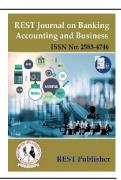


REST Journal on Banking, Accounting and Business Vol: 2(3), September 2023

REST Publisher; ISSN: 2583 4746

Website: https://restpublisher.com/journals/jbab/

DOI: https://doi.org/10.46632/jbab/2/3/3



Candidate Selection in an Organization Using WSM Method

*1 C. Venkateswaran, ¹Preeti Jain, ²S. Lakshmi

¹Maharishi Markandeshwar (Deemed to be University), Mullana, Haryana. ²Teacher, Maharishi Markandeshwar International School, Mullana, Haryana. *Corresponding Author Email: venky.professor@gmail.com

Abstract: An organization's ability to recruit, assess and choose the best candidates with the necessary abilities, expertise, and expertise to support its stated objectives and goals is crucial to its success. A methodical approach that starts with a clear comprehension of the company's requirements and wants for a specific role is necessary for effective candidate selection. In line with the strategic goals of the organisation, this process entails developing descriptions of roles, identifying essential abilities, and establishing hiring requirements.

Keywords: Organizational and analytical skills, Communication and problem-solving skills, Computer skills.

1.INTRODUCTION

Any organization that wants to hire the most qualified people for different positions must follow a critical process called selection of candidates. An organization's ability to recruit, assess and choose the best candidates with the necessary abilities, expertise, and expertise to support its stated objectives and goals is crucial to its success. A methodical approach that starts with a clear comprehension of the company's requirements and wants for a specific role is necessary for effective candidate selection. In line with the strategic goals of the organization, this process entails developing descriptions of roles, identifying essential abilities, and establishing hiring requirements.

2. RESEARCH SIGNIFICANCE

Organizations can make knowledgeable and unbiased hiring choices with the aid of successful candidate selection procedures. The best procedures, techniques, and resources that organizations can use to fairly evaluate candidates can be found and highlighted by research in this field. This research may result in enhanced hiring procedures that attract highperforming workers who share the principles and objectives of the company. Organisations may incur costs as a result of education, introductions, and the potential turnover if they choose the incorrect candidates. Information into tactics that lessen the possibility of making bad hiring decisions, which ultimately results in cost savings, can be found in candidate selection research. Studies on hiring choices can help organisations foster a diverse and inclusive environment. It can look into how to get rid of prejudice and make sure that candidates from various backgrounds are evaluated fairly. Organisations can adapt to changing workforce trends with the help of candidate selection research. Studies on choosing applicants in organisations is important because it aids in the creation of fair and efficient hiring procedures, lowers the costs related to hiring errors, encourages diversity and inclusion, improves organisational performance, and aids in the adaptation of organisations to shifting workforce behaviour. It is crucial in two ways to develop instruments for conducting research of candidate selection methods. First, with the right tools, we can map out a key component of the party's internal authority framework when studying party politics. Second, if the electoral system's characteristics influence political parties' conduct, then the selection process's characteristics must also influence the behaviour of specific politicians[2]. The democratisation of choosing candidates, however, is a novel strategy that parties are using to boost their popularity. This approach has not attracted much interest from scholars Parties can attempt to increase members' or voters' feelings of involvement by increasing the number of people who are given a say in the candidature and selection of candidates. Different levels of affiliation participation[3] One of the key characteristics that define a party of government in a democracy is the process of choosing candidates. This is true additionally in the fact that selecting candidates to run in voting is one of the roles that sets parties apart from other groups that might try to have an impact on election results and decisions regarding government, but it is also accurate in the logical sense that the individuals who a party recommends play a significant role in describing what a party is. Specifically, within modern political parties as organisations and modern democracies as governing systems, candidates as individuals and candidatures as positions or positions of power serve at least four interconnected functions. [4]. second, openly accessible data on the real-life conduct of primaries, such as lists of applicants, online conversations about the procedure, and news coverage of these occurrences. The first is the legal framework of applicant selection procedures in organisation statutes as well as other party documents. Regarding this second data stream[5]. Candidate selection is viewed in the literature of comparison as a crucial step in the hiring of the political elites, making or breaking their careers in politics. Lower party levels are frequently where decisions are actually made, or the locus of selection. In fact, one of the most significant privileges enjoyed by both regional and local party units is the ability to choose candidates. The attempts of subnational political leadership to maintain control over the process also have an impact[6], provide the most thorough examination of candidate selection techniques to date, but when it comes to methodical analysis, they mainly rely on Israeli data. An exceptional chance to research the effects of primary elections is provided by Iceland. Even though there are other inclusive primary schools in parliamentary structures, none have the same longevity or experience throughout parties. Even in the Nordic governments, which also have a somewhat decentralised nomination process [8]. I categorise Israeli party selection methods in accordance with the extent to which they ought to motivate legislators to nurture their own vote, or analytical categorization of candidate selection methods, based on the effect of applicant selection processes on legislators' behaviour on a (appropriate) level of individuality. First, there are two types of electorates: inclusive and exclusive. In an inclusive electorate, every voter can choose candidates, while in an exclusive electorate, only one party leader serves as the electorate and chooses the party's slate. There are a number of electorates in between these two poles that are categorised based on how inclusive or exclusive they are. [9]. Candidate choosing is a link to the constitutional delegation process. If voters elect legislators as their representatives, then managers choose candidates as their representatives. Third, the power dynamics within parties are revealed by the analysis of the choice of candidates. The extent to which people or organisations can influence the selection of candidates reveals a lot about the power players within the party. Parties may no longer be as strong as they once were in areas like lobbying and accumulation, political interaction, and identity, but practically all parties still control the means of elective office because there are rarely any independent legislators. [10]. We concentrate on four aspects of customization of politics as well as choosing candidates because we find value in investigating candidate selection procedures in relation to larger organisational functions and the authority of the parties' leader(s): leader autonomy in choosing candidates, leader authority over the party organisation, general individualization of politics in national elections, and leader autonomy in describing the party's governance agenda. The connection with the leader(s) as well as party organisation and the connection within the leader(s) along with elections are the two overarching themes for analysis that each of these factors relate to. The relationship between the party organisation and the leader typically pertains to the leader's power within the party. This category includes topics such as top-down vs. bottom-up party origin, the formal power structure within a party, the methods used by parties to make decisions and set agendas, and other related topics. The relationship between leaders and choices has to do with party consolidated trajectories over time, candidate selection guidelines and processes (including leaders' autonomy), and the metaphorical or ideological justifications for these arrangements. These categories organise the sections that look at each of the two parties separately. [11]. This study suggests assessing how closely each component of the applicant selection process complies with democratic ideals using two broad conceptions of democracy. These two viewpoints represent two current, widely held beliefs about (liberal) democracy. The first is having a favourable opinion of democracy, which is defined as a system that enables all citizens to choose between rival candidates and organisations that contend for a better representation of their goals and values. Government representatives are expected to continue responding to the needs and complaints of their constituents after being elected [12]. The analysis relies on an international comparable dataset that includes details on 130 parties' methods for choosing applicants from 28 various country-sessions around the world. To gauge how satisfied citizens are with democracy, we use a variety of international public opinion polls (such as the CSES, WVS, EVS, Afrobarometer, Latino Barometer, and ESS). The organised model enables us to accurately evaluate party-level applicant hiring processes. (Shomer, 2014; Hazan & Rahat, 2010), while adjusting for traits at each person, party, and national levels. We find evidence to support the hypothesis that democratic election procedures—more specifically, broadening the electorate—have a positive impact on citizens' levels of democracy fulfilment [14]. To be able to understand handouts used in candidate selection and to understand that not secret participating nor high organisational requirements can be achieved, it is essential to evaluate political movements as organisations. In the words of Merete Bech Seeberg, Michael Wahman, and Svend-Erik Skaaning, the selection of candidates in Africa is mostly "left to the autonomy of poorly established parties, without the interference of democratically elected organisations and outside monitors." and violence frequently follows

Understanding handouts in the selection of candidates and accepting that neither hidden voting nor excessive organisational requirements can be taken for granted require an analysis of political parties as organisations. In the words of Merete Bech Seeberg, Michael Wahman, and Svend-Erik Skaaning [15], applicants tend to be selected in Africa "at the discretion of weakly established parties, without the participation of democratic management entities and outside monitoring, and assault frequently outcome" There has been a generally positive move towards political organisations and the various types of regulations governing the process of choosing candidates. However, this viewpoint still has a significant flaw in that it only uses groups as the unit of evaluation, ignoring the situations in which various divisions within groups are in charge of the applicant's selection process. In a nutshell, parties have largely been noticed as complex organisations that nominate nominees in a comparatively unified manner using a variety of treatments (more or less centralised while remaining more or less democratic). But some political organisations have internal dynamics that are naturally organised around factions, and this organisational model has different effects on how parties behave in legislatures [16]. Third, candidates may take any of the avenues on the node for the few groups designated as indeterminate because they have little bearing on the kind of candidate that inevitably emerges. Since particular combinations of the factors fit collectively more easily than others, it follows that some paths are more probable and prevalent than others. Decentralised candidate selection, for instance, is more probable in federal frameworks than unitary systems [17]. Third, prospective employees may choose any of the paths on the few cats egotise which are designated as indeterminate, as they have little control over the type of applicant that ultimately emerges. Because some factor combinations fit jointly effortlessly than other people, it follows that some paths are more probable and prevalent than others. For instance, in federal systems as opposed to unitary systems, decentralised candidate selection is more likely [18].



FIGURE 1. Candidate selection



FIGURE 2.

3. MATERIALS AND METHODS

We examine relevant research on multiple factors decision-making processes and vendor selection requirements. The sixstep supplier selection process is demonstrated with a numerical example [26]. There are many different techniques and methods that can be used to predict an applicant's success in the workplace. Interviews with structure, competency centres, personality and cognitive examinations, psychometric evaluations, and intelligence tests are a few of these techniques [27]. We employ the Brunswik Lens Model (Brunswik, 1955, 1956), which offers a sophisticated analytical framework and a theory of decision-making. The The lens Model depends conceptually on the notion that individuals collect knowledge from their environment and synthesise it with current information to form a viewpoint or forecasting. In a selection context, this information could involve setting traits, subtle behavioural cues from prospective workers, or understanding of the addictions of upper management. Before bringing together the data in order to arrive at a prediction or judgement, and the human assess can assign each piece an alternate weight. The Lens Model allows comparison with various models as well as simulation for the assessing and combining different cues used by human assessors utilising any combination of methods (additive, configural, impact, interactive, conditionally). [28]. A variety of techniques have been used to select the best project investments. In particular, Cooper et al. (1997) put forward a model that utilised a decision tree to include achievements probability capabilities. A scoring system was also proposed by Henriksen and Traynor (1999), which determined an approximative value for each attempt based on its value and expense. Wang and Hwang in 2007[29] presented a methodology for selecting ambiguous investments of scientific and technological efforts centred upon an optimised appreciate and advantageous equilibrium. A portion of the literature discusses the application of MCDM or MADM methods to the selection of personnel. The fuzzy staff choosing model (Petrovic-Lazarevic, 2001), the GRA-based fuzzy reasoning multi-criteria group the maker of decisions method (Zhang & Liu, 2011), the selection of an employee using the analytical system processes and fuzzy data-envelopment assessment methods (Lin, 2010), and the fuzzy AHP approach to the personnel selecting issue are some examples. To choose the features that are most appropriate for a classification task, a number of feature selection methodologies have been proposed. By retaining only, the characteristics that are present in the decision tree, decision networks are used to find relevant features. Principle Component Analysis [20] is used to break down complicated data with many attributes into smaller dimensions in order to find finer details in the data. [31]. AHP process has a number of advantages over additional multiple-criteria decisionmaking methods, according to numerous comparison evaluations. Comparisons between pairs are used in this process. The decision-maker begins by outlining the decision's overall hierarchy. This hierarchy makes the various decisionmaking alternatives and the relevant considerations clear. The calculation of factor the weights and factor assessments follow a series of comparisons involving pairs. [32]. The effect of individual feelings and personal judgements on the evaluation procedure is the primary issue with current assessments. Applying multi-criteria decision-making techniques is the best solution to this issue in order to produce an accurate and fair evaluation. The application of multiple-criteria making decisions methods to evaluate staff performance is presented in this paper. [33]. A potent class of algorithms known as bagging methods combines numerous instances of black box estimations in random parts of the initial set of data, then effectively aggregates their predictions to calculate and develop the ultimate prediction. To minimise differences between the fundamental estimators, the storage methods take great care about including the randomization into their design. [34]. In an ideal world, predictive power could be maximised by using mechanical approaches to the greatest extent possible because they outperform human judgement. However, there are factors that could restrict the application of algorithmic judgement in practise [35]. Professional knowledge encompasses technical abilities, such as technology, computation, production, etc., as well as knowledge of and aptitude for the use of techniques and procedures in particular fields, such as, for example, finances. Interpersonal relationships are a field that deals with how to work with people, how to motivate them to work, how to create a pleasant working environment, how to foster teamwork, and how to focus efforts in order to achieve goals. Conceptual abilities require knowledge of the entire business world [36]. It is also possible to formalise and record the processes for choosing the stakeholders and subject-matter experts. Options can be provided for standards definitions, function of values growth, final value accumulation techniques, normalisation techniques, and weighting techniques [37]. To improve hiring decisions, a variety of MCDM techniques are readily accessible; each has advantages, drawbacks, strengths, and weaknesses. In this study, TOPSIS, PROMETHEE, PAPRICA, DEX, and AHP, five qualitative MCDM methods are compared to show their advantages and disadvantages and differences. This comparison enables investigators to choose the best method for creating a DSS for hiring staff or others MCDM problem. The piece of work is organised in the following manner:. The associated research involving additional MCDM methods used to address the issue of employee selection is presented in section 2 of this article. We define a case study that was used to compare the techniques described in section 3. We define the MCDM techniques used in this study in section 4. The ranking results are presented and discussed in Section 5; the conclusion is presented in Section 6 Research [39]. For the purpose of determining the depend abilities of the company's performance measures, we collected performance variable information over a number of time periods. We used artefact the distribution metaanalytic methods (Hunter & Schmidt, 1990b, pp. 158–197) to account for measurement inaccuracies in the performance factors because like measurements of reliability weren't accessible in every investigation. Test-retest accuracy made up the reliability variations for the criteria actions. [41].



FIGURE 3.

4.RESULTS AND DISCUSSION

TABLE 1. Normalized data

	NORMALISED					
	work experience	Proactivity and general aptitude	Organizational and analytical skills	Education	Communication and problem-solving skills	Computer skills
C1	0.4	0.6	0.6	0.4	0.8	0.6
C2	1	0.8	1	0.8	1	0.8
С3	0.8	0.6	0.4	0.4	0.6	0.8
C4	0.2	0.6	0.4	0.4	0.4	0.6

table 1 shows us the WSM method of analysis with "work experience" "Proactivity and general aptitude", "Organizational and analytical skills", "Education", "Communication and problem-solving skills", "Computer skills being the evaluation parameters", for the topic of candidate selection in an organization.

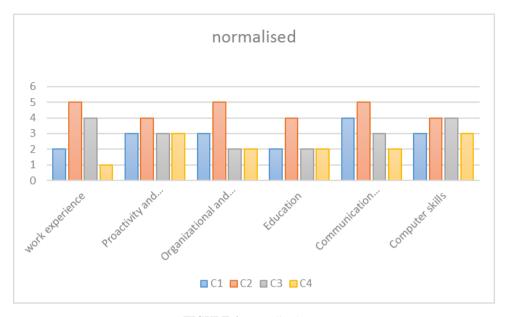


FIGURE 4. normalized Data

The above chart 1. Shows us the graphical representation of table 1.

TABLE 2. Weight

	work experience	Proactivity and general aptitude	Organizational and analytical skills	Education	Communication and problem solving skills	Computer skills
C1	0.16666667	0.16666667	0.1666666667	0.1666666677	0.1666666667	0.16666667
C2	0.16666667	0.16666667	0.1666666667	0.16666666777	0.1666666667	0.16666667
С3	0.16666667	0.16666667	0.1666666667	0.1666666677	0.1666666667	0.16666667
C4	0.16666667	0.16666667	0.1666666667	0.1666666677	0.1666666667	0.16666667

table 2 shows us the WSM method of analysis with 'work experience', 'Proactivity and general aptitude', 'Organizational and analytical skills', 'Education', 'Communication and problem-solving skills', 'Computer skills' being the evaluation parameters, for the topic of candidate selection in an organization.

TABLE 3. Weighted Normalized Decision Matrix

	work experience	Proactivity and general aptitude	Organizational and analytical skills	Education	Communication and problem-solving skills	Computer skills
C1	0.066666667	0.1	0.1	0.066666667	0.133333333	0.1
C2	0.166666667	0.133333333	0.166666667	0.133333333	0.166666667	0.133333333
С3	0.133333333	0.1	0.066666667	0.066666667	0.1	0.133333333
C4	0.033333333	0.1	0.066666667	0.066666667	0.066666667	0.1

table 3 shows us the WSM method of analysis with work experience Proactivity and general aptitude, Organizational and analytical skills, Education, Communication and problem-solving skills, Computer skills being the evaluation parameters, for the topic of candidate selection in an organization.

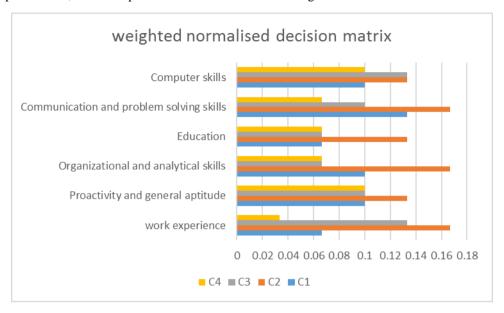


FIGURE 5. weighted normalized decision matrix

The above chart 2. Shows us the graphical representation of table 3.

TABLE 4. Prefrence Score

	PREFRENCE SCORE
	work experience
C1	0.566666667
C2	0.9
С3	0.6
C4	0.433333333

table 4 shows us the WSM method of analysis with work experience as a evaluation criteria.

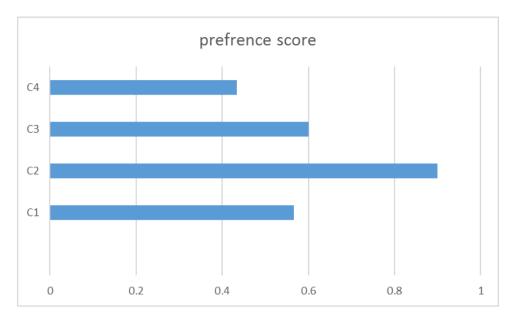


FIGURE 6. preference score

The above chart 3. Shows us the graphical representation of table 4.

TABLE 5. Rank

	RANK
	work experience
C1	3
C2	1
С3	2
C4	4

table 5 shows us the WSM method of analysis the evaluation criteria in table is work experience.



FIGURE 7. Rank

The above chart. Shows us the graphical representation of table 5.



FIGURE 8.

5. CONCLUSION

In conclusion, choosing a political candidate is an important part of the electoral process that has a big impact on representation of the people and governance. The significance of researching and enhancing candidate selection procedures in political contexts has been emphasised in this research paper. Politicians who choose candidates well represent the wants of the people by selecting people with the right traits, abilities, and values. Political organisations and organisations can improve the credibility of their candidates and raise public confidence in the electoral process through the use of open and inclusive selection processes. Political choice of candidate's investigation can aid in the creation of more reliable and democratic procedures. It can pinpoint methods and tactics that encourage impartial competition, lessen corruption, and raise the standard of political candidates. This research can also provide insight into how political organisations, electoral processes, and financing of campaigns affect the choice of candidates, empowering decision-makers to take well-informed actions that support democratic institutions. Additionally, political picking of candidate's research can help those who are underrepresented and encourage diversity in the political establishment. Researchers can gain insight into the processes that promote greater diversity and representation by researching the prejudices and barriers that restrict the participation of specific groups, which include women, minorities, and neighbourhoods that are marginalised.

REFERENCES

- [1]. Lundell, Krister. "Determinants of candidate selection: The degree of centralization in comparative perspective." *Party politics* 10, no. 1 (2004): 25-47.
- [2]. Rahat, Gideon, and Reuven Y. Hazan. "Candidate selection methods: an analytical framework." *Party politics* 7, no. 3 (2001): 297-322.
- [3]. Pennings, Paul, and Reuven Y. Hazan. "Democratizing candidate selection: causes and consequences." *Party Politics* 7, no. 3 (2001): 267-275.
- [4]. Katz, Richard S. "The problem of candidate selection and models of party democracy." *Party politics* 7, no. 3 (2001): 277-296.
- [5]. Mikola, Bálint. "Online primaries and intra-party democracy: Candidate selection processes in Podemos and the Five Star Movement." *IDP. Revista de Internet, Derecho y Política* 24 (2017): 37-49.
- [6]. Detterbeck, Klaus. "Candidate selection in Germany: Local and regional party elites still in control?." *American Behavioral Scientist* 60, no. 7 (2016): 837-852.
- [7]. Indriðason, Indriði H., and Gunnar Helgi Kristinsson. "Primary consequences: The effects of candidate selection through party primaries in Iceland." *Party Politics* 21, no. 4 (2015): 565-576.
- [8]. Shomer, Yael. "Candidate selection procedures, seniority, and vote-seeking behavior." *Comparative Political Studies* 42, no. 7 (2009): 945-970.

- [9]. Rahat, Gideon. "Candidate selection: The choice before the choice." *Journal of Democracy* 18, no. 1 (2007): 157-170
- [10]. Caiani, Manuela, Enrico Padoan, and Bruno Marino. "Candidate selection, personalization and different logics of centralization in New Southern European populism: the cases of Podemos and the M5S." *Government and Opposition* 57, no. 3 (2022): 404-427.
- [11]. Rahat, Gideon. "Which candidate selection method is the most democratic? 1." *Government and Opposition* 44, no. 1 (2009): 68-90.
- [12]. Shomer, Yael, Gert-Jan Put, and Einat Gedalya-Lavy. "Intra-party politics and public opinion: How candidate selection processes affect citizens' satisfaction with democracy." *Political Behavior* 38 (2016): 509-534.
- [13]. Chiweza, Asiyati Lorraine, Happy Kayuni, and Ragnhild Louise Muriaas. "Understanding handouts in candidate selection: Challenging party authority in Malawi." *African Affairs* 120, no. 481 (2021): 569-589.
- [14]. Moraes, Juan Andrés. "Why factions? Candidate selection and legislative politics in Uruguay." *Pathways to Power: Political recruitment and candidate selection in Latin America* (2008): 164-185.
- [15]. Pemstein, Daniel, Stephen A. Meserve, and William T. Bernhard. "Brussels bound: Policy experience and candidate selection in European elections." *Comparative Political Studies* 48, no. 11 (2015): 1421-1453.
- [16]. Siavelis, Peter M., and Scott Morgenstern. "Candidate recruitment and selection in Latin America: a framework for analysis." *Latin American Politics and Society* 50, no. 4 (2008): 27-58.
- [17]. Liu, Fuh-Hwa Franklin, and Hui Lin Hai. "The voting analytic hierarchy process method for selecting supplier." *International journal of production economics* 97, no. 3 (2005): 308-317.
- [18]. Karabasevic, Darjan, Edmundas Kazimieras Zavadskas, Dragisa Stanujkic, Gabrijela Popovic, and Miodrag Brzakovic. "An approach to personnel selection in the IT industry based on the EDAS method." *Transformations in Business & Economics* 17 (2018): 54-65
- [19]. Kuncel, Nathan R., David M. Klieger, Brian S. Connelly, and Deniz S. Ones. "Mechanical versus clinical data combination in selection and admissions decisions: a meta-analysis." *Journal of applied psychology* 98, no. 6 (2013): 1060.
- [20]. Ghapanchi, Amir Hossein, Madjid Tavana, Mohammad Hossein Khakbaz, and Graham Low. "A methodology for selecting portfolios of projects with interactions and under uncertainty." *International Journal of Project Management* 30, no. 7 (2012): 791-803.
- [21]. Stanujkic, Dragisa, Bojan Djordjevic, and Darjan Karabasevic. "Selection of candidates in the process of recruitment and selection of personnel based on the SWARA and ARAS methods." *Quaestus* 7 (2015): 53.
- [22]. Doctor, Faiyaz, Hani Hagras, Dewi Roberts, and Victor Callaghan. "A neuro-fuzzy based agent for group decision support in applicant ranking within human resources systems." In 2009 IEEE International Conference on Fuzzy Systems, pp. 744-750. IEEE, 2009.
- [23]. Norddin, Nur Idalisa, Noraini Ahmad, and Zanariah Mohd Yusof. "Selecting best employee of the year using analytical hierarchy process." *Journal of Basic and Applied Scientific Research* 5, no. 11 (2015): 72-76.
- [24]. Rahmati, Ayoub, and Fakhroddin Noorbehbahani. "A new hybrid method based on fuzzy AHP and fuzzy TOPSIS for employee performance evaluation." In 2017 IEEE 4th International Conference on Knowledge-Based Engineering and Innovation (KBEI), pp. 0165-0171. IEEE, 2017.
- [25]. Subhashini, M., and R. Gopinath. "Employee attrition prediction in industry using machine learning techniques." *International Journal of Advanced Research in Engineering and Technology* 11, no. 12 (2020): 3329-3341.
- [26]. Yu, Martin C., and Nathan R. Kuncel. "PUSHING THE LIMITS FOR JUDGMENTAL CONSISTENCY: COMPARING RANDOM WEIGHTING SCHEMES WITH EXPERT JUDGMENTS." *Personnel Assessment & Decisions* 6, no. 2 (2020).
- [27]. Urosevic, Snezana, Darjan Karabasevic, Dragisa Stanujkic, and Mladjan Maksimovic. "AN APPROACH TO PERSONNEL SELECTION IN THE TOURISM INDUSTRY BASED ON THE SWARA AND THE WASPAS METHODS." *Economic Computation & Economic Cybernetics Studies & Research* 51, no. 1 (2017).
- [28]. Kibira, Deogratias, Michael P. Brundage, Shaw Feng, and K. C. Morris. "Procedure for selecting key performance indicators for sustainable manufacturing." *Journal of Manufacturing Science and Engineering* 140, no. 1 (2018).
- [29]. Stipeč, Anton, and Biljana Mileva Boshkoska. "Comparison of AHP, PAPRICA, PROMETHEE, DEX and TOPSIS on an Application for Employee Selection." In *Decision Support Systems XI: Decision Support Systems, Analytics and Technologies in Response to Global Crisis Management: 7th International Conference on Decision*

- Support System Technology, ICDSST 2021, Loughborough, UK, May 26–28, 2021, Proceedings, pp. 44-54. Springer International Publishing, 2021.
- [30]. Harter, James K., Frank L. Schmidt, and Theodore L. Hayes. "Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis." *Journal of applied psychology* 87, no. 2 (2002): 268.