

Process of Selection of Human Resources: Comparative Analysis of Public and Private Sectors

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Abstract

The article analyses the peculiarities of human resources in public and private sectors, identifies problems and advantages, and presents the generalized model of selection of human resources that reflects good experience of private and public sectors. In order to find out the peculiarities of the process of selection of human resources in organisations of public and private sectors, the analysis of scientific publications by Lithuanian and foreign authors, laws of the Republic of Lithuania and other legal acts, published results of researches, internet sources, systematization of information, comparison, internet inquiry of employees working at public and private sectors of Siauliai city and district were carried out, in addition, the experts, representatives of public and private sectors of Siauliai city and district, who according to their competence know the course of the process of selection, arising problems and ways to solve them, were questioned.

Keywords: human resource management, process of selection, public sector, private sector.

Introduction

Modern economic development of the country is a complex phenomenon involving contradictory factors and requiring deep perception, systematic attitude, and effective management. The essential condition of successful development is ability to devise and implement long-term strategies the basis of which is human resources. According to Batra (1996), the most important contribution in each organisation is *human element*, i.e. the success or failure of organisation's activities depends mainly upon the people working in it. Therefore, planning and review of the demand for human resources, selection of the most suitable employees are important tasks that due to economic, social, and political factors become especially relevant for newly emerging organisations and organisations having many years of experience as well as their heads.

In scientific sources it is emphasized that the dimension of development of selection of human re-

sources mainly determines the perspective of social, economic development of an organisation. Therefore, it is obvious that in business and public sectors the improvement of *the process of selection of human resources* becomes more relevant sphere of organisations' management. Properly organized and qualified work helps to avoid hiring incompetent persons, high turnover of human resources, unmotivated employees, reduced effectiveness of organisation's activities, illegal labour relations, etc. Every time when an organisation is employing a new employee several questions arise: *How and where to find competent candidates and how to select them?*

Referring to scientific articles and considering their abundance we may state that the *aspects of management of human resources* have been analyzed more in the recent years. However, the same cannot be said about *the researches on peculiarities of the process of selection of human resources in public and private sectors, the specificity of these sectors upon the investigated issue*. There are fragmentary researches on selection of human resources; however, when investigating the topics related to management of human resources, general problems most often analyzed in them, Lithuanian scientists evaluate the process of selection through general prism without distinguishing the peculiarities of public and private sectors. The emphasis of differences between these sectors in the process of selection of human resources may determine certain ways of application of selection and recruitment or solution of arising problems.

Scientific problem of the article may be expressed by the following questions: *what differences of the process of selection of human resources dominate the organisations of private and public sectors? How is the selection process organized in public and private sectors? What positive aspects may be emphasized and what kind of differences arise? Are the methods applied in the process of selection adequate for the challenges and requirements of modern society? Is the process of selection of human resources in the*

organisations of public and private sectors implemented qualitatively and transparently? What essential steps are to be taken when spreading good experience regarding the issues of selection of human resources in the context of public and private sectors?

The subject of the research – the process of selection of human resources.

The aim of the research – to investigate peculiarities of the process of selection of human resources in public and private sectors of Siauliai city and district, to identify problems and advantages.

The objectives of the research:

1. To analyse the conception and the course of selection of human resources in public and private sectors.
2. To disclose the singularity of methods of selection of human resources applied in public and private sectors.
3. To investigate the problems arising during the process of selection of human resources carried out in organisations of public and private sectors and to disclose advantages.

The methods of the research: in the theoretical part of the article systematic and comparative analysis of scientific literature on the process of selection of human resources, its particularity, analysis of the documents (the laws of the Republic of Lithuania, decrees of the Government and other legal acts) have been carried out, in the practical part – inquiry of the experts, internet inquiry, analysis of inquiry data, logical generalization.

The main characteristics of the process of selection of human resources in public and private sectors

Various authors similarly but at the same time differently define the conception of selection (see Table 1), however, all of them agree that *selection of human resources* is a process performed by an organisation during which the most suitable employee who meets requirements and expectations of an organisation, who possesses required knowledge and competences and easily uses them is selected.

Table 1

Definitions of selection of human resources

Author, year	Definition
Price (2007)	Making of decision to select the best candidate of all who performed all tests, tasks presented by an organisation and participated in the interview.
Daley (2002)	Phenomenon the primary and middle stage of which are recruitment and testing and the last stage is when an individual takes a certain position.
Bohlander, Shell (2007)	An individual process of selection during which a person with the most suitable qualification for the available position is selected.
Bernardin (2003)	The process of collection and evaluation of the information about a candidate and finally, decision making regarding the staff engagement.
Byars, Rue (2001)	The process that allows choosing candidates' abilities that most credibly will be useful for successful performance of the job.
Robbins (2003)	One of the most important spheres of activities of a successfully working organisation the significance of which is often depreciated and this sphere of activities is often not given necessary attention by the heads.
Ivanovic, Collin (1997)	The process during which the final selection of the candidates depends upon the results of the tests and interview.
Bakanauskiene (2008)	List of candidates for the available position, their suitability for an organisation.
Stoner, Freeman, Gilbert (2005)	Mutual process when an organisation is deciding whether to offer a job or not, and the candidate decides – to agree or not.
Snapstiene (2009)	The process during which the most suitable candidate is selected from all candidates available for a certain work position.

Different stages, ways, and methods of selection are applied in practice (Yei-Fang Lin, Kleiner, 2004). According to Dessler (2001), the most popular ways of selection of employees are the following: analysis of dossier data and recommendations, tests, interviews and employment for probation period. When checking qualification abilities of the applicant and comparing them with organisation's require-

ments, the documents presented by the applicant are examined (if he/she has necessary education, work experience, etc.). If a candidate passes through this stage he is invited to come to an organisation and to take a test, and later he is invited for an interview in the commission. Employment for probation period is not often applied when employing in the system of public sector. However, according to Ivaskevicius

(2005), it would be effective means of selection for civil service. Moreover, the authors emphasize that currently in Lithuania the system of allotment of qualification classes of civil servants and evaluation of civil servants is outdated and unfair. Properly improved and applied all three first ways of selection of staff would enable to choose the most suitable employees during selection. However, when applying them we should not forget such important things as application of organisation's image, use of technological progress, perception of a candidate, constructive access and effective application of other elements (Lievens, Dam, Anderson, 2002).

According to Dessler (2001), when planning and forecasting human resources first of all the processes of recruitment and selection are to be distinguished. Stankeviciene, Lobanova (2006) emphasize that staff search is the whole of actions that are performed in an organisation in order to attract to work positions the candidates who have abilities necessary to pursue organisation's aims. Stoner et al (2005) state that selection process is mutual: the organisation decides whether to offer a job or not and how to do this and the applicant decides whether the organisation and offered position fulfill his needs and aims.

As Gerto (2004) states, the process of selection of human resources may be conditionally divided into the following stages: *recruitment* (formation of the group of candidates) and *selection* (selection of the best candidate as an employee). *The process of recruitment and selection of human resources* according to Dessler (2001) may be imagined as a sequence of

the following six stages: Planning and forecasting of labour force necessary for anticipation of completion of work; List of potential candidates for this position; Conduct of primary selection interview; Application of various methods of selection, e.g. analysis of education, etc.; Direction of one or several suitable candidates to the head who is directly responsible for that job; Ensuring that the head or other person directly related to this matter would conduct one or more interviews with candidates and would help to decide finally whom to offer the job. Bakanauskiene (2008) supplements these stages of the process of selection by three more: checkup, review of real job and decision of hiring (conclusion of work contract). Stankeviciene, Lobanova (2006) additionally include selection of candidates (primary and secondary) as well as information to the candidates who did not succeed in the selection. Having evaluated the works of many scientists where the process of selection is analysed Barsauskiene (2002) indicated the following *main activities of selection*: analysis and sorting of job applications and acceptance forms; review of recommendations and characteristics; organisation and holding of conversations with the candidates; preparation of tests; organisation of testing, analysis of test results; decision making. Different authors present different stages of the process of selection. Therefore, generalization of the opinions of various authors (Rossen, 2007; Sakalas, 1998; Stoner et al 2005; Leoniene, 2001; Bakanauskiene, 2008) being done, the model of stages of selection of the main human resources has been constructed (see Figure 1).

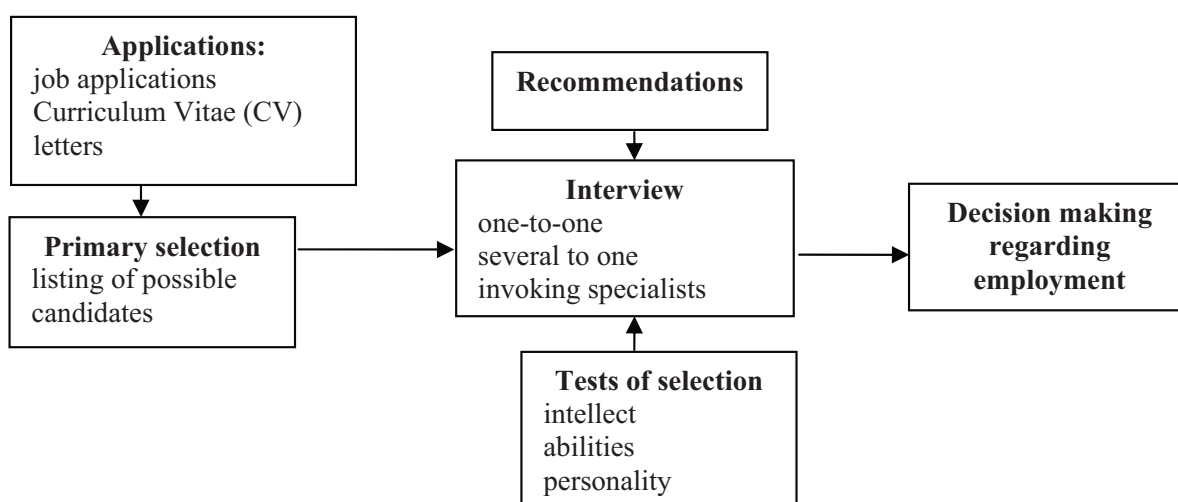


Fig. 1. Stages of selection of human resources

Source: composed referring to Rossen, 2007; Sakalas, 2003; Stoner et al 2005; Leoniene, 2001; Bakanauskiene, 2008

Having evaluated the works of majority of scientists, where the process of selection is analysed,

we may distinguish the main activities of selection: review of job applications, primary conversation, te-

sting, diagnostic conversation, checking of recommendations, characteristics and final decision. Cook (2001) considers that properly chosen method of selection is reliable and provides information regarding person's abilities. A well chosen method of selection is important since through it suitable candidates are selected and unsuitable ones are rejected.

The scientists who have investigated *the process of selection of human resources* Byars, Rue (1991) distinguish many ways of selection of human resources: using internal organisation's resources; selection using recommendations of present employees; advertisements in newspapers; search at universities; services of employment agencies; participation in career days; internet advertisements and databases; services of state labour exchanges.

According to Bakanauskiene (1998), selection of appropriate persons depends upon many factors: size of organisation, nature of activities, number of employees, etc. including the role of the state as well. This role (the role of the state) is the most important in selection of human resources organized in the sphere of public administration. Lithuanian scientists admit that "most Lithuanian civil servants have qualifications of higher education but they lack certain main and general abilities (computer literacy, foreign languages, strategic management, managing of EU matters) as well as certain specific abilities" (Domarkas, Juknevičienė, 2007).

Barsauskiene (2002), Buksnyte (2008) state that the most important is that the process of selection of human resources be objective, optimal, professional. It is especially important when doing selection to civil service because employees must be hired referring to their qualification, knowledge, and abilities instead of relationships with influential persons, gifts or other subjective criteria.

To sum up, we may state that selection is a process during which it is possible to choose from suggested candidates the candidate who has several universal qualities that might be useful at any job. The process of selection helps to evaluate and select candidates according to necessary requirements. Although the course of the process of selection changes, its main aim remains the same – to find an appropriate candidate for available workplace. This is one of the most important spheres of activities of a successfully working organisation. Different authors present similar stages of the process of selection.

The process of selection of human resources in the organisations of public sector. The most important feature of civil service is that civil service helps to ensure the functioning of the state as peop-

le's union in various spheres of its activities, to meet people's needs, to protect human rights and freedoms, to guarantee safe internal and external environment (Sedbaras, 2005). Therefore, the procedures of selection of civil servants become the most essential factor that guarantees the employment of competent persons in civil service.

Contrary to employees whose the only duty is to execute labor contract, civil servants have to ensure public management of the state, continuity of civil service and be able to serve and perform political authority. Barsauskiene (1999) indicates: "administration of staff of public sector is a process of employees' selection and development as well as a creation of organisational conditions that motivate to put much efforts to additional work; planning of human resources for public sector, criteria of selection of staff, employees' motivation and relationships with employers, systems of salaries and social guarantees, ethnic problems in public sector".

Reviewing topicalities and perspectives of *the process of selection of human resources of public sector* Melnikas (1998) states that in Lithuania and other Eastern and Central European countries the processes of political, social, economical, technological transformations take place actively. This affects selection of human resources in organisations of public sector. Public sector is being constantly reformed; personnel departments are given more complicated tasks of preparation of personnel, evaluation of institutions' activities and evaluation of structures of public administration, inspection and formation of certain necessary departments (Ginevičius, Paliulis et al., 2006).

EU countries use various ways of selection for the position of civil servant, apply probationary periods, system of apprenticeships and second exams. In Lithuanian civil service the applied model of selection for the position of civil servant is competition (Aleksniene, 2004). The scheme of selection of applicants for the civil service is presented in Figure 2.

According to Domarkas, Juknevičienė (2007), tests are used in order to ensure objective selection of employees to *public institutions*. Barsauskiene (2002) indicates that testing is a process of forecasting: "with the help of testing it is tried to identify suitable candidates and evaluate qualification of suitable candidates, listing them in sequence, starting with the most suitable". Scientists state that an effective test must answer the question: does the test evaluate what it must evaluate? Janišius (2008) criticizes written testing and states that a test is composed using the publicly published list of legal acts.

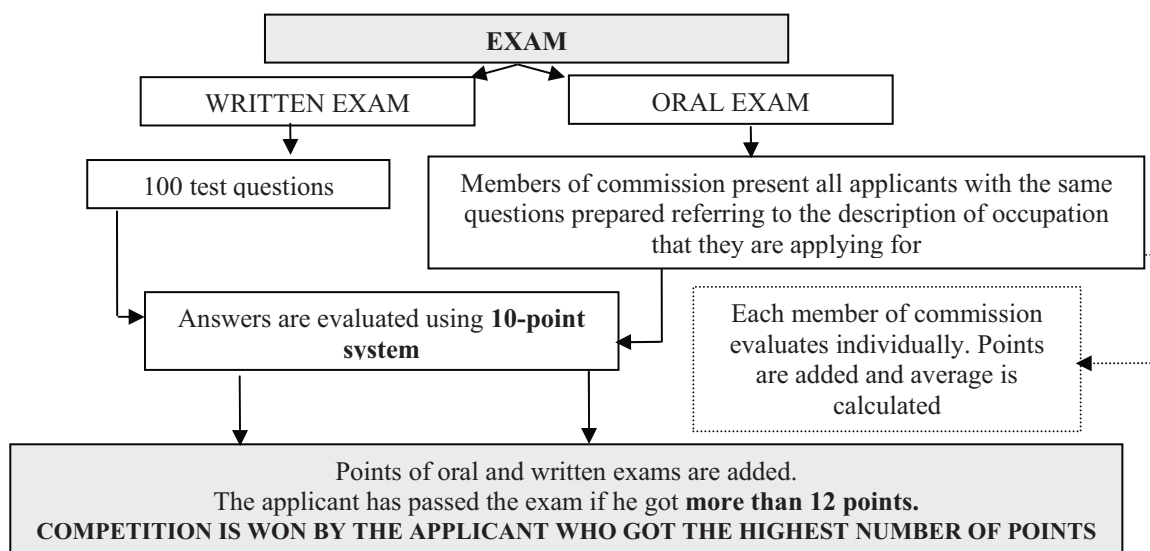


Fig. 2. Scheme of selection of applicants for civil service

At present in public sector *tests of practical/subject tasks* that would help to reduce the drawbacks of testing and would ensure more effective process of selection are used very rarely. Specialists usually suggest performing formal checking in three stages: knowledge testing (test) used for all civil servants, knowledge testing (test) used only for the position to which the selection and interview are being done. According to Vanagas (2009), strict regulation does not allow to apply the following types of selection: *psychological tests, language proficiency tests, ability to work with certain computer software, tests regarding the susceptibility to corruption, etc.* They simply do not have any legal power.

According to Bakanauskiene (2008), it is not possible to use tests as single means of selection, they are suggested to be used together with other methods, such as conversation (or so-called interview) and analysis of CV/recommendations. Tests are not completely reliable, therefore for the purpose of selection conversation of a candidate with the selection commission is planned (Gazette, 2008, No. 41-1496). According to Janisius (2008), private businessmen also use the method of interview often when searching for the best candidate.

Criteria and procedures according to which persons are selected to the positions of civil service are one of the most important factors that influence effectiveness of service activities (Sarmavicius, 2006). According to Thom, Ritz (2004), the heads can succeed in implementing reforms and creating modernly managed public institutions only if the staff demand will be analysed systematically, the selections of candidates will be made purposefully, having chosen a proper method. More than 98% of civil servants are hi-

red for the positions using competition method (the remaining 2% are employed on the basis of political (personal) trust or other grounds determined by the law, without competition). As Sarmavicius (2006) states, the current system of selection is oriented towards the checking of theoretical knowledge but not competence, besides, there are doubts about the confidentiality of the tests prepared by the institution that organizes competition. There are cases of information leakage to the participants of the competition, therefore, the rest of the participants experience dishonest competition.

In Lithuania the selection of civil servants is decentralized. In the programme of the government for years 2008-2012 it is planned “to implement impartial, objective, partly centralized selection to the positions of civil servants”. This is relevant for smaller Lithuanian institutions of public administration which have weaker potential of staff selection. Consequently staff selection is done through the institutions dependent to these institutions or a centralized center of selection involving external and independent assessors (Meyer-Sahling, Nakrosis, 2009).

In November 2006 Civil Service Department under the Ministry of the Interior suggested to the Government of the Republic of Lithuania to create *a new model of the system of selection of civil servants* – a partly centralized system of selection. The first stage is centralized (united center of selection tests and selects the best applicants and presents their list to the institutions); the second stage is decentralized (institutions organize acceptance to concrete positions). The greatest advantages of the centralized model of system of selection of civil servants are presented in Figure 3.

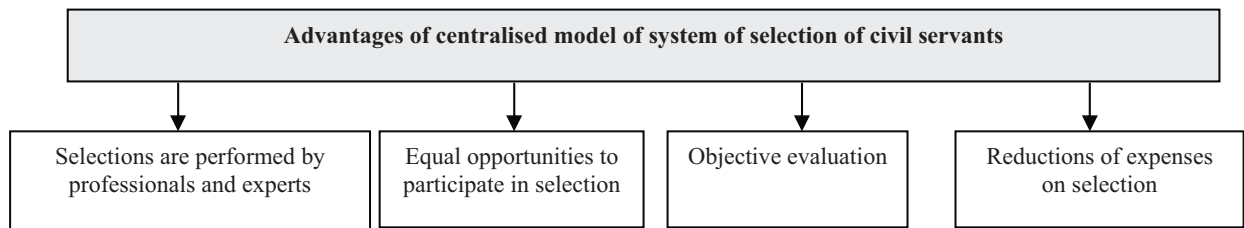


Fig. 3. Advantages of centralized model of system of selection of civil servants

Belgian expert Bultynck (2007) responsible for innovations, having evaluated the new system of selection of civil servants in Lithuania, states that its creation would help to ensure:

- *Transparency of selection of civil servants;*
- *Objectivity;*
- *Quality.*

In his opinion, the most important in Lithuania is to implement high quality, centralized, common selection of civil servants and only later to try to move to the specialized one where the institutions employing civil servants would participate having more rights. According to Janisius (2008), the specialist of the Institute of New Public Management, it is worth for Lithuania to follow the experience of other European countries and to reform acceptance to civil service: to abolish compulsory competitions and allow the institutions to find the most suitable employees by themselves using their own methods. This would save money, would allow rejecting present ineffec-

ive order of competitions and increase work efficiency. In Lithuanian public administration these innovations could be implemented gradually, beginning with selection of employees of the lowest level and later using it for the heads as well.

The process of selection of human resources in the organisations of private sector. In the course of Lithuania's integration into the world's economy, traditions of selection of employees in private sector are rapidly changing, however, the aim of selection remains the same – to select the most suitable candidate for the particular work place from all applicants. It is necessary to achieve this aim if an organisation wants to optimize its activities (Handler, 1994). The **features of the process** of appropriate selection of human resources (see Fig. 4) must be applied in all processes of selection, their application can help to avoid arising problems.

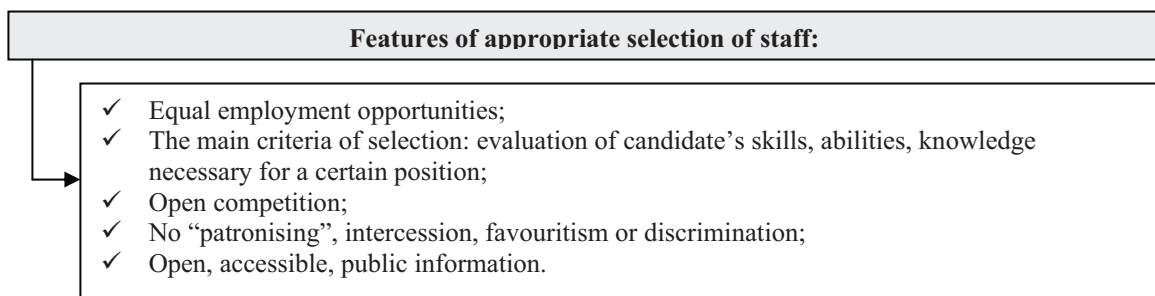


Fig. 4. Features of the process of selection of staff

Source: composed referring to the *Department of education and community services. Selection guide, 2003.*

According to Locke (2000), the main internal factors of the organisation that determine the process of search are:

- *aims of organisation (with the change in organisation's aims, the demand for employees' number and quality may change);*
- *type of organisation's activities;*
- *extents of creation of the programme of production or services or structural changes;*
- *technical level (new equipment or changes in technologies often require different qualification of employees, in addition, the demand for employees sometimes decreases);*

- *organisational level (application of new work methods determines economy of working time).*

The heads of organisations of private sector and other employers usually look for a person who: can adapt to working environment; is pleasant and attractive; has appropriate skills; is ready to work hard and pursue organisation's aims, can create a positive impression about himself to the employer. Hence, it is obvious that *during the selection of human resources* not only person's subject knowledge is evaluated, but also other characteristics of personality and aspects of behaviour. Fayol (2005) indicated that each emplo-

ye must be characterized by certain features: ability to manage or communicate with other people, activeness, moral courage, professional competence and general professional experience, general knowledge.

Literature analysis (Lavlok, 2001; Locke, 2000; Maceika, Maciukeviciene, Strazdas, 2007) , the *sources of selection of human resources used in private sector* have been distinguished and are presented in Table 2.

Table 2

Sources of selection of human resources used in private sector

Methods of selection	Comment
Internal resources of organisation	Opportunity for organisation’s people to take higher positions motivates employees to develop if they want to pursue their career within the organisation.
Recommendations of employees	Employees are concerned to recommend a good candidate since they feel responsibility for the future employee and do not want to destroy their good name in the eyes of their employer. Employees usually know people who work in similar spheres or have worked with them in previous organisations and can recommend them.
Advertisements in newspapers	It is very popular and can be considered the main method. Advertisements in newspapers usually attract very many candidates, however, very often majority of the candidates do not correspond to necessary qualification requirements.
Universities	Positive side: young and enthusiastic employees who are eager to learn and develop career are employed. Negative side: people are without work experience and sometimes their trainings cost much money.
Employment agencies	Used when looking for employees of various qualifications and on the basis of this it is decided which employment agency’s services to use. Most of employers of the private sector today recruit the base of their permanent employees by hiring temporary workers and for this purpose they usually use services of temporary worker employment agencies.
Career days	Meeting of potential candidates, possibly short interviews and invitation of the most suitable candidates for a more detailed conversation. Opportunity to create a database of qualified potential employees and to invite these people to work when necessary.
Internet advertisements and databases	This way of search of employees is gaining popularity very rapidly. With the help of the internet it is possible to find a necessary employee very quickly by using large internet databases of candidates.
Services of state labour exchanges	Good way to find employees with lower qualification or manual workers.

According to Aideen Mc Ginn (2000) (Misevicius, 2002), organisations of private sector of foreign countries usually use the method of search through personal contacts or advertisements in international newspapers (20%), the most rarely – services of science institutions (colleges 8%).

Organisations use more diverse ways and methods of selection of employees. According to Klepacių (2006), at present in private sector three tactics of selection of employees are applied: *internal, external and composite*. Organisations having more employees try to appoint a person for a higher position from available employees. Such selection does not cost anything but it motivates employees of lower positions to develop constantly, to compete with each other and “to attach” to organisation seeing a perspective of their career. Employees are searched outside when internal human resources are insufficient or it is tried to avoid the escalation of relationships of competing employees. The search inside and outside the organisation at the same time is usually done when the employer is performing structural reorganization

of the organisation or is regulating the fixed salary of his employees.

The variety of *the process of selection of human resources* depends upon the size of organisation, job type, number of selected people, use of electronic technologies, available time and financial resources and other factors. As Boyne, Jenkins, Poole (1999) state, in medium and large organisations the sphere of human resources is managed by an individually assigned director of human resources, the head of the department of human resources, or decentralized variant of management of the sphere of human resources in organisation is possible.

Locke (2000) points out the following main *external* factors the influence of which is essential for the *process of selection of human resources*: legislative base of regulation of work relationships; position in labour market (proportion of demand and supply of labour force); conditions of economical competition; trade unions; composition of labour force. When discussing the factors influencing selection of human resources Riazanova (2005) has additionally

distinguished internal factors of labour productivity, style of organisation's management, category of human resources that are being searched and organisation's image.

According to Leoniene (2001), appropriate selection of candidates to available workplaces in the organisation is ensured by the methods of complex evaluation that are prepared by the employers or the departments of human resources taking into consideration the nature of work. According to Misevicius (2000), there are many and various ways of selection of human resources (use of organisation's internal resources, advertisements in newspapers, search at universities, participation in career days, services of state labour exchanges, etc.), however, in organisations of private sector the well known and tested methods prevail: conversation, probationary period and expert selection. According to Berman (2006), the most important source of information about the candidate for the head of organisation of private sector is Curriculum Vitae (CV). Analysis of motivation letter, analysis of the documents proving qualification, testing (intelligence tests, personality tests) are rarely used methods of selection of human resources in private sector. As to the methods of selection of human resources it is worth to mention that, as Lavlok (2001) indicates, nowadays bigger part of employers of private sector use internet as the means of recruitment.

Obrazcovas (2006) distinguishes such negative factors making the greatest influence upon the selection of human resources: great competition of people regarding the workplace, insufficient control of selection of human resources due to which not the best candidate gets the job, old methods of selection of human resources that are not refused in the company because of economic considerations. Besides, the mentioned author indicates that during a complicated period of economic recession organisations are saving all resources, therefore, trainings, seminars or courses regarding the issues of selection of human resources are simply rejected.

Methodology of the research

In order to find out peculiarities of the process of selection of human resources at organisations of public and private sectors, the analysis of scientific publications by Lithuanian and foreign authors, laws of the Republic of Lithuania and other legal acts, published results of researches, internet sources, systematization of information, comparison, internet inquiry of employees working at public and private sectors of Siauliai city and district as well as of experts were carried out.

Methodology of the research is based on:

1. The insights of scientists (Baranauskiene, 2008; Perry, 2010; Byars, Rue, 1999; Daley, 2002; Dessler, 2003; Lavlok, 2001; Locke, 2000; Maceika, Maciukeviciene, Strazdas, 2007; Gollan, 2005; Chan, 2005 et al.) about the peculiarities of the process of selection of human resources carried out at organisations of private sector.
2. Conceptions of public sector, models of selection of human resources in the mentioned sector and attitudes towards this process (Vredenburgh, Shea-VanFossen, 2010; Batra, 1996; Berman, 2006; Boyne, Jenkins, Poole, 1999; Daley, 2002; Bielskis, 2006; Lane, 2005; Hays, Kearney, 2003 et al.).
3. Scientific publications by Pinnington, Edwards (2000), Gonzalez (2004), Grims-haw, Miozzo (2009); Stoner, Freeman, Gilbert (2005), Bakanauskiene (2008), Buksnyte (2006), Gerto (2004), Dessler (2001), Melnikas (2009), Snapstiene (2009), Sakalas (2003) and others about the conception of the process of selection of human resources, particularity and significance of this process indicated in literature (scientific and periodic literature, articles, publications, internet sources, reports of performed sociological researches, encyclopedias, references).
4. Guidelines of various laws and other legal acts of the Republic of Lithuania (the Law on Civil Service of the Republic of Lithuania (1999), the Law on Approval, Enactment and Implementation of Labour Code of the Republic of Lithuania (2002), the Law on Implementation of the Law on Modification of the Law of Civil Service of the Republic of Lithuania (2002), Government's decisions).

Characteristics of the sample of the research

In order to investigate peculiarities and opportunities of the process of selection of human resources, 15 experts able to identify the problems and advantages of the process of selection of human resources best, were questioned. The informants who satisfied the set out requirements (to have worked at the organisation for more than 4 years and to have taken the positions of the head, head of the department or personnel specialist) as well as 250 employees who work at organisations of public and private sectors of Siauliai city and district were selected.

Expert sample consisted of 4 representatives of institutions of public sector (State Social Insurance Fund Board of the Republic of Lithuania, Siauliai department, Siauliai Labour Exchange, Municipality of Siauliai district) and 11 organisations of private sector representing commercial (3), industrial (4) and service (2) companies as well as agencies of staff selection (2).

Mass inquiry of people working in public and private sectors of Siauliai city and district was carried out via the internet in order to find out respondents' opinion about organizing of selection, methods of selection used during it, quality and transparency of the process. In the questionnaire survey "Evaluation of the process of selection of human resources" 250 respondents participated. Distribution of the respondents by gender indicated that women (55.6%) dominated the sample (men comprised 44.4%). In the survey of employees of private sector there were 139 respondents (91 women and 48 men), in public sector – 111 respondents (48 women and 63 men). The average age of the respondents working in private sector is 36.74 years, working in public sector – 38.21 years.

Research results

Efficiency of the system of management of human resources of both private and public sectors occupies especially important place in the context of organisation. If earlier material things were considered the essential resources of an organisation, today's situation shows that the success of an organisation mainly depends upon the quality of human resources. Hence, one of the main aims of an organisation is to find a suitable candidate for the available position who has necessary skills and competences. Clear, defined rules of employment known to the potential candidates in advance are necessary for a shorter and more transparent process of selection. In modern labour market the process of selection of human resources is being constantly developed, various methods and instruments of selection are used during selection.

The results of analysis of questionnaire survey allow us to compare what methods of selection were applied most often when admitting employees to available work positions in public (N_{pu}), and private (N_{pr}) sectors (see Fig. 5).

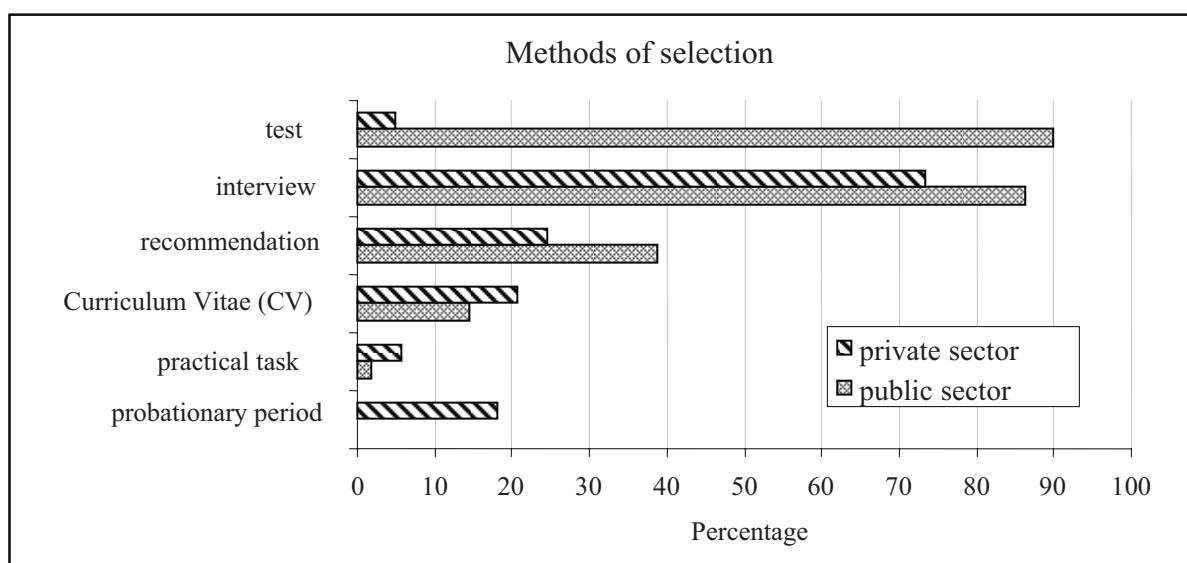


Fig. 5. The most often used methods of selection ($N_{pu}=111$, $N_{pr}=139$)

The research shows that test is the most usual method of selection of human resources in public sector, whereas interview is widely used both in private and public sectors. It is worth to mention that many public institutions in Lithuania apply the method of testing; however, testing in organisations of public sector still has problems of efficiency, validity, justice and objectivity (Vanagas, 2008). The main problem is stability of test's tasks, i.e. questions do not change for a long time so many applicants know in advance the tasks in the tests. This indicates primitiveness of the methods of selection as inefficiency of

entire process of selection.

As it is obvious from Fig. 5, in private sector probationary period is applied rather often (18% of the respondents said this), while in institutions of public sector it is applied quite rarely (none of the respondents who participated in the survey was employed for probationary period). Agreement on probationary period is considered an additional condition of work contract which ensures the interests of employer while selecting employees, which could legally be applied in private and public sectors.

The respondents were asked about the main factors of success that determined employment. According to the respondents (see Fig. 6), successful conversation, interview and recommendations are the factors that determined successful employment in public sector. Similar factors are named by the representatives of private sector. It is obvious that these widely used methods are especially important when recruit-

ing a new employee, but they cannot ensure effectiveness of selection since during the interview and using recommendations insufficient information about the applicant is collected and there is risk of improper decisions. Most of the respondents emphasize the significance of impressive presentation of oneself, in addition, representatives of public sector distinguish personal features and knowledge as the factors that determine successful employment.

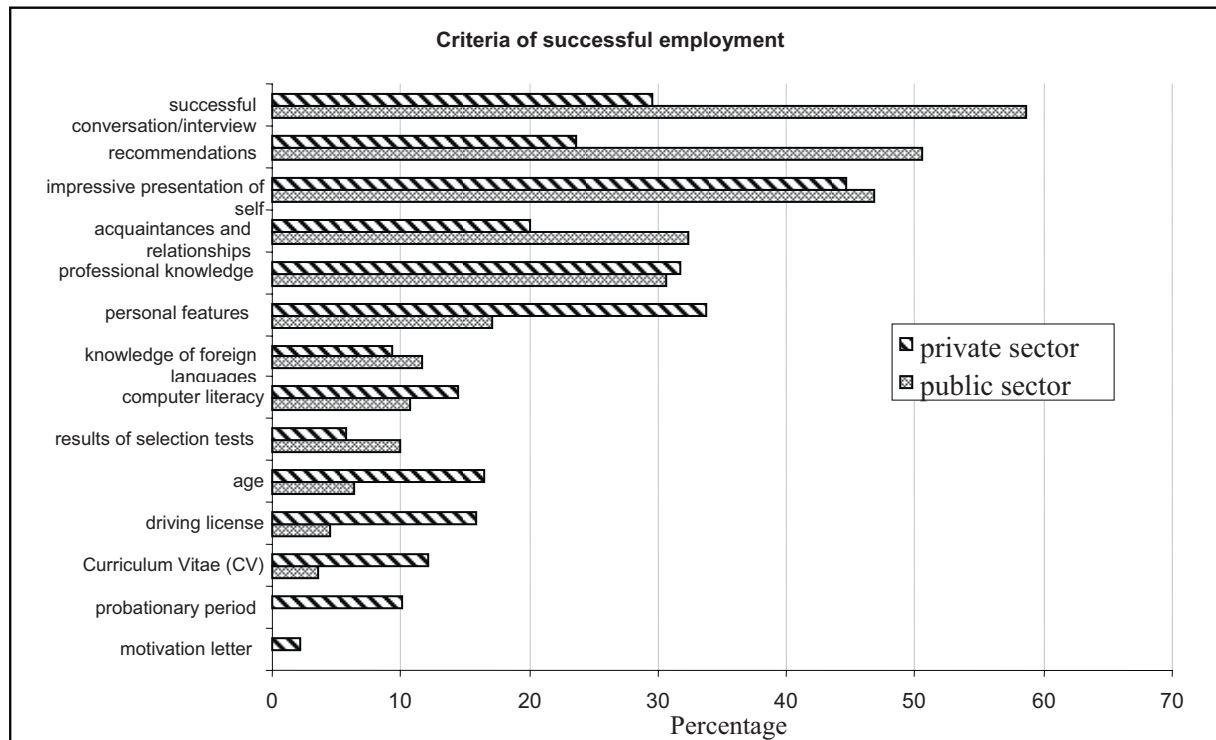


Fig. 6. Criteria determining successful employment ($N_{pu}=111$, $N_{pr}=139$)

The process of selection of human resources in public sector is more stable than in private sector. According to the respondents, the system of selection of human resources in organisations of public sector is changing together with the laws and legal acts of the Republic of Lithuania, or when the requirements for appropriate positions change. Whereas of private sector versatility and alternation are characteristic. The respondents emphasize that in some organisations of private sector the system of selection of human resources changes rather often, in other – not so often, depending upon financial resources of organisation, the heads of organisations and changing situation in labour market. Representatives of private sector often use services of employment agencies, labour exchanges, and advertisements in virtual space (on the internet).

With the help of the research we tried to determine strong and weak aspects of the process of selection in both investigated sectors. The experts who participated in the research expressed various opinions

when asked to point out the main **strong** sides of the process of selection of human resources carried out in the organisation they were representing. Experts of public sector indicated “ability to follow determined order of the process of selection and the knowledge of the laws according to which the selection is carried out” as the strong aspects, whereas experts of private sector indicated more diverse advantages that are not related to strict regulation.

The representatives of the agency of personnel selection state that “professionalism, large database, versatile evaluation of candidates, time dedicated for this process are the main strong aspects of the process of selection of human resources in their organisation”. In addition, the strong sides also are: “competent commission of selection of employees that consists of: a specialist of personnel, the head and some other members who have necessary competences to perform the selection”, “objectivity that conditions proper selection of employees”, “sincerity”. In addition, the representatives of private sector indicated

primary selection of the candidates carried out by employment agencies as the strong side.

Discussing the **weak** aspects of the process of selection of human resources the experts of public sector indicated “*interference of the leadership in the process of selection*”, “*absence of anticipatory planning of the staff*”, “*barriers that do not give opportunities to check practical skills and personal features of an applicant to the civil service*”. The representatives of the agency of selection of staff of private sector stated that testing was the main weak aspect of the process of selection of human resources in organizations of public sector. Other experts indicated: “*lack of specialists for a workplace*”, “*shortage of financial funds*”, “*false first impression*”, “*too much attention is paid to the “back” selection*”.

Generalizing the emphasized weak aspects of selection, we may state that in the process of selection of staff in public and private sectors still there are problems that require attention of makers of the policy of selection of staff. First of all, although the process of selection of public sector is characterized and distinguished by clear regulation, it is not sufficiently effective and does not create versatile opportunities to select an appropriate candidate. Representatives of private sector also consider testing as one of the weak sides of selection of staff of public sector.

In order to find out the suggestions of the experts of selection of human resources on how to optimize this process, we asked: How, in your opinion,

should the optimal process of organisation of selection of human resources be carried out? The vision of optimal process of selection of the experts of public sector may be generalized by the statement: “by the way of competition when the employer or an authorized person taking into consideration organisation’s type and needs selects the most suitable stages and methods of the process of selection of human resources”. Experts of private sector presented in their opinion the models of optimal process of selection: “Evaluation of Curriculum Vitae (CV) – interview – recommendations – tests (professional and psychological) and tasks”, “selection must be complex, covering the stages of search and selection: planning of labour force, presentation of advertisement of search, primary selection of candidates, invitation of candidates for a conversation, interview, presentation of job offer, probationary period”. According to the experts of private sector, “selection would be optimal and of good quality if there were enough applicants to select from”, i.e. there is a lack of suitable candidates for a workplace. In addition, it was emphasized that selection of staff would be more effective if there were consultations with the specialists of staff selection.

We tried to find out how referring to own experience the respondents who participated in the survey evaluated the process of selection. The respondents were given 11 statements (see Table 3) that were evaluated in a five-point system (ranging from 1 (definitely yes) to 5 (definitely no)).

Table 3

Evaluation of organisation of the process of selection (range: 1 (definitely yes) – 5 (definitely no))

Statements	Expression of opinion of respondents of the public sector (N _{pu} =111)		Expression of opinion of respondents of the private sector (N _{pr} =139)	
	M	SD	M	SD
The formulated requirements for the candidates about the workplace in advertisement’s text were clear	2.20	0.90	2.58	1.26
Sufficient time was given for preparation and presentation of necessary documents	2.21	0.83	2.40	1.18
Time of conversation regarding the job was arranged in advance	2.08	0.80	2.25	1.12
The process of selection lasted rather long	2.98	1.11	3.37	1.18
The person doing selection provided enough information about the organisation and the job	2.27	0.87	2.47	1.13
The person doing selection provided opportunities to ask questions, receive relevant information	2.34	0.96	2.32	0.99
Ethics norms were followed during the selection	1.82	0.68	2.12	1.10
Selection carried out in the public sector is more transparent in comparison with the private sector	3.75	0.99	3.88	1.25
Selection of human resources carried out in the public sector should refer to the experience of the private sector	2.10	0.96	1.94	1.08
Doing of selection of employees should be assigned to the specialists from outside (institutions of selection of specialists)	2.90	1.22	1.96	1.17
Electronic search and selection of employees would improve the quality of selection of human resources in organisation	2.92	1.29	3.65	1.36

The employees of public sector evaluate ethics of the process of selection most positively (greatest approval was given to the statements that “during the selection ethics was followed”, “time of job interview was arranged with me in advance”). The representatives of public and private sectors agree that the selection of human resources carried out in public sector should follow experience of private sector since, in their opinion, the selection of human resources performed in private sector is more effective than in public sector. Quite many respondents agree that the selection of employees should be assigned to the specialist from the outside (institutions of selection of specialists). It must be emphasized that the majority of the respondents did not agree with the presented statement that the selection of human resources performed in public sector is more transparent than in private sector.

Quite often in society it is emphasized that when employing in public and private sectors the process of selection is not transparent, cases of **corruption** are frequent. Therefore, we were interested in the opinion of the experts of selection of human resources on what is to be done so that the process of selection would be transparent.

According to the experts of public sector, the processes of selection in the institutions are **transparent** enough (no complaints have been registered regarding non-transparency of selection), however, in order to ensure transparency it is suggested to increase the number of the members of commission during the competition. Representatives of private sector notice certain cases of non-transparency in public sector. According to them, job advertisements of public sector could be published without revealing the title of the company, only indicating the city and the position, description of the job, working hours, etc. Curriculum Vitae (CV) and applications could

be presented electronically to the department institution that would direct them to an organisation that is performing the selection. Employees of these institutions should not provide information about a particular company. Only selected and suitable candidates would be directly informed about when and where to come for the selection.

According to the representatives of private sector, processes of selection in private sector are more transparent than in public sector, but according to the experts, in private sector the choice of a candidate is usually determined by the head, who sometimes may be subjective as well. For a transparent process of selection it is necessary to clearly define the requirements for the position, correspondence to these requirements must be evaluated as objectively as possible and the decision should be made not by one person. It would be better to consign primary selection to others (external specialists, consulting companies) but later the direct contact with the employer (in a form of an interview, conversation) is necessary for a successful selection.

Suggestions of the participants of questionnaire survey on how it would be possible to **improve** the process of selection of human resources are presented in Table 4. According to the respondents, in order to improve the quality of the process of selection of human resources in both public and private sectors first of all various psychological/cognitive tests should be used that would let evaluate the suitability of a candidate for the available position, to evaluate his motivation better. Representatives of public sector state that it is necessary to ensure transparency of selection (since this question was presented in an open form, the respondents presented the examples of non-transparent selection) and to apply probationary period (many European countries successfully apply it).

Table 4

Indicators of improvement of the process of selection

Indicators	Expression of respondents' opinion of the public sector (N=111)	Expression of respondents' opinion of the private sector (N=139)
	%	%
Selection should be made by specialists	1.8	4.3
Use practical tasks	6.3	3.6
Determine clear criteria of selection	2.7	2.2
Use psychological/cognitive tests	18.0	34.5
Apply probationary period	13.5	2.9
Consider education as the main criterion	3.6	1.7
Ensure transparency of selection	17.1	5
Always do conversation/ interview	2.7	3
Pay greatest attention to experience	1.8	2.5
Pay greatest attention to proficiency in foreign languages	1.9	2
Did not present	30.6	38.3

In order to find out the opinion of the experts of selection of human resources of private and public sectors about the **efficiency** of the process of selection we asked to define the conception of “effective process of selection”. In the opinion of the respondents of public sector, effective process of selection is such during which the persons participating in the selection do not experience stress, the work results of the selected employees are great and satisfy expectations of the company. According to the representatives of private sector, effective process of selection is such during which a candidate can reveal not only his competences but also personal features, interests, attitude towards the culture and values of an organisation, etc., and who satisfies organisation’s expectations, presents information that is relevant. Networking with the candidate is important during the selection; also the attitude of the members of commission towards values, competences, social skills, and personal features is very important.

In order to ensure the quality of the process of selection of human resources, it is necessary to ensure the **control** of this process. To control the process of selection it is essential to collect and systemize/analyse information about previous processes of selection. The majority of the respondents of public sector stated that the analysis of results of the selection of human resources is not carried out, according to other respondents discussion, conversation are sometimes carried out. Whereas in private sector control is not performed but an opportunity to employ future

employee for a probationary period provides an opportunity to control fairness of choice and try to improve the process of selection.

According to the experts of public sector, it is possible to judge about good or bad selection of an employee within one year when annual evaluation of work activities of a civil servant (or a person working under work contract) is performed. Hence, obvious negative aspects in organisation are observed constantly, i.e. bad selection leads to unqualified work of the selected employee, insufficient work results, and at the same time – frequent change of employees.

As the experts of private sector state, unqualified selection of employees being done, the probability to choose unsuitable candidate with whom it will be difficult to terminate work contract increases and this conditions unforeseen financial expenses, frequent change of employees, low work productivity.

Responsibility for unqualified selection of employees is foreseen neither in private nor in public sector, usually administration and heads of organisations are responsible for the process of selection, they usually participate in the commission of competition.

Trying to improve the process of selection of human resources rather often shortage of **finances** is encountered. In most of the questioned organisations money is not allocated for the organisation of the selection of human resources and if some money is allocated it is not possible to designate the exact amount of money, since the calculation is not done. Money is allocated for job advertisements in press.

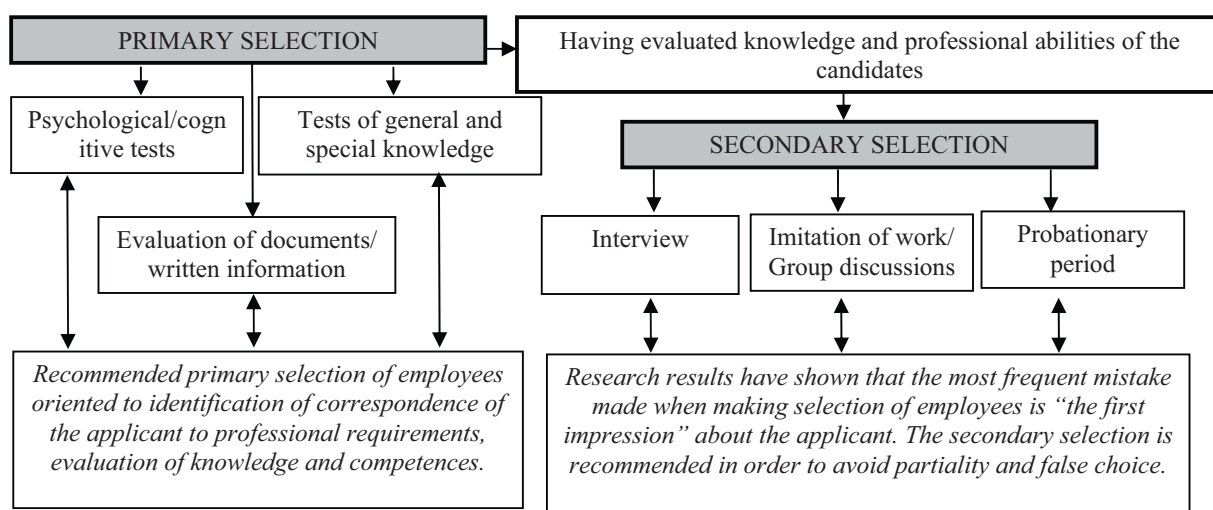


Fig. 7. Generalised structure of the model of the process of selection of human resources

Results of practical and theoretical parts of the research allowed constructing a hypothetical model of selection of human resources that would reflect good experience of private and public sectors. This model helps to analyse deeper the procedural parts of selection according to the stages of selection used by

private and public sectors, discovering new moments in the process of selection, approaching the model of good experience of selection of human resources in public and private sectors (generalized structure of the model is presented in the article, see Fig. 7).

When starting to construct hypothetical model of selection of human resources, requirements of selection have been considered. Selection criteria are usually presented more clearly and finetuned in public sector whereas in private sector they often lack clarity. Since there are less limitations and regulations in private sector, they apply more various methods and procedures of selection that are rarely applied by public sector. This model lets designate the main stages of the process of selection that mean certain actions or instruments which influence the final result – the selection of the most suitable candidates.

Conclusions

Great influence on selection of human resources in public and private sectors is made by technological changes, globalization, growth and changes of social potential related to the requirements for work of organisations. An organisation that wants to ensure efficiency of activities must adapt to changing environment, react quickly to changes and be able to manage changes in the context of organisation. Having analysed the most important aspects of selection of human resources in organisations of private sector we may state that the process of selection of human resources is considered effective if the candidate is chosen during the first selection and employed candidate satisfies expectations and successfully works in an organisation for a long time.

Process of selection, its organisation and execution is evaluated differently not only according to the sectors but also according to representation of this process. Experts evaluate the process of selection slightly better in private sector than in public one, whereas the participants of quantitative research who have recently participated in the selections give nearly the same evaluation to the process of selection in both sectors.

In the process of selection of human resources in public and private sectors the problems that require attention of makers of policy of selection of the staff are still encountered. First of all, although the process of selection in public sector is characterized and distinguished by clear regulation, it is not effective enough in creating versatile opportunities to select a suitable candidate. Representatives of private sector also see testing as one of the weak aspects of selection of staff of public sector.

In private sector the choice of a candidate is usually determined by the choice of the head that sometimes might be subjective. For a transparent process of selection it is necessary to clearly define the requirements for the position, correspondence to these requirements must be evaluated as objectively as possible and the decision should be made not by one person. It would be better to consign primary selec-

tion to others (external specialists, consulting companies), but in the second stage – the direct contact with the employer (in a form of an interview, conversation) is necessary for a successful selection.

Effective process of selection is such during which a candidate can reveal not only his knowledge and competences but also personal features, interests, attitude towards the culture and values of an organisation, during which the persons participating in the selection do not experience stress and work results of the selected candidates are high and satisfy organisation's expectations.

The research has highlighted the following indicators of improvement of quality of the process of selection: application of psychological/cognitive tests; security of transparency of selection; demand for probationary period; invitation of staff specialists for organisation of primary selection; organisation of secondary selection in order to avoid the effect of "the first impression".

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Žmogiškųjų išteklių atrankos procesas: viešojo ir privataus sektorių lyginamoji analizė

Santrauka

Šiuolaikinė šalies socialinė-ekonominė plėtra reikalauja gilaus suvokimo, sisteminio požiūrio ir veiksmingo valdymo. Pagrindinė sėkmingos plėtros sąlyga – gebėjimas parengti ir įgyvendinti ilgalaikes strategijas, kurių pagrindas – žmogiškieji ištekliai. Kaip teigia Batra (1996), kiekvienoje organizacijoje svarbiausias indėlis yra žmogiškasis elementas, t. y. organizacijos veiklos sėkmė daugiausia priklauso nuo joje dirbančių žmonių. Todėl kokybiška žmogiškųjų išteklių atranka yra vienas pagrindinių organizacijos uždavinių, galinčių prisidėti prie sėkmingo jos funkcionavimo.

Pastaruju metu vis plačiau mokslo šaltiniuose pabrėžiama žmogiškųjų išteklių atrankos proceso tobulinimo dimensija, daugiausia lemianti organizacijos socialinės-ekonominės plėtros perspektyvą. Todėl akivaizdu, kad žmogiškųjų išteklių atrankos proceso tobulinimas tampa vis aktualesne organizacijų valdymo sritimi tiek verslo, tiek viešajame sektoriuje. Tinkamai organizuotas ir kvalifikuotai atliktas kandidato į darbo vietą pasirinkimas padeda išvengti netinkamų asmenų priėmimo į darbą, didelės žmogiškųjų išteklių kaitos, nemotyvuotų darbuotojų, sumažėjusio organizacijos veiklos efektyvumo, nelegalių darbo santykių ir pan. Kiekvieną kartą, organizacijai siekiant priimti naują darbuotoją, kyla keli pagrindiniai klausimai: *kaip rasti ir tinkamai pasirinkti būsimą darbuotoją?*

Vis didėjanti mokslo straipsnių gausa rodo, kad žmogiškųjų išteklių valdymo aspektai nagrinėjami pakankamai aktyviai, tačiau to negalima pasakyti apie žmogiškųjų išteklių atrankos proceso ypatumų tyrimus viešajame ir privačiame sektoriuose, šių sektorių specifiškumą nagrinėjamu klausimu. Yra fragmentiškų žmogiškųjų išteklių atrankos tyrimų, tačiau juose dažniausia analizuojamos bendros problemos, atrankos procesas vertinamas apibendrintai, neišskiriant viešojo ir privataus sektorių ypatumų. Šių sektorių skirtumų išryškėjimas žmogiškųjų išteklių atrankos procese gali būti atspirties tašku taikant tinkamus verbavimo ir atrankos metodus bei būdus ar sprendžiant iškilusias problemas.

Straipsnio mokslinė problema gali būti išreiškiamą tokiais klausimais: *kokie žmogiškųjų išteklių atrankos proceso skirtumai dominuoja privataus ir viešojo sektorių organizacijose? Kaip organizuojamas atrankos procesas viešajame ir privačiame sektoriuose? Kokius teigiamus aspektus galima pažymėti ir su kokiais sunkumais susiduriama? Ar atrankos procese taikomi metodai yra adekva-*

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tūs šiandieninės visuomenės iššūkiams ir reikalavimams? Ar privataus ir viešojo sektorių organizacijose žmogiškųjų išteklių atrankos procesas vykdomas kokybiškai ir „skaidriai“? Kokių pagrindinių veiksmų reikėtų imtis skleidžiant gerą patirtį žmogiškųjų išteklių atrankos klausimais viešojo ir privataus sektorių kontekste?

Užsibrėžtas tyrimo tikslas – ištirti žmogiškųjų išteklių atrankos proceso Šiaulių miesto ir rajono viešajame ir privačiame sektoriuose ypatumus, identifikuoti problemas ir privalumus. Šiam tikslui pasiekti iškelti tokie uždaviniai:

1. Išanalizuoti žmogiškųjų išteklių atrankos proceso sampratą bei eigą viešajame ir privačiame sektoriuose.
2. Atskleisti žmogiškųjų išteklių atrankos proceso metodus, taikomų viešajame ir privačiame sektoriuose, savitumą.
3. Ištirti žmogiškųjų išteklių atrankos, vykdomos tiek privataus, tiek viešojo sektorių organizacijose, proceso metu išylančias problemas ir atskleisti jų privalumus.

Straipsnyje taikyti šie tyrimo metodai: teorinėje dalyje atlikta mokslinės literatūros apie žmogiškųjų išteklių atrankos procesą, jo sektorinę specifiką sisteminę ir lyginamoji analizė, dokumentų (Lietuvos Respublikos įstatymų, Vyriausybės nutarimų ir kitų teisės aktų) analizė, praktinėje dalyje – ekspertų apklausa ir internetinė respondentų apklausa, atlikta apklausos duomenų analizė, loginiai apibendrinimai.

Siekiant išsiaiškinti žmogiškųjų išteklių atrankos proceso ypatumus viešojo ir privataus sektorių organizacijose buvo atlikta Lietuvos ir užsienio šalių autorių mokslinių publikacijų, Lietuvos Respublikos įstatymų ir kitų teisės aktų, paskelbtų tyrimų rezultatų, interneto šaltinių analizė, informacijos sisteminimas, lyginimas, Šiaulių miesto ir rajono viešajame ir privačiame sektoriuose dirbančių darbuotojų ir ekspertų apklausa.

Siekiant ištirti žmogiškųjų išteklių atrankos proceso ypatumus ir galimybes buvo apklausta 15 ekspertų, galinčių geriausiai identifikuoti žmogiškųjų išteklių atrankos proceso problemas ir privalumus. Atrinkti informantai, kurie atitiko ekspertams iškeltus reikalavimus (organizacijoje dirba daugiau kaip 4 metus ir eina vadovo, padalinio vadovo ar personalo specialisto pareigas) ir 250 darbuotojų, kurie dirba Šiaulių miesto ir rajono privataus ir viešojo sektoriaus organizacijose. Ekspertinę imtį sudarė atstovai iš 4 viešojo sektoriaus institucijų (VSDF Šiaulių skyrius,

Šiaulių darbo birža, Šiaulių darbo birža, Šiaulių raj. savivaldybė) ir 11 privataus sektoriaus organizacijų, atstovaujama tiek prekybines (3), tiek gamybines (4) bei paslaugų (2) įmones ir personalo atrankos agentūras (2). Šiaulių miesto ir rajono viešajame ir privačiame sektoriuose dirbančiųjų masinė apklausa buvo vykdoma internetu, siekiant išsiaiškinti respondentų nuomonę apie atrankos proceso organizavimą, jo metu naudotus atrankos metodus bei proceso kokybę ir skaidrumą. Anketinėje apklausoje „Žmogiškųjų išteklių atrankos proceso vertinimas“ dalyvavo 250 respondentų. Respondentų pasiskirstymas pagal lytį rodo, kad imtyje dominavo moterys 55,6 proc., vyrai sudarė 44,4 proc. Privataus sektoriaus darbuotojų apklausoje dalyvavo 139 (91 moterys ir 48 vyrai), viešojo sektoriaus – 111 (48 moterys ir 63 vyrai). Respondentų, dirbančių privačiame sektoriuje, amžiaus vidurkis sudarė 36,74 metai, dirbančių viešajame sektoriuje – 38,21 metai.

Tyrimo rezultatai parodė, kad žmogiškųjų išteklių atrankai tiek viešajame, tiek privačiame sektoriuje didelę įtaką daro technologiniai pokyčiai, globalizacija, socialinio potencialo augimas ir pokyčiai, susiję su reikalavimais organizacijų darbui. Organizacijai, norinčiai užtikrinti veiklos efektyvumą, būtina prisitaikyti prie kintančios aplinkos, greitai reaguoti į pokyčius ir gebėti pokyčius valdyti organizacijos kontekste. Išanalizavus žmogiškųjų išteklių atrankos privataus sektoriaus organizacijose svarbiausius aspektus galima teigti, kad efektyviu žmogiškųjų išteklių atrankos procesu galima laikyti tokį procesą, kurio metu pasirenkamas kandidatas iš pirmo karto, o įdarbintas kandidatas pateisina lūkesčius ir ilgą laiką sėkmingai dirba organizacijoje.

Atrankos procesas, jo organizavimas ir vykdymas skirtingai vertinamas ne tik pagal sektorius, bet ir pagal atstovavimą šiam procesui. Ekspertų nuomonės raiškoje šiek tiek geriau atrankos procesas vertinamas privačiame sektoriuje nei viešajame, tuo tarpu kiekybinio tyrimo dalyvių, kuriems pastaruoju metu teko dalyvauti atrankose, nuomone, abiejuose sektoriuose atrankos procesas vertinamas vidutiniškai

Žmogiškųjų išteklių atrankos procese tiek viešajame, tiek privačiame sektoriuje vis dar susiduriama su problemomis, kurios reikalauja personalo atrankos politikos formuotojų dėmesio. Pirmiausia viešojo sektoriaus atrankos procesas, nors ir pasižymi bei išsiskiria aiškiu reglamentavimu, tačiau nėra pakankamai efektyvus, nesudarantis visapusės galimybės atrinkti tinkamą kandidatą. Privataus sektoriaus atstovai taip pat išvelgia testavimą kaip vieną silpnųjų viešojo sektoriaus personalo atrankos pusių.

Privačiame sektoriuje kandidato pasirinkimą dažniausia lemia vadovo pasirinkimas, kuris kartais gali būti ir subjektyvus. Siekiant, kad atrankos procesas būtų „skaidrus“, turi būti aiškiai apibrėžti reikalavimai pozicijai, vertinamas atitikimas tiems reikalavimams kiek įmanoma objektyvesniais būdais, o sprendimą turėtų priimti ne vienas žmogus. Tyrimo rezultatai parodė, kad geriau pirminę atranką patikėti kitiems – išoriniams specialistams, konsultacinėms kompanijoms, tačiau antrajame etape, siekiant efektyvios atrankos, būtinas tiesioginis kontaktas su darbdaviu (interviu, pokalbis).

Efektyvus atrankos procesas yra toks, per kurį kandidatas gali atskleisti ne tik savo žinias ir kompetencijas, bet ir asmenines savybes, pomėgius, požiūrį į organizacijos kultūrą ir vertybes, kurio metu atrankoje dalyvaujantys asmenys nepatiria streso, o pasirinktų kandidatų darbo rezultatai yra aukšti ir pateisina organizacijos lūkesčius.

Tyrimas išryškino šiuos atrankos proceso kokybės gerinimo indikatorius: psichologinių / kognityvinių testų taikymas; atrankos „skaidrumo“ užtikrinimas; bandomojo laikotarpio poreikis; personalo specialistų pasitelkimas pirminės atrankos organizavimui; siekiant išvengti „pirmojo įspūdžio“ efekto, antrinės atrankos organizavimas.

Pagrindiniai žodžiai: žmogiškųjų išteklių valdymas, atrankos procesas, viešasis sektorius, privatusis sektorius.

The article has been reviewed.

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