

Importance of the Factors for Hiring a University Lecturer: A Case Study at TIU Sulaymaniyah

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Abstract: Human resource management is one of the key departments at the organizations to improve employee abilities and skills based on the objectives of the companies. Accordingly, finding correct staff for the correct position is key responsibility for HRM to increase the competitive advantage of the organization. In this respect, this paper aims to investigate how HRM at the Tishk international university evaluates teaching staff for hiring. To understand this, we have organized a questionnaire and interviewed with the head of the departments of TIU. Results of the interviews have been evaluated through analytical hierarchy process (AHP). It has been observed that “knowledge in his/her field” is the most important factor for a lecturer to be hired TIU. Further, “Productive (writes article, does projects...etc)” is the second most important factor for the head of the departments at the university.

Keywords: HRM, Hiring, Selecting, Analytical Hierarchy Process AHP

1. Introduction

Human resources management is one of the most important and valuable activities in the organization in the twenty-first century. Human resources deal with human nature in the organization, and this role pays attention to human needs and wants. The HRM is one of the most difficult and complex fields in modern management. Accordingly, modern management, dealing with numerous roles in the company and all of the responsibilities that managing human resources, is a complicated and demanding field (Zardasht et al., 2020). In the twenty-first century, an organization's performance is determined by how well it uses its many resources, such as material, financial, and human resources, to achieve its core goals (Faeq, 2020; Rashid et al. 2020).

Education has been demonstrated to be the bedrock of social equality and economic growth, enabling individuals and communities to achieve self-sufficiency and long-term sustainability. Previous study has found a strong link between teacher quality and student educational results (Budur et al., 2018). The goal

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of this research is to see if HRM theory and practice can be used to identify and choose outstanding teachers for a variety of individual and contextually diverse schools that exist inside educational systems.

The system of recruitment can be defined as the process of finding the right talent, and finding the right jobs in organizations, these organizations are playing a vital role in creating job opportunities in the area (Ali et al., 2020). The role of HRM has become an essential part of every organization nowadays, the efficiency of the recruitment systems is shaping the organizations around us, has an active influence on the future of the business, and resolves the employment challenges. Additionally, according to Fiona et al. (2015) effective and good HRM practices and systems improve employment relationships, workers' well-being and overall performance of employees.

The quality of an employee's abilities has a direct impact on the organization's overall productivity (Budur, 2018a; Demir et al., 2021). This supports the presence of a suitable HRM in any business, which aids professional development among workers. Because employees' skills are such an essential component in an organization's production, the most qualified and competent people are viewed as a strategic asset (Torlak et al., 2021). Professional workers, who are considered essential assets for the business organization, may achieve organizational success through a well-managed recruiting strategy and the process of employing competent individuals (Budur & Poturak, 2021a; Zaim et al, 2020) essential tool for identifying and recruiting qualified individuals at the appropriate time and for the right job, which will help the business accomplish its objectives faster.

The purpose of this study is to look into the recruiting methods at the university in KRI, as well as their impact on the organizations and customer satisfaction. The idea for this study arose from the fact that human resources management is a new area that has been adopted in all KRI businesses, has seen a lot of progress in recent years, and is showing signals of substantial development in the region.

Furthermore, establishing a proper, efficient, and contemporary hiring process, there is such a wide range of schools in terms of setting, sector, socioeconomic position, and needs, each schools have very particular local demands when it comes to recruiting and choosing instructors. The capacity to depend on consistent evidence-based methods may result in teacher retention as well as rigorous recruiting and selection processes (Yildiz & Budur, 2019).

According to recent studies, effective teacher recruitment, selection, and retention is one of the most important school development techniques. In order to understand how HRM practices might improve recruitment and selection of teachers in independent schools it was necessary firstly to identify the HRM practices being used a survey was collected from lecturers and professors of (Tishik International University) to identify how the university select or recruit lecturer for the university.

2. Literature Review

HRM is the reason why firms use diverse roles to increase employee talents in the workplace while also running various operations inside the organization. Human resources perform a variety of tasks in the organization, including recruitment, training and development, rewarding, labor relations, wages and salaries, job design, job description, and finally health and safety. Each of these activities is critical to the

organization's success. HRM deals with human nature and needs to improve employee knowledge and strengthen the work environment (Sardar & Mahdi, 2021).

Every organization has specific market goals to achieve (Budur et al., 2019; Mohammed et al., 2020). Mainly these goals are the productivity and success in the market, which they can achieve it through effectiveness and efficiency (Budur & Demir, 2019; Poturak et al., 2020). Further, employees cannot be productive if the firms do not have proper improvements or trainings (Demir et al., 2020). Accordingly, HRM is in charge of developing employee performance in the organization. Every organization does not have enough time to pay more attention to its employees' needs and wants, so, based on this fact, the organization decides to have a special function that pays special attention to its employees.

The recruiting process is the procedure for locating, choosing, and employing new personnel for a business. Because the process requires strategic and pragmatic thinking while being humanistic, there are certain stages that must be followed in order for it to be effective.

- Step 1 of the recruiting process is to identify and plan for hiring needs.

Human resources, in collaboration with other decision-makers, should explicitly define the recruiting needs as the first stage in the hiring process. Making a proper recruiting strategy will not only make company more efficient, but it will also help to get a better grasp for present and future demands (Top et al., 2020; Yildiz & Amin, 2020).

- Step 2 of the hiring process is to write a job description.

Job description comprises, company description, job requirements, duties, and responsibilities.

- Step 3 of the hiring process is an intake meeting between the recruiter and the hiring manager.

The goal of a hiring manager to intake meetings to get a thorough grasp of all of the new hire's requirements and expectations, as well as the role's technicalities. This meeting takes place before a job opportunity is posted online, and its primary goal is to specify all of the relevant elements regarding the upcoming role.

- Step 4 of the hiring process Applicant selection

After the candidates have completed their applications, it is time to review their application forms and analyze their CVs, cover letters, or any other documents they may have added. The screening process then follows, with those who are an obvious mismatch for the post being eliminated and those who are more qualified progressing to the next level.

- Step 5 of the hiring process: Job Interviews

When preparing for a job interview, there are various considerations to keep in mind. Job interviews need preparation and forethought. Whether the interview will be conducted in person or over the phone, how long the interview will run, and what sort of expertise will be examined throughout the interview should be clarified timely.

- Step 6 of the hiring process is to make a decision.

Finally, after all of the evaluations and inspections, it's time to make a choice! It's seldom simple to figure out which applicant will be the greatest. However, there is no room for ambiguity if all of the preceding stages are followed.

3. Employee Performance

Employee output that is effective increases an organization's prospects of success on the global market, and when workers are delighted with their job, employee and customer satisfaction rises (Budur & Poturak, 2021b). Employee performance is one of the crucial terms that every organization pays special attention to increase their competitive advantage (Budur, 2020). As previously stated, the human resources role interacts with the human nature of the organization, and people's actions or conduct are one of the most important cases when the organization deals with it, because any action that managers take towards the employee can have a positive or negative impact on the employee, so based on this assumption, when dealing with the employee, the employee is the lifeblood of the organization, and every organization works hard to make the employee have more outputs (Demir & Budur, 2019). When it comes to encouraging or motivating employees, different types of organizations employ a variety of strategies. For example, some organizations increase salaries, others raise positions levels, others provide summer vacation to employees, and still others employ a variety of different strategies (Ali et al., 2020; Serin, 2018). Further, rewards are another trigger of employee motivation that HRM uses to boost employee favorable outcomes in an organization. Training programs are another effective way to improve productivity, performance or skills effectiveness, and efficiency and quality, and giving employees the freedom to make decisions during meetings is also an excellent way to motivate employees.

In line with the goals of organizations and the HRM policies, current paper aimed to apply analytical hierarchy process to define how Tishk international university selects its proper lecturer for the proper position.

4. Methodology

Analytical hierarchy process helps experts to decide difficult options. Accordingly, different variables are clarified and given a number based on the importance level (Budur, 2018b). Based on the aim of this study, we have assigned a questionnaire and visited head of the departments to define the importance level of the factors that affect their decision while they are hiring new lecturer to their departments. The questions are given in the table 1. Each head of the department is supposed to compare each question with other factors based on the comparison method, they define the more important factor (Table 1).

Table 1: Initial comparison matrix

AHP	1	2	3	4	5	6	7
Comes to the job on time	1,00	1,33	0,24	0,27	0,22	4,00	0,50
Easy going with colleagues and students	0,75	1,00	0,50	0,40	0,24	3,25	1,00
Knowledgeable in his/her field	4,25	2,00	1,00	3,25	2,75	5,25	2,25
Finishes duties on time	3,75	2,50	0,31	1,00	0,36	4,75	3,75
Productive (writes article, does projects...etc)	4,50	4,25	0,36	2,75	1,00	7,00	3,75
Wearing neatly	0,25	0,31	0,19	0,21	0,14	1,00	0,20
Helps colleagues and friend in case they need help	2,00	1,00	0,44	0,27	0,27	5,00	1,00
Total	16,50	12,39	3,04	8,15	4,98	30,25	12,45

Experts compared each criterion against the others to arrive at importance comparison table. We have visited the head of the departments (HOD) and explained them the survey that left the questions to be filled. Then they have rated each dimension as comparing with each other. Consequently, the table's comparison matrices reveal the essential rows of each indicator's important weight in relation to other indicators. For example 1,33 shows that “comes to the job on time” is moderately more important for this HOD than “Easy going with colleagues and students” and also the comparative between “Productive (writes article, does projects...etc)” 4,25 is strongly more important than “Easy going with colleagues and students” this numbers comes from calculating the comparison of six HOD from (Tishk university Sulaymaniyah) that one of them was the vice president from the university which they are responsible for the hiring and recruiting new lecturer or staff for the university.

Table 2: Standardized and final weight of AHP

AHP	1	2	3	4	5	6	7	Importance Wieht
Comes to the job on time	0,06	0,11	0,08	0,03	0,04	0,13	0,04	0,07
Easy going with colleagues and students	0,05	0,08	0,16	0,05	0,05	0,11	0,08	0,08
Knowledgeable in his/her field	0,26	0,16	0,33	0,40	0,55	0,17	0,18	0,29
Finishes duties on time	0,23	0,20	0,10	0,12	0,07	0,16	0,30	0,17
Productive (writes article, does projects...etc)	0,27	0,34	0,12	0,34	0,20	0,23	0,30	0,26
Wearing neatly	0,02	0,03	0,06	0,03	0,03	0,03	0,02	0,03
Helps colleagues and friend in case they need help	0,12	0,08	0,14	0,03	0,05	0,17	0,08	0,10
							Total	1,00

Further, Table 2 shows that the standardized and final weight of AHP calculated by dividing each cell with its total column for example: “comes to the job on time” ($1/16,5=0,06$). The (16,5) is the total of the first column so each cell divided by its total weight then we get the relative weight of that cell comes to the” job on time” ($0,75/16,5=0,05$) by calculating in this mathematical way and then adding each cell we get the total for “comes to the job on time” is (0,07) which shows the important of each criteria that we call the importance weight. The importance weight of this criteria is the strongest one or the one which is most important is “Knowledgeable in his/her field” which have (0,29), it means it is the most important one among the criteria, and second most important criteria is “Productive (writes article, does projects...etc)” has a (0.26) it means the second most important in the criteria means this criterion is secondly most important for the lecturer for hiring or selecting processes in the university.

Then there are the lowest ones, the least important criteria for the lecturer at the university is “wearing neatly” which is (0,03) that they think wearing neatly is the last importance for selecting or hiring lecturers for the university. Also, there is second least important which is “comes to the job on time” which is (0,07), and the total of the importance weight for all criteria is (1) or (100%). As a result of normalization, we have determined the average of each criterion, and the global weight has been displayed. In other words, we compute global weight by adding all of the criteria together and dividing the total number of criteria by the number of criteria in this instance, which is 7.

Table 3: Inconsistency index

lambda of 1	lambda of 2	lambda of 3	lambda of 4	lambda of 5	lambda of 6	lambda of 7	Lambda Total
0,07	0,11	0,07	0,05	0,06	0,12	0,05	0,52
0,05	0,08	0,15	0,07	0,06	0,10	0,10	0,60
0,30	0,16	0,29	0,55	0,71	0,15	0,22	2,39
0,27	0,21	0,09	0,17	0,09	0,14	0,36	1,33
0,32	0,35	0,11	0,47	0,26	0,21	0,36	2,07
0,02	0,03	0,06	0,04	0,04	0,03	0,02	0,22
0,14	0,08	0,13	0,05	0,07	0,15	0,10	0,71
						Total	7,84

After the importance weight calculation, we need to check how logical the initial comparison is. Accordingly, we need to multiply the importance weight with initial comparison to get lambda for each criterion. For example: (1) “comes to the job on time” ($1 \times 0,07 = 0,07$), ($0,75 \times 0,07 = 0,05$) each initial comparison we multiply it by its own importance weight and we get the lambda weight, and later on by adding all lambda of each criteria separately we find lambda max and then we should add all lambda max so we use it in the equation, and then by adding all lambda max we got (7.84) for the first criteria. The formula is as followed:

$$CI = \frac{\lambda_{max} - n}{n - 1}$$

- (CI) which is consistency index, minus (N) is the number of the criteria we had that was (7) over number of the criteria minus (1), we get (CI) that was equal to (0.14).

Based on these findings, the importance weights have been calculated rationally, and as a result, we can conclude that “being knowledgeable in his/her field” is the most significant requirement for lecturers in Tishk international university. Followed by “being productive (writing papers, projects, and so on)” is the second most important criteria at Tishk International University. “Helping colleagues and friends when they need” is equally important and “finishing duties on time” has been evaluated as third important factor among other seven criteria. As a result of our findings, we have discovered that “dressing neatly”, “being easy to get along with friends and colleagues”, and “arriving on time to work” are all less important in the workplace than the other criteria.

The Inconsistency Index tells us how important something is, and the result of the inconsistency of Index should be less than or equal (0.10), if the inconsistency of Index is less than or equal (0.10), it indicates that our decision is logical and consistent. For example, in the initial comparison matrix, the first criteria

of arriving on time is equal to (1.0), multiplied by the importance weight of (0.07), the result is equal to (0.07), the first row in the comparison (0.07).

Finally, we calculated consistency ratio, as dividing by consistency index with random index. We denoted by (RI) random index is the consistency index of randomly generated pairs matrix the random index table that can be seen below we have (10) criteria, in this case we have (7) criteria is (1.32), so we calculated consistency ratio (CR) and the result that we found is (0.01060) which means (0.1), this result that we have (0.1 < or equal to 0.10) which is standard, so the proportion of the inconsistencies is (0.1) and it is accepted.

<i>n</i>	1	2	3	4	5	6	7	8	9	10
<i>RI</i>	0.00	0.00	0.58	0.9	1.12	1.24	1.32	1.41	1.46	1.49

5. Conclusion

According to our research and lecturer experiences we concluded some situations in our research we visited most head of the departments at the Sulaymaniyah campus, and we made interview with each of them to explain the questions briefly. Human resource management in hiring process have a high role and importance, is the process of employing people, training, compensating, developing policies relating to them, and developing strategies to retain them.

Our research concluded that in hiring process according to the head of departments the most important criteria in selecting and hiring employee is “knowledge in his/her field”. Moreover, the second most importance is “Productive (writes article, does projects...etc)” for a lecturer to be selected. And “Finishes duties on time” is the next criteria for the head of the departments. Those results are dependent on the head of departments’ experience whose are responsible and have an authority in hiring process for the staff and lecturers.

As conclusion, HRM staff can motivate their staff and train them to develop their capacities and skills to be more specialized in their positions. Further, TIU as managing the roles and tasks they have a very planned structure which can increase the reputation of the university practically. The HRM staff in our university developed the whole employee in all positions from the bottom authority to the top or highest authority and they are all experienced and specialized in their positions. Based on the course that we have received in our 8. Semester, HRM, project has taught how hiring and selecting processes are working in the real organizations.

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