THEORETICAL ASPECTS OF STAFF SELECTION AND PLACEMENT

INTRODUCTION

The personal potential of a person and his business qualities are the source and initial principles of the organization’s development. Human resources (HR) are the driving force behind any business, so recruiting is one of the most important tasks of managing an organization. Only people ensure the efficient use of available resources, and "human factor" ultimately determines the economic performance of the enterprise. In this regard, staff management is a universal task and the main function of a manager who manages those employees to whom he has delegated powers, tasks and competence.

Staff management is not limited to a rigid framework, but by the end of the XXI, theory and practice have already developed a number of fairly stable, general criteria, one of which is efficiency, i.e. how managers in their daily activities manage employees and what methods of influence they have at their disposal. In addition, the work of HR services and their employees is very important.

On the one hand, the selection and placement of staff is the central task of HR departments and heads of departments, and, on the other hand, the mechanisms and tools for ensuring processes are practically not systematized in the system of activities of such institutions, which does not contribute to the effectiveness of the activities of state and municipal service administrations. Therefore, all efforts to find suitable candidates can give a positive result only when they are undertaken systematically and according to a certain technology.

THEORETICAL FRAMEWORK

When studying the theoretical foundations of the selection and placement of staff, clarifying the conceptual and categorical apparatus of the study, we used the scientific views of the authors Shchekin, Maslov, Shekshnya, etc. Staff selection is the process of studying the psychological and professional qualities of an employee in order to determine the suitability of employees to perform duties in a particular workplace or position (SHEKSHNYA, 2007).

The placement of staff is to ensure effective substitution of jobs based on a comprehensive assessment of growth prospects, career, conditions and remuneration of staff (SHCHEKIN, 2006).

Selection and placement of staff is one of the most important functions of the management cycle performed by the management staff of the organization. All managers from the foreman to the director are engaged in the selection of staff, the selection of staff is accompanied by their placement in accordance with business qualities. The success of the organization largely depends on the quality of the selection and placement of staff, both in the production system and in the management system (TIKHONOV et al., 2020).

The selection and placement of staff is understood as the rational distribution of employees of the organization by structural divisions, sections and workplaces in accordance with the system of division and cooperation of labor adopted in the organization, on the one hand, and the abilities, psychophysiological and business qualities of employees that meet the requirements of the content of the work performed, on the other hand. In this case, two goals are pursued: formation of actively operating labor collectives within the framework of structural divisions and creation of conditions for the professional growth of each employee (SHEKSHNYA, 2007).

The initial data for the selection and placement of staff are:

- service career models;
- philosophy and staff policy of the organization;
• Labor Code;
• materials of certification commissions;
• employee contract;
• staffing table;
• job descriptions;
• personal files of employees;
• Regulation on remuneration and labor incentives;
• Regulations on the selection and placement of staff.

As a result, all vacant jobs at the enterprise should be filled taking into account the personal wishes of employees and their planned career. The selection and placement of staff implies compliance with the proportions determined for the given conditions in terms of qualifications, social activity, age and gender. In the instructions for the placement of staff, the socio-psychological aspects of the compatibility of employees must also be recorded (TIKHONOV, NOVIKOV, 2020).

The main task of the selection and placement of staff is to solve the problem of optimal placement of staff, depending on the work performed. When solving this problem, it is necessary to take into account the suitability of the employee to perform certain types of work, and in order to determine such suitability, it is necessary, on the one hand, to establish the requirements for a specific job, and on the other, to take into account the personal qualities of employees (KIBANOV, 2007). Thus, the purpose of the rational placement of staff is the distribution of workers among workplaces, in which the discrepancy between the personal qualities of a person and the requirements for the work performed by him is minimal without excessive or insufficient workload. The main tasks of staff services in the selection of staff may be the following grounds, which are presented in the form of subsequent stages of work with staff:

1. staff planning;
2. staff recruitment;
3. staff selection;
4. determination of salaries and benefits;
5. professional adaptation;
6. staff training;
7. staff certification;
8. staff rearrangement;
9. leadership training;
10. staff social protection;
11. legal and disciplinary aspects (SIDORENKO, 2008).

A systematic approach to the organization and selection of staff is important, since recruitment is a single complex of 5 forms of its provision:

1. scientific and methodological;
2. organizational;
3. staff;
4. material and technical;
5. software.
Scientific and methodological support of staff selection determines the general selection methodology, scientific principles, methods, criteria and applied mathematical apparatus of staff selection. Evaluation and verification of the effectiveness of staff selection, analysis and generalization of data, development of recommendations for improving the work of staff services in the direction of staff selection are very important (FEDOSEEV, KAPUSTIN, 2003). The scientific and methodological principles of staff selection are as follows:

- **completeness**: comprehensive study and assessment of the candidate’s personality (study of biographical data, professional career, level of professional knowledge and skills, business and personal qualities, health status and opinion of colleagues about him) in the process of recruiting;
- **objectivity**: repeatability of the results of the assessment of the specified qualities of the candidate during the re-selection of staff, as well as minimizing the influence of the subjective opinion of the consultant who makes the final decision on the selection of staff;
- **continuity**: constant work on recruiting and selecting the best specialists and forming a staff reserve for managerial positions in the process of recruiting staff;
- **scientific character**: use of the latest scientific achievements and the latest technologies in the process of training and recruiting staff.

Scientifically methodologically grounded staff selection will allow avoiding the main and widespread mistake: subjectivity of the candidate’s assessment and strong influence of the first impression of a person on the subsequent decision to hire him. To be more accurate in the assessments, we need to more carefully analyze various details, involve more information and be ready at any time to adjust the assessment (at all stages of recruiting) (VEAS INIESTA, SEPÚLVEDA, 2021).

**METHODOLOGY**

To solve the problem of selection and placement of workers in an organization, we can recommend a profile method that is successfully used in countries with market economies. The application of the profile method requires an analytical selection of the requirements and personal qualities of the employee, which allows them to directly compare with each other.

The basis of the profile method is a catalog of characteristics: requirements for a person depending on the work he performs, as well as considering the quantitative characteristics of workplaces. Characteristics (indicators) should be described and divided into a certain number of categories. Each level of requirements relates to an indicator and should also be characterized. Each level of requirements corresponds to a certain level of employee qualities (STREKALOVA, KOPEIKIN, 2004).

The catalog of characteristics provides an opportunity to consider the requirements due to the characteristics of work at a particular workplace, as well as the quality of workers and to depict them graphically. Comparison of the level of requirements due to a specific job and the level of qualities of an employee performing this job allows making a conclusion about the suitability of a person for this job or the need to bring them into line with each other (PINKOVETSKAIA et al., 2020).

**RESULTS AND DISCUSSION**

As a result of data analysis, the main indicators are selected that affect the selection and placement of staff. The table shows the indicators that affect the selection and placement of staff using the example of management staff.
Table 1. Catalog of indicators affecting the selection and placement of staff

| №  | Indicator categories                        | Name (code) of indicators | Assessment of degree of employee compliance with requirements of workplace |
|----|--------------------------------------------|---------------------------|--------------------------------------------------------------------------|
|    |                                            |                           | Indicators according to which the employee does not correspond to the position held | Indicators according to which the employee corresponds to the position held |
| 1  | Qualification level                        | 1.1., 1.2., 1.3.          | 1.1.                                                                      | 2.3., 1.3.                                                                |
| 2  | Business qualities                         | 2.1., 2.2, 2.3., 2.4.     | 2.1., 2.2.                                                                | 2.3., 2.4.                                                                |
| 3  | Operability                                | 3.1., 3.2., 3.3., 3.4., 3.5. | 3.1.                                                                      | 3.2., 3.3., 3.4., 3.5.                                                   |
| 4  | Quality of the work performed              | 4.1., 4.2., 4.3., 4.4.    | 4.1.                                                                      | 4.2., 4.3., 4.4.                                                         |
| 5  | Style and working methods                  | 5.1., 5.2, 5.3., 5.4., 5.5. | 5.1.                                                                      | 5.2., 5.3., 5.4., 5.5.                                                   |
| 6  | Analytic skills                            | 6.1., 6.2., 6.3., 6.4.    | 6.1., 6.2.                                                                | 6.3., 6.4.                                                                |
| 7  | Participation in innovation activities      | 7.1., 7.2., 7.3., 7.4.    | 7.1.                                                                      | 7.2., 7.3., 7.4.                                                         |
| 8  | Discipline                                 | 8.1., 8.2, 8.3.           | 8.1.                                                                      | 8.2., 8.3.                                                                |
| 9  | Psychological compatibility                | 9.1., 9.2, 9.3.           | 9.1.                                                                      | 9.2., 9.3.                                                                |

Source: Search data.

When filling out the table, you must use the following list of indicators (BUKHALKOV, 2007).

1. **Indicators of the level of qualification**:
   1.1. employee’s qualifications do not meet the requirements of the position, employee does not properly perform his job duties;
   1.2. employee’s qualifications do not meet the requirements of the position held, but employee has sufficient work experience and is constantly working to improve the level of knowledge;
   1.3. qualifications of the employee meet the requirements of the position held.

2. **Indicators of business qualities**:
   2.1. employee does not fulfill many job duties;
   2.2. employee does not fulfill some (separate) job duties;
   2.3. employee fully fulfills duties provided for by the job description;
   2.4. employee fully fulfills duties stipulated by the job description and constantly performs work included in the range of official duties of other employees during their temporary absence from work (vacation, illness, for a vacant position).

3. **Operability indicators**:
   3.1. employee is not hardworking enough;
   3.2. employee is hardworking, but works without initiative;
   3.3. employee is hardworking, but not proactive enough;
   3.4. employee is quite hardworking and enterprising;
   3.5. employee in labor shows dedication and high initiative.

4. **Indicators of the quality of the work performed**:
   4.1. documents executed by the employee need serious revision by the senior in the position, he systematically makes defects and mistakes that lead to disruption of the deadline for the work, marriage in work;
   4.2. documents executed by an employee can be taken as a basis, but they still need to be revised by a senior officer; makes minor defects and mistakes, usually not leading to a disruption in the deadlines for the performance of work, defects in work;
   4.3. documents executed by the employee basically meet the requirements, as a rule, they do not need additional revision of the senior in the position, he performs well duties provided for in the job description;
   4.4. documents executed by employee meet the requirements, they do not need additional revision of the senior in the position, he clearly fulfills duties provided for in the job description.

5. **Indicators of style and working methods**:
   5.1. employee does not work to improve the style and methods of work, does not perceive criticism in his address, does not draw proper conclusions from criticism, does not work to eliminate shortcomings in work or allows the suppression of objective criticism;
   5.2. employee does not work enough to improve the style and methods of work, sometimes does not draw the proper conclusions from criticism addressed to him or does not eliminate his shortcomings in work;
5.3. employee is self-critical, draws the correct conclusions from criticism and actively works to eliminate shortcomings and successfully builds relations at work;
5.4. employee is self-critical, draws correct conclusions from criticism and actively works to eliminate shortcomings in work, builds relations in work correctly, is irreconcilable to shortcomings, actively and fundamentally criticizes them and makes specific proposals for their elimination;
5.5. employee draws the correct conclusions from criticism and actively works to eliminate shortcomings in work, builds relations in work correctly, is irreconcilable to shortcomings, actively and fundamentally criticizes them, makes specific proposals for their elimination, treats the assigned work with high responsibility, systematically shows efficiency and a desire to do the job in the best possible way, knows how to generate ideas and achieve their implementation and creates the most favorable conditions for creative and highly productive work.

6. **Indicators characterizing analytic skills**:
6.1. employee does not show the ability to analyze the activities of the unit (organization);
6.2. employee analyzes the activities of a subdivision (organization) within the limits of functions defined by job responsibilities, but this analysis is not of a systemic nature, does not allow on its basis to develop measures for the development of production and management;
6.3. employee analyzes the activities of the subdivision (organization) within the functions defined by the job responsibilities, develops and submits specific proposals for improving the organization's activities;
6.4. employee analyzes the activities of the unit (organization) not only within the functions of the structural unit, but also the organization as a whole.

7. **Indicators of participation in innovation**:
7.1. employee does not take part in the improvement of production and management of the subdivision (organization);
7.2. employee takes part in the improvement of production and management, has a creative plan and is actively working on it, makes rationalization proposals or presents completed development of creative topics that are relevant to the organization;
7.3. employee takes part in the improvement of production and management, has a creative plan and is actively working on it, makes rationalization proposals or presents completed development of creative topics that are relevant to the organization and takes an active part in the implementation of rationalization proposals or creative developments in production;
7.4. employee takes part in the improvement of production and management, has a creative plan and is actively working on it, makes rationalization proposals or presents completed development of creative topics that are relevant to the enterprise. He takes an active part in the implementation of introduced rationalization proposals or creative developments into production, while the introduction of rationalization proposals, creative developments or inventions brings profit to the organization.

8. **Discipline indicators**:
8.1. employee regularly violates labor or technological or performance discipline;
8.2. employee sometimes violates labor or technological or performance discipline;
8.3. employee is disciplined.

9. **Indicators of psychological compatibility with the team**:
9.1. employee is psychologically incompatible with the team, improperly builds relationships with employees of the organization, as a result of which he introduces nervousness into working relationships, distracts his own and other employees' working time to resolve issues that should not arise in a normal business environment;
9.2. employee is psychologically compatible with the team, but allows individual cases of incorrect relationships in work, which usually does not lead to the distraction of him and other employees of working time to resolve issues that have arisen as a result of incorrect relationships;
9.3. psychologically compatible with the team, correctly builds relationships in work (BUKHALKOV, 2007).
These tables can be supplemented with an indication of their importance in the performance of a specific job. For this purpose, in the analysis, it is advisable to additionally introduce the so-called priority numbers:

- priority number 0 - the indicator does not meet the requirements of the given workplace, position;
- priority number 1 - the fulfillment of the requirement in the specified amount is the minimum necessary;
- priority number 2 - the fulfillment of the requirement in the specified amount is desirable;
- priority number 3 - the fulfillment of the requirement in the specified amount is mandatory;
- priority number 4 - the fulfillment of the requirement in the specified amount is imperative (ANISIMOV, 2003).

The performance of an organization ultimately depends on how well the workers fit the jobs they occupy and the jobs fit the workers. Thus, the use of the profile method makes it possible to directly compare the requirements and personal qualities of employees with each other.

Thus, the selection and placement of staff in the organization, being a direct expression of the division and cooperation of labor, creates a production team. When forming it, it is necessary to keep in mind not only the professional, business and personal qualities of each member, but also the effect of their combination: psychological compatibility, which helps people to work together quickly and successfully with each other, which gives rise to satisfaction with their work and leads to an increase in productivity labor.

An important condition for the formation of a labor collective is the observance of the ratio of staff and young workers. The formation of a team of people of the same age contributes to the manifestation of the tendency to close it in the interests of their age. The collective, consisting of different ages, gives different types of hobbies, becomes more viable. The younger ones succumb to the influence of the elders, imitate them; the elders help the younger ones in mastering professional skills (KARTASHOVA, 2007).

The correct selection and placement of staff presupposes that each employee is entrusted with a job corresponding to his level of knowledge and practical experience. Therefore, when distributing people to workplaces, it is necessary to strive to ensure that the complexity of the work performed has minimal deviations and corresponds to the qualifications of the performer. The discharge of work must not be allowed to be lower than the discharge of the worker. An important means of solving this problem are tariff and qualification reference books. Their use makes it possible to avoid unjustified inconsistencies in the establishment of the professional and qualification division of labor in the same industries and in the performance of similar work.

CONCLUSIONS
Effective staff management has become one of the practical tasks, factors and economic success. It is designed to provide a favorable environment in which labor potential is realized, personal abilities develop and people receive satisfaction from the work performed and public recognition of their achievements. Timely staffing of all key departments of the enterprise becomes impossible without a clear selection and placement of staff, as well as their assessment.

The selection and placement of staff are aimed at meeting the needs of the enterprise and at ensuring the interests of employees and society as a whole. Today, more than previously, it is necessary to look for opportunities to harmonize market conditions and the interests of an employee of the company. Based on the study of the theoretical foundations of the selection and placement of staff, identifying the principles, criteria and methods and determining the characteristics of the selection and placement of staff, it has been established that the selection and placement of staff in an organization, being a direct expression of the division and cooperation of labor, creates a production team. When forming it, it is necessary to keep in
mind not only the professional, business and personal qualities of each member, but also the effect of their combination (so-called psychological compatibility), which helps people to work together quickly and successfully with each other, which gives rise to satisfaction with their work and leads to an increase in productivity labor.

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Theoretical aspects of staff selection and placement

O artigo discute métodos para resolver o problema de seleção e colocação de pessoal. O objetivo deste trabalho é: estudo teórico dos fundamentos da seleção e colocação de pessoal e análise do sistema de seleção e colocação de pessoal. O método de pesquisa é a generalização da prática de seleção e colocação de pessoal, bem como a análise da literatura científica e de documentos normativos legais. A novidade científica e o significado teórico da pesquisa se dêvem ao conhecimento sistêmico apresentado sobre a teoria e organização dos processos de seleção e colocação de pessoal com base nas características identificadas e problemas na forma de direções tecnológicas (mecanismos e ferramentas) para melhorar o sistema de seleção e colocação de pessoal, que complementará as descobertas científicas existentes para garantir os processos de pesquisa. O significado prático da pesquisa é realizado na implementação do desenvolvimento de direções tecnológicas (mecanismos e ferramentas) para melhorar o sistema de seleção e colocação de pessoal.

Keywords: Human resource. Staff. Selection. Placement.

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