

BÖLÜM 4

Personel Seçme Süreci ve Seçme Sürecinde Kullanılan Yöntem ve Teknikler

Selma ARIKAN¹

ENDÜSTRİ/İŞ VE ÖRGÜT PSİKOLOJİSİNİN PERSONEL SEÇME SÜREÇLERİNDE KULLANILMASI

Personel seçme ve yerleştirme örgütlerde insan kaynakları (İK) birimlerinin en önemli sorumluluklarından biridir. Endüstri /İş ve Örgüt Psikolojisinin ortaya çıktığı andan itibaren, psikoloji biliminin personel seçme sürecinde kullanılması alanın en önemli uygulama ve araştırma konularından biri olmuştur. Endüstri/İş ve Örgüt Psikolojisi alanının doğuşunun 1913 yılında Hugo Münsterberg'in "Psychology and Industrial Efficiency" (Psikoloji ve Endüstriyel Verimlilik) kitabının yayınlanması ile gerçekleştiği çoğunlukla kabul edilmektedir. Bu kitapta Hugo Münsterberg psikoloji biliminin sanayide hangi alanlarda ve nasıl kullanılabileceğinden bahsetmektedir. Monotonluk, dikkat, yorgunluk, iş hayatında fiziksel ve sosyal etkiler, reklam ve ekonomide psikolojinin geleceği gibi konuları kapsayan bu kitapta; çalışanların görevlerine, zihinsel ve fiziksel güçlü yönleri ve kişilik özellikleri dikkate alınarak seçilmesi konusunda da bir bölüm bulunmaktadır. Yani personel seçim süreci alanın tarihsel anlamda en eski uygulama ve araştırma konularından biri olmuştur.

Personel seçiminde psikoloji biliminden yaygın olarak faydalanılmaya başlanması ABD'nin 1. Dünya Savaşı'na dâhil olması ile olmuştur. 1917 yılında Robert Yerkes başkanlığında toplam beş uzman, Amerikan ordusu için öncelikle Army Alpha testini geliştirmişlerdir. Bu test beş ayrı formu bulunan, 218 maddeden oluşan, 28 dakika süren ve toplu uygulamalara imkân veren bir kâğıt kalem testidir. Test ile sözel ve sayısal yeteneğin yanında, komutları anlayıp

uygulama ve bilgiyi değerlendirme gibi yetenekler değerlendirilmiştir; yani test bugün bilişsel yetenek testi olarak sınıfladığımız testlere bir örnektir. Army Alpha testi puanları askerlerin potansiyellerinin belirlenmesi, uygun sınıflandırmalar yaparak görevlere atanması ve liderlik özelliklerinin tespit edilmesi amacıyla kullanılmıştır. İngilizce diline hâkim olmayan, okuma yazma bilmeyen ve çeşitli engelleri bulunan adaylar için de testin görsel ve şekilsel bir versiyonu olan Army Beta testi oluşturulmuştur. 1. Dünya Savaşı sırasında ABD genelinde toplam 35 merkezde 1,25 milyon erkek bu testlerden geçirilerek Amerikan ordusundaki görevler için değerlendirilmiştir (Atwell, 1937; Bingham, 1944; Carson, 1993; Jenkins ve Peterson, 1961). Yine savaş sürecinde orduda personel seçimi ile ilgili yaptığı çalışmalar ile üstün hizmet madalyasına layık görülen ve 1919 yılında APA Başkanlığına da seçilen Walter Dill Scott, "The Scott Company" isimli firması ile personel seçimine yönelik testlerin ordu dışında, sivil iş hayatında da kullanılmasına ön ayak olmuştur (Schultz ve Schultz, 2011). Bu kısa tarihsel giriş ile amaç özellikle personel seçiminin uygulamalı psikoloji alanındaki en eski ve önemli konularından biri olduğunu vurgulamaktır. Doğru personel seçimi, küreselleşme ve teknolojik gelişmeler ile birlikte rekabetin çok daha çetin hale geldiği günümüz iş dünyasında hala en önemli konulardan biri olup İş/Endüstri ve Örgüt Psikologlarının da araştırmalarını yoğunlaştırdığı alanlardan biridir.

Personel seçimi sürecinde kullanılan yöntem ve teknikleri daha iyi anlayıp değerlendirmek için psikometri alanının temel konularına da hâkim olmak gerekmektedir. Çünkü personel seçiminde kullanılan

¹ Prof. Dr., İstanbul Medeniyet Üniversitesi, Endüstriyel Psikoloji AD., selma.arikan@medeniyet.edu.tr, ORCID iD: 0000-0002-9603-8243

bazı İK personelinin ölçüm araçlarının olmaması olmaz psikometrik nitelikleri ile ilgili bilgi düzeyi, hizmet aldıkları danışmanlık firmalarının kendilerine sundukları bilgiler ile sınırlıdır. Ülkemizde personel seçme konusunda uygulamalar yapan İK birimlerinin bu konuda uzman akademisyenlerle mümkün olduğunca çok işbirliği içinde olması hem personel seçme ve yerleştirme yöntemlerinin geçerli, güvenilir ve doğru bir şekilde uygulanması açısından hem de Türkiye’de bu alandaki akademik birikimin ve araştırmaların artması açısından önem arz etmektedir. Ülkemizde akademi ve iş dünyası arasında işbirliğinin artması bu alanın gelişimine en önemli katkıyı sunacaktır.

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