SOME TRAITS OF INTERACTION BETWEEN SOCIAL AND INSTITUTIONAL SELECTION

DAN C. STEGAROIU

ABSTRACT. The author tried to point out main traits, common as well as different, between selections at social level versus selection at institutional level. Based on this analysis it is easy to understand why evolution depends mostly of the value of people promoted in rank and file based on social selection as well as on the pattern of institutional selection. So, throughout selection type will be promoted leaders as well as managers or pseudo-leaders as well as pseudo-managers. Selection is well known and broadly applied within agriculture process and mostly ignored and contested within human environment. It was easy, at the end, to accept selection within institution just because, in time, became obvious that person nominated in rank and file had a huge influence on the profit of that institution. So, in our days selection of managers became a common process. Contrary, at social level nobody speaks about selection in spite of its outcome: quality of elected leaders. The social responsibility may be considered as a main trait in order to find out the quality of leaders. So, to measure this responsibility of people within theirs span of authority could be also a stick to measure the quality of managers. At social level, that is a space of interaction between different groups of interest as well as of self interest, represented by parties, trade union, owners associations and so on as well as the common interest of citizens represented by non-governmental organizations and of course the interest of the main social actors. At social level are made the most important decisions, at this level is built up the social environment. The quality of human environment largely depends on the quality of leaders. The quality of leaders is a main factor for the quality of common life of citizens. As any where, quality depends on selection. Of course the selection process, as it is organized, will lead to a certain quality of leaders as well as managers elected/nominated. Quality of leaders as well as managers is the core condition for rising up a human environment in which individuals feels that is worthy to live, that they have pretty good chances to contribute with theirs full creativity for the betterment of community.

Key words: selection, social responsibility, pseudo-leader, pseudo-manager, quality

INTRODUCTION

From ancient time it was applied a very rough and cruel method of selection, namely: killing all children with physical disabilities (remember the ancient Greece). Selection process offer a basis to choose a certain person for a
specific social status (social level) or a specific job (institutional level). The profile of selected people should fit with a specific desired profile. So, throughout the selection process the society/institution will take the benefit of electing/nominating person with a proper qualification for that position (fitting person). But, taking into the view the diversity of interests as a normal stair of affaire within society as well as institutions, the selection process, which is only a tool, could be misused by purpose.

In fact process of selection was and still is ignored at social level. Why it is so? May be, because any selection implied a specific pattern including a specific measurement method. Any selection is based on a comparison with a standard – profile of desired person for that status/job. So, the process of selection will enable us to replace opinions with a certain pattern of desired qualities, measured for each case. As much as the measurement method used will lead to a clear cut profile of desired person for that position it will be more likely that such a person will be found and in the opposite case will be replaced with a person choose based on social/local interest. Any political decision is based on interests and opinions; contrary, any decision of selection is based on measurement of certain traits versus a desired profile of person, just to assure a high level of guaranties that selected persons will fit with theirs duties.

METHOD

Social space, social judgments as well as opinions, all of them depend on aspiration/interest of persons/groups. To get a real picture of any situation it is needed to imply methods, principles as well as a clear pattern of thinking. The same is for selection process. Much more, selection opens the gate to a special status/welcome job. Both types of selection, social as well as institutional, will drive to the same end: to identify a desired person for a certain position, social/institutional one. So, it is easy to understand that a lot of interests are connected with the selection process. (just because the wages, so money still it is a stick for the individual interest). The output will be an increasing social/relationship pressure upon decision makers. So, after a period of long and fearful dictatorship it is easy to understand the diversity of sources of pressure to promote a group of power interest or a self interest. Citizens were accustoming, for a long period of time, with privileges, the solutions based on a lot of discriminatory criteria but less individual merit and so on. Money, social status, family relationships and so on count much more then professional competence. Under a dictatorship reign the individuals high in rank and file used to get a lot of privileges based on discriminatory criteria, as previous mentioned, and so as a secondary effect, of the social pressure or illegal income reword, some individuals received good grades, good social status, good jobs and a first look it seems to be obtained as a result of honest, hard work and true devotion. This is why it is hard to get a real evaluation of any piece of social environment: to many contradictory interests. Under those circumstances to build up a fitting selection system is a job like a modern Sisif. Without a clear cut system
of selection human resources will never be well used. Lot of good persons will not come with theirs contribution to social/institutional development. So some persons will loose a lot but society/institution themselves will loose much more.

So, it is obvious to build up a selection system represent a main responsibility for leaders as well as managers.

A selection process may be described as a succession of following steps: a. Mission; b. Values/criteria; c. Rules; d. Making decisions; e. Pattern of contestation.

In fact the identification of steps represent the application of structuring problem method (Stegaroiu C.D. Ileana Ursu, I.Rus, 1980, 2). In order to analyze the selection systems was used the comparison method (Stegaroiu C.D., 1989, 3) So, for each step were considered a pool of dimensions and for each dimension was identified the proper traits and level for each type of selection, based on field, social as well as institution, and based on the allover effect, as negative or positive one (see table 1). That method was

a. MISSION. To find out a certain person, taking into the view a certain position, social status/job, as well as the main interest (general interest or group/self interest), represents the outcome of process of selection. The person selected could be obedient or independent, high qualified or untrained, competent or incompetent, assuming the responsibilities of social status/job position or ignoring that responsibilities and so on. So throughout the selection will elected or nominated desired person, able to sustain general interest (leaders, managers) or able only to give full satisfaction, no matter the social cost, to the group/self interest (pseudo-leaders, pseudo-managers). So, the selection will be positive (based on general interest) or negative (based on privilege – group/self interest) – see table 1.

b. VALUES/CRITERIA. The dynamics of social process is based on different values (as follows: traditional, religious, cultural, family and so on). So, within different kind of environments, in different times there are different conditions for selection process. Usually in Romania to day, at social level the positive type of selection still is unwelcome but the negative type of selection is quite well spread. The outcome of selection depends on the type in action,, positive or negative”. So, taking into the view those two types of selection, it is easy to see that this process of selection is also based on two types of values, similar labeled as: positive and negative. Some positive values: honesty, empathy, trust, independence and so on, some negative values: fear, privilege, distrust, conformity. Criteria will largely depend on the values accepted (see table 1).

c. RULES. Pattern used to make decision. To take into consideration a vacant position(social status/job) and to build up the desired profile of traits of person fitting to that position(social status/job) it is the first step to settle up rules. At institutional level building desired profile is based on requirements of a specific job and so is made a stick to measure all applicants. The second step is to measure for each trait included within the desired profile of person and to measure the level, of each of those traits, possessed by the person that applied for that specific job. To
compare the profile of any applicant with desired profile of that specific job is the third step and the decision is based on the nature of the gap between those two profiles. So, last step is to decide. To decide means to accept or to reject a certain applicant for that vacant position. At social level building up desired profile is based on public images of candidates and mainly based on opinions of people (see table 1). At social level mostly it is hard to get a “desired profile”, but not impossible (more easy to fill this task for any ministry more difficult for president). To drew clear cut lines of authority it is one of the main role played by leader as well as manager.

d. PATTERN OF CONTESTATION. It is very important because any time it is possible to encounter any mistake in any activity as well as in any decision. At social level may be established a pattern based on local reelection (so a selection method) if people became unsatisfied with theirs elected representatives in parliament. So, the representative is strong connected with people and of course it is hard to maintain shameless person and thieves in a high social status as long as local reelection is possible. But it will be very easy and convenient to keep dishonest persons in rank and file as long as was not established a pattern of local reelection, being kept as an option only the pattern of general reelection (so, no any selection tool) and so any person able to lye will be easy elected, reelected (see table 1). Pattern of contestation implies, at least, to make clear the period of time disposed for contestation, decision makers, criteria on which is based decision, persons implied in solving contestation, pattern of interaction of parties during the “trial” of the contestation and so on.

Any type of selection will bring some consequences and the consequences at theirs turn will represent an specific “food” sustaining a specific social environment (see table 1)

RESULTS

Selection is a tool but the outcome of the selection system mainly depends on the quality of leaders as well as managers. On the other hand the quality of leaders as well as managers represents a qualitative index of the selection system. The old dilemma egg and hen. The selection system will raised up the quality of selected individuals, leaders/managers, and in a mean time the quality of existing leaders as well as managers represents a core condition in getting a certain selection system. A dilemma, but most important is to start form an edge or on both of them. To start means to give the opportunity to as many as possible people to understand the selection process. In any social environment in which is not established a quality system of selection, the social/individual future is lost just because most of individuals will not achieve theirs competence.

Individual lost, in this case, will be lesser then social lost. The leaders and managers of our days based on greediness and high rate of corruption will not spoil only ours life but also the future of our children. The reversal of the situation is
based on replacing opinions about fitting person for a certain position, social status as well as jog hierarchical placement with clear measurement of desired traits.

This is one of the ways to replace political decisions (based on interest of group of power) with professional decisions (based on priority of the general/common interest).

**DISCUSSION**

The method reveals that there are two fields of selection, from the perspective of space considered as follows: social as well as institutional one. Within each field of selection there are two types: positive as well as negative selection (table 1).

**THE PROCESS OF SELECTION**

<table>
<thead>
<tr>
<th>COMMON DIMENSIONS</th>
<th>POSITIVE TYPES</th>
<th>NEGATIVE TYPES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SOCIAL</td>
<td>INSTITUTIONAL</td>
</tr>
<tr>
<td>MISSION</td>
<td>welfare</td>
<td>independent, competent individual</td>
</tr>
<tr>
<td>VALUES/CRITERIA</td>
<td>honesty empathy</td>
<td>creativity power</td>
</tr>
<tr>
<td></td>
<td>Trust opportunities</td>
<td>individual/team merit</td>
</tr>
<tr>
<td>RULES</td>
<td>fairness Social Solidarity Supportive&amp; learning environment integration</td>
<td>measuring desired profile professional/social performance</td>
</tr>
<tr>
<td>DECISION</td>
<td>election based on social responsibility</td>
<td>team + discussions</td>
</tr>
<tr>
<td>CONTESTATIO N PATTERN</td>
<td>local reelection(Rule: over 51% votes in favor)</td>
<td>contest</td>
</tr>
<tr>
<td>CONSEQUENCES</td>
<td>RESPONSIBLE LEADERS SOLIDARITY CIVIL SOCIETY</td>
<td>RESPONSIBLE MANAGERS COOPERATION TEAMS</td>
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But any selection implies a method of measuring. Measuring is usually easier to be accepted within institution field and more likely to be rejected within social field. Within institution managers and theirs coworker are deeply connected, the quality of theirs activities is more directly show up throughout the outcome of each institution. The situation is opposite in the social field. But, without to measure it is impossible to get a desired profiles of leader/manager needed and, on this basis, to replace opinions about fitting leader/manager with a pool of traits needed to fit with the desired profile of most liked leader/manager. As a principle in any social space in which a measurement became possible the opinion could replaced with a certain stick (built up based on specific measurement) and only so it is possible to replace a environment of dominance of the interests of groups of power with the dominance of general interest of citizens. Also, it is easy to see and understand the deep connection of those two fields of selection, social/institutional, as well as between those two types of selection, positive/negative. Of course the driving force will be social selection system,(the span of influence is general and obvious) but the nutrient basis of quality leaders it is assured by the institutional, selection system (the span of influence broadly and hard to be recognized). In any situation it is a special environment giving to the employer as well as employee opportunities to learn different management methods/techniques, as well as to develop the social sense of responsibility and principle of equilibrium.

CONCLUSIONS

In the world there are a lot of trends as reducing young population as well as higher mobility (Drucker F.P., 2004,1), as replacing old types of wealth, as real-estate or money, with a new one: knowledge (Toffler A. & Heidi, 2006, 4), but our dreams of living within a fitting human environment giving a satisfaction to the need, of any human individual, of finding his way implies to assure the freedom from material conditions of life as well as to avoid manipulation. So, a guarantee, a strong one, in this direction it is to build up fitting selection systems in both fields, social as well as institutional.

At social level to establish a selection system to assure dominant yield of leaders it is possible only when non-governmental forces will became as stronger as governmental one. The real change will take place in situation of equilibrium between contrary social forces or predominance of forces looking for promotion of general interest At institutional level a selection system to assure dominant yield of managers represent a common trait (the institutional interest is in line with the output of a such system of selection).

In any case all history of social systems proves that it is in fact in strong dependence of the history itself of the kind of selection assured.

Selection represent for human life the same as ownership represent for society. Without paying respect to ownership will not be any stability and qualitative dynamics of human environment. Without paying respect to the selection system,
assuring that outcome will be leaders and managers and not pseudo-leaders and pseudo-managers, in other words that the selection will be positive and not negative will not be any chance to get to the daily life the benefit of the management of human resources. Human resource asks for a dominant recognition that the only criterion of discrimination between human beings it is individual/team merit. So, human race is confronted with its entropic evolution, ignoring selection requirements, in other words to continue to sustain a negative selection system or with improving survival chances accepting, building up and maintaining positive selection system.

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