

## **HRM ISSUES: JOB SELECTION**

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## Introduction

Human resources in organizations have long been influenced by globalization and other factors from both internal and external premises. This affects how organizations recruit talents in order to meet the needs and demands of the changing customers' preferences; as well the shifting nature of company operations. Part of the important human resources management and function is staffing. Staffing is an "organizational function used to build the organization's workforce through such systems as staffing strategy, human resource planning, recruitment, selection, employment, and retention" (Heneman et al. 2010, p.3). In simple terms, it is in the staffing process that organizations identify individuals who will materialize their vision, mission and goals.

However, the process of staffing, specifically recruitment and selection is not a simple endeavor. Over the years, companies were fiercely competing over talent (Pulakos, 2005). Prior to this, several academicians, scholars and practitioners from the international management field looked into the impacts of globalization towards human resources management in national borderlines (Cieri, Fenwick & Hutchings 2005, p.584). These concerns further highlighted the value of recruiting the right human capital for the appropriate talent, as initiated by the conditions of the external environment.

It is the main goal of this task to explore and discuss the different recruitment strategies and its functions in the present global environment. Different issues about these recruitment and selection strategies (e.g.

psychometric testing, assessment centers, or online internet and employee referrals, interviews, advertisements) will be integrated within different theoretical perspectives like functionalist, interpretivist and critical. The strategies are to be dedicated to a company named Xan-Tech Electronic Manufacturing.

## **Section I: Recruitment and Selection Issues**

Recruitment and selection plays a fundamental role in the whole staffing process. According to French and Rumbles (2010, p.169), recruitment and selection “ensures worker performance and positive organizational results.” Taking into account Ballantyne (2009), French and Rumbles also emphasized that workers recruited and selected are not only to replace departing employees or additionally supply the workforce, but rather to perform with excellence and high level of commitment.

To add, recruitment and selection constitutes costs, which additionally implies the worth of the different recruitment and selection strategies used by companies like Xan-Tech. In this case, it is essential for the company to consider what type of recruitment and selection strategies are to be used. As what Pilbeam and Corbridge (2006, p.142) noted:

“The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be

distressing for managers who have to deal with unsuitable employees.”

Indeed, recruitment and selection is typified by possible challenges, which urge companies to keep track of the research developments in the field (French and Rumbles, 2010). This of course covers the activities integral for recruitment and selection, namely: acquisition, development and reward of workers. In a survey report by CIPD (2009) a number of essential details are highlighted about the different methods and challenges undergone by companies when attracting and selecting candidates. By far, the survey provides important details about how most companies attract and select potential talents. The results of the survey stated that the organizations’ websites serve as the main tool for attracting candidates, with 78%. This is followed by recruitment agencies with 76% and local newspaper advertisements with 70%. CIPD as well looked into the different selection methods—giving competency-based interviews as the most frequently used with 69%. This is followed by interviews with applicants submitting their CV or application forms with 68%.

Other forms of recruitment and selection processes can be chosen by Xan-Tech, while taking reference from CIPD’s survey results. Focusing on the selection process alone, these methods have both benefits and drawbacks that affect the organization in the long run. It is essential for companies or Xan-Tech, to be specific, to take note of this information—considering the time, cost and effort generated through the selection procedures of human resources management.

## Types of Employment Test

### Psychometrics

Edenborough (2005, p.4) provided a number of important details about psychometrics as a tool for employee selection; wherein psychometrics is defined as the “*measurement is used to gain understanding of an individual so as to be able to predict behavior and provide a basis for future action.*” Psychometric tests are also designed so that employers will be able to evaluate the applicants’ reasoning abilities or the ways of responding to diverse circumstances (Oxford University Careers Service, 2013).

The benefits of psychometrics include the following:

- Maximizes an organization’s performance through enhancing selection accuracy;
- Improving employee retention through better matching of individuals to jobs;
- Avoids financial and personal associated costs due to poor recruitment decisions;
- Optimizing the utilization of an applicant’s capacities by helping focus development activity; and
- Attaining better career management through matching individual aspirations to their organization’s opportunities (Edenborough 2005, p.4).

Meanwhile, the drawbacks of psychometrics refer to the how candidates can study the standard tests as they are usually motivated to tell employers what

they wanted to hear. It also cost a huge sum of money as psychometric tests are to be administered by trained professionals, who shall do the administering and evaluation. (Blanch, 2014)

## **Interviews**

On the other side of the fence, interviews for selecting human resources can be defined as a procedure that is structured for the prediction of future job performance, based on the oral responses of the applicants towards oral inquiries (HR Guide, 2001). It is regarded as the most common selection device (Yeung, 2011). The interview method presents several advantages such as (1) direct feedback from the respondent; (2) opportunity to probe; (3) has the capacity to utilize observation as another evaluation method; (4) yields rich data, details and new insights; (5) personal interaction with respondent; (6) topics can be explored in depth; and (7) flexibility; and (8) opportunity to explain or clarify questions (Minter, 2003).

Meanwhile, the drawbacks of the interview methods refer to unfamiliarity with the job, premature decisions, emphasis on negative information, personal biases, applicant order, and hiring quotas (Fry, 2011). Firstly, unfamiliarity with the job may entail towards how interviewers may not know what the job is, which can be manifested in not asking the right questions. With this, they also pose tendencies to not correctly interpret data and acquire information.

On the other hand, premature decisions refer to how interviewers may make decisions about an application in the first five minutes of the interview,

which disregards the other relevant information to be gathered (Dougherty, Turban & Callender, 1994). Emphasis on negative information is also likely to occur with how interviewers weight negative information than the positive information rendered by the applicant (Lunenberg, 2010). This disadvantage is also similar with personal biases as some interviewers tend to have prejudices and preconceptions about the applicants (Lunenberg, 2010). Applicant order as well underscores the order of interviewing applicants, which can affect the kind or levels of impressions of interviewers (Lunenberg, 2010). At some point, this is associated with how interview quota as interviewers or the company are pressured to rate or hire applicants; thus, affecting their selection judgments (Lunenberg, 2010).

Apparently, both the advantages and drawbacks of psychometrics and interview methods can generate either positive or negative effects to the organization. These methods and even other forms of recruitment require effective measures to be administered effectively. For instance, Lunenburg (2011) suggested that adequate preparation is needed; such that interviewing steps, the role of the interviewer, interviewing techniques, and questioning (Caruth, 2009) are to be considered when conducting an interview.

### **Assessment Centers**

Assessment centers can be formed to gauge several kinds of job related skills and abilities; however they are usually used to evaluate analytical proficiencies, in planning and organizing, communication skills and interpersonal skills. Most commonly, this center comprises of exercises that reflect the kinds of

jobs and job content faced on the occupation. As exemplified, there are entities which are possibly evaluated according to their capacity to create a sales presentation or based on their attitude in a replicated meeting. Furthermore about these simulated meetings or exercises, it is the function of the assessment centers to usually include other types of examinations like the job knowledge tests, personality inventories and cognitive ability tests. Typically, assessment center uses numerous raters who are trained to evaluate, classify, and observe behaviors. Prior to the activities conducted at the assessment center, the raters then convene to make overall findings about the performance of the people in the center.

### ***Advantages***

- Centers have been seen to generate valid inferences for a count of organizational results like promotional rates.
- Can lessen the costs of business by recognizing individuals for training or hiring promotion and who have the required abilities and skills.
- May be perceived positively by test takers who are aware of the close connection between the job and the test.
- Can give useful feedback to test takers about the much sought after development and training.
- Can give much of the attention needed and mostly over the attitudinal demonstration compared to be merely evaluating characteristics.

- Centers basically have people who can be considered trained raters and professional on such context.
- There are tests found in this institution which are commonly less likely to differ in outcomes by race and gender compared to some kinds of tests.

### ***Disadvantages***

- Centers can be costly to make and administer.
- Necessitates more labor force like the assessors and role-players to run its operations compared to most other methods.
- Need more time to manage compared to most other means.
- There is the hardship of keeping a center standardized and calibrated across locations and time.

### **Integrity Tests**

Integrity tests evaluate experiences and attitudes that are deemed associated to pro-social behavior, reliability, trustworthiness, dependability and personal honesty. Usually these tests ask direct questions regarding interests from which inferences are drawn, questions about preferences or about future behavior in these certain aspects and the questions about past experiences which have relevance to integrity and ethics. Integrity tests are used to recognize people who have the potential or more likely to engage in antisocial attitude at work, become inappropriate; dishonest which may lead other individuals in the work environment to make some other negative doings.

## ***Advantages***

- Have been shown to generate valid inferences for a number of organizational results as exemplified by inventory shrinkage complexities in dealing with supervision and performance.
- Can lessen the costs of business by recognizing individuals who are having the potential to be absent, or engage in other counterproductive mannerisms.
- Allows the sending of the idea to test takers that integrity is an essential value of a corporation.
- Are usually less likely to vary in outcomes by race or gender compared to other kinds of tests.
- Can be managed through computerized means, or via the paper and pencil and in easy huge number.
- Can be cost effective to manage.
- Does not need highly skilled managers.

## ***Disadvantages***

- May lead workers to respond in such manner that they may be able to make a positive decision outcome instead of how they really are and that is through the fact that they may try to positively administer their impression or they may even fake their reaction.
- May be ostracized by test takers if questions are intrusive or seen as not job related.

## **Personality Tests**

Some of the typically gauged personality characteristics or the behaviors in work settings are the initiative or proactivity, emotional stability, stress tolerance, service orientation, agreeableness, optimism, openness to new experiences, conscientiousness and extraversion. Personality tests usually and most commonly gauge traits that are associated to behavior at work, satisfaction with dissimilar and diverse areas of work, and the interpersonal interactions. Personality tests are always used to evaluate whether individuals have the likelihood to become successful in jobs where performance needs a great deal of productivity as to efforts in team settings and interpersonal interaction.

### ***Advantages***

- Have been shown to generate effective inferences for a number of organizational results.
- Can lessen business costs by recognizing individuals for training, promotion and hiring of which these people are known to have the abilities and skills.
- Are usually less likely to differ in results by race and gender compared to other kinds of tests.
- Can be managed via pencil and paper or through the method using computers especially to huge numbers.
- Can be cost effective to manage.
- Does not necessarily need highly skilled managers or administrators.

### ***Disadvantages***

- May comprise questions that could be deemed not job related or may appear intrusive if not well developed.
- May pave the way where individuals will be reacting in a manner that makes a positive decision result more possible instead of looking at them how they really are working and that is in the case where they may opt to positively administer their impression or even fake their reaction.
- May be complex and problematic for use in the advent of selecting employee in terms of giving examination for the purpose of diagnosing medical conditions and that can be exemplified in an instance of mental disorders instead of merely evaluating work-related personality characters.

### **Physical Ability Tests**

More often, physical ability tests use exercises or tasks that need physical ability so that such endeavor will be accomplished. Normally, these tests gauge physical capacities and attributes like the speed, balance and strength.

### ***Advantages***

- Have been illustrated to yield valid inferences that have relevance to the performance of tasks that require physical exertion.
- Can recognize individuals who are applying certain positions with which these applicants are physically incapacitated to perform significant job functions.

- Can lessen the costs of business by recognizing individuals for training, promotion and hiring and whom these people are considered to have the much required proficiencies and capacities. This premise implies that in identifying the said individuals, it is done by minimizing the risk of physical injury to the workforce and those other personalities around the work environment thus there will be a reduced risk on the job via the abridged workers compensation, insurance, disability and medical costs.
- Will not be impacted by test taker attempts direct the impression or fake their reaction.

### ***Disadvantages***

- Are regularly more likely to vary in results by gender instead of the other kinds of tests.
- May be problematic for use in the aspect where there is employee selection whilst if the test is given so as to detect medical conditions and that is about the physical disability instead of merely evaluating the ability of individual to do his or her tasks and that are job-related.
- Can be expensive to buy equipment and it is hard to manage.
- May take a lot of time to manage where such time consuming circumstance can be caused by some relevant factors.
- May be not appropriate to direct or manage in the most common employment offices.

## **Work Samples and Simulations**

These types of tests concentrate on measuring certain job skills or job knowledge, which can also evaluate more general skills like organizational, analytical and interpersonal. These as well require applicants to perform tasks that are found to be similar with those in jobs, so as to evaluate their skills or competence levels. One noted example for work samples pertain to the installing a telephone line, tuning an engine and even creating a document in Microsoft Word.

### ***Advantages***

- Can generate valid inferences about the ability to perform a job;
- Can lessen the business costs through identifying individuals for hiring, promotion or training who possess the required skills and abilities;
- May less likely to differ in results through gender and race than other types of test (although it depends on the evaluated skills);
- Can be more accepted by test takers with the apparent connection between the job and the test;
- Less likely to be affected by test takers' attempt to impress or manage fake responses;
- Can be used to provide certain developmental feedback; and
- Can give test takers with realistic previews about the job and the organization.

### ***Disadvantages***

- Does not include to evaluate the aptitude to perform more complex tasks that might be encountered on the job;
- May not evaluate the capacity to learn new tasks quickly;
- Often not favorable to group administration;
- May need some level of job knowledge, which sometimes make it inappropriate for jobs wherein knowledge may be acquired through short training period;
- May be difficult to keep updated and expensive to employ or administer; and
- May be time consuming to design and administer.

## **Section II: Changing Paradigms**

Relatively in the past years, the dubbed 'functionalists' method and the so-called 'critical' approach, had been the center of tremendous debate in the area of International Human Resource Management (IHRM) practice and theory. Concerning the ways of conventionally doing research inside a functionalist means, it has been noted that there is so much attention given to HRM within and around MNCs which tends to be the core of its international research and IHRM theory. According to Schuler, Dowling, & De Cieri, (1993), such attention usually revolves around issues regarding the problems involved in particular transferences and host country tensions, the use of expatriates in international subsidiaries and the transfer of HRM best practices across borders. As far as the functionalist practitioner or theorist side is concerned, the conveyance of HRM

best practices to subsidiaries is positive and possible, whilst one of the main roles of corporate HRM functions must be the orchestration of such transfer.

There are crucial methodologies that pertain to IHRM as merely a national HRM that as explained by Peltonen (2006) they would be eventually concerned with preserving and control of power relations in organizations. However, there were the perceptions that within a crucial strategy and differing to the functional outlook, the cross-border transfer of the practices of HRM implied the strengthening of power relations that should instead be overcome or questioned, pacifying potential headquarter-host country conflicts and contradictions, and an attempt to facilitate control of host country realities by headquarters and control of subsidiaries. Additionally as mentioned by Said (2007), the known critical approaches more likely imply that they would covertly constitute disguised forms of neo-colonialism on the instance that such transfers have the tendency to ignore issues concerning ideology and power and to inefficiently implement headquarters' practices on subsidiaries' different realities.

### ***The Functionalist Approach: International Human Resource Management***

Over the fledgling arena of International Human Resource Management (IHRM), Bjorkman and Stahl (2006) point out the named field to have the complexity and intricacy of instituting the parameters. As stated by and proposed by Schuler (2000) and Schuler et al (1993), more than ever, several topics are contained inside this particular field of research and in fact, one of the first models for IHRM was suggested by these authors most especially Schuler. On

the other hand, these authors tend to describe IHRM as, according to the citing which emanated from Schuler et al. (1993, p. 422), “the human resource management functions and issues and the practices and policies that result from the tactical activities of multinational businesses and that influence the objectives and foreign concerns of those enterprises.”

De Cieri & Dowling (1999) avowed that the models that followed also mention IHRM for MNCs and highlighted the significance of the two; the organizational and internal factors as exemplified by the inter-organizational networks being instituted by the said groups, the countries and regions in which they operate, the external factors like the industry, and the factors which involved the structure, coordination mechanisms, operational systems, strategy, experience in managing organizational culture and international operations. on another note, De Cieri and Dowling (2006), remark that the models appeared yet to be very extensive where the correlations that exist between the internal and external factors together with the HR practices and the intended of gained outcomes are only relatively understood. It was noted even then, that there were only few of the researches conducted for the past several years back.

Hence, within that young stream of study conducted, there is a huge account of researches that pointed out about IHRM and that for the past twenty years; Bjorkman & Stahl (2006) cited that the themes generally covered leadership and diversity, expatriation, global staffing and the dual logic of IHRM. As exemplified by Albuquerque & Muritiba (2009), Irigaray & Saraiva (2009), Tanure, Barcellos & Fleury (2009) the current IHRM studies from Latin American

countries have illustrated the probability of progress and development in that specific area in the sub-continent region. Below is the presentation of a concise synthesis of this study.

'The dual logic of IHRM' as it was prominently known in that aspect of researches, are classified by their attempt comprehend the method of operating MNCs considering that there is the need to acquire similarly and concurrently both the local responsiveness adaptation and global integration. For the past years, this subject had been the concern of many authors where in the aspect of IHRM it is noteworthy to emphasize the works of Dowling (1999), Rosenzweig and Nohria (1994), Rosenzweig (1994), Bartlett and Ghoshal (1989). These authors scrutinized the dilemma of local adaptation and global integration for dissimilar sectors, hierarchical levels and the countries of origin of the MNCs, organizational structures and functions. According to Rosenzweig (2006), to date there are studies that have portrayed that practices which are having relevance to HR, Sales and Marketing, are seemingly following local patterns. The dual logic must have, as perceived in some research, the theme that point to challenges, problems and explanations found despite of the fact that it did not define a national system.

Staffing, is another theme then observed to have a requirement involving a relatively several research, considering that in the elucidation of Collings & Scullion (2006, p. 141), "global staffing is being noticed by many as a fundamental human resource practice that has been utilized by MNCs to coordinate and control their spatially dispersed global operations." In reality,

global staffing has fast become more vital in the gradual sense and as stated by these authors it is due to some reasons.

Global staffing becomes significant due to the fact that: (a) it identifies that the success of foreign investments or trade depends on hiring senior executives deemed to be of high caliber; (b) the areas involved with global staffing are more different and complex; (c) the performance of expatriates continues to be problematical; (d) there is a limited number of foreign executives which aggravate the chance of introducing global stratagems; (e) the internationalization of SMEs is augmenting the proportions of the issue of global staffing; and (f) current studies have illustrated the significance of staffing strategies such as 'in-patriation', which reflect the necessity for MNCs to develop multiracial workforce.

As distinguished, some themes have been achieving ground in research scholastic study, within the global staffing themes; as there is the need emphasizing two themes. The first as avowed by Collings, Scullion, & Morley (2007), Meyskens, Von Glinow, Werther, & Clarke (2009), involves the use of new forms of International Assignments like rotational and frequent flyer assignments, short-term and rotational tasks. Hence, there is then the relevant association of the alternative kinds of international assignments because of the high costs and perils of failing which are entailed in conventional expatriation together with the nature of the tasks to be performed as far as the foreign context is concerned, whilst these are short-lived and do not need to be transferred to the executive's side.

The second theme to be highlighted involves the association between the subsidiaries' performance and staff composition in accordance with the variables ascribed by Tarique, Schuler & Gong (2006) such as cultural dimensions and competitive strategy and perceived both of the head office and subsidiary. As to Colagoku, Tarique & Caligiuri (2009), the other variables that can be exemplified include the subsidiary's role, the subsidiary's business strategy and entry mode in the host country and the psychological distance between host and head office countries.

### ***Criticism of the classical research into IHRM***

As specified by Clark, Gospel and Montgomery (1999) in a review of the related literature about IHRM, there are some features of research seen being into such theme and these characteristics are: (a) it has a stronger focus on the area's functions like for example in terms of training, compensation and hiring and thus, it does not consolidate the outcomes acquired with other issues like industrial relations and organization of work; (b) it is dominantly quantifiable or predominantly quantitative as it implies that, there are questionnaires used which are possible not suitable in the study of difficult and complex themes like issues that involved adapting people, issues about adjusting practices, and the cultural differences; (c) the fact that there are less longitudinal researches or studies; (d) it focuses more on countries like the United States, Germany, France, Japan and England; and to countries with much less researched group like the countries of Singapore, Spain, the Netherlands, Canada, Sweden, Australia, China; (e) it more like becomes ethnocentric because it uses instruments and theories which

are widely developed in Anglo-Saxon countries; (f) and in the general perspective, it shows, but not necessarily elucidate the disparities or resemblances between countries, as such that by the time they are expounded, the institutional and cultural factors like the ones usually underpinned by the work of Hofstede, are mostly the ones being mentioned. Nonetheless and without, going inside the nature of these factors also means knowing how they practice an impact on the deepness of any research topic; and (g) it is more centered towards the direction that pertains to the research involving managers instead of directing it towards the study of operational workers.

Conversely, some of the restrictions mentioned here have produced researches elsewhere as they deal with the gaps not being filled by classical IHRM. Elvira & Davila (2005), Zhu, Warner & Rowley (2007) cited an example about the studies involving MNCs people management in East Asia and Latin America that have illustrated hybrid management systems which eventually suffer robust influence from the dubbed 'best practices' brought by the head offices. These best practices somehow are noted to be brought by the head offices but there is a must for them to adapt to the local conditions. As pointed out by Zhu, Warner & Rowley (2007), influence from the contradictory direction, like the reality that the Japanese customs or practices are doing for example, have influenced the practices of other nations. More so, these practices which highlighted both the harmony and collective instances can possibly be found also in US management systems where nonetheless, the legalist and pluralism setting in Europe have also affected the practices of other countries. On the other hand

as stated by these authors, the more it is for a country to be reliant on international capital or foreign investment, the greater the likelihood would be that such country will be adopting high performance work systems or HPWS.

### ***Critical IHRM***

Recently, the area of critical study that refers to 'Management', more likely virtually correlates to the current IHRM itself. Several texts decades ago, more particularly in the 1970s, are exemplified and distinguished to be already drawing attention; critical texts like the one that comes from Burrell and Morgan (1979). It was followed by the exemplifications in the 1980s and henceforth towards the 1990s, there were the critical texts from Alvesson and Willmott (1992), Callas and Smircich (1999), Smircich and Calas (1999) to be also gaining attention but it was known to have fully achieved visibility, according to Davel & Alcadipani (2003) and Fournier & Grey (2000), when the "Critical Management Studies" movement was created especially within the Anglo-Saxon context. Relevant to that is the demonstration of Alvesson and Deetz (1999), as they revealed among others, issues that deal with clarification about the globalization of managerial interests and the predominance of instrumental level-headedness over social and human needs as they infuse the evaluation of organizational marvels inside critical stratagems, the denaturalization of socially built processes, and including the ideological criticism.

Despite of the critical traditions that also contained the conventional propositions of historical materialism, Prasad (2005) asserted that the methods

underpinned by the discussion of Habermas on communicative action, the post traditions of today's setting, the archaeology of power in Foucault and the feminist criticisms include struggle and in the confrontational stance towards the post-colonialist and neo-colonialist processes. In an enlightenment given by Caldas (1997), Caldas & Alcadipani (2006), Caldas & Wood (1998) and Prasad (2005), they said that the neo-colonialist criticism emphasizes the making of ways of subjectivities and life that are known to be underpinned in the Euro-centered perception of the world wherein which, they are shown as disregarding and ignorant of the cultural issues of those countries ascribed. It is in this manner then, that the context wherein the ideas of hybridism and tropicalize approach arise and usually in a romanticized and innocent manner.

Critical Theory, as perceived from its complete outlook and influence in Organization Studies, has also progressed into HRM and its milieu. There are three arguments that comprised the critical approach in HR and these are: (a) the aspect where the Human Resources encompasses is predominantly considered a positivist or a functionalist; (b) the area of Human Resources epitomizes the importance of the control and power exercised by organizations; and (c) the approach involving International Human Resources explicates, in practice, the neo-colonialist movements of the multinational companies. Nevertheless, the significance of critical examination of HRM has related literature as avowed by foreign authors.

***HRM as a positive science and or a functionalist science***

As classified by most critical authors, HRM is a functionalist and to several others, both a positivist and functionalist as well. This premise has been pointed out by Townley (1993) that in the article drafted by this author it shows that the positivist approach to the HR area is conforming and very much in congruence with the traditional and classic view of Administration. The main aim of organizations would be to search for a stable efficacy approach that is modified to fit into its system, in line with the truth that HR area is viewed to be in perfect harmony with the typical vision of the Management. In this circumstance, the HR would act as one of the methods wherein which organizations can attain their stabilizing goals.

## **Conclusion**

The human resources management is indeed challenged as time went by, which extremely affects the ways employees are recruited and selected. Despite these challenges, the human resources industry continually develops several methods and efforts for understanding motivations, and as well capabilities that would drive performance improvements. Through these, the different theories and job selection methods are inevitable for change.

