An Improvements in Organizations using Decision Making Framework

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ABSTRACT

Employee selection issues can be viewed as a complicated hybrid decision making and multi-attribute decision-making (MADM) problem. Choosing the most appropriate employee directly influences an organization's competitiveness and its sustainable development. Thus, the employee selection problem is a critical issue for an organization's success. Cultural Diversity and Ethical Climate would be among the variables that will be affected in the process of employee selection.

Keywords: Employee selection, cultural diversity, ethical climate (EC).

1. EMPLOYEE SELECTION

The study found that the implementation of merit criteria in the selection of senior officials in Egypt was inconsistent, with no significant differences based on respondents' perspectives related to gender and age, but variations related to educational qualifications and experience. The research suggests the need to improve the application of the merit system and reconsider competitive examination and interview procedures. The design of the study is both descriptive in the theoretical part and quantitative in the applied one. The study is based on a literature review and adopts an analytical approach to clarify the related concepts. Besides, an empirical study to investigate the correlations in practice, based on a sample of 380 senior officials to obtain the primary data. This study to identify the extent to which merit criteria are applied in the selection of senior officials in Egypt, emphasizing the need for adherence to civil service system provisions and the reconsideration of competitive examination and interview procedures. It focused on examining the implementation of merit criteria in the selection of senior bureaucratic officials in Egypt, addressing gaps in research regarding the application of the merit system in the Middle East. Refai Al-Qarni Mohamed Al-Saba (2022).

The study found that firms utilize factors such as salary, brand name, referral programs, job security, and digitization to attract and recruit high-quality talents. It also highlighted the significance of various recruitment techniques, including the use of social and traditional media, online and physical interviews, in effectively selecting quality talents. The study revealed that firms can leverage on salary, brand name, referral, job security as core factors in attracting and recruiting quality talents. Also, digitization is a key strategy leveraged on attracting and recruiting quality talents. Techniques such as the use of social media, traditional media, online interviews, physical interviews have proven to help in selecting quality talents. The authors leveraged on a mixed methodology that is a structured questionnaire administered to 200 firm representatives

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in Lagos and interviews with key informants from the demand side for labor. This study to explore the drivers of attracting and recruiting quality talents. Also, the role of policies including the national labor laws, industry norms and localized firm policies have on hiring practices and drivers in a developing country. This study is underpinned by network theory, equity theory, social exchange theory and resource-based theory. Oluyemi Theophilus Adeosun, Adeku Salihu Ohaini (2020).

The results of this study have shown a great impact on multinational telecoms organisations in Nigeria. Among all the conjectural statements of hypotheses, 10 of the hypotheses were found to be significant and 3 of them were not significant. The study employed multi-stage sampling techniques and further stratified the hierarchy of the management and finally used a simple random sampling strategy on each stratum. A combination of 482 managers in Nigerian telecommunication organisations participated in this study. to explore the relationship between personality traits, assessment center quality, and management development in the context of a Nigerian telecommunications organization. It focused on personality theory, Big Five personality traits (openness to experience, conscientiousness, neuroticism, agreeableness, and extraversion), and their potential impact on assessment center quality and management development. Olusegun Emmanuel Akinwale, Olaolu Joseph Oluwafemi (2022).

The study identified articles based on specific criteria, revealing the characteristics and themes within the field of HRM technology. It also developed a conceptual framework that shows how the intention for disruptive technologies, communication technology support, and the adoption of disruptive technologies can lead to positive outcomes for organizations. This study is a literature review that followed an SLR methodology. A protocol was developed to determine the inclusion criteria of articles and analysis methods. This study to examine the determinants and outcomes of these disruptive technologies for HRM, with a focus on synthesizing existing empirical research and developing a conceptual framework for their implementation and impact. This study was focused on the adoption of disruptive technologies for human resource management (HRM). K.G. Priyashantha (2022).

2. CULTURAL DIVERSITY

Cultural diversity in teams is linked to better innovation performance. Effective management of creative tensions within diverse teams is crucial, and various tools and strategies are available to aid leaders. Cultural assessment, team dynamics, and transparent operating principles are important for success. Studies are needed to quantify the impact of diversity components, and initial findings from internal programs are promising. This paper reviews the literature and case studies on cultural inputs to ideation and innovation, assessing team diversity through readily available instruments and the deployment of the science of team science (SciTS) principles in innovation teams. This study to cultural diversity having an especially significant impact on innovation team performance and highlight the need for the optimal team operating principles to derive maximum benefit. Besides that, this study also to understand the dynamics of team diversity at the project level and the underlying barriers and opportunities presented. The study is guided by the importance of establishing communication standards, SciTS principles, team assessment of thinking styles and the utility of cultural awareness instruments. Graham Jones, Bernardita Chirino Chace, Justin Wright (2020).

This study show that the clan culture is prevalent in Swedish organizations, emphasizing collective actions and shared values despite the country's individualistic national culture. Different diversity strategies like blind, learning, and fairness strategies are employed, each with its own rationale shaped by external and internal factors. Besides that, organizational clusters are identified based on culture, diversity strategies, and selection criteria, impacting the employment and career outcomes of international skilled migrant workers (ISMs). This paper collects

empirical data through surveys in Swedish firms and employs cluster analysis to examine the relationship between organizational culture, cultural diversity strategy, and the selection of skilled migrant workers. This study to empirically explore the types and extent of cultural diversity strategies in Sweden. And, it also to examine the role of organizational culture as the context and its association with diversity strategy and the selection of international skilled migrant workers. The study aims to understand the factors influencing the adoption and implementation of different cultural diversity strategies, emphasizing the role of organizational culture. Ali Farashah, Tomas Blomqusit (2021).

The purpose of this study was to analyze the relationship between diversity management and job performance, service innovation behavior and employee engagement of hospitality industry employees. Diversity management initiatives were found to have a significant negative relationship with job performance, partially supporting the hypothesis. Previous research has established that improving employees' job performance requires leadership and dedication from the organization. This quantitative study used survey data from 565 hospitality industry employees. Structural equation modeling was used to test the relationships from the research model. This study to contribute the existing literature on diversity management and emphasize its significance in promoting positive employee outcomes, ultimately benefitting both employees and organizations in the hospitality sector. This study identified a relationship between diversity management and positive workforce-related outcomes, including job performance, service innovation behavior and employee engagement in the hospitality industry. Trishna G. Mistry, Fevzi Okumus, Marissa Orlowski (2021).

This study show that the individual learning of organization members led to the emergence of organizational learning practices, facilitated by open dialogue and the integration of diversity initiatives in various aspects of the organization. However, the challenges of sustaining a learning community, particularly due to high staff mobility and poor knowledge transfer, resulted in the inability to build a strong organizational memory around diversity. This led to a loss of expertise and a decline in the prioritization of diversity initiatives within the organization. By employing a social practice approach to organizational learning, the author will be able to go beyond individual learning experiences of diversity practices but see how members negotiate the diversity knowledge and how they integrate their new knowledge in their day-to-day organizational norms and practices. The analysis draws on data collected during a longitudinal case study in a financial service organization in the Netherlands. This study to advance our knowledge on organizational change toward diversity by combining concepts from diversity studies and organizational learning. This study show that how collective learning practices took place but were insufficiently anchored in a collective memory. Change agents have the task to build "new" memory on diversity policies and gender inequality as well as to use organizational memory to enable diversity policies and practices to be implemented. The inability to create a community of practice impeded the change agenda. Marieke van den Brink (2020).

3. ETHICAL CLIMATE (EC)

This study was conducted to understand the mediation effect of EC on the relationship between performance appraisal and OP. The findings established that EC is capable of mediation the relationship between performance appraisal and OP. The study contributes to the existing knowledge by examining the relationship between performance appraisal and OP in Nigerian educational sector administration empirically and statistically. Quantitative data were collected from 181 educational agencies represented by director of administration; SmartPLS-SEM was used in testing the relationship, as well as testing the mediating effect of ECs. This study to investigate the influence of human resource management (HRM) practices, (recruitment and selection) and organizational performance (OP) through mediation role of ethical climates (ECs) in Nigerian educational agencies. The results revealed strong support for the mediating role of

ECs on the relationship between HRM practice (recruitment and selection) and OP. Malam Salihu Sabiu, Kabiru Jinjiri Ringim, Tang Swee Mei, Mohd Hasanur Raihan Joarder (2019).

The results of the survey presented in this study confirm that some but not all types of organizational ethical climate significantly affect the perceived workplace bullying in audit firms. An Ethical Climate Questionnaire and a Negative Acts Questionnaire are adapted from the existing organization studies and business ethics literature to fit in the audit firm context and are administered in a survey on 205 trainee auditors with a four-month long work placement in audit firms. SPSS is used in statistical analyses and tests. This study to investigate the relationship between the audit firm's ethical climate and workplace bullying perceived by trainee auditors in Chinese audit firms. Besides the impacts of the ethical climate on workplace bullying, this paper also finds out that trainee auditor's gender, the leader–subordinate gender difference, firm size and audit engagement team size are more likely to affect the perception of one or more of the bullying categories in audit firms. Anthony A. Liu (2020).

The study found that ethical leadership, HRM practices, and ethical climate significantly impact OCBs. Ethical climate was also identified as a key mediator in the relationships between ethical leadership and OCBs, as well as between HRM practices and OCBs. The study concluded that promoting ethical leadership, implementing effective HRM practices, and fostering an ethical climate can enhance OCBs in Nigerian local governments. A cross-sectional design was adopted and data for the study was collected quantitatively by administering questionnaires to supervisors/leaders and their respective employees/subordinates. A total of 270 participants comprising 135 leaders/supervisors who are head of departments and another 135 employee/subordinates participated in the study. Partial Least Square Structural Equation Modeling (PLS-SEM) was used in testing the hypotheses. This study to examine the relationship between ethical leadership, HRM practices, ethical climate, and organizational citizenship behaviors (OCBs) in the context of Nigerian local governments. This study identified that ethical leadership, HRM practices and ethical climate significantly affect OCBs. Also, the study shows that ethical climate mediated both the relationships between ethical leadership and OCBs, and HRM practices and OCBs respectively. Thus, the study concluded that both ethical leadership and HRM practices can influence OCBs directly and also indirectly through ethical climate. Abubakar Tabiu (2023).

The study found that ethical leadership and an innovative climate positively impact project success. Additionally, employees' innovative behavior was identified as a significant mediator in this relationship. The study also highlighted the moderating role of time pressure in the relationship between innovative work behavior and project success, emphasizing the importance of considering time constraints when fostering innovation within teams. Data were collected from 403 employees working in Vietnam's information technology (IT) companies. The partial least squares structural equation modeling was used to investigate the impact of ethical leadership and innovative climate on project success, the mediating effect of innovative behavior and the moderating role of time pressure. This study to examine how ethical leadership and an innovative climate influence project success through employees' innovative behavior, while also exploring the moderating role of time pressure in this relationship within the context of Vietnam's information technology (IT) companies. This study identified that the ethical leadership and innovative climate positively impact on project success. Moreover, employees' innovative behavior has a complementary effect on these relationships. In addition, time pressure moderates the nexus between innovative work behavior and project success. Toan Khanh Tran Pham, To Quyen Hoang Thuy Nguyen Le (2023).
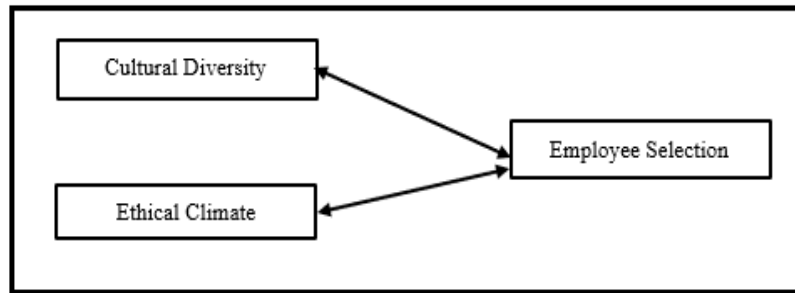
4. RESEARCH FRAMEWORK

Figure 1. Research Framework.

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