.
- [5] **Paichadze, Nugzar; Kharadze, Natalia; Paresashvili, Nino; Giorgobiani, Maia; Nikvashvili, Maia; Pirskhalaishvili, Dea;** (2019). Business Career. tbilisi: Tbilisi state University.
- [6] **Kharadze, Natalia; Gulua, Ekaterine;** (2018, Volume 5). Analyze of Students' Attitude Survey of Professor Evaluation Criteria. Journal Innovative Economics and Management, pp. 122-131.
- [7] **Amkoladze, Guram; Gabrichidze, Amiran; Giorgobiani, Maia; Zedgenidze, Merab; Kharadze, Natalia;** (2014). Characteristics of development of leadership in the environment of global economy. Modern issues of Medicine and Maagement, 141-145.
- [8] **Amkoladze, Guram; Gabrichidze, Amiran; Giorgobiani, Maia; Lomsadze-Kuchava, Maia; Kharadze, Natalia.** (2014). Globalization and research of success factors of Georgian business leaders. Modern issues of Medicine and Maagement, 146-151.
- [9] **Kharadze, Natalia; Kakhaber, Chikhradze.** (2015). Cultural Parallels Between Russia and Georgia and Their Effect on Women Employment. Culture And Russian Society. Helsinki
- [10] **Kharadze, Natalia; Dugladze, Davit; Pirskhalaishvili, Dea;** (2018). Comparative Analysis of Students Time Management at State and Private Universities. Innovative Economics and Management, 151-162.
- [11] **Pirskhalaishvili, Dea; Dugladze, Davit;** (2018). Statistical Analysis of Students' Time Management and Private Hypotheses in Private Universities. Innovative Economics and Management, 124-130.
- [12] **Kharadze, N., & Dugladze, D.** (2018). Time Management Of Private University Students. Innovative Economics And Management, 126-137.