

Competency Based Selection by Handwriting

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ABSTRACT

The Competency-based systems ensure that the characteristics sought during the selection process are those that will enable new job holders to deliver results. Hand writing Analysis can give a good indication of a person's personality structure, their abilities, ability to grow and develop, and perhaps most importantly, their integrity. The importance in this paper is to know how Hand Writing Analysis works in daily lives. Hand Writing Analysis, is a scientific method in a standardized system of analysing strokes. Combinations of strokes have meaningful interpretation. The research method was qualitative method, which is mainly based on empirical study attempts to focus on the facts of Hand Writing Analysis for employee selection. The result of the study shows that handwriting analysis can used for employee selection because it can describe the indicator of performance such is competence of the employee. Therefore, it is recommended to use handwriting analysis in selecting employees.

Keywords: Selection, Competency, Handwriting Analysis, Employee.

INTRODUCTION:

Selection is the process by which organizations locate and attract individuals to fill job vacancies. Besides that, selection is the process by which companies decide who will or will not be allowed into organizations. An effective approach to selection can help an organization to maximize the competitive advantages by choosing the best pool of candidates quickly the goal of a recruitment and selection program is to attract highly qualified candidates and ensure person-job fit and cost efficiently (Kleiman, 2005). Inability in creating competitive advantage is one of many organizational failures in coping with the changing business environment. Inability in recognizing internal potential leads to organization giving attention more to external potentials rather than to internal ones that, in turn, result in lack of long term competitive advantages. Organizational potentials can be utilized by integrating human resources strategies into corporate strategic. Better HR strategies could be achieved through incorporating a bundle of human resource practices, in turn, will increase organizational performance and organizational competitiveness through better HR outcomes. unsuccessful recruitment and selection can be a cause of the death of the business. Some organizations may give importance to various tests, while others may emphasize interviews and reference checks. There are different types of tests available for using as tools for employee selection, such as, ability test, personality test, honesty/integrity test, etc. Through personality tests individual characteristics can be identified that are related to job success across organizations and occupations. Handwriting analysis is one of personality tests. Handwriting examination or identification is frequently used in crime investigation, the prosecution and sentencing of criminal offenders. Handwriting analysis is now an

accepted and increasingly used technique for assessment of people in organizations. Handwriting analysis is an effective and reliable indicator of personality and behavior, and so is a useful tool for many organizational processes, for example: recruitment, interviewing and selection, team-building, counselling, and career-planning. Handwriting analysis uses at least 300 different handwriting features in its investigative approach.

Many employers today, are asking prospective employees for a handwriting sample for analysis by a Graphologist, to determine their suitability for a position. Handwriting is so individual that like fingerprints, it is highly unlikely that two people, even though taught the same copy by the same teacher, would produce identical hands. This degree of individualization has assumed a significant importance in courts of law in establishing the authenticity of a signature, and can be the science of Handwriting Analysis. This research tries to discuss competency based selection by handwriting analysis.

LITERATURE REVIEW:

Selection:

According to Schuler and Susan E. Jackson (1997: 231), selection is process of obtaining and using the information about job applicants who should be accepted, either short-term or long-term positions. Besides, Fisher, Schoenfeldt & Shaw, (2004) & Kleiman (2005) said that selection relate to the matching of a person to the position he/ she will hold, based on the job's needs and the knowledge, skills, abilities, preferences, and personality of the employee.

As the objective of selection (Fisher, Schoenfeldt & Shaw, 2004; Kleiman, 2005; Jackson & Mathis, 2005) are to attract qualified and appropriate candidates and place them into the right job. Furthermore, the guidance presented by Holt (1993), good, motivated and organizational employees is essential for an organization to compete both in national and global markets (Ayesha Tabassum, 2011: 55). Similarly, according to Khan (2008), the purpose of selection is to select the right candidate and meet the best job and organization requirements (Ayesha Tabassum, 2011: 57). Furthermore, Khan (2008) with accuracy between prospective employees and employment can lead to large expenses for the organization and. Becker and Gerhart (1996) finds growing empirical evidence linking HRM activities and organizational performance as human resources is the most useful resource for successful organizational functions (Khan, 2008).

The implications of not receiving a clear reference to the criteria will not be valid. The ineffectiveness of the selection process will inappropriately impact the next process within the company (Compton and Nankervis, 1998: 166-177). According to Garry Desller, effective selection is highly dependent on:

1) Intelligence / reliability

Reason (reliability) is the first important factor of the exam and consistency of its consistency. There are several ways to ram consistency or. Can be done with the same test to the same person at separate times. By comparing it to the test-2 with the test-1 score, it will be a reassessment. Testers can do the exam and then give some answers.

2) Validity

Validity is the main requirement of. Validity informing whether the test is in accordance with what you want measured. Trials can be examples of one's behavior, some of which are clear with others. The validity of the criteria proves that those who succeed in the exam also succeed in the job, and those who are bad at doing the job poorly.

3) The final is how to validate the exams already taken.

Competency:

Definition of the term competence is not clear. According to Ruth (2006), depending on whether one is a psychologist, management theorist, HR manager, educationalist or politician, it takes on different emphases. Hence Hoffman (1999: 281) suggests that it "shifts according to the context of its use and requirements of the user". (Andrej Bertoneclj, Darko Kovac, 2008:217). Competency is a feature that refers to a form of human capital or human resources that can cause productivity (Virtanen, 2000). On the other hand, the competency will be considered as a logical basis for an integrated human resource policy (Hayes et al., 2006) and this framework should have the flexibility and dynamism for economic and technological change, and must continuously be monitored and reevaluated (Egodigwe, 2006). A competency is the capability of applying or using knowledge, skills, abilities, behaviors, and personal 5 characteristics to successfully perform critical work tasks, specific functions, or operate in a given role or position. Personal characteristics may be mental/ intellectual/ cognitive, social/ emotional/ attitudinal, and physical/ psychomotor attributes necessary to perform the job (Dubois, 1993; and Lucia & Lepsinger, 1999). Boyatzis (1982) and Fogg (1999). According to Chan (2006), the competency may have all or part of these features:

- 1) A collection of knowledge, skills, abilities, motivation, beliefs, values and interests;
- 2) Related to a major part of job;
- 3) Related to effective performance;
- 4) Observable and measurable against accepted standards;
- 5) Related to the future strategic directions; and
- 6) Can be improved through education and reformation

L. Spencer & S. Spencer (1993) also define competency as basic features of a person which is associated with a superior performance in a situation. They identified five features of competency including motives, traits, self perception, knowledge and skills. Motives are the forces that a person consistently thinks about them. Motives lead behaviors towards specific activities or goals. Beside that, Spencer & Spencer (1993) described there were 20 generic competencies of Competence at Work:

- 1) Achievement orientation, (ACH)
- 2) Concern for order, (CO)
- 3) Initiative, (INT)
- 4) Information seeking, (INFO)
- 5) Interpersonal understanding, (IU)
- 6) Customer service orientation, (CSO)
- 7) Impact and influence, (IMP)
- 8) Organizational awareness, (OA)
- 9) Relationship building, (RB)
- 10) Developing others, (DEV)
- 11) Directiveness, (DIR)
- 12) Teamwork, (TW)
- 13) Team Leadership, (TL)
- 14) Analytical thinking, (AT)
- 15) Conceptual thinking, (CT)
- 16) Expertise, (EXP)
- 17) Self-control, (SCT)
- 18) Self-confidence, (SCF)
- 19) Flexibility, (FLX)
- 20) Organizational commitment, (OC)

Handwriting Analysis:

Handwriting analysis or Graphology is a field of study for identifying and understanding people's personalities, behaviors and characters through analyzing their handwritings. The techniques of Graphology are used in numerous applications. The common applications of Graphology are employment profiling, marital compatibility, psychological analysis and medical diagnosis (The Internet Health Library, 2000).

Handwriting analysis is a method to predict personality of an author and to better understand the writer. Allograph combination analysis is a scientific method of writer identification and evaluating the behavior. To make this computerized we considered six main distinct types of features: (i) size of letters, (ii) slant of letters and words, (iii) baseline, (iv) pen pressure, (v) spacing between letters and (vi) spacing between words in a document to identify the personality of the writer. (Prasad, Shitala, Vivek Kumar Singh and Akshay Sapre, 2010:25).

In the past, most of the studies in Graphology were associated with the reliability and validity of Graphology as a method for personality traits assessment. Today, Graphology figures in a multitude of disciplines. The three main elements of today's Graphology are (Cohen, 1999):

Research, development and education:

It deals with what happens in our brain and on the way to our writing. These include experimentation and computer-aided research in the recognition, comparison, identification and development of handwriting and all expression leaving visible traces for communication, be it with the pen or associated with other means of implementation involving the manual use of writing and drawing instruments. In education, handwriting research embraces early discovery of symptoms likely to cause problems, such as dyslexia, establishes rules for their observation, and provides a starting point for subsequent medical, therapeutic or psychological treatment by qualified specialists.

Script-psychology, interpretation of handwriting:

It deals with behavioral and personality profiles. Analysis is based on theories to explain causes of writing behavior such as the size and shape of letters or words, the slants, margins, gaps between lines, the pressure applied to the pen, the placement of i-dots and t-crossings, etc. In practice, it is a diagnostic appraisal for occupational purpose and career guidance, behavioral profiling, risk assessment and counselling consultancy. Scientifically, it is the most intriguing, demanding and neglected section.

Forensic comparison and identification:

It examines documents in query and signature to detect authenticity or forgery. Writing construction, proportions, shape and use of space are important elements in the analysis. It is, however, not an abstract or exact science. Two witnesses may well arrive at differing opinions, leaving room for advocates to argue, judge and juries to judge. (Siew Hock Ow, Kean Siang Teh and Li Yi Yee, 2005:91-92)

Graphology may be used instead of another projective technique to supplement other projective techniques or other standard marketing research methods. In any case, graphology offers many advantages. Handwriting specimens are usually available or easily obtained. Consequently, when personality data are required about a group of consumers, the planning and execution of a long research project may be unnecessary.

A simple Graphoanalysis of existing handwriting (such as warranty cards) may provide the needed information. Obviously, much money and time are saved. Handwriting specimens are often by-products of other market research instruments. Yet, much information about respondents can be found in these specimens, and additional valuable information is learned about consumers at minor costs, where the only costs would be for analysis and interpretation. This advantage of Graphoanalysis should encourage the marketing researcher to seek more written responses instead of oral responses.

Handwriting is almost impervious to fraud. Falsification is common among many personality inventories and projective techniques, but handwriting is difficult to distort. A handwriting specimen can be obtained without respondent knowledge of its purpose. Finally, handwriting specimens are available for reference. They can be reexamined for additional data or compared with later specimens.

METHODOLOGY:

The research method was qualitative method. The data split into two groups. First group consisted of the employee selected by not using handwriting analysis (8 employee) and the second group consisted of the employee selected by using handwriting analysis (24 employee). From 32 respondents who was researched, only 30 who returned the data and 2 people did not return the data. They worked in private institution. Handwriting image samples of different individuals are used in this research which is digitally collected by scanning the handwritings of 30 different employee. Then to analyzed the data, it was used Handwriting Wizard Software. Handwriting Wizard Software consists of nine handwriting characteristics. Each characteristic represents handwriting's uniqueness and element. In this research, Handwriting Wizard Software used to detect employee competence. Handwriting Wizard Software is used to analyse the competencies owned by each employee. This program is used because based on a survey conducted by Bart Bagget (2015) able to provide accurate and accountable results. This program can provide a complete description of the results of the analysis of a person's handwriting to provide a good overview of his / her competence which is finally verified back to a graphologist. The handwriting to be analyzed is included in the program by way of a scanned first. Then, the program will accept the writing and try to match the specific features owned by the handwriting. These features can be in the form of handwriting, large margin, paragraph slope, writing zones, writing forms, and so on that are able to describe the personality of responden. After the description of the handwritten description, then the result of the handwriting analysis is translated and concluded, so that the result of the personality analysis will be based on the basic competence that has been made.

Handwriting data entry into the program. Then, the program will try to analyze the specific features owned by the handwriting. After analyzing those features, then the program will generate the result of the handwriting analysis. The excellence of this program is that it can be done by human correction if it is considered what the machine reads is inaccurate. If there is a reading mistake in the program, then re-adjustment will be able to provide relevant and reliable results.

Furthermore, after the use of both software and then analyzed to the Graphologist, the data obtained is processed using Nvivo 11. NVivo 11 program is used to perform qualitative data processing. Nvivo 11 program is designed to be able to process data in order to produce reliable qualitative research results. The NVivo 11 program is widely used for prior studies in qualitative methods research studies. In this research, the processing of qualitative data

after analysis with the use of software and interview with Graphologist, then processed by using NVivo. When used NVivo program in conducting analysis, then first, the data changed and processed so as to be able to enter into the program. Then, once the data is successfully entered in the program, then the processing begins.

The first stage of processing is to find the most words that appear when interviewing with Graphologist. Most search words are assisted by a key search tool contained in the NVivo program. Furthermore, most words are reprocessed, resulting in certain categories that can make clear criteria. The criteria are not good, good, and very good. Categorization with the criteria of less good, good, and excellent is different from categorization by using quantitative research methods. Categorization by using NVivo tries to process data interview results to produce a data that has been processed. The criteria are made after interview, not before the interview. In the end, the data after being included in these categories is altered in graphic form, making it easier to see the types of competencies to be sought and proven in this study.

FINDINGS AND DISCUSSION:

Before discussing about the role of handwriting analysis in the selection it will be discussed in advance the data of handwriting analysis of the employee. Handwritten results of participants who have been collected were processed using the Software Handwriting Wizard to know the competencies concerned. Furthermore, after processed using the Software Handwriting Wizard, to be able to verify the results of existing data then the handwriting of the participants analysed again by Graphologist.

Below is an example of data processing using the Software Handwriting Wizard for selected employee handwriting Analysis Results Using Software Handwriting Wizard For 25P Participants

Table 1: Handwriting Analysis Results Using Software Handwriting Wizard For 25P Participants

Participants	Handwriting
25P	

Characteristic:

- Ruled by a head not a heart, rather self-interested
- Not expressive emotionally.
- Enjoy loneliness.
- Very level-headed and will remain calm in an emergency.
- More efficient self-employed and do not like to be surrounded continuously
- Moderate in social interaction
- Have a balanced ability to socialize and interact with others
- Honest when expressing opinions
- Cumulative and procedural thinkers, preferring to collect all the facts before making a decision
- Learn faster through visual demonstration than verbally, if you already understand it then 25P will not forget
- A methodical thinker, 25P is able to build something and generate new ideas
- Often become very lethargic
- People who were practical in planning their goals
- Having the feeling that 25P can achieve whatever he thinks.
- Confident enough to leave a bad situation and not take a big risk

After hand-written analysis based on handwriting characteristics for 25 P participants, the results of the program analysis were re-examined to the graphologist through in-depth interviews on the same basis that is the assessment of the participant's handwriting type. Graphologist states that the things that show the competence of 25P participants were as follows:

"If it viewed from the slope of the writing, it tends to be upright and, the size of the writing is medium. The writer has heavy pressure writing and the distance between letters were same. Up and down letter in writing tend to be the same meanwhile between each letter do not connect to each other. The shape of the letter tends to be same. The weakness lies in the ability to convey opinions in a coherent, efficient, and clear also how writer have orientation to the goals is in good category and the ability to be genuine were not very good."

All the data that has been processed, then made the average of it. The results of the data if there are differences to the selected using handwriting analysis and for those selected not using handwriting analysis

Table 2: Average Comparisons of Selected Competencies Using Handwriting Analysis and Not Using Handwriting Analysis

	Without Handwriting Analysis		With Handwriting Analysis	
	Value	Category	Value	Category
Intellectual Competency	1.783	Not good	2.218	Good
Emotional Competence	1.868	Not good	2.208	Good
Social Competence	2.106	Good	2.224	Good
Spiritual Competence	1.980	Not good	2.156	Good

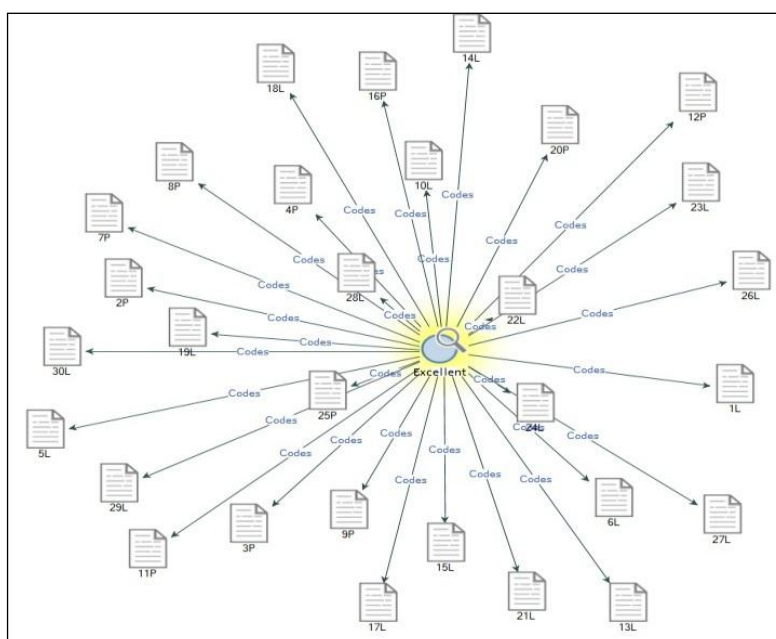
The schedule shows that the employee who selected using handwriting analysis have higher competencies than employee who selected without using handwriting analysis. Furthermore, if poured in the form of graphs, then the employee who have very good competence can be seen from the table based on the data that have been processed by Nvivo 11 as follow.

Table 3: Table of Number of Excellent Competence Owned by Employee

Name	Coverage	Name	Coverage	Name	Coverage
24L	2,64%	5L	1,32%	4P	1,00%
25P	2,48%	15L	1,32%	8P	0,99%
22L	2,47%	18L	1,32%	21L	0,99%
28L	2,46%	27L	1,32%	11P	0,99%
12P	1,97%	30L	1,32%	20P	0,67%
7P	1,97%	14L	1,16%	29L	0,50%
23L	1,81%	2P	1,16%	6L	0,50%
19L	1,65%	3P	1,15%	13L	0,50%
17L	1,49%	16P	1,15%	9P	0,50%
26L	1,32%	10L	1,15%	1L	0,33%

As in the form of relation figure, it can be seen in the figure bellow.

Figure 1. The Number of Excellent Competencies of the Employee



Based on the above description it can be illustrated on the employee who ranked the highest for excellent competencies that on average were owned by employee who were selected using handwriting analysis, they were 24 L, 25 P, 22 L, 28L. Meanwhile, good competencies category of the employee, is mostly owned by

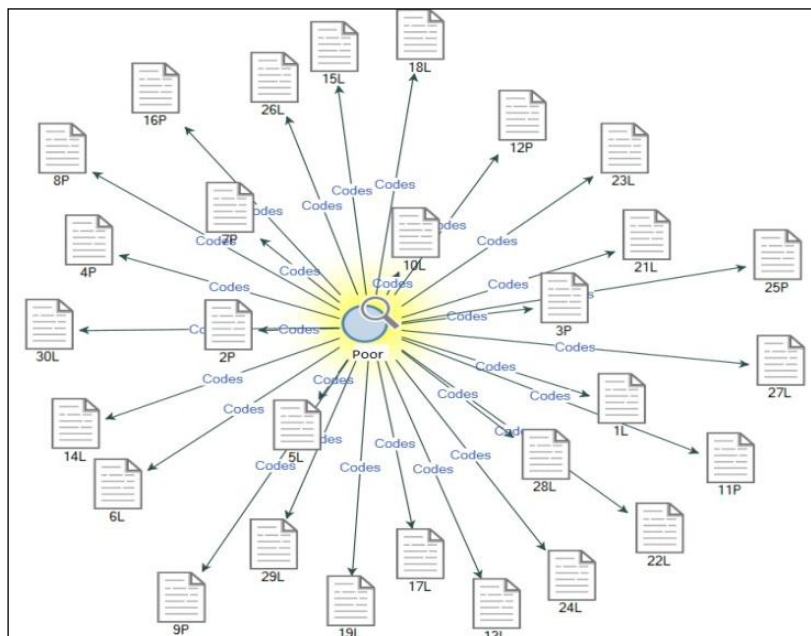
employee who selected without using hand writing analysis they were 8P, 6L, 13L. It is also indicated that in majority, employee who selected using handwriting analysis have excellent competencies and the one who selected without using handwriting analysis have only good competencies. It also indicates that other selection tools that is used did not give satisfactory result. It is seen in the table below

Table 4: Table of Good Competencies of Employee

Name	Coverage	Name	Coverage	Name	Coverage
20P	1,66%	16P	1,21%	21L	0,77%
8P	1,43%	7P	1,20%	17L	0,66%
6L	1,43%	15L	1,10%	28L	0,66%
13L	1,43%	18L	1,10%	2P	0,55%
9P	1,43%	12P	1,10%	19L	0,55%
30L	1,32%	26L	0,99%	23L	0,55%
11P	1,32%	27L	0,99%	5L	0,33%
10L	1,31%	3P	0,99%	25P	0,33%
1L	1,22%	4P	0,88%	22L	0,33%
29L	1,22%	14L	0,77%	24L	0,22%

The amount of good competent between participant that selected with or without handwriting analysis in average were same. To get clear understanding relationship between good competence and participant, it can be seen as relation figure bellow.

Figure 2: Relation Figure of Good Competencies of Employee



While the highest poor competencies owned mostly by employee who was selected without using handwriting analysis. They were participants 5 L, 2 P, 3P. It is seen in the table below.

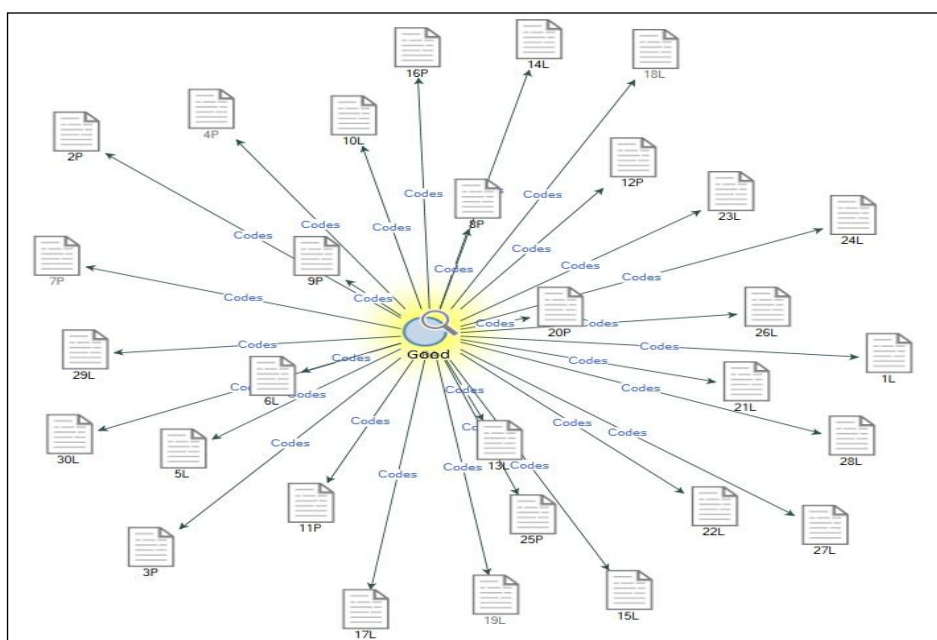
Table 5: Table of Poor Competencies Employee

Name	Coverage	Name	Coverage	Name	Coverage
2P	1,49%	27L	0,99%	26L	0,82%
3P	1,49%	30L	0,83%	19L	0,66%
10L	1,48%	11P	0,82%	17L	0,66%
21L	1,31%	7P	0,82%	23L	0,66%

Name	Coverage	Name	Coverage	Name	Coverage
6L	1,16%	26L	0,82%	18L	0,66%
9P	1,16%	19L	0,66%	12P	0,50%
1L	1,16%	17L	0,66%	28L	0,49%
29L	1,00%	23L	0,66%	8P	0,33%
4P	1,00%	18L	0,66%	15L	0,33%
14L	1,00%	30L	0,50%	22L	0,33%
13L	0,99%	11P	0,82%	25P	0,17%
16P	0,99%	7P	0,82%	24L	0,17%

As in relation figure, it can be seen in the figure bellow.

Figure 3: Relation Figure of Poor Competencies Employee



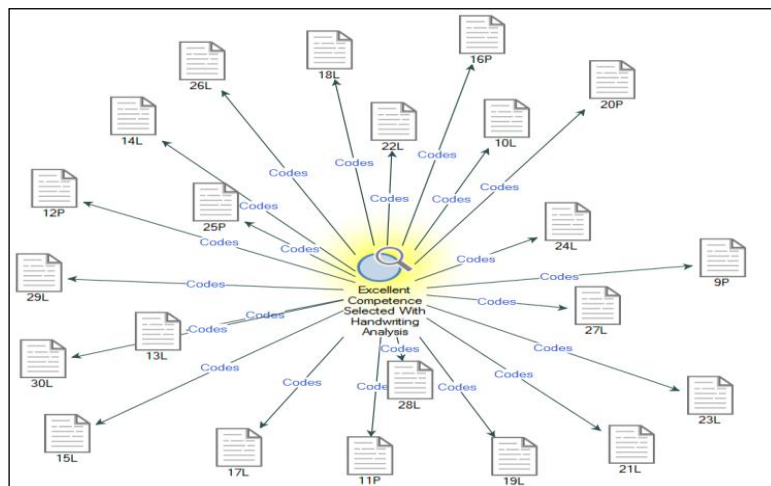
Then, to see the number of excellent competencies possessed by the employee selected by using handwriting analysis can be seen in the following table.

Table 6: Table of Excellent Competencies of Employee Selected by Handwriting Analysis

Name	Coverage	Name	Coverage
24L	2,64%	27L	1,32%
25P	2,48%	30L	1,32%
22L	2,47%	14L	1,16%
28L	2,46%	16P	1,15%
12P	1,97%	10L	1,15%
23L	1,81%	21L	0,99%
19L	1,65%	11P	0,99%
17L	1,49%	20P	0,67%
26L	1,32%	29L	0,50%
15L	1,32%	13L	0,50%
18L	1,32%	9P	0,50%

To see how participant, relate to the excellent competence that owned, it can be seen in the figure bellow.

Figure 4: Relation Figure of Excellent Competencies of Employee Selected by Handwriting Analysis



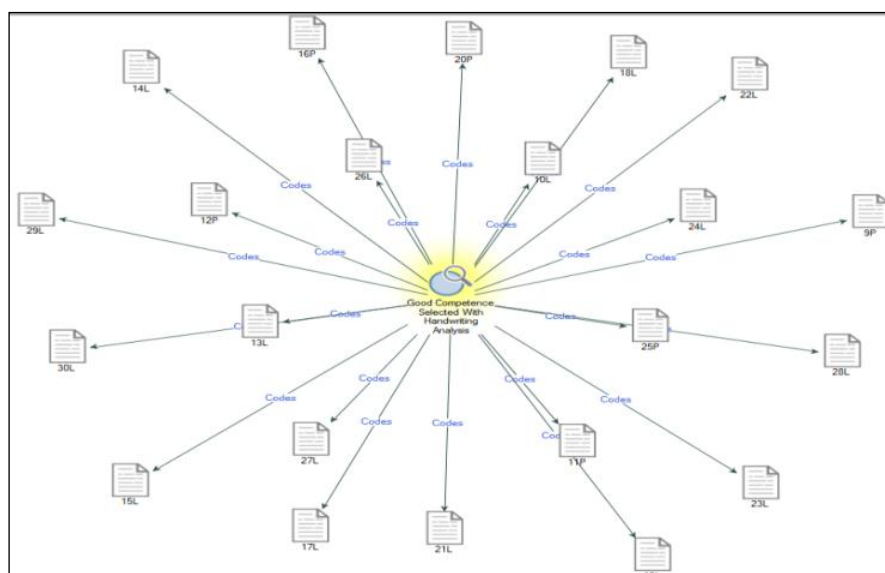
While the results of the number of good competencies possessed by the employee who were selected by using handwriting analysis can be seen in table as follows

Table 7: Table of Good Competencies of Employee Selected by Handwriting Analysis

Name	Coverage	Name	Coverage
20P	1,66%	26L	0,99%
13L	1,43%	27L	0,99%
9P	1,43%	14L	0,77%
11P	1,32%	21L	0,77%
30L	1,32%	17L	0,66%
10L	1,31%	28L	0,66%
29L	1,22%	19L	0,55%
16P	1,21%	23L	0,55%
15L	1,10%	25P	0,33%
18L	1,10%	22L	0,33%
12P	1,10%	24L	0,22%

In the form of relation figure, each relation can be seen as following figure.

Figure 5: Relation Figure of Good Competencies of Employee Selected by Handwriting Analysis



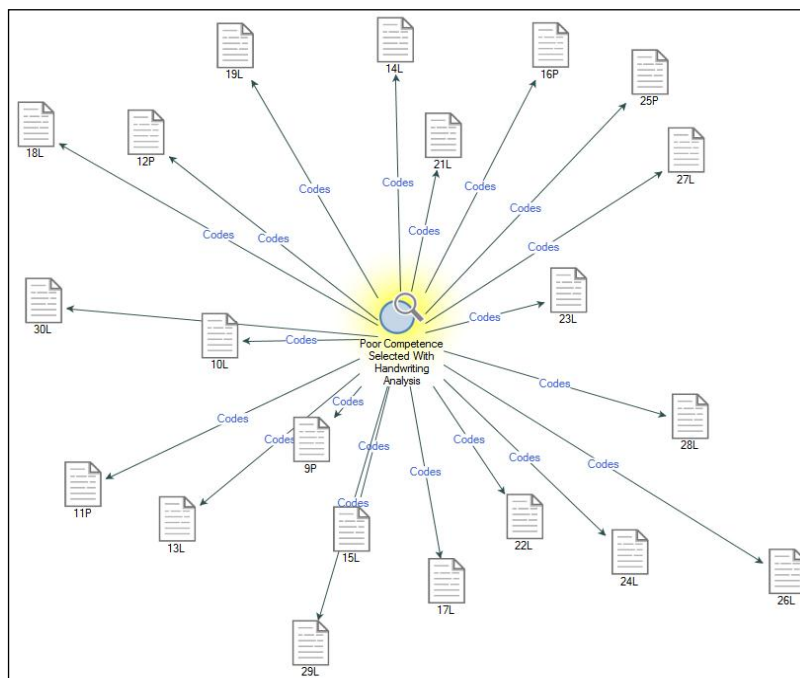
For the number of poor competencies possessed by the employee selected by using handwriting analysis can be seen in table as follows

Table 8: Table of Poor Competencies of Employee Selected by Handwriting Analysis

Name	Coverage	Name	Coverage
10L	1,31%	17L	0,66%
21L	1,16%	19L	0,66%
9P	1,16%	23L	0,66%
29L	1,00%	18L	0,50%
14L	0,99%	12P	0,49%
13L	0,99%	28L	0,49%
16P	0,99%	15L	0,33%
27L	0,83%	22L	0,33%
11P	0,82%	25P	0,17%
30L	0,82%	24L	0,17%
26L	0,66%		

To see clearly relation between each participant that selected by handwriting analysis and their poor competencies, it can be seen in figure bellow.

Figure 6: Relation Figure of Poor Competencies of Employee Selected by Handwriting Analysis



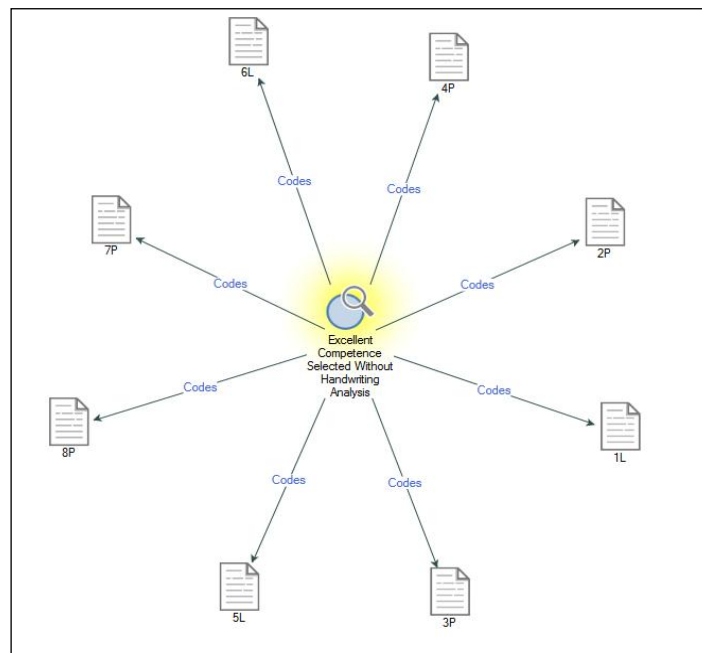
As for the number of excellent competencies possessed by referrals who were selected without using handwriting analysis were as follows.

Table 9: Table Figure of Excellent Competencies of Employee Selected Without Handwriting Analysis

Name	Coverage	Name	Coverage
7P	1,97%	4P	1,00%
5L	1,32%	8P	0,99%
2P	1,16%	6L	0,50%
3P	1,15%	1L	0,33%

As in the form of relation figure, it can be seen in the following figure

Figure 7: Relation Figure of Excellent Competencies of Employee Selected Without Handwriting Analysis



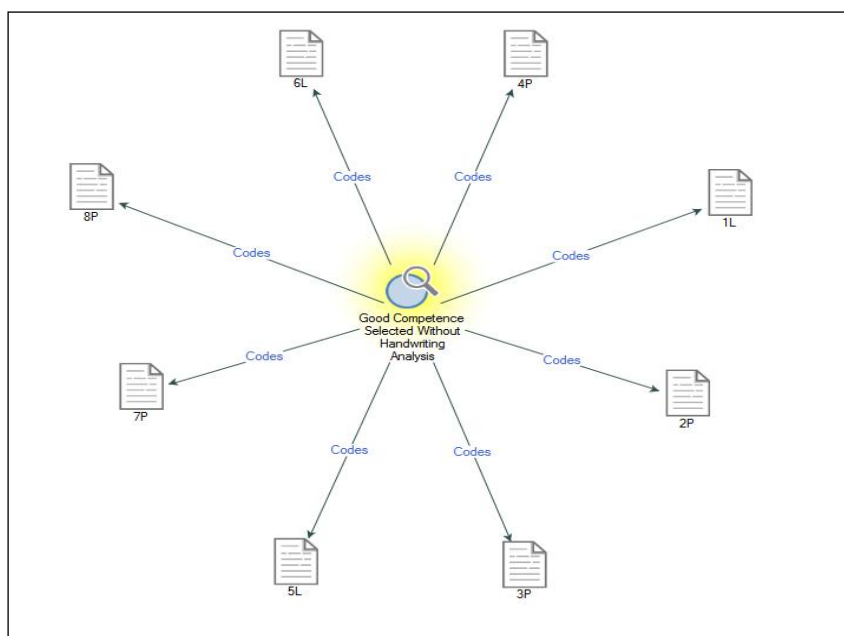
Below is the number of good competencies of Employee Selected by Handwriting Analysis.

Table 10: Table of Good Competencies of Employee Selected Without Handwriting Analysis

Name	Coverage	Name	Coverage
8P	1,43%	3P	0,99%
6L	1,43%	4P	0,88%
1L	1,22%	2P	0,55%
7P	1,20%	5L	0,33%

To see how each participant that selected without using handwriting analysis, it can be seen in the relation figure as following.

Figure 8: Relation Figure of Good Competencies of Employee Selected Without Handwriting Analysis



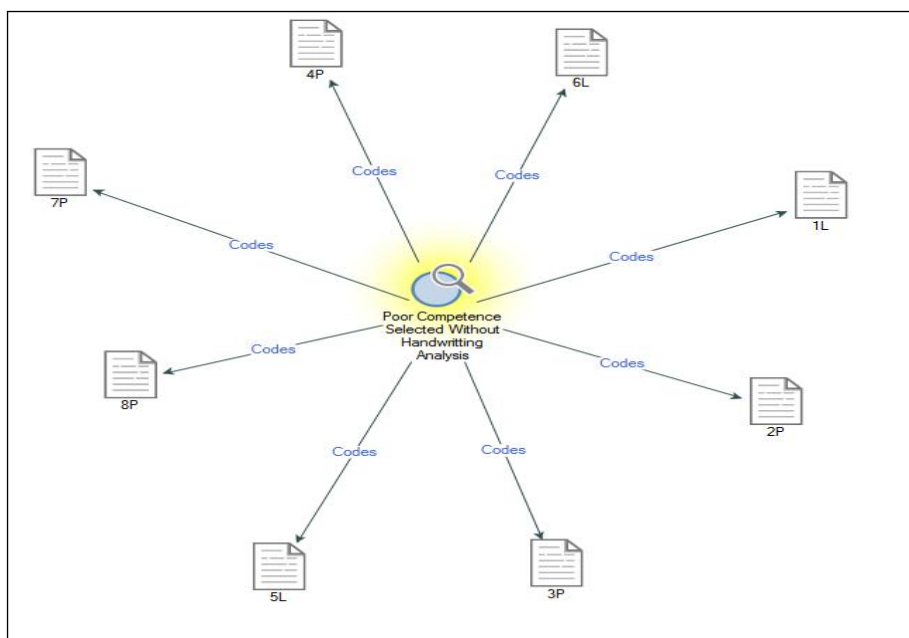
While the Number of Poor Competence of Employee Selected by without Handwriting Analysis as seen in the table bellow

Table 11: Table of Poor Competencies of Employee Selected by Handwriting Analysis

Name	Coverage	Name	Coverage
5L	1,49%	1L	1,00%
2P	1,49%	4P	1,00%
3P	1,48%	7P	0,82%
6L	1,16%	8P	0,33%

It can also been seen in the form of figure relation as bellow.

Figure 9: Relation Figure of Poor Competencies of Employee Selected by Handwriting Analysis



Based on the results of handwriting analysis above, it can be concluded that the role of handwriting analysis is very important. The results of this handwriting analysis are helpful in terms of knowing the extent of the competencies of the employee. If it is based on existing participants' data, it can be seen that participants who selected without using handwriting analysis, cannot develop their career. In addition, with the handwriting analysis, it can be known the characteristics of each participant which is very useful when selection process of new prospective employee. In relation to the results of the analysis, obtained the picture that in general, that employee who selected using handwriting analysis, in two years on average have obtained a certain position while those who selected without using handwriting analysis, in average only reach a certain position after 10 years even after that, they still have not taken care their career for the next level. This clearly proves that handwriting analysis is capable of detecting employee competence. According to Dubois, (1993) and Lucia & Lepsinger (1999) competence is an in-depth skill doing and use knowledge, skills, abilities, behavior, and personal traits to do important tasks, certain functions, or run various roles or position. Personal traits can relate with mental, intellectual, cognitive, social, emotional, attitude, and physical or psychomotor related to with work. such opinion when associated with the results of this study can be added which can be detected by using handwriting analysis

The above description shows that in the management of human resources the concept of individual competence is used extensively (eg Boyatzis, 1982, Schroder, 1989, Burgoyne, 1993). Many authors refer competence as a set of skills a person must have to be able to do a certain job satisfactorily. Competence becomes human capital or human resources that lead to productivity. competence is proficiency in doing and use knowledge, skills, abilities, behavior, and personal traits to succeed do important tasks, certain functions, or run various roles or position. In this productivity improvement is done selection of employee. Thus, it is seen that the excellent competence is owned by mostly employee who selected using handwriting analysis and poor competence, owned

mostly by employee who selected without using handwriting analysis. From the graph, it is illustrated that the excellent competence is mostly owned by employee who selected using handwriting analysis with considerable comparative comparison, the competence is more owned by employee whose selection uses handwriting, and the poor competency is more often owned by workers whose selected without using handwriting analysis.

CONCLUSION:

From this study it can be concluded that selection is a key factor for performance. A good selection process is the first step to ensure the succession of the organization. Selection is done to find the competence of a prospective employee in accordance with the needs of the organization. Competence has a key role in improving performance that can be detected using handwriting analysis.

Effective selection systems identify the competencies associate with high performance, establish assessment techniques that successfully measure the presence of competencies in candidates, and repay their own expense through the additional productivity of new recruits. Suitably validated to confirm the appropriateness of competency requirements for performance, and the absence of irrelevant bias, selection systems represent a key area of competitive advantage. Handwriting Analysis can be the answer for the right of selection process. As mentioned above, suitable selection can lead to the successful organization. This research tries to find the role of handwriting analysis in the process of completion to achieve organizational success. This competence can be detected using handwriting analysis. Thus, handwriting analysis is important in the selection process because in the end, it can be a determinant of succession of an organization. Organizations that have good performance of course need to be supported by employees who have good competence. The first step in getting this thing, is with a good selection that is able to provide employees who have good competence. Because handwriting analysis can detect excellent competence, a selection of handwriting analysis is required. In this research, it can be seen from the handwriting analysis that it can detect the competence required by the organization. It evidenced with employee that selection using handwriting analysis able to achieve high positions in a relatively short time. In contrast to the employee who was not selected by the handwriting analysis, they achieved high positions in a relatively long time and even was not able to achieve the high position. The inability to achieve the job is from the performance of the employee is low and the low performance, of course, can lead to a result that is not maximized performance of the company.

It can be concluded from results that the selection is a key process. Selection performed to achieve prospective employee that have competence and organizational commitment as expected. Good competence that possessed by the employee can be detected by using analysis to the elements of competence.

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