

**MIAR-15****Social and psychological research of competences during complex selection of the personnel in the Kazakhstan organizations (on the example of Kaspi Bank)**

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**Abstract**

Results of social psychological research of competences during complex selection of the personnel of the Kazakhstan organizations are presented in this article. Research based on the idea that process of selection of the personnel is topical issue in a personnel management system of Kazakhstan. Conversation method; the content analysis, the Boston test for resistance to stress, Myunsterberg's test for attention, and also the author's technique for competences developed especially for Kaspi Bank were used in present study. As a result competences as attentiveness, reliability, customer focus and orientation to quality have positive interrelation; the level of expressiveness of one of these competences is higher, the level of expressiveness of the others is higher. Research also showed that interrelation of competence resistance to stress with such competences as attentiveness, reliability, customer focus and orientation to quality, on the contrary, have the negative interrelation, that is, the susceptibility to a stress at the cashier is higher, the less it is attentive, reliable and focused on the client and quality of work.

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**Keywords**— competences, attentiveness, reliability, customer focus, candidates for vacant post, etc.

**Introduction**

Human – the most valuable capital of the organization. Today human resource management is one of the strategic points in management of the organization. Top managers of one of the largest Kazakhstan banks - Kaspi Bank recognize all the importance of personnel selection process and its social and psychological sides as the reason of big dismissal of staff was identified as their social and psychological competences although almost each accepted employee goes for the position by the professional and formal requirements.

As the Kazakhstan researcher Aimaganbetova notes: "The policy of the organization for selection of the personnel is priority for Kaspi Bank as it plays an important role for achievement of mission and is more general than the organization that, in turn, provides prosperity and profit of this company" (Aimaganbetova, Zakiyeva, 2014).

The process of personnel selection is actual issue in the personnel management system, especially in cash department of "Kaspi Bank" management networks (Aimaganbetova, Romankova, 2012).

Staff of this department works directly with clients of Bank therefore the selection criteria for candidates of this department are especially important and meaningful in the complex selection process. Social and psychological research of competences during complex selection of the personnel for vacant positions of the cashier of cash department of Kaspi Bank represent special interest for study since, first of all, it is very important for personnel of this department to correspond to all selection criteria, secondly, improvement of system of selection of the personnel can increase efficiency of this process. Relevance of the subject defined by it during our research.

**Literature Review**

The concept of human resource management formulated by Bazarov (1996) formed as a theoretical and methodological basis of our research. The researches of Armstrong (2004), Meskon *et al.* (2001), Kibanova (2010), Deineka & Zhukov (2009), etc. also were taken into account during the present study. The purpose of the research is to study the professional, social and psychological competences of candidates of Cash department of "Kaspi Bank".

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### Research Model

During research we believed that the social and psychological competences based on identification of psychological structure of professional activity could be the reason of psychological characteristics of the candidates' identity.

Following methods and techniques was used during present study: conversation method; the content analysis, the Boston test for resistance to stress, Munsterberg test for attention, and the author technique of competences detection developed especially for Kaspi Bank bank.

Reliability of the revealed data and conclusions of research are based on methodical validity of initial positions and theoretical basis, complete approach to the solution of the problem, unity of the general scientific and concrete methods of research which adequate to object

During present research following work was organized:

- the need for cashiers among chairs of cash department is defined;
- on the basis of duty regulations, wishes and preferences of cash department, the main competences of the cashier of this department are defined;
- techniques were chosen and developed for identification of expressiveness degree of necessary competences.
- results of the conducted research were processed and interpreted;
- on the basis of the received results the profессиogramme of the successful cashier in cash department of "Kaspi Bank" was made.

Research was conducted on the basis of Kaspi Bank. 50 candidates for vacant position of the cashier took part in research. In total there were 27 women and 23 aged from 22 till 36 years with work experience not less than 6 months.

### Data Analysis

As a result of the conducted research directed on determination of expressiveness of the following competences: attentiveness; resistance to stress; reliability; orientation to quality; customer focus the data displayed in table 1 were obtained.

Table 1:

*Data of candidates for the cashier's position*

Attentiveness	Resistance to stress	Reliability	Customer focus	Orientation to quality
18	21	4	1	2
19	39	2	3	1
25	9	4	4	4
23	20	3	4	4
25	20	4	3	4
24	16	3	4	3
25	29	4	4	3
21	34	3	2	2
24	26	4	4	4
25	25	4	4	4
21	34	3	2	3
18	41	1	1	2
17	24	3	4	3
25	15	4	4	4
25	19	4	4	4
20	32	2	2	3
13	39	1	1	1
19	38	2	1	2
16	32	1	2	2
25	29	3	3	1

The correlation analysis of r-Spirmen was used during data processing, the results are presented in table 2.

Table 2 :

*Results of processing the competences of candidates for a position of the cashier of the Bank*

	Attentive ness	Resistance to stress	Reliability	Customer focus	Orientation to quality
Attentiveness		-,619**	,764**	,674**	,641**
Resistance to stress			-,745**	-,722**	-,743**
Reliability				,632**	,711**
Customer focus					,722**

\*\* . Correlation is significant at 0.01 level

The correlation analysis of r-Spirmen showed that:

1. Attentiveness variable have negative correlation with resistance to stress, which shows that the more values of the first variable, the less it is than the second and vice versa. Correlation coefficient quite high ( $p < -0,619$ ). It confirms that despite the fact that social and psychological features of complex selection of the tested personnel is connected with high level of attentiveness and resistance to stress competences, among cashiers of Kaspi Bank the lower resistance to stress they have, the more attentive they are.

2. The attentiveness connected with reliability 0,764, therefore, between these variables there is a strong positive correlation that confirms a hypothesis that social and psychological features of personnel selection is connected with high level of attentiveness and reliability competences.

Thus, the attentiveness at candidates is higher; the reliability competence is expressed more. It can be explained by the fact that high attentiveness avoids mistakes and are therefore more reliable in relation to the colleagues.

3. Strong positive correlation (coefficient 0,674) between attentiveness and customer focus revealed, that confirms a hypothesis that social and psychological features of selection of the personnel is connected with high level of attentiveness and customer focus competences.

Thus, the attentiveness is higher, the more he is focused on the client. It can be explained by the attentive work of the cashier, first of all, he makes less mistakes, it is pleasant to the client, secondly, the attentive attitude towards clients always positively affects quality of their service and quantity of positive reviews of work of employees.

4. There are positive correlation ( $p < 0,641$ ) between attentiveness and orientation to quality that confirms a hypothesis that social and psychological features of selection of the personnel is connected with high level of attentiveness and orientation to quality competences.

Thus, the attentive cashier is focused on how work is performed, but not on number of the executed operations or time of its performance, the cashier is more attentive, the more qualitatively he tries to perform the work.

5. Resistance to stress and reliability variables revealed strong negative correlation which shows that despite the fact that social and psychological feature of selection of the personnel is connected by high level of resistance to stress and reliability competences, candidates with high susceptibility to stresses could be insufficiently reliable in work. As reliable employees are such employees who work for the benefit of the organization and accurately conform to instructions and the rules, their susceptibility to stresses has to be at a low level. Adhering to standards and rules, the employee can be confident in the results and consequences of work, therefore, factors of environment can't affect his working capacity.

6. Resistance to stress and customer focus also have strong negative correlation, which shows that despite the fact that social and psychological features of selection of the personnel is connected with high level of resistance to stress and customer focus competences, candidates with high susceptibility to stresses are insufficiently focused on the client. As work with clients means communication with different types of people in different mood, it is possible to draw a conclusion that cashiers with the low level of resistance to stress can't disregard various negative reviews of the work or unfair, in their opinion, remarks. They can have problems when servicing and providing high-quality services to them.

7. Resistance to stress and orientation to quality variables has negative correlation ( $p < -0,743$ ) which shows that despite the fact that social and psychological features of complex selection of the personnel is connected with high level of resistance to stress and orientation to quality competences. the candidates with stress don't pay attention to quality of work and aren't focused on it during performance of cash activity.

8. Reliability and customer focus variables are significantly connected ( $p < 0,632$ ) which shows that social and psychological features of complex selection of the personnel is connected with resistance to stress and customer focus competences.

Thus, employees of cash department with high reliability are also customer-oriented. Most likely, employees of cash department with high reliability are honest and basic, perform work according to all standards (including the standards of customer service) that, undoubtedly, positively affects the quality of customer service.

9. Reliability and orientation to quality variables has strong positive correlation that confirms that social and psychological features of complex selection is connected with high level of reliability and orientation to quality competences.

Thus, cashiers with the expressed reliability competence give great value to quality of the performed work as it determines their level of reliability towards people around.

10. Customer focus and orientation to quality competences has strong positive correlation.

Thus, communication between these competences can be explained by the orientation to quality of the service, the more the cashier is focused on the client, the more he attaches bigger significance to quality of the work.

### Discussion

On the basis of the conducted social and psychological research of competences the psychological portrait of the successful cashier of cash department of Kaspi Bank was made and the professiogramme of a position which included the following items is made:

1. The name of the organization – Kaspi Bank bank.
2. Mission of the organization – to achieve expectations of the client by providing the first-class service.
3. The structure of the organization – the cashier works in cash department of Southem Capital branch in Almaty.
4. The name of a position — the cashier of cash department
5. The cashier's place in the organization. The cashier works in office of management which leads to the front office of bank. The direct head of the cashier – the chief of cash department, indirect – the head of department of the offices network, the supervising head – the head of cash service department
6. Structure of functions. The cashier participates in opening/closing of operational cash desk of office, carries out various cash operations (reception/recalculation of money, currency and exchange operations, accounting transactions, opening/closing of accounts, etc.), serves clients (opening of accounts, adoption of documents from the client, registration of contracts), imparts knowledge and skills to the colleagues and trainees, keeps the standard reporting, carries out other duties connected with its activity.
7. Professional competences of the cashier: ability to work with cash, knowledge of banking systems, knowledge of MS Office, ability to collect money, knowledge of norms and rules of cash activity.
8. Psychogramme. Based on data of the conducted research, it is possible to mark out the following competences for successful work as the cashier of office of Kaspi Bank: attentiveness, reliability, orientation to quality and customer focus. All these qualities have direct interrelation, and with strong expressiveness of one of them, the others also have rather high rates.
9. Formal requirements. The cashier has to have experience at a similar position not less than 6 months, have a city registration, secondary vocational or higher education. To this position aged from 19 till 45 years candidates are considered.

### Conclusion

Thus, as a result of the conducted social and psychological research of competences during complex selection of the personnel of the Kazakhstan organizations (on the example of Kaspi Bank) such competences as attentiveness, reliability, customer focus and orientation to quality have positive interrelation. Research showed that, the level of expressiveness of one of these competences is higher, the level of expressiveness of the others is higher.

Besides, research showed that interrelation of resistance to stress competence with such competences as attentiveness, reliability, customer focus and orientation to quality, on the contrary, have the negative interrelation, which shows that, the susceptibility to a stress at the cashier is higher, the less it is attentive, reliable and focused on the client and quality of work.

On the basis of the obtained data the professiogramme of the cashier of cash department of "Kaspi Bank" was made. This professiogramme formed the basis of process of complex selection of the personnel of bank and in the future will allow to increase efficiency of selection of the personnel and to reduce turnover of staff. Also on the basis of the interview technique on competences developed especially for Kaspi Bank, interviews will be conducted and professiogramme will be formed for other vacancies demanding improvement or changes of process of selection of the personnel.

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