

AMERICAN UNIVERSITY OF BEIRUT

A DIVE INTO THE SELECTION PRACTICES OF LARGE
SCALE ORGANIZATIONS IN LEBANON

by
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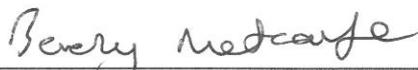
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AN ABSTRACT OF THE PROJECT OF

Nadine Jamal Babilli for Master of Human Resources Management
Major: Human Resources Management

Title: A Dive into the Selection Practices of Large Scale Organizations in Lebanon.

There are various selection methods available today for selecting employees into organizations, with differences in their ability to predict job performance. Selecting the right candidate for the right job is essential for the effective functioning and productivity of an organization. With existing technology, research, and advancement in selection methods, choosing the right candidate has become easier in practice. Nonetheless, there is a significant gap between the research and studies conducted about selection practices and the actual implementation and application of the findings and results. Semi-structured interviews, are along the most commonly used methods of selection, yet, their use in practice is not necessarily in line with scientific knowledge about the design and implementation of these tools. Accordingly, the main aim of this research study is to increase the understanding of current selection practices and strategies used by HR professionals in large-scale local, regional, and multinational organizations in Lebanon. Particularly, we aim to better understand how HR practitioners develop and utilize interviews in practice. Using a self-administrated survey, one hundred HR practitioners from different business sectors in leading and prominent large scale organizations Lebanon shared their experiences of developing and conducting the selection process and how well the process is used to help select the right candidates for the job. The results showed that the selection process is being fairly implemented with the use of up to date selection methods. Nonetheless, there is still a gap in implementing a well-rounded and effective process based on reliable and coherent research and valid selection tools and methods. This study will provide chances for HR practitioners in Lebanon to think of better ways to enhance and develop the use of the selection process in their organizations in order to select more qualified talents and further achieve their organization's goals and objectives. Moreover, it will open doors for imminent research opportunities in the region.

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To
My Beloved Family

CHAPTER I

INTRODUCTION

In today's highly complex, sophisticated, and fast paced working environment, hiring the right people at the right place and time is highly essential for the organization's effective functioning and operational practices. Real business value is created when organizations have the right people in the right place and at the right time (Moxson, 2014). Hence, the initial choice of hiring the right people is indispensable. A well selected individual will not only contribute efficiently to the success of the organization, but will also serve for a future potential replacement and promotion. Recruitment and selection form an integral part and are strategic functions of Human Resource Management and one of the key elements in determining the success of any organization. With dynamic changes in the organization, it is essential to pro-actively and prudently recruit and select employees, as this in return will lead the business organization to have a sustainable competitive advantage. Effective recruitment and selection ensures that competent individuals are appointed to the right job using equitable, fair, and reliable practices.

Recruitment & Selection Process Defined

The recruitment and selection process is an essential element of the Human Resource Management. It is usually implemented after the job analysis, which is a procedure, and an assessment of the job and the necessary behaviors needed to do the job. It is a "process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job" (HR Guide,

1999). Job analysis is the basis for all selection and assessment decisions put in place in the organization. It helps the recruiter to identify the required knowledge, skills, abilities, and behaviors needed by the employee in order to perform the job effectively. It is of crucial importance to understand the nature of the job, in order to hire the right qualified candidate to the right job and not make wrongful hiring decisions. Henceforth, it is important to understand the job through “examining the tasks performed in a job, the competencies required to perform those tasks, and the connection between the tasks and competencies” (OPM.GOV, n.d.). In order to generate a strong and well established job analysis, the process should involve variety of data collection methods that analyzes employees’ day to day job duties. These include observing employees working, conducting interviews with the employees and their line managers, distributing descriptive surveys/ questionnaires and/ or asking employees to fill out work diaries and logs (O’Meara & Petzall, 2013). Human Resource Planning (HRP) is also an essential step conducted before the implementation of the job analysis and the recruitment and selection process. It is the process of determining human resource needs through analyzing current workforce and identifying future demands as well as establishing the gap between them to help organizations achieve their strategic goals and objectives. Human resource planning helps avoid sudden workforce surpluses and shortages by ensuring that the organization has the right number and kind of people at the right place in the right time who are capable of efficiently and effectively performing their jobs in order to help the organization to achieve its mission (Anyadike, 2013, 59 -60). It helps in determining the number and type of people essential for organizational needs. Recruitment and selection process is valid and complete once human resource planning and job analysis are conducted efficiently, effectively, and in a good timely manner.

Importance of Selection

As part of Human Resource Management practices, the selection processes greatly shape and influence today's businesses. They are key functions in each and every organization. Selection methods are important building tools and blocks needed to choose and select high performing talents into the organization. Selection practices need to be fully integrated and aligned with the overall strategic objectives of the organization to ensure effective selection and use of personnel, increase productivity, and attain high levels of return on investment and profits. There should be a "strategic integration of recruitment and selection with long-term business objectives so that strategic demands of the organizations can be translated into an appropriate recruitment and selection specification" (Teena & Sanjay, 2014). Selecting efficiently the right qualified people to the right job increases chances of success on the job and reduces the processes of re-recruitment and re-training of new employees which are considered time consuming and costly. Therefore, it is essential to consider and review the talent management process from the beginning and conduct essential steps and corrective actions to ensure that the selection process is running smoothly and effectively, according to the aligned organizational objectives.

CHAPTER II

LITERATURE REVIEW

It is essential to look at the literature review of previous studies about selection practices in the region, challenges of recruitment and selection in the MENA region. Moreover, highlight on the current selection methods used with particular focus on interviews since it is most commonly used selection method in the region. This next section will cover the above mentioned parts.

Selection Practices & Trends in the MENA Region

As part of the research study, it is crucially important to highlight on the available literature review of the current selection practices and trends in the MENA region and Lebanon. Unfortunately, modest research, little literature reviews and studies have been used to do further investigations. Nonetheless, studies show that talents demands are growing high with few job opportunities offered in return. This is leading to deterioration in the economic situation in the region whereby unemployment rates are on the rise and escalating rapidly leaving many young talents jobless. In fact, evidence shows that the region is suffering from-long term unemployment, fluctuating between 10% to 25% and henceforth the employment condition is expected to worsen with time (O'Sullivan, Rey & Mendez, 2011). With large and mature pool of talents and fewer job opportunities, the region and the country are suffering from high unemployment rates (Baker, 2013). The high unemployment rates are increasing and the demand for jobs are compelling companies to recruit and hire people. Moreover, competition is increasing between shortlisted candidates and recruiters are looking to hire the top notch

candidates to be a valuable asset and produce to their best potential to benefit the company and the labor market. According to the Jobvite research, HR professionals report that filling vacant positions have been becoming increasingly difficult and time consuming. Around 65% of recruiters state that shortages in qualified talents are one of the biggest challenges in employment (Human Resources Today, 2017). In this tighten candidate-driven market, HR's job is becoming more and more challenging, needing to follow and keep updated with today's rising recruitment and selection trends in order to succeed and do an effective and efficient recruitment and selection. As part of recruitment and selection trends in today's job market, the process is characterized by one driven by technology, data, systems, workforce diversity, and job candidates' needs and demands. Recruiters and hiring managers are advised to pick the selection tools that can best assess the competencies of candidates and distinguish them from each other in order to see who might be the most qualified person suited for the position. Also, since the recruitment and selection process is usually time consuming and costly, companies are in need to precisely recruit, select, and hire the right person for the right job.

Looking into the selection tools used to select candidates, unfortunately limited studies have talked about the selection tools used in organizations in the MENA region (Fahed-Sreih 2012; El-Jardali, Tchaghchagian & Jamal, 2009). The practical implementation of the selections tools used to select potential candidates and predict job performance is yet not in line with the scientific knowledge of their design and development. In fact, there is a gap between the research conducted about selection practices and the actual application and implementation of the outcomes and results. HR professionals usually don't implement valid techniques in the recruitment, selection, and hiring processes that are supported by reliable, reasoned, and coherent researches.

According to an annotation recently published in the *“International Journal of Selection Assessment”* “there is still a substantial gap between research on the recruitment and selection process, and actual implementation of those findings” (Hess, 2017). Further investigation and exploration is crucially needed to identify these gaps in order to enhance the efficiency of the recruitment and selection systems, attract and retain top quality talents, and ensure efficient and effective hiring free of biases and prejudices.

Challenges of Recruitment and Selection in the MENA Region

In the MENA region, with today’s fast paced competitive working environment, HR professionals and recruiters are striving to thrive as they continue to face lots of challenges in the recruitment and selection system. Hereafter, it is important to highlight on the challenges that recruiters face when recruiting, selecting, and making sound hiring decisions. With continuous improvement in technology and innovation, HR professionals and recruiters seek out new, complex and improved recruitment and selection techniques and embrace new hiring techniques in the recruitment and selection process. Nonetheless, keeping up-to-date with these new systems and techniques is not being effective, finding it hard to keep updated with the fast paced complex process. Moreover, HR professionals and recruiters are finding hardships and complexities in customizing the application process and tailoring assessments to select the best top notch candidates. Currently, diversity in the talent pool is being a problem and henceforth it is making it difficult on HR professionals and recruiters to maintain a unified and standardized culture in the organization (Ryan & Derous, 2016). HR professionals and recruiters are being increasingly pressured with the demanding and competitive talent driven market whereby they are being pressured with demands to fill positions when there are little supply of job opportunities in different industries (Clarke,

2016). The demand for jobs is being far more than the supply in the labor market which is triggering challenges for most HR professionals and recruiters and making competition between potential job candidates so tight. Additionally, since 50% of workforce is represented by the Millennials where they demand a high position, quick promotion, escalation in their career path and quick career growth, this poses some kind of challenges for the companies when recruiting and hiring the millennials. Young employees tend to get bored fast and would want to switch positions and leave their current job investing in their personal growth. This creates tension and burden on the company reflecting badly on the recruiting manager having to run the recruitment process once again to hire another suitable and qualified employee and fill the new vacant position which will be time consuming and costly (Clarke, 2016). All these challenges have to be taken into consideration in order to find efficient ways to overcome them and ensure a smooth well rounded recruitment, selection, and hiring process.

Selection Methods of Assessment

The science of selection and assessment has advanced a lot. Currently, we have a plethora of tests and lots of studies assessing the predictive power of different selection tools. However, we don't know much about how much of this has translated to practice i.e., how much do HR practitioners rely on this field of knowledge. Moreover, when it comes to actually assessing which candidates are potential and are likely to perform the job effectively and make significant contributions to the organization, employers tend to use random selection methods of assessment that don't give accurate and meaningful results.

While this study mainly intends to focus on selection strategies and selection

methods employed by HR professionals in the recruitment and selection process. It is highly important to explore the selection methods of assessment available. There are various methods used that help select the right candidate for the right job. The selection assessment tools can vary from one organization to another. Job assessment methods can range from combinations of screening and/ or competency based structured, semi structured, unstructured interviews to assessment centers, psychometric tests (cognitive ability tests, job knowledge tests, personality tests), work sample tests, situational judgments tests, role plays, biodata analysis, business case analysis, simulations, and reference background checks. All of which should have the highest levels of reliability and validity to ensure effective selection. The selection methods of assessments can be divided in two categories task based assessments and knowledge, skills, and abilities assessment. Task based include work sample tests, situational judgment tests, assessment centers. While the knowledge, skills, and abilities assessment include structured interviews, cognitive ability tests, job knowledge tests, personality tests, and biodata analysis (Pulakos, 2005).

Evaluating assessment methods of selection depends on their ability to be reliable and valid, cost of administration, applicants' favorability/ reactions and extent of use. Using effective assessment methods during the selection process ensures proper selection and hence can greatly enhance the quality and productivity of an organization's workforce. Unfortunately, many HR professionals have misconceptions and misjudgments about the type of selection methods and their effective value in assessing candidates for particular jobs. This is greatly due to the fact that analyzing and evaluating selection methods is technically difficult to understand and require lots of reasoning and research in order to know their real value and recognize which selection method is proved to be the most effective. Hence, by providing a basic understanding of

key criteria for evaluating selection assessment methods will ensure HR professionals introduce more effective assessment methods of selection into their organizations which will lead to more effective and efficient hiring decisions.

Interviews

Interviews are one of the most commonly used selection methods and tools of assessment in almost any organization. They play a key role in predicating future job performance. Interviews can be structured, semi structured, and unstructured. A structured interview “formal interview” follows a set and standardized format, usually predetermined questions are prepared in advance, prior to the interview. Structured interviews test candidates under the same conditions and compare them all the same way. Unstructured or non- directive interview is non- standardized and doesn’t follow a formal guide. It is more of a conversational style in which the interviewer pursues points of interest as they came up in response to questions asked to candidates. It assesses candidates using different sets of questions (McLeod, 2014). Semi – Structured interviews combine structured and unstructured questions which are proved to be the best in assessing and selecting candidates for the job. Semi -structured interviewers involves asking candidates standardized questions related to the job and then digs in to more detailed questions to ensure all job aspects and candidates’ qualifications are covered. This approach ensures that candidate are being evaluated accurately which ensures reliability and reduces biases. Interviews can be job description or competency/ behaviorally based. Job description interviews are ones that follow the description of a particular job whereby questions are developed and asked based of tasks, duties, and responsibilities of the job. Competency based interviews follow a particular framework/ model or certain competencies (knowledge, skills abilities, and behaviors that are

necessary to perform the job effectively. Answers are compared to pre-determined criteria (Smith, 2017). In sum, interviews are one the essential selection methods of assessment that many organizations rely on to predict candidates' future performance. Interviews validity is high compared to other methods of selection and henceforth employers use it more extensively.

The next section will discuss the research questions and objectives of the research study in hand.

CHAPTER III

RESEARCH QUESTIONS AND OBJECTIVES

The purpose of this research study is to address and increase the understanding of the current selection processes and assessment methods used by HR professionals in large scale local, regional, and multinational organizations in Lebanon. The research study will highlight on better ways to rethink about the selection process used whereby companies in Lebanon can have efficient strategies to select, and hire high performing talents in the organization in order to make and attain the best results possible.

The research study aims to answer the following questions:

1. What are the different HR functions and practices used in large scale organizations in Lebanon?
2. What are the roles, tasks, and responsibilities assigned in the HR departments of large scale organizations in Lebanon? Do they fall under strategic / administrative or both?
3. What are the common selection tools used in most large scale organizations in Lebanon?
4. How efficient, reliable, and valid is the interview as a selection assessment tool used in large scale organizations in Lebanon?
5. How efficient and successful are the overall recruitment and selection systems in large scale organizations in Lebanon?

The next section will present the research methodology and data collection used to conduct the research study and answer the above mentioned research questions.

Research Methodology

The study is survey based explaining and describing the current selection practices used by HR practitioners in large local, regional, and multinational companies in Lebanon. Given that this research study is an amendment of a previous study used “Exploration of the Selection Tools in Large Lebanese Organizations in Beirut” (Itani, Öyry & Khoury, 2017), a descriptive research method is utilized this time to collect and analyze the data due to the limitations of the previous study of not being able to reach the target, collect data with the planned number of interviews and get reasonable and generalizable findings. The descriptive analysis is used as a research strategy to achieve the research objectives of describing the selection practices in large scale organizations in Lebanon. The descriptive method is objective rather than subjective. It yields results and findings that are generalizable and can be applied to the whole population which makes it a more reliable data collection method to use for this kind of research study.

Participants

The data collected was from large scale organizations in Lebanon (Local, Regional & Multinationals). A large organization is defined as an organization that employs more than 250 employees (White, 2013). The research study was conducted with a sample of aspiring HR professionals/ practitioners in Lebanon who are currently working in the HR field in leading companies. The sample of participants was chosen randomly through stratified random sampling. This research study aims to target large companies and HR professionals from various industries and sectors. Participants were divided based on demographics; gender, level of education, position, and years of experience. HR professionals participated directly in the study as they will be given the

chance to view and study the analysis, findings, and results of the research study upon completion.

Measure/Research Tool

An online survey was administered via “Lime Survey” and sent to a random sample of 200 HR specialists who are presently working in large scale organizations in Lebanon in diverse fields and industries. The developed questionnaire/survey was distributed and retrieved from the respondents in person anonymously. The survey questions are varied merely including open and closed-ended questions, (text and multiple choice questions), a combination of “Nominal scale” and “Interval scale” which is also known as the “Likert scale” 1-5 point measures. The survey/questionnaire is divided into 3 sections: Demographics related questions, HR related questions, and specific questions on recruitment and selection practices and methods. For the purpose of this research study, a survey/questionnaire is an appropriate method to use to gather and analyze data due to the following reasons. First of all, it will help to reach a bigger target of people. The survey will cover a representative sample of the population that can be generalizable to the whole population. This will facilitate the process of generating results and drawing out conclusions and will ensure accurate sampling. Second, surveys provide participants with anonymity so they feel less insecure and more open to give the required information. Third, it is an inexpensive method to use and it is easy to administer and collect information.

Procedure

All participants were asked to answer the survey questions through a link sent via email. For this research study, HR professionals were contacted via phone and email

to ask for their approval, participation consent regarding this research study and explain the purpose and objectives of the study. HR professionals were assured full anonymity and confidentiality. The contacts were retrieved from an online directory www.lb.kompass.com. This online directory includes all phone numbers and contact information of companies in Lebanon which is considered a credible and reliable contact information website. A list was created on excel sheet of the available companies with 250 + employees in various industries to contact for the research study in hand.

This next section will discuss how the data collected was analyzed and utilized to present the findings and results of the research study in hand.

Data Analysis

The data were collected for data analysis purposes from available academic online and printed sources and primary data. The data collected from the surveys were statistically analyzed through the use of Statistical Package for Social Sciences (SPSS) Also; analysis of the data required the use of descriptive statistics, graphs, diagrams, charts, and tables. Representations like tables and graphs were used to ensure easy and quick interpretation of data. Data from the completed responses of 100 surveys were checked for consistency and reliability. The items were grouped based on the responses given by the respondents and were coded for easy usage needed for effective and through analysis. The purpose of this study is perceived to be descriptive and explanatory. The results and findings of this study will help examine, explain, and better understand the current selection processes and assessment methods in large scale organizations in Lebanon as well as it will suggest some recommendations for

improvements and changes needed with corrective actions and further research investigations to design and implement more reliable and efficient selection systems.

Data Findings, Interpretations & Results

This section discusses the results, findings, interpretations, and presentation of the data collected. It illustrates the key features and results of the primary research that was conducted through the use of self-administered questionnaire/ survey and distributed to various HR practitioners in different business sectors. Information was gathered and responses from respondents were analyzed through the use various forms of graphical representations (tables, graph, charts, and diagrams).

Questionnaire Response Rate

Out of 200 online questionnaires sent to HR professionals in Lebanon, 100 fully completed the questionnaire responses - (50%) response rate which are the sample size and target needed to be both representable and generalizable to the whole population.

Demographic Data

As mentioned above the demographic data are divided in to gender, position/ job title, level of education, and years of experience. From the sample size of 100, the below table will illustrate the demographic frequencies and percentages of the participants and how they are divided.

Table 1

Gender Distribution

Gender	Frequency/Percentage
Female	84
Male	16
Total	100

Shown in the table above the gender distribution whereby out of the 100 HR professionals that participated in the study, 84% were females and 16% were males. Females were the majority whereby there are more females than males that practice the HR profession.

Table 2

Group/Job Title of Participants

Group/ Job Title	Frequency/Percentage
HR Managerial Positions	30
Talent Acquisition & Recruitment	24
HR Junior Non – Managerial Positions	22
HR Senior Non – Managerial Positions	12
CEO/ Non- HR Positions	3
HR Specialist	3
HR Generalist	2
HR Quality	2
HR Consultant	1
HR Intern	1
Total	100

Illustrated in the above table the distribution of different HR positions in different local, regional, and multinational organizations in Lebanon HR Managerial positions were highest with 30% followed by Talent Acquisition & Recruitment with 24%. HR junior non – managerial positions formed 22% and senior non – managerial positions formed 12%. CEO non HR positions formed 3% and the rest were distributed among other HR posts.

Table 3

Highest Education Level Attained

Degree	Frequency /Percentage
High School Diploma	1
Bachelor's Degree	44
Master's Degree	50
PhD	1
Professional Certification	4
Total	100

Demonstrated in the above table; the distribution of the highest education level attained by HR professionals throughout their academic years of education. Master's degree was the highest with 50%, followed by Bachelor's degree with 44%. 4% had a professional certification and the rest were divided between High School Diploma & PHD.

Table 4

Position Level in the Organization

Position Level	Frequency/Percentage
Managerial level	44
Non- Managerial Junior level	12
Non-Managerial Senior level	44
Total	100

Presented in the table above the position level of HR professionals in the organization. 44% had managerial level positions, 44% had non- managerial senior level positions, and 12% had non- managerial junior level positions. Non- managerial positions shape the majority of the participants’ position levels.

Figure 1

What is Your Position Level in the Organization?

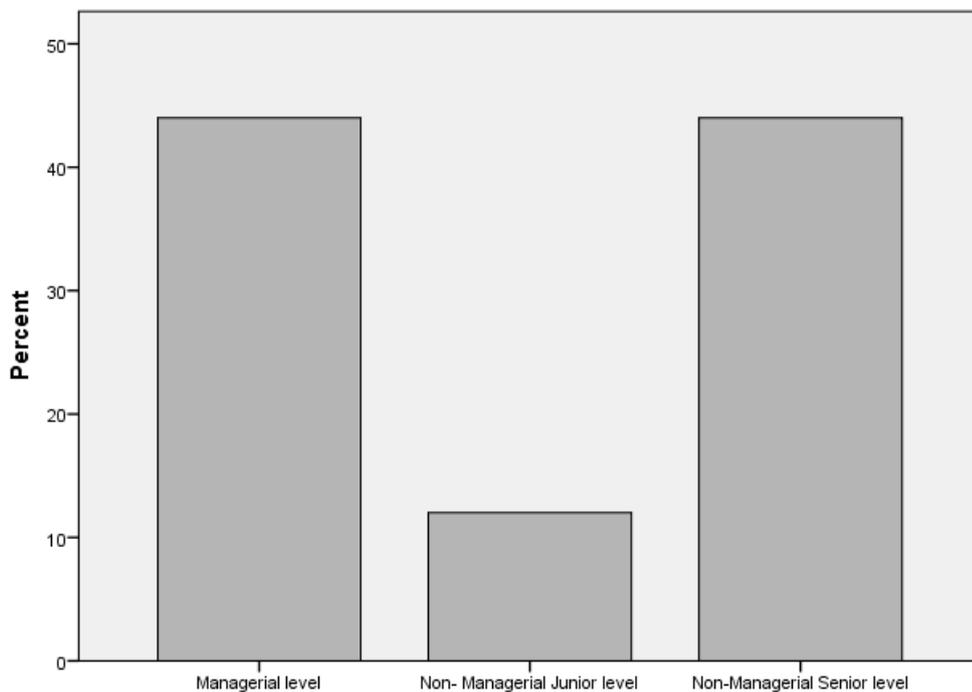


Table 5

Years of Work Experience in Current Position

Years of Work Experience	Frequency/ Percentage
1 - 3 years	41
4 - 6 years	28
7 - 9 years	18
10 years +	13
Total	100

Shown in the table above; the distribution of HR professionals' years of work experience in current position. 41% had 1-3 years of work experience which represent the majority. 28% had 4-6 years of work experience, 18% had 7- 9 years of work experience and 13% had 10 years + work of experience in current position.

Table 6

*Total Years of Workforce Experience***(Not limited to current company)**

Total Years of Experience	Frequency/Percentage
1- 3 years	13
4 - 6 years	26
7 - 9 years	15
10 years +	46
Total	100

Illustrated in the table above total years of HR professionals' workforce

experience not limited to the current company they are working in. 46% had a total of 10 + years of work experience, 26% had a total of 4-6 years of work experience, 15% had a total of 7-9 years of work experience, and 13% had a total of 1-3 years of experience. The majority is represented in the individuals with a total of 10 + years of experience in the workforce.

Table 7

Organizations Business Sector/Industry

Business Sector/ Industry	Frequency/Percentage
Airline	1
Automotive	2
Banking	7
Construction & Engineering	10
Consulting	5
Customer Service/ Events	4
Distribution/ Logistics	2
Education	6
Environment	1
Financial Services	3
FMCG	8
Food & Beverage	7
Hospitality & Tourism	14
Humanitarian/ NGO	2
Insurance	6
IT, Software Products & Engineering	4
Manufacturing	6
Media, Advertising & Communication	6
Petroleum/ Power Generation	1
Pharmaceutical Healthcare	9
Printing & Sports	1
Retail	14
Telecommunications	6

Demonstrated in the above table the different business sectors and industries that HR professionals' large scale organizations in Lebanon operate in. The research study intends to target HR professionals in different business sectors of large scale organizations in Lebanon in order to perceive the diversity in the selection practices in all sectors and get a generalizable overview that represents the whole population.

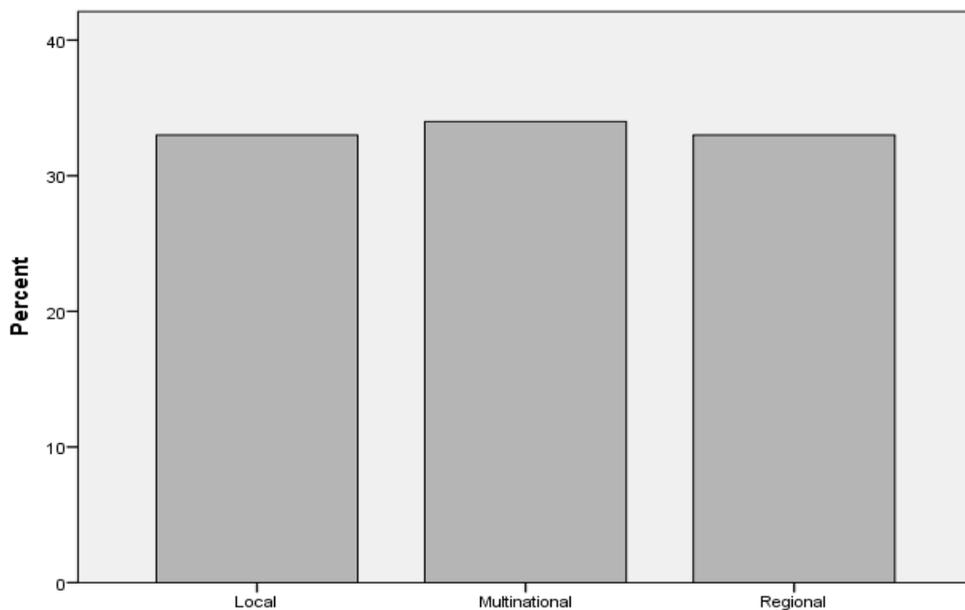
Table 8

Organization Profile Type

Organization Profile Type	Frequency/Percentage
Local	33
Regional	33
Multinational	34
Total	100

Figure 2

What is the Profile Type of Your Organization?



Presented in the table above; the profile type of large scale organizations in Lebanon. 34% of the organizations are multinational, 33% are regional and local. The percentages are very close to one another which show an accurate and fair distribution that can be generalizable to the whole population.

Table 9

Total Number of Employees in the Organization

Total Number of Employees	Frequency/Percentage
Around 250	41
251 – 500	21
501 – 1000	15
1001+	23
Total	100

As shown in the table, the total number of employees in organizations varies. Companies who have employees equal to 250 have the highest category with 41%. Followed by 1001+ employees with 23%, 21% of the companies had employees between 251- 500. Companies with 501 -1000 have the lowest category with 15%. Companies with employees close to 250 make almost less the half of the sample size.

HR Department & HR Professionals' Roles

This section will analyze the HR departments in large scale local, regional, multinational organizations in Lebanon. Moreover, it will emphasize the main HR functions and practices that HR departments are mainly involved in. Additionally, it will highlight on the main tasks and roles of employed HR professionals. Lastly, for

companies with no properly structured HR departments, it will disclose who is mainly responsible for the recruitment and selection process in the organization.

Out of the 100 companies that participated, 85% of them have an independent HR department and 15% don't have one. The companies that don't have an independent HR department, the CEO / Founders of the company/ General Managers/ Head of Departments are responsible for the HR related functions whereby they are the ones responsible for recruitment, selection, and hiring decisions.

Figure 3

Do You Have and Independent HR Department?

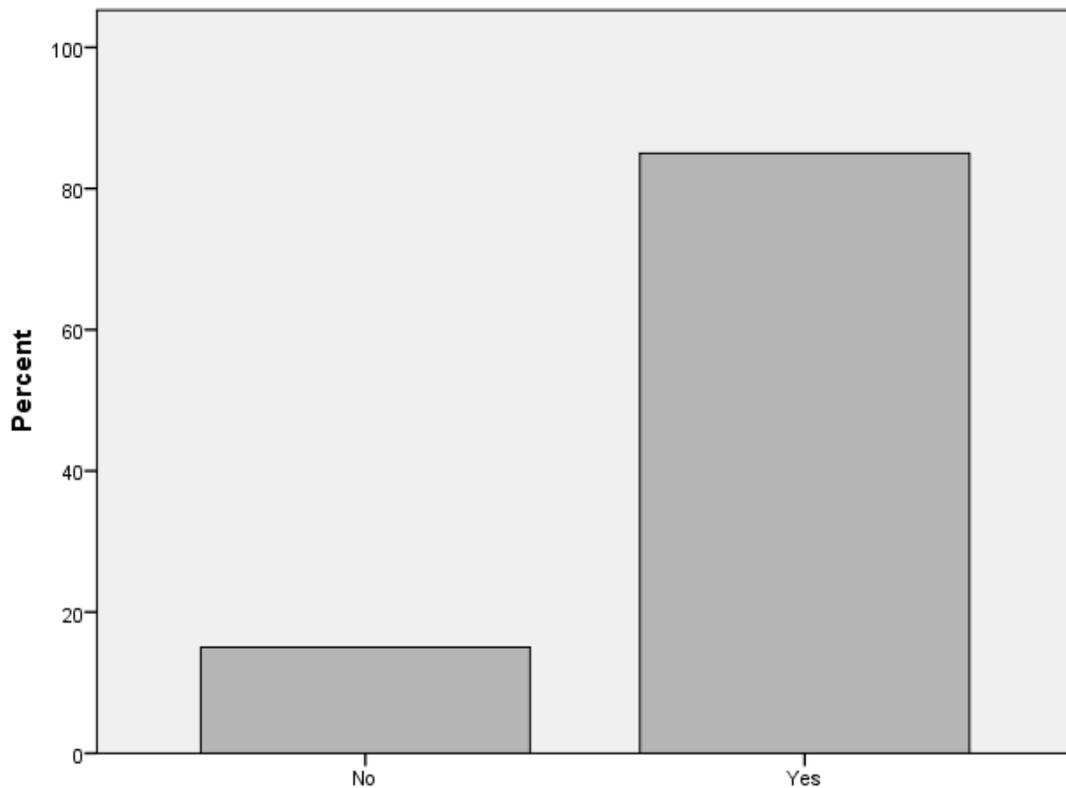


Table 10

Number of Employees in HR Department

Number of Employees in HR Department	Frequency/Percentage
1 – 5	53
6 -10	16
11-20	5
21- 30	5
Other	21
Total	100

Illustrated in the table above the number of employees that are present in the HR department of large scale organizations in Lebanon. The highest category is employees between 1-5 with 53%. Followed by employees with 6 -11 employees with 16%. Companies with employees between 11 – 20 & 20 -30 represent 5%. Companies that have other number of employees than the above mentioned categories represent 21%. This shows that almost half of the companies have few number of employees present in the HR department responsible for multiple HR functions which are unevenly distributed.

Table 11

HR Department Functions & Practices

HR Department Functions & Practices	Frequency/Percentage
Recruitment & Selection	84
Administrative/ Personnel	81
Employee Relations	81
Training & Development	73
Compensation & Benefits	72
Legal Compliance	45
Health & Safety	44
Appraisal Management	1
Employee Activities, Organization Management	1
Planning & Internal Communication	1

Demonstrated in the above table the different HR functions and practices that HR departments in large scale organizations in Lebanon are involved in. 84% of the companies have Administrative/ Personnel functions and 81% of the companies have Recruitment & Selection and Employee Relations practices implemented in their HR departments. Training & Development and Compensation and Benefits come next with 73% and 72% respectively. Legal Compliance and Healthy Safety follow them with 45% and 44% respectively. 3% of the sampled companies reported that they implement other functions such as Appraisal Management, Employee Activities, Organization Management, and Planning & Internal Communication.

Table 12

HR Professionals' Tasks & Roles

HR Professionals' Tasks & Roles	Frequency/ Percentage
Administrative/ Personnel	38
Functional/ Operational	55
Strategic Partner	45

Illustrated in the table above the different tasks and roles that HR professionals in large scale organizations in Lebanon are responsible for in their departments. 55% of the sampled HR professionals have the operational and functional role which represent the majority. 45% have a strategic partner role and 38% have the administrative/ personal role. It is surprisingly noticeable that the HR strategic partner role is higher than the HR administrative role showing that there is an improvement in companies overall HR strategy shifting from administrative paper work to being more strategic moving the company forward and meeting organizational strategic objectives and goals.

Selection Practices in Lebanese Large Scale Organizations

This section highlights on the recruitment sources and selection practices employed by HR professionals in local, regional, and multinational organizations in Lebanon. It gives a better understanding of the selection process through analyzing the selection strategies and selection methods used by HR specialists to make effective and well rounded hiring decisions in the companies through which they operate in.

Table 13

Sources of Recruitment (Internal + External)

Sources of Recruitment Internal & External	Frequency/Percentages
Internally	77
Externally - Professional Networking Sites eg. LinkedIn	75
Externally - Company Website	70
Externally - Job Fair & Universities	64
Externally - Online Job Sites	56
Externally - Social Media	55
Externally - Recruitment Agencies	38
Externally - Headhunters	29
Externally - Print Media – Newspapers/ Magazines	17
Externally - Listserv (Electronic Mailing List)	1
Externally - Career services	1
Externally - Databases	1
Externally - Vocational schools	1
Public Relations	1

Presented in the table above the sources of recruitment that HR professionals in Lebanon utilize to attract potential candidates for a particular vacant position in the organization. 77% of sampled HR professionals use internal sources of recruitment such as internal jobs postings, intranet, employee referrals etc.. as a tool to attract candidates to apply for a particular position in the company. 24% don't rely on internal sources of recruitment. As for the external sources of recruitment, it varies whereby 75% of sampled HR professionals use Professional Networking Sites such as LinkedIn as part of their external recruitment strategy. 70% of them advertise and post job vacancies on their company's website. 64% of HR professionals attend university job fairs and

participate in external career events to attract potential candidates. 56% use online jobs sites such as Hunting Lebanese, Hire Lebanese, Bayt.com as sources of recruitment. 55% use social media as an external recruitment tool for recruiting and screening job candidates. 38% of HR professionals use external recruitment agencies for their recruitment and selection process. 29% use headhunters to headhunt for potential qualified candidates that they find suitable for particular vacant position in the company. 17% advertise for jobs using media channels such as newspapers/ magazines. Only 1% use Listserv an electronic mailing list as source of external recruitment which shows that it is rarely used as a method of recruitment in most companies. Other sources of external recruitment are used such career services, databases, vocational schools or even companies externally relay on their PR.

Table 14

Clearly Defined Job Descriptions

Clearly Defined Job Descriptions	Frequency/Percentage
No	3
Yes	97
Total	100

Shown in the table above; large scale organizations in Lebanon who have clearly defined job descriptions. 97% of HR professionals reported that they have clearly defined job descriptions. 3% reported that the job descriptions are not clear and don't reflect clearly the job requirements and candidates qualifications that are needed to perform the job effectively. The majority of companies have clearly and accurately

defined job descriptions clearly defining extremely important position attributes such as tasks, roles, and qualifications which are essential for employers to make the effective hiring decisions and know what is expected from the hired employee and for employees to meet the required targets and achieve organizational objectives and goals successfully through knowing their roles, tasks, and responsibilities. Job descriptions should be regularly reviewed and updated. Everyone in the organization should understand his/her tasks, roles, and responsibilities to be able to perform their job effectively and contribute successfully to the organization.

As for who is responsible for developing the job descriptions, it greatly varies from one company to another especially that the sampled companies are from different business sectors and industries. HR professionals reported the following:

- Job descriptions are developed by Departmental Heads or Line Managers based on the operational needs and the competencies required for each position.

Usually collaborations and coordinations are done with the HR.

- HR develops the job descriptions through performance evaluation and meeting with direct supervisors as part of the job analysis to identify the tasks/ duties and competencies required.

- HR develops job descriptions based on the company needs which is finally approved by the General Manager or CEO of the company.

- The Recruitment Department develops job descriptions based on the job analysis by conducting 1 on 1 session with employees of the defined job along with their direct managers/ supervisors.

- Some companies rely on consultants to develop the job descriptions based on the job analysis. Job descriptions are then reviewed by head of departments and the HR and approved by top management.

- Job descriptions are developed by the regional corporate head office.

It can be concluded that jobs descriptions are mainly developed by the HR in collaboration with department heads or line managers of concerned departments. Some companies rely on external HR consultants to help them conduct the job analysis process and develop job descriptions accordingly. Some also assigned a person in the recruitment unit or talent acquisition to conduct the job descriptions based on job analysis with employees of the defined job along with their direct managers/supervisors. Job descriptions are conducted based on job analysis whereby observations are made and meetings are set with concerned employees who hold similar positions and their direct managers. Moreover, job descriptions are developed based on company's operational needs or based certain set of competencies (knowledge skills, and abilities) needed to perform the required job effectively. Job descriptions are reviewed, confirmed, and approved mainly by the HR along with upper management to match the required standards and ensure that they are drafted accurately ready to use on the job.

Table 15

Commonly Used Selection Methods for Managerial Positions

Commonly Used Selection Methods for Managerial Positions	Frequency/Percentage
Interviews	97
Reference Background Checks	70
Psychometric Tests	32
Work Samples	31
Business Case Analysis	30
Assessment Centers	18
Role Plays	13
Simulations	12
Biodata Analysis	10

Illustrated in the above table the most commonly used selection methods for managerial positions in large scale organizations in Lebanon. Interviews are the most commonly used assessment and selection tools used to screen and select candidates for managerial positions. 97% of the sampled companies use interviews as a method of assessment of predicting future performance on the job. Background reference checks are also common when assessing candidates applying for managerial position. 70% of HR professionals conduct reference background checks in their recruitment and selection process. 32% conduct psychometric tests such as ability/ aptitude, verbal, numerical, (IQ), logical reasoning, and personality tests. 31% apply work samples to perform job related tasks when assessing candidates for managerial positions. 30% conduct business case study analysis, 18% use assessment centers, standardized evaluation of behavior based on multiple tests including: job-related simulations, interviews, and/or psychological tests to assess candidates. 13% conduct role plays. 12% conduct job simulations which are used to evaluate candidates on behaviors relevant to the most critical aspects (or competencies) of the job. Only 10% conduct biodata analysis which assesses all other things that are not job related such as background, personal characteristics or interests. Some HR professionals mentioned that they rely on referrals that can refer them and help them select candidates for managerial positions. Also some mentioned that they do some kind of technical assessment especially if the position in hand needs good technical skills to perform the job effectively. All in all, it can be concluded that interviews and reference background checks are used the most when assessing and selecting candidates for managerial jobs. While interviews have high validity, reference background checks have relatively low one.

Table 16

Commonly Used Selection Methods for Non-Managerial Positions

Commonly Used Selection Methods for Non- Managerial Positions	Frequency/Percentage
Interviews	100
Reference Background Checks	59
Work Samples	29
Psychometric Tests	23
Assessment Centers	20
Role Plays	20
Business Case Analysis	11
Simulations	7
Biodata Analysis	4

Demonstrated in the above table the most commonly used selection methods for non- managerial positions in large scale organizations in Lebanon. 100% of the sampled companies use interviews as a selection method for selecting non managerial position levels. 59% of HR professionals use reference background checks to verify candidate information and select him/her for a junior non managerial position. 29% use work samples as selection tool to perform particular tasks on the job. 23% use psychometrics tests such a written tests, recruitment tests, and entrance exams. 20% use assessment centers and role plays for assessing and selecting candidates for junior level non managerial positions. 11% conduct business case analysis as part of the selection process. 7% conduct simulations on the job and only 4% conduct biodata analysis when assessing and selecting junior job candidates. Some HR professionals reported that for junior non- managerial positions they do academic partnership with key education institutions, to work on case studies for specific classes/professors, participate in job

fairs to spot talent, or attend classes/seminars animated by talents of our company. Also, some do technical tests to assess the candidate technical skills needed for the job. In sum, we can conclude that like managerial position levels, interviews and reference background checks are the most commonly used assessment and selection methods for selecting non -managerial positions level. The majority of other selection methods vary slightly with lower usage than selection methods used for managerial position levels.

Table 17

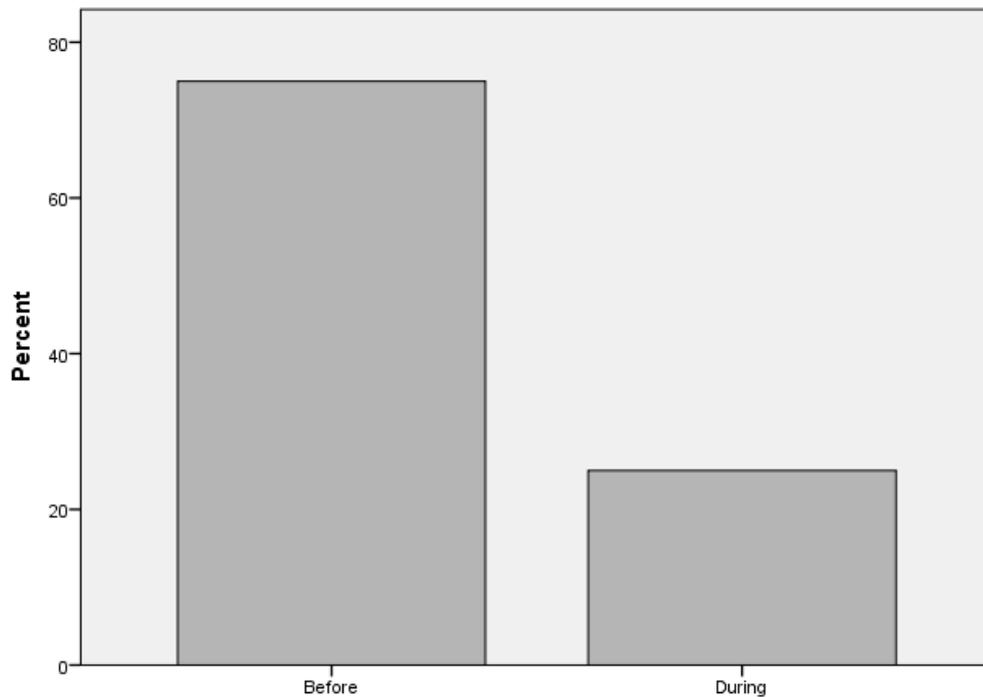
Interview Questions (Structured VS. Unstructured)

Interview Questions	Frequency/Percentage
Before	75
During	25
Total	100

Presented in the above table; HR professionals' development of interview questions. 75% of HR professionals develop interview questions prior to the interview. They use a structured interview approach while 25% develop the interview questions during the interview. They use the unstructured interview conversational style approach. This is a good sign since structured are known to have a better reliability and validity than unstructured ones. Unstructured interviews are known for their lack of consistency, reliability, and validity as there is nonstandard measurement that assesses all candidates similarly and accurately.

Figure 4

Do You Develop Interview Questions before or during the Interview?



Basis of Developing Interview Questions

HR professionals who develop interview questions during the interview process base them on different factors. HR professionals reported the following factors.

- CV (candidate profile)
- Candidate's job knowledge & skills
- Candidate's personality, character, and attitude
- Candidate's flow of discussion, one answer triggers another question
- Working environment
- Job competencies (knowledge, skills, abilities & behavior)
- Job descriptions (tasks, duties, and responsibilities)
- Vacancy/ Position

It can be concluded that interview questions that are developed during the interview are based on many factors such as CV, position, work experience, educational background, job knowledge, skills, personality character and work environment. Some HR professionals lead the interview with the flow of discussion meaning that a candidate's answer to a question or a particular topic triggers the interviewers to ask another question or move to another relevant topic and thus emerge other details to ask about. Some HR professionals prepare interview questions based on the job description or based on certain competencies needed for the job. Moreover, some HR professionals conduct a semi structured interview whereby they prepare questions before hand based on educational background, knowledge, experience or certain job competency and then ask additional interview questions during the interview to dig into more details and have a better coverage and prediction of candidates future performance. Semi- Structured interview questions are considered the best since they have a better reliability and validity when assessing potential candidates for a particular job/ position.

Table 18

Who is Responsible for Developing Interview Questions?

Responsibility	Frequency/Percentage
HR	59
Line Managers	17
Other	24
Total	100

Shown in the table above who is responsible for developing interview questions in large scale organizations in Lebanon. HR form 59% of the sampled

population and Line Managers form 17% of the sampled population. 24% reported that both the HR and Line Manager develop the interview questions where by the HR develop the general questions while the Line Manager develop the more job related or technical questions.

Figure 5

Who Develops the Interview Questions?

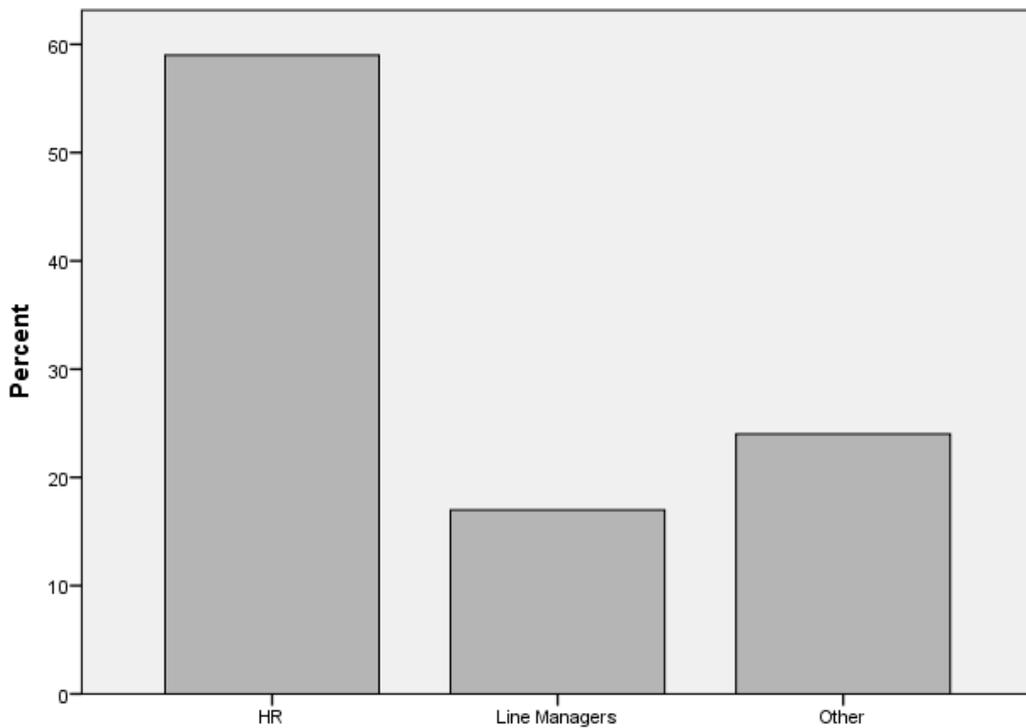


Table 19

Training Techniques in Writing Interview Questions

Training Techniques in Writing Interview Questions	Frequency/Percentage
No	43
Yes	57
Total	100

Illustrated in the table above whether people who write interview questions receive training in “interview questions.” 57% of the sampled companies reported that the HR and Line Managers receive training in writing “interview questions.” 43% don’t receive training and do them randomly based on experience.

Figure 6

Do the People Who Write the Interview Questions Receive Training in “Interview Questions” Writing?

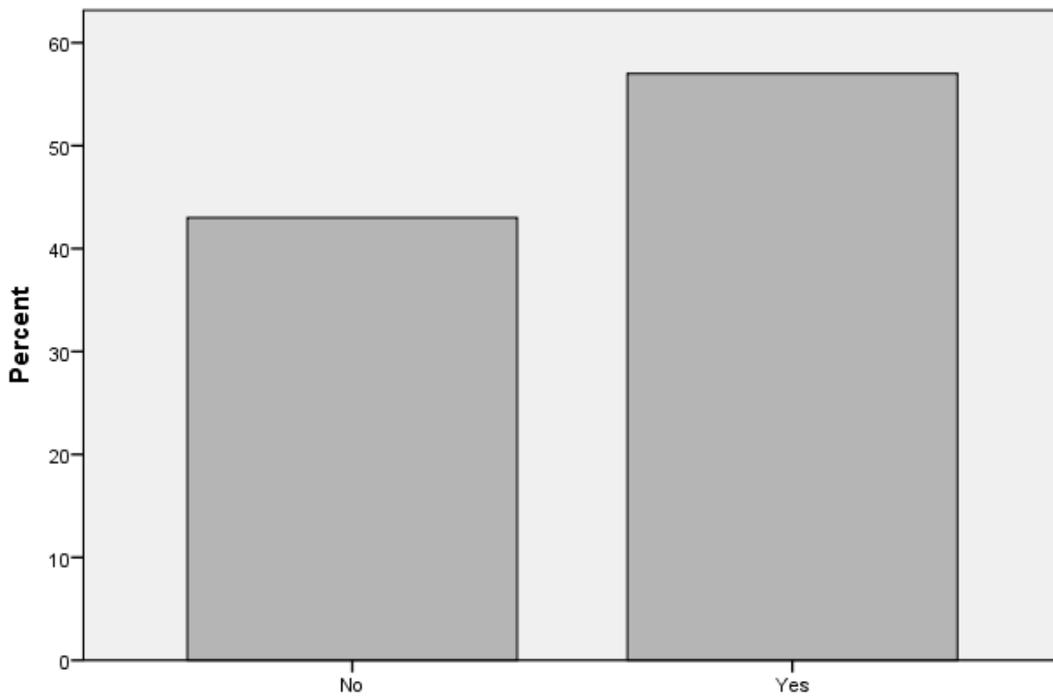


Table 20

Training in Interviewing Techniques

Training in Interview Techniques	Frequency/Percentage
No	37
Yes	63
Total	100

Demonstrated in the table above whether interviewers receive training in “interviewing techniques.” 63% of the sampled companies reported that interviewers receive training in “interviewing techniques.” 37% reported that the interviewers don’t receive any training. Almost more than half receive training which is essential in the conducting a successful interview and hiring the right candidate for the right job. This ensures an effective selection process. The companies that don’t train their interviewers on interviewing techniques believe that interviewers’ experience qualifies them to be good interviewers and thus training will be a waste of time and money.

Figure 7

Do the Interviewers Receive Training in “Interviewing Techniques”?

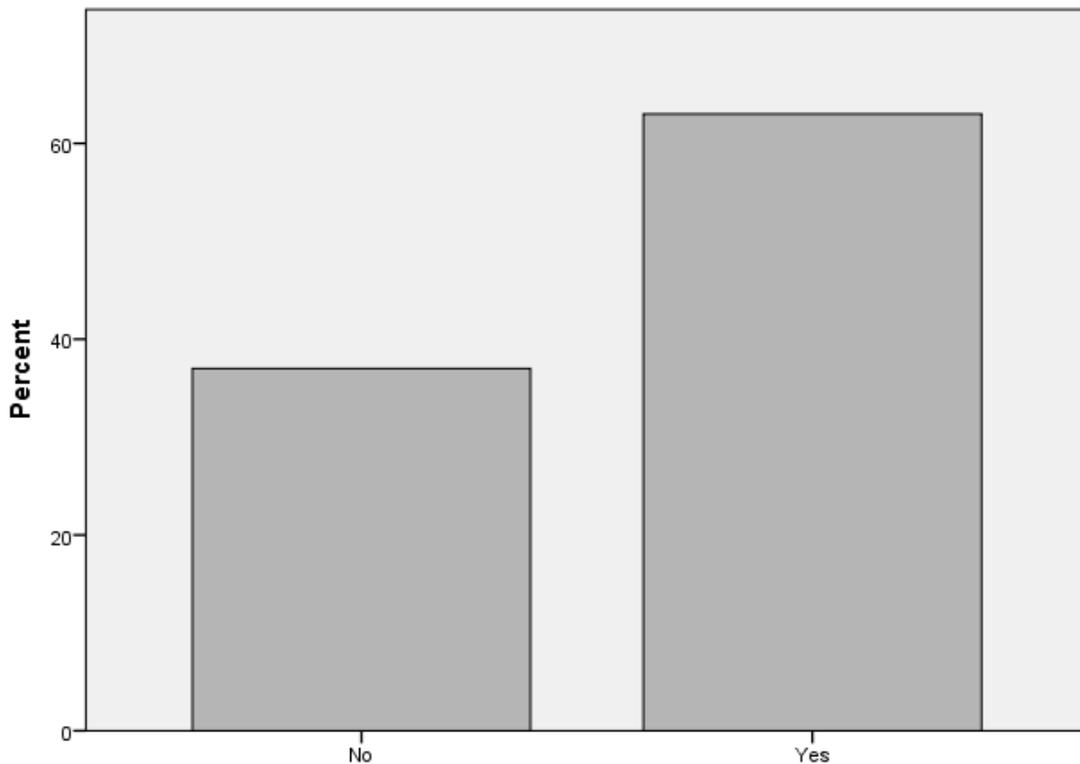


Table 21

Interview Format

Interview Format	Frequency/Percentage
One Interviewer	65
Panel of Interviewers	62

Presented in the above table in what format the interview is conducted in large scale organizations in Lebanon. 65% of the sampled companies reported that they conduct one on one interview. 62% of the sampled companies reported that they conduct panel interviews whereby a candidate is interviewed by a group of interviewers. Some companies conduct both interview formats. If the interview is conducted as panel, it may include the following people: HRs, Line Managers, Department Heads, Operation Managers, General Managers, CEO, and Business Developers. Usually the HR with the Line Managers or the HR and with one or two people directly concerned with the opened position. One on one interviews and panel interviews are conducted depending on the position available in the company. Some interviews are conducted in stages where by the first interview is conducted by the HR, second interview by the Line Manager/ Department Head, and finally the last interview is conducted by General Manager/ CEO of the company.

Table 22

Competencies as Basis of Interview Questions

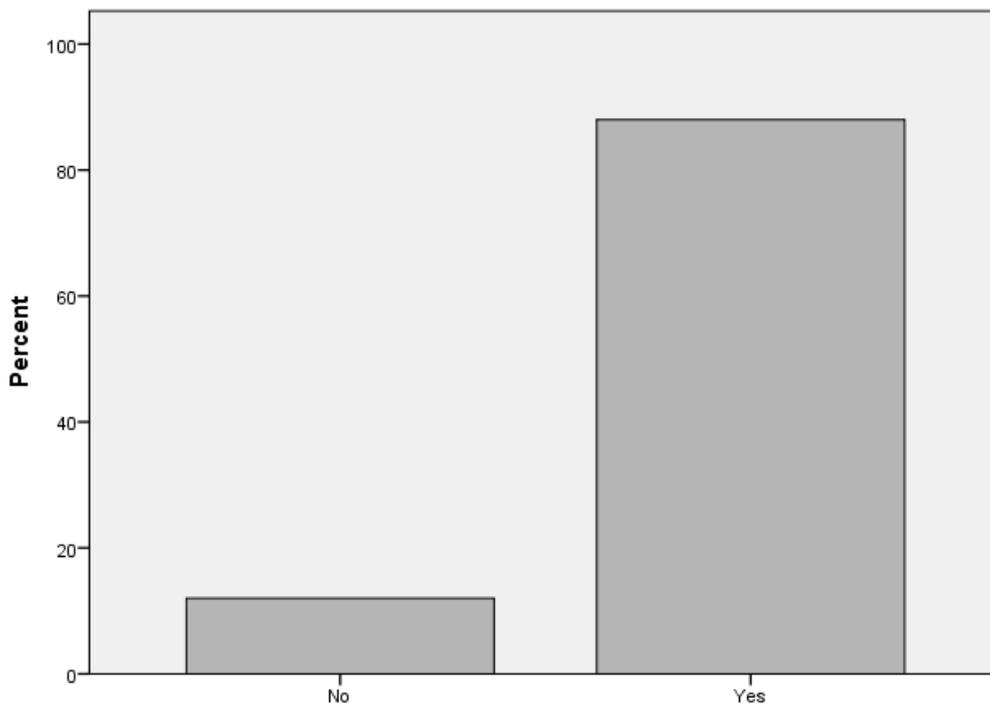
Use of Competencies	Frequency/ Percentage
No	12
Yes	88
Total	100

Shown in the table above whether HR professionals in large scale organizations in Lebanon use competencies as basis of interview questions. 88% use competencies such as knowledge, skills, abilities, and behaviors as factors to evaluate potential job candidates during an interview. 12% don't conduct competency based interviews. Behavioral competencies are essential elements that are needed to perform the job successfully. Recruiters find them desirable for employees to possess. During interviews and assessment processes, competencies are used as benchmarks that assessors use to rate and evaluate candidates. In the case of applications for fresh graduate jobs, candidates typically have no experience in the industry to which they have applied. Consequently, it is not possible to assess their suitability for a job role based upon their CV alone. This is why competency based interviews are a prime way to interview inexperienced graduate applicants in addition to the CV. Moreover, managerial positions require the use of various competencies during the interview to assess candidates on specific skills needed for critical jobs. Core competencies are used to assess junior non- managerial positions. Both core and managerial competencies are used to assess more senior managerial positions. Core competencies include communication skills team-work skills, creativity, flexibility, and accountability. Managerial competencies include leadership skills, decision making, delegation, people/

conflict management, managing performance, strategic thinking, and supervisory skills. The ones that don't conduct competency based interviews base the interview on the job description, CV (candidate's profile), job vacancy, and position level. All in all, assessing required competencies ensures that the candidates have the right qualifications that make them viable to perform the job effectively and contribute successfully to the company.

Figure 8

Do you Use Competencies as the Basis of Interview Questions?



Interview Questions for Managerial & Non- Managerial Positions

As for using the same interview questions for managerial and non-managerial positions, it varies between different companies. The majority stated that the questions differ. Some HR professionals said that all questions have the same base but some

points change since they are in different job position level. Managerial positions require different criteria to assess. However, there are common questions to know more about the attitude, character, and way of thinking of the candidate regardless the vacancy she/he is being interviewed for. Managerial positions interviews are different than the entry level positions; questions are different since the experienced candidate is asked about his/her previous jobs, what he/she learnt, objectives, ambitions, and best experience while this cannot be similarly implemented for fresh applicants. Moreover, managerial positions interview questions are more competency based than entry level positions. They are also more deep and practical. Furthermore, each position has its own characteristics and different set of competencies and the required competencies are given different scores depending on the function/vacancy. Thus, the questions differ to allow probing different competencies. In sum, HR professionals don't use the same interview questions for managerial and non- managerial positions as this depends on the position, level (senior, junior, managerial, non- managerial), field, competencies, nature of the role, and job requirements and candidates' profile. Merely, each position has its own set of interview questions and they are customized and tailored specifically for this position; in addition to the basic common standard questions that are asked for every job candidate applying.

As for the process of developing interview questions for managerial and non- managerial positions, it differs since managerial interview questions require more in depth research and it is more complex than non- managerial interview questions.

Table 23

Rating of Job Candidate during an Interview

Rating of Job Candidate During an Interview	Frequency/ Percentage
Personal Discretion	48
Behaviorally Anchored Rating Scale	71
Discussion between Panel Members	66

Illustrated in the table above how well do HR professionals in large scale organizations in Lebanon rate how well a candidate performed during a job interview. 71% reported that they use behaviorally anchored rating scale (BARS) which is a scale that assesses candidates on certain competencies essential for the job with specific narrative examples of good, moderate, and poor performance. Evaluation forms are filled with required competencies that have predetermined scores, depending on nature of position 66% reported that job candidates are assessed on how well they done during the interview based on discussion between various panel members during formal feedback sessions which is a good way of assessing a candidate as there are different viewpoints discussed and so it reduces biases in judgment and hiring decisions. Lastly, 48% rate candidate during an interview based on personal discretion whereby one interviewer assesses candidates' performance during an interview based on a selection criteria, intuition, and experience and then gives his/ her hiring decision. Some companies use a combination of personal discretion, behaviorally anchored rating scales, and discussion between penal members to rate job candidates during an interview. Companies' use of behaviorally anchored rating scale and interview assessment forms are surprisingly high. This shows the job candidates are being evaluated accurately and effectively during a job interview which leads to better and

well-rounded hiring decisions.

Figure 9

How Do You Rate How Well a Job Candidate Performed during the Interview?

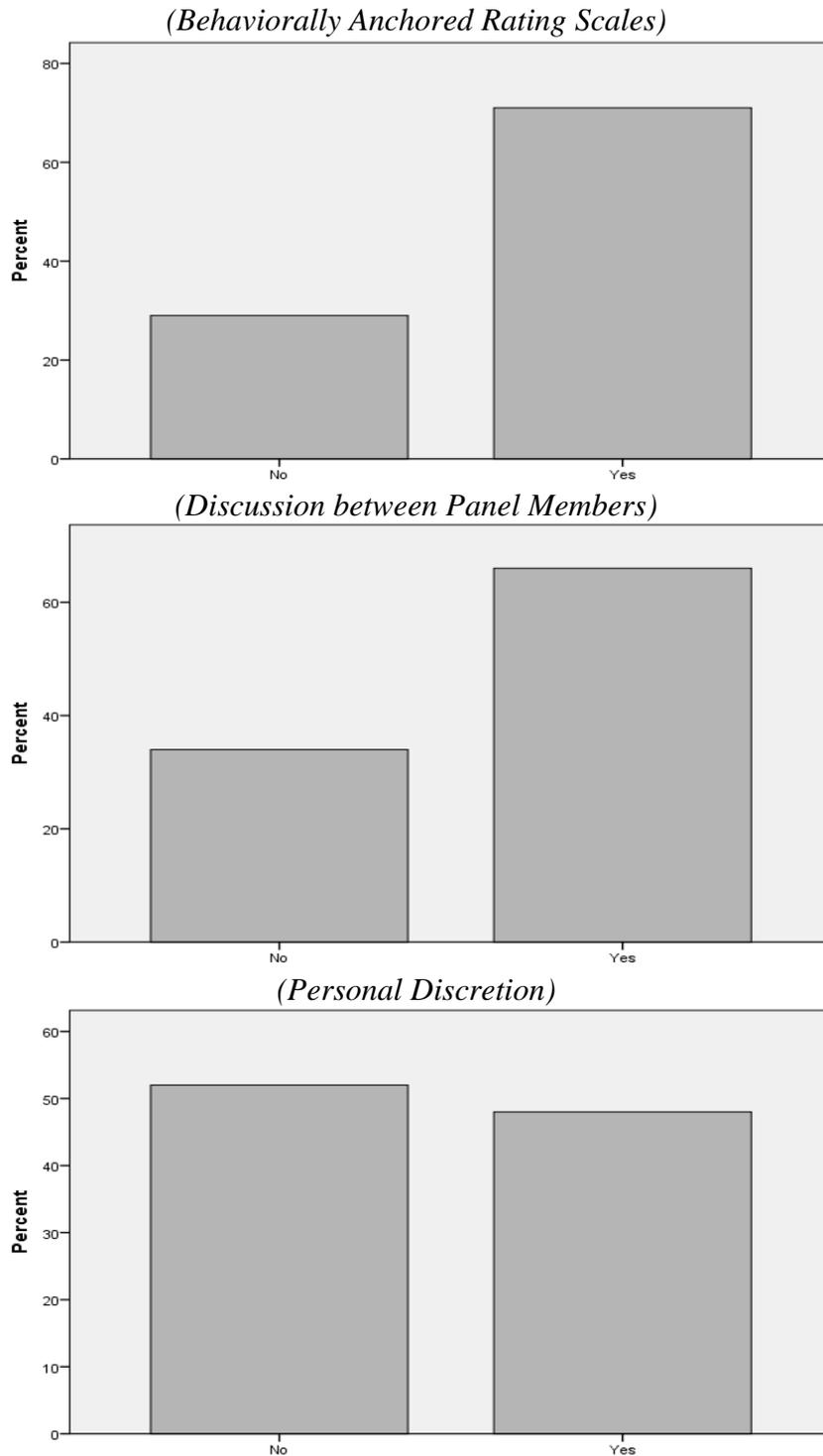


Table 24

How Well the Selection Process Helps Select the Right Job Candidates

Scale 1-5	Frequency/ Percentage
1 (Strongly Disagree)	0
2 (Disagree)	3
3 (Neutral)	20
4 (Agree)	49
5 (Strongly Agree)	28
Total	100

As for the rating of the selection process in large scale organizations in Lebanon on Likert 1-5 point scale, 49% of HR professionals rated the selection process at 4 meaning that they agree that the selection process in their organizations help them select the right candidate for the job. 28% strongly agree, 20% are neutral meaning they find the selection process fair. 3% disagree that the selection process that they use helps them select the right job candidate. None of them rated the selection process at 1 meaning that no one strong disagrees that the selection process helps them select the right candidate. It can be concluded that almost half of the sampled HR professionals agree and are satisfied with the process of selection and thus it helps select the right ideal candidate for the job. This is a good sign but nonetheless lots of improvement needs to take place to ensure a better selection process. HR professionals know what selection tools to use to assess candidates for different positions but still lack the knowledge of how reliable and valid these selection methods.

Figure 10

On A Scale of 1(Strong Disagree) To 5 (Strongly Agree), the Selection Process Used In Your Organization Help You Select the Right Job Candidates

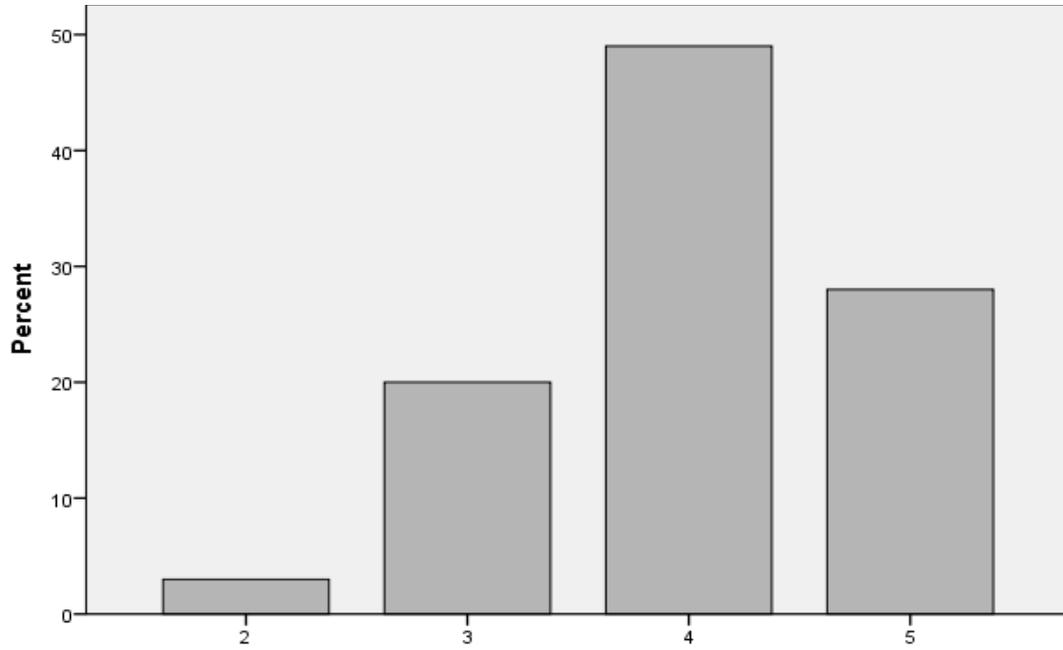


Table 25

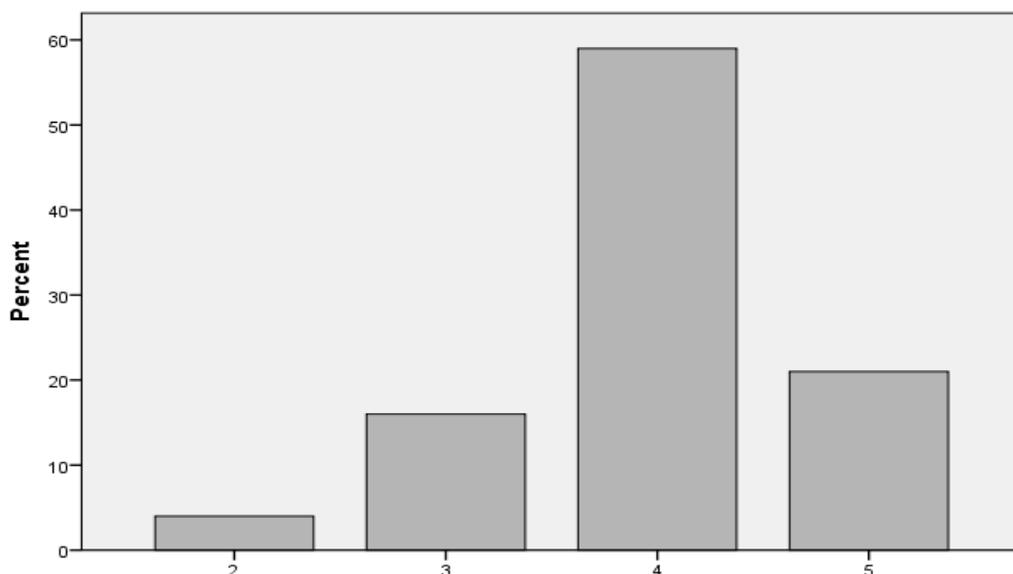
Overall Rating of the Recruitment & Selection Process

Scale 1-5	Frequency/Percentage
1 (Bad)	0
2 (Fair)	4
3 (Good)	16
4 (Very Good)	59
5 (Excellent)	21
Total	100

As for the overall rating of the recruitment and selection process in large scale organizations in Lebanon on Likert 1-5 point scale. 59% of HR professionals rated the recruitment and selection process 4 as (Very Good). 21% rated the recruitment and selection process 5 (Excellent). 16% rated the recruitment and selection process 3 as (Good). 4% rated the recruitment and selection process 2 as (Fair). 0% rated the recruitment and selection 0 as (Bad). It can be concluded that the overall rating of the recruitment and selection process is relatively very good. Even though companies are facing challenges, they are striving to implement new and up to date techniques that ensure that the recruitment and selection process is running smoothly and leading to somehow positive results. Nonetheless, there is still a gap that needs to be filled to ensure a more effective and well-rounded recruitment and selection process whereby long- term qualified talents are being selected to move the business operations forward with better productivity that leads to meeting company strategic objective and goals.

Figure 11

Overall, On n A Scale of 1(Bad) To 5 (Excellent), How Would You Rate the Recruitment & Selection Process at Your Organization?



Average Employee Turnover Rate

As for the rates of employee turnover in large scale organizations in Lebanon, the percentage varies between different organizations. A range between 0% - 40% can be deduced; the majority of the sampled companies have an average of 10% employee turnover rate. It depends mainly on the industry through which the organization is operating in. Unfortunately, an accurate percentage cannot be determined. Some companies did not reveal their employees' turnover rate due to confidentiality reasons.

CHAPTER IV

DISCUSSIONS

This research study has limited evidence to draw reliable and valid relationships between the variables and themes. Nonetheless, generic relationship can be drawn between having clearly defined job descriptions and having a good selection process. The more the job descriptions are clearly defined whereby HR professionals clearly know each and every role, task, duties, responsibilities, and job requirements of each position, the better the selection process would be with effective hiring decisions. Moreover, another relationship can be drawn whereby the more companies are using behaviorally anchored rating scales to rate potential candidates during a job interview on certain competencies need to perform the job successfully, the better the selection process would be in selecting the right candidate for the job. As for comparing results with the pervious study “Exploration of the Selection Tools in Large Lebanese Organizations in Beirut” (Itani, Öyry & Khoury, 2017) the results are similar in that there are to some extent unevenly distributed HR functions, interviews are used based on job descriptions and or competency based models. Organizations use multiple selection tools and methods but none of them are highly reliable or valid. Unlike the pervious study, even though interviews are the most commonly used selection method, reference background checks followed and then tests. Also, unlike the pervious study, HR professionals tasks and roles are more inclined towards operational/ functional rather than administrative/ personnel. The results of this study are more in detail and thus they can be representative and generalizable to the whole population. The results and findings of this research study are somehow positive, exceeded the expectations.

However, there are still limitations in the current selection practices in large scale organizations in Lebanon that needs to be supported by credible, reliable, and valid research to ensure a more effective selection processes that leads to positive results and ensure organization survival and growth, as without good human resources/ personnel the organization cannot function properly and effectively.

CHAPTER V

RESEARCH LIMITATIONS

In general, there are some challenges in doing research in the Middle East. These include difficulty in gaining access to company's confidential data, lack of participants' interest in participating in research studies, and the reluctance of participants in sharing information with the researcher. Every research study has its own limitations and challenges. One of the main limitations in this research study was trying to get in direct contact with HR professionals to participate in the study and accommodate me in the research. Constant follow up had to be done to assure their participation in the study. It was a time consuming process. Some HR professionals had to get approval from top management and this took some time. Also, some were so pressured at work and had no time to fill out the survey/ questionnaire. Moreover, some HR professionals were quite reluctant in releasing vital information about recruitment and selection in their respective organizations due to confidentiality reasons. There was some difficulty in analyzing data as companies were selected from various industries and sectors and thus the recruitment and selection practices and HR procedures vary due to the nature of the organization. Nonetheless, these limitations did not affect the validity and reliability of the study.

CHAPTER VI

CONCLUSION & RECOMMENDATIONS

As a conclusion, it is important to highlight that the “overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company” (Armstrong, 2006). The main purpose of this research study is to gain better understanding of the current selection practices employed by HR professionals in (local, regional, and multinational) large scale organizations in Lebanon. The results were somehow impressive with running a smooth or up to date selection process. Nevertheless, conclusion can be drawn that there is still a gap in implementing and applying a well-rounded and effective selection process based on reliable and rational research and valid selection tools and methods. In Lebanon, the selection process is being implemented in a somehow structured way, where the results show that 75% of the companies use structured interviews when selecting candidates for a particular job/position. It is highly recommended that HR professionals start implementing their recruitment and selection practices based on proper reliable research and not just randomly. It should be based on procedures and policies set by the company. Moreover, the selection and assessment methods used to select candidates should be more valid and reliable and should be more appropriate to the job/position. Companies should effectively match the needs and qualifications of job candidates to the needs and requirements of job and organization. All this will ensure a more reliable and efficient recruitment and selection systems, attract, select, and retain highly competent talents which will surely lead to meeting and further achieving the company’s strategic

objectives and goals and will ensure that the company is flourishing and thriving making it have a sustainable competitive advantage.

CHAPTER VII

FUTURE RESEARCH

As discussed, that there is little scope of research about current recruitment and selection trends in the MENA region. This research study will open doors for future research opportunities where results can be representative and generalizable to the whole population. It will make HR professionals aware of selection strategies of different sectors and try to see the different ways of improving and gaining competitive advantage in selecting the best talents in order to further achieve organizational objectives and goals. Future research can be made on how effective recruitment and selection practices are meeting organization's strategic objectives. Recruitment and selection practices can be highlighted as an important and major function of strategic Human Resource Management whereby they are essential in meeting organization's objectives and participating in its future growth and development. Moreover, further research can be developed on the effectiveness of selection tools and methods in selecting the right candidates and making effective hiring decisions. Validation of selection tools is essential in making an effective selection and hiring process that can ensure best talents are working effectively, positively contributing and meeting organization's strategic objectives and goals. All these can be potential research topics that can be investigated in the future as research in these fields and areas is still considered minimal.

APPENDIX I

SURVEY

The purpose of this survey is to gain better understanding of the selection practices in large scale local, regional, and multinational organizations in Lebanon.

Your participation is anonymous & highly appreciated.

Section 1:

1- Gender

- Male
- Female

2- What is the highest education level attained?

- High School Diploma
- Bachelor's Degree
- Master's Degree
- PhD
- Professional Certification, please write down the name

3- Job Title

4- What is your position level in the organization?

- Managerial level
- Non-Managerial Senior level
- Non- Managerial Junior level

5- Please specify your years of work experience in this position

- 1 - 3 years
- 4 - 6 years
- 7 - 9 years
- 10 years +

6- Please specify your years of work experience since you joined the workforce (not limited to your current company)

- 1 - 3 years
- 4 - 6 years
- 7 - 9 years
- 10 years +

7- What industry does your organization operate in? Please check all that apply

- Banking
- Consulting
- Construction & Engineering
- Education
- Financial Services
- FMCG
- Food & Beverage
- Hospitality & Tourism
- Manufacturing
- Media, Advertising & Communication
- Pharmaceutical/ Healthcare
- Retail
- Telecommunications
- Other (please specify).....

8- What is the profile type of your organization?

- Local
- Regional
- Multinational

Section 2:

1- What is total number of employees in your organization?

- Around 250
- 251 - 500
- 501 - 1000
- 1001 +

2- Do you have an independent HR department?

- Yes
- No

IF YES, ANSWER QUESTIONS # 3 to #5

IF NO, ANSWER QUESTION #6

- 3- How many employees does the HR department contain?
 - 1 - 5
 - 6 - 10
 - 11 - 20
 - 21 - 30
 - Other (please specify).....

- 4- Which of the following practices is the HR department involved in? Please check all that apply
 - Administrative/ Personnel
 - Recruitment & Selection
 - Training & Development
 - Compensation & Benefits
 - Employee Relations
 - Health & Safety
 - Legal Compliance
 - Others (please specify).....

- 5- How would you describe the role of HR in your organization? Please check all that apply
 - Administrative/ Personnel
 - Functional/ Operational
 - Strategic Partner

- 6- Who is responsible for the recruitment and selection process in your organization?

Please explain.....

Section 3:

- 1- Which of the following sources do you rely on in attracting new job candidates? Please check all that apply
 - Internally
 - Job Fairs at Universities/ Events
 - Professional Networking Sites (e.g. LinkedIn)
 - Social Media
 - Online Job Sites
 - Recruitment Agencies
 - Headhunters
 - Company Website
 - Listserv
 - Newspapers/Magazines
 - Others (please specify)

- 2- Do you have clearly defined Job Descriptions?
 - Yes
 - No

Please explain who develops them and how.....

- 3- What are the most commonly used selection methods that your organization uses in the recruitment & selection process for **managerial** level positions? Please check all that apply
 - Interviews
 - Assessment Centers
 - Psychometric Tests
 - Work Samples
 - Role plays
 - Biodata analysis
 - Business case analysis
 - Simulations
 - Reference Background Checks
 - Others (please specify).....

- 4- What are the most commonly used selection methods that your organization uses in the recruitment & selection process for **non- managerial** level positions? Please check all that apply
 - Interviews
 - Assessment Centers
 - Psychometric Tests
 - Work Samples
 - Role plays
 - Biodata analysis
 - Business case analysis
 - Simulations
 - Reference Background Checks
 - Others (please specify).....

- 5- Do you develop interview questions before or during the interview?
 - Before
 - During

- 6- If during, on what basis you develop the interview questions during the interview?

.....

IF THEY SELECT INTERVIEW AS THE MOST COMMON SELECTION TOOL USED, PROVIDE THESE QUESTIONS

- 7- Who develops the interview questions?
 - HR
 - Line Managers
 - Others (please specify).....

- 8- Do the people who write the interview questions receive training in “interview questions” writing?
 - Yes
 - No

- 9- Do the interviewers receive training in “interviewing techniques”?
 - Yes
 - No

- 10- In what format is the interview conducted?
 - One Interviewer
 - Panel of Interviewers
 - (If panel, please state who).....

- 11- Do you use competencies as the basis of interview questions?
 - Yes
 - No
 - Please explain your answer.....

- 12- Do you use the same interview questions for all job positions (managerial & non managerial)

.....

- 13- Do you use the same process in developing managerial and non-managerial interview questions?

Please explain your answer.....

- 14- How do you rate how well a job candidate performed during the interview?
 - Personal discretion
 - Behaviorally anchored rating scales
 - Discussion between panel members
 - Others (please specify).....
 - Please explain your answer.....

15- On a scale of 1 to 5, how much do you agree that the selection process used in your organization help you select the right job candidates?

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

16- Overall, on a scale of 1 to 5, to how would you rate the recruitment & selection process at your organization?

1	2	3	4	5
Bad	Fair	Good	Very good	Excellent

17- What is rate of employee turnover in your organization?

Please provide an approximate percentage.....

Thank you for your participation

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