$ UNIT IV — HUMAN RESOURCE MANAGEMENT ₹

11 CHAPTER — EMPLOYEE SELECTION PROCESS

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அதற்குரிய னாகச் செயல்.

குறள் 518

Having considered what work a man is fit for, let (the king) employ him in that work.

Learning Objectives

To enable the students to understand the

- meaning and definition of selection
- standard steps for selection process
- factors influencing the selection process
- importance of selection
- difference between selection and recruitment
- meaning and definition of placement
- significance of placement
- principles of placement

Chapter Synopsis

11.01 Meaning & definition of Employee Selection process

Employee selection can range from a very simple process to a very complicated process. There is no standard universally accepted selection process adopted by all organizations. The selection process may be adopted depending upon the nature of jobs and organizations. The process may differ from organization to organization.
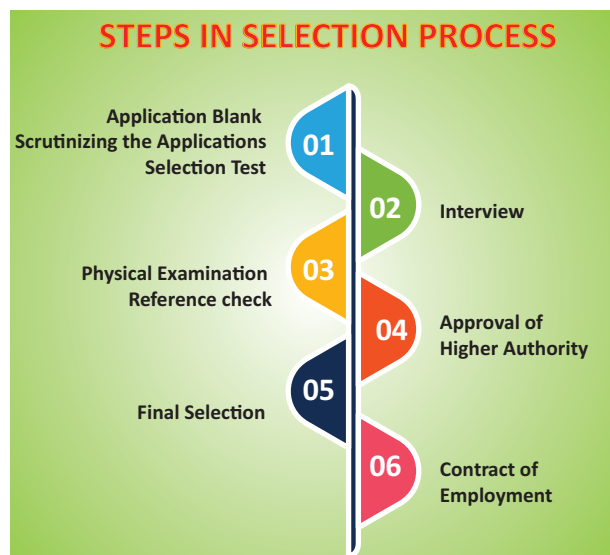

A selection process includes a number of steps – screening the application forms, test, interview, checking of references, physical examination, and approval by appropriate authority, and handing over the selected candidates to orientation and placement

section. These steps are not necessary for all types of selection process. The main aim of selection process is to find out the suitable candidate for specific job. Since there are various factors which affect the seeking of such information, the same type of selection process cannot be applied in all types of selection.

Selection is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job. Selection is the process of choosing the most suitable person for the vacant position in the organization.

David & Robbins: Selection is a managerial decision making process is to predict which job applicants will be successful if hired."

11.02 Steps in Employee Selection Process

STEPS IN SELECTION PROCESS

Application Blank Scrutinizing the Applications Selection Test	**01**
	02 Interview
Physical Examination Reference check	**03**
	04 Approval of Higher Authority
Final Selection	**05**
	06 Contract of Employment

A comprehensive selection process involves the various steps as shown in figure

01. (a) Application Blank

Most of public sector undertaking, various ministries of Government, Selection Commissions, Recruitment Boards and Private Sector Companies either supply pre-printed application form or direct the candidates to download the forms uploaded in their resp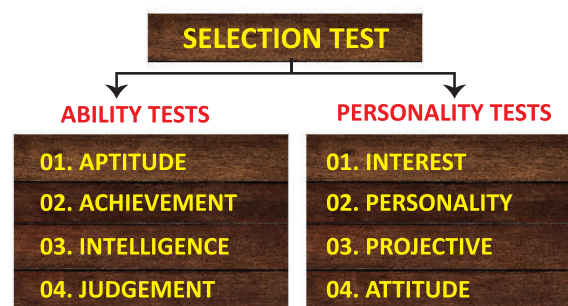ective websites. In the case of voluntary applications submitted by the candidates, they are issued application form afresh at the venue of the interview to collect complete information about the candidate in the standardized format. Selector can collate different types of information from the application blank namely family background, educational qualification, co-curricular activities, work experience, exposure to related activities, scale of pay drawn, academic distinction, area of expertise and so on.

01. (b) Scrutinizing the Applications

Where the applications received in response to advertisement inviting applications for opening are more, it is not possible for recruitment agency to call all the applicants for interview. Hence, selection committee has to evolve some criteria like age, length of experience, level of education, percentage of marks, higher qualification, level of exposure, communal quotos, proficiency etc., to shortlist the number of applicants for the interview.

01. (c) Selection Test

Several tests are conducted in the selection process to ensure whether the candidate possesses the necessary qualification to fit into various positions in the organization.

SELECTION TEST

ABILITY TESTS	PERSONALITY TESTS
01. APTITUDE	01. INTEREST
02. ACHIEVEMENT	02. PERSONALITY
03. INTELLIGENCE	03. PROJECTIVE
04. JUDGEMENT	04. ATTITUDE

A) Ability Test

A test designed to measure an individual's cognitive function in a specific area,

such as variety of skills, mental aptitude, problem solving, knowledge of particular field, reasoning ability, intelligence etc. This test is

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used to find the suitability of a candidate for a given job role.

1. Aptitude test

Aptitude test is a test to measure suitability of the candidates for the post/role. It actually measures whether the candidate possess a set of skills required to perform a given job. It helps in predicting the ability and future performance of the candidate. Aptitude test can be measured by the following ways:

i) Numerical Reasoning Test - Numerical reasoning test provides information about candidate's numerical aptitude. In other words this test measure the candidate's ability to make correct decision from numerical data.

ii) Verbal Reasoning Test - It measures the candidate's ability to comprehend the written text and ability to arrive at factual conclusion from the written text.

iii) Inductive Reasoning Test - Inductive Test is one of the psychometric tests conducted in the selection process to measure the problem solving abilities and ability to apply logical reasoning.

iv) Mechanical Reasoning Test - This test measures the engineering student's ability to apply engineering concepts in actual practice.

v) Diagrammatic Reasoning Test - This test measures the candidate's ability to understand the shapes, abstract ideas and ability to observe and extract values from illustrations and apply them to new samples.

vi) Spatial Reasoning Test - The test measures the candidate's ability to clearly manipulate and remember the shapes, still images, and find out pattern which govern the sequence.

vii) Situational Judgment Test - This test measures the candidate's ability to choose the most desirable action in critical situations using his judging ability.

viii) Mental Arithmetic Test - It tests the candidate's basic numerical ability like addition, subtraction, multiplication, division and fraction. It tests the speed of doing calculation.

ix) Vocabulary Test - The test measures candidate's ability to recognize the relationship among the ideas, think methodically and fluency in English language.

x) Number Sequence Test - This measures the candidate's ability to find a logic in a series or pattern. Under this test, candidates have to find out missing number in a sequence to determine the pattern.

2. Achievement Test

This test measures a candidate's capacity to achieve in a particular field. In other words this test measures a candidate's level of skill in certain areas, accomplishment and knowledge in a particular subject. The regular examination conducted in educational institution represents achievement test. It is also called proficiency test. This test is conducted before, during or after a learning experience. In short it is a test conducted to find out candidate's mastery over the subject. Example,

a) A driver may be asked to drive a vehicle to test his driving efficiency

b) Music student may be asked to play a given instrument

c) Teacher candidate may be asked to give a demonstration

3. Intelligence Test

Intelligence tests are one of the psychological tests, that is designed to measure a variety of mental ability, individual capacity of a candidate. The main aim of these tests is to obtain an idea of the person's intellectual potential.

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Mental age and Actual (age wise) calculate the Flow of IQ level.

Formula for IQ :

$$\frac{\text{Mental Age}}{\text{Actual Age}} \times 100$$

(Physical age or current age)

Mental age: A person's mental age is a measurement of their ability to think when compared to the average person's ability at that age.

Example: Average intelligence or Average IQ = 100

If ten years old has a mental age 13,

Therefore, IQ = 130, ie, Above average.

4. Judgment Test

This test is conducted to test the presence of mind and reasoning capacity of the candidates

B) Personality Test

Personality test refers to the test conducted to find out the non-intellectual traits of a candidate namely temperament, emotional response, capability and stability. There is no right or wrong answer in the test. It comprises of following tests.

1. Interest Test

Interest test measures a candidate's extent of interest in a particular area chosen by him/her so that organization can assign the job suited to his/her in term.

2. Personality Inventory Test

Under this method standardised questionnaire is administered to the candidate to find out traits like interpersonal rapport, dominance, intravertness, extravertness, self confidence, lower sign quality etc. This test assesses the reliability and innate characters of the candidate concerned.

3. Projective Test / Thematic Appreciation Test

This test measures the candidate's values, attitude apprehensive personality etc. out of the interpretation or narration given by the candidate to the pictures, figures etc. shown to him in the test situation.
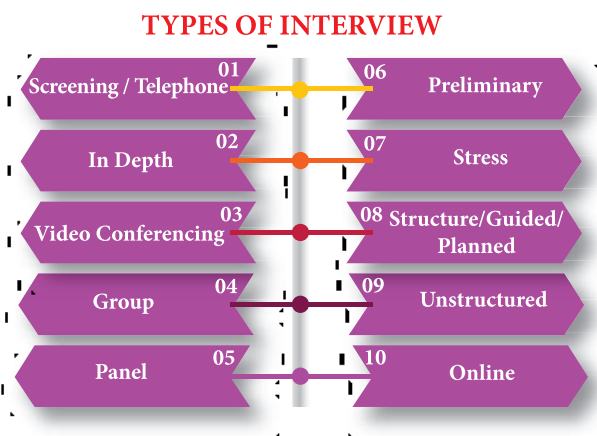
4. Attitude Test

This test measures candidate's tendencies towards the people, situation, action and related things. For example, morale study, values study, social responsibility study expresses attitude test and the like are conducted to measure the attitude of the candidate.

02. Interview

Next step in selection process is interview. The term 'interview' has been derived from French word enter voir that means to glimpse or to see each other .

In other words interview represents a face to face interaction between the interviewer and interviewee. According to Scott and others "an interview is a purpose full exchange of ideas, the answering of questions and communication between two or more persons."

Various types of interview are shown in figure

TYPES OF INTERVIEW

01 Screening / Telephone	06 Preliminary
02 In Depth	07 Stress
03 Video Conferencing	08 Structure/Guided/Planned
04 Group	09 Unstructured
05 Panel	10 Online

01) Screening / Telephone Interview

Where the candidates live far away from organization and find it difficult to attend preliminary interview for various reasons, telephone interview is conducted by some organization to eliminate unfit and unsuitable candidate at the preliminary stage itself.

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02) In depth Interview

This interview is conducted to test the level of knowledge of the interviewee in a particular field intensively and extensively. Thus interview helps the interviewers to learn about the candidate's expertise and practical exposure with respect to his/her area of specialization.

03) Video Conferencing Interview

Video conferences interview is similar to face to face interview. Video conferencing interview is a kind of conference call that connects the candidate with companies located across various geographies. Just like telephone call a video conferencing interview has multi point which allows two or more people in different locations to participate in the interview process. Interview can be conducted from a desktop at work, a home computer or smart phone or a tablet.

04) Group Interview

A group interview is a screening process where multiple candidates are interviewed at the same time. Group interview is a good time saving type of interview. Instead of spending 5 hours interviewing 5 candidates individually, one hour can be spent interviewing them in a group. Some time particular topic is given to the group, and they are asked to discuss it. The competency of members of group is assessed by keenly observing the participation of members in the discussion.

05) Panel Interview

Where a group of people interview the candidate, it is called panel interview. Usually panel comprises chair person, subject expert, psychological experts, representatives of minorities/underprivileged groups, nominees of higher bodies and so on. All panel members ask different types of questions on general areas of specialization of the candidate. Each an every member awards marks for the candidate separately. At the end, the marks awarded by all the members are aggregated and the candidates are ranked accordingly. This method eliminates bias in selection process. It ensures more reliability in the selection of the candidate.

06) Preliminary Interview

This interview is conducted to know the general suitability of the candidates who have applied for the job. Team of experts conducts their interview primarily to eliminate those who are unqualified and unfit candidates. This helps the employer organization to cut cost and time in selection process.

07) Stress Interview

This type of interview is conducted to test the temperament and emotional balance of the candidate interviewed. Interviewer deliberately creates stressful situation by directing the candidate to do irrational and irritating activities. They assess the suitability of the candidate by observing the reaction and response of the candidate to the stressful situations. Mostly this type of interview is conducted for recruiting sales representatives staff for defence and law enforcement agencies.

08) Structure/Guided/Planned Interview

Under this method, a series of question to be asked by the interviewer are pre-prepared by the interviewer and only these questions are asked in the interview. Ultimately interviewees are ranked on the basis of score earned by the candidate in the interview.

09) Unstructured Interview

This is quite contrary to structured interview. An atmosphere for free and frank interaction is created in the interview environment. There is no pre-prepared questions. Interviewers determine the suitability of the candidate based on their response to the random questions raised in the interview.

10) Online Interview

Due to tremendous growth in information and communication technology, these days interviews are conducted by means of internet via **Skype, Wechat, Google duo, Viber, Whatsapp** or **Video chat** applications. This enables the interviewers to conduct interview with the candidates living in faraway places. They saves a lot of time, money and energy both for employer's organisation and the candidate.

03. (a) Physical Examination or Medical Examination

Sound Mind is in Sound Body

The last technique used in selection process is medical examination. This is the most important step in the selection because a person of poor health cannot work competently and any investment on him may go waste, if he/she is unable to discharge duties efficiently on medical grounds. In other words, it determines an applicant's physical ability to perform a specific job.

The main purpose of medical examination is to find out

1. Physical fitness of the candidate under selection to the job concerned
2. To protect the existing employees of business organization from the infectious diseases likely to be spread by the candidate selected

3. To check excessive expenditure in the treatment of selected employee after placement.

03. (b)Reference Check

Reference check is done to know reliability and trustworthiness of the candidate. Usually application blank contains a column for the candidate to furnish the list of persons to be contacted for reference purpose. Employer organization used to send either standardized form to referees or request them to write in detail about certain behavioral traits of candidate under selection like conduct, character, attitude, behavior, value system etc., of the candidate under selection process. The selector decides the selection worthiness of the candidate based on the reference and recommendation given by referees.

04. Approval by Higher Authority

Selection committee sends the list of candidates selected with some candidate kept in waiting list for approval by higher authority like chairman, HR director, CEO and the like. Once the list is approved the selected candidate will be called for final interview.

05. Final Selection

The successful candidate who passed through various stages of selection process will be called for final interview. These candidates are briefed about the rules and regulations of the organization, organizational culture, reporting relationship, dress code, expectations of employer, facilities available for career growth etc. At the end of the final interview even the candidate under selection is allowed freedom to seek clarification or make his own demands if any.

06. Contract of Employment

After the final selection process is completed, certain documents are expected to be signed both by the organization and the candidate. Hence there is a need for preparing a contract of employment. The following basic information which need to be included in a written contract of employment varies according to the

level of the job. Generally it contains details like 1. Job Title 2. Duties & Responsibilities 3. Scale of Pay allowance, increments 4. Working hours 5. Date when continuous employment starts and basis for calculating service. 6. Work Rules 7. Grievance procedure 8. Disciplinary procedure 9. Special terms and Conditions relating to rights etc.

11.03   Factors influencing Selection Process

Factors influencing employee selection process are listed below

1. Nature of Post

The process of selection of employee varies according to type of personnel to be recruited. For instance, selection process of probationary officer of a bank differs from that of selection of officer for Indian Police Service.

2. Number of Candidates

Selection process depends on the response of candidates to the advertisement inviting applications for the post. For instance, for clerical and other physical jobs, more candidate tend to apply. Hence short listing needs to be done. The selection process would be longer if the number of applicants is lesser and consequently selection process becomes shorter.

3. Selection Policy

The selection policy and selection process are inter-related. For example some organizations put in place tougher selection process involving several steps to identify the best fit while certain other organizations just conduct straight interview and thus cutting short the selection procedure.

4. Cost factor / Budget

The longer selection process entails higher cost. Hence, organizations which cannot afford to spend a larger resource tend to shorten selection process while organizations with sound financial condition can afford to adopt lengthier selection process.

5. Level of Educational Qualification and Experience and Exposure

The process of selection depends on the experience and educational qualification, and exposure required for the post. For example for selection of finance officer, treasurer, legal adviser, designer, architecture, CEOs, scientist, chairman   etc. selection process is shorter as only few candidates compete with higher educational qualification, and credentials.

11.04   Importance of Selection

1. Good Talent

Proper selection system enables the organization to appoint talented persons for various activities and thereby leading to improved productivity and profitability of the organisation.

2. Better Efficiency

Selection of right person to the right job is sure to produce better quality of work and may facilitate faster achievement of objectives. This will help in greater measure to tone up the overall efficiency of organisation.

3. Reduced Cost of Training and Development

Better selection of candidates definitely reduces the cost of training because qualified personnel have better grasping power. If they select suitable candidates for suitable job, they can   easily understand the techniques of the work better in quick time. Besides, the organization can develop different training programmes for different persons on the basis of their individual differences, thus reducing the time and cost of training considerably.

4. Reduced Turnover

Proper selection of candidates contributes to low labour turnover. This will inturn help the organisation to minimize recruitment cost.

5. Job Motivation

If the right person is selected for the right job, it tends to motivate the person to work

more effectively and efficiently. They feel that their skills are properly used and they tend to contribute more attention to the job.

6. Other Benefits

Proper selection of candidates reduces absenteeism. They would pay better attention to their jobs and take safety precautions on their own accord would minimize the occurance of work place accidents.

11.05 Selection differs from Recruitment

Recruitment and selection play a vital role in the Human Resource Management. These are the two sides of the same coin but there exists some difference between the two. The difference have been highlighted and the exhibit is given below.

11. 06 Placement

Introduction on Placement is an important human resource activity after a candidate has been selected. He / she should be placed on a particular job. In fact, placement signifies placing the right person on the right job in a good manner. The term 'placement' includes initial assignment of new employees and promotion, transfer or demotion of present employees.

The process of placing the right man on the right job is called 'Placement'.

In other words, Placement is a process of assigning a specific job to each and every candidate selected.

According to Dale Yoder, Placement may be defined as "the determination of

the job to which an accepted candidate is to be assigned, and his assignment to that job".

11.07 Significance of Placement

The significance of the placement is given below

i) It improves employee morale

ii) It helps in reducing employee turnover

iii) It helps in reducing conflict rates or accidents

iv) It avoids misfit between the candidates and the job.

v) It helps the candidate to work as per the predetermined objectives of the organization

vi) It involves assigning a specific rank and responsibilities to an individual

vii) It helps to avoid short term staff shortage.

11.08 Principles of Placement

Following principles are followed at the time of placement of an employee:

1. Job First, Man Next

Man should be placed on the job according to the requirements of the job. There is no compromise on the requirements or qualifications of the man with respect to job. "Job first Man next" should be principles of Placement.

2. Job Offer

The job should be offered to the man based on his qualification.

3. Terms and conditions

The employee should be made conversant with the conditions and culture prevailing in the organization and all those things relating to the job.

4. Aware about the Penalties

The employee should also be made aware of the penalties if he / she commits a wrong or lapse.

5. Loyalty and Co-operation

When placing new recruit on the job, an effort should be made to develop a sense of loyalty and co-operation in him, so that he/she may realise his/her responsibilities better towards the job and the organization.

Placement is not an easy process. It is very difficult for an new employee, who

Recruitment Vs Selection

S. No.	Basis of Comparison	Recruitment	Selection
1	Meaning	Recruitment is an activity of searching candidates and encouraging them to apply for it.	Selection refers to the process of selecting the suitable candidates and offering them job.
2	Approach	Approach under recruitment is positive one.	Approach under selection is negative one.
3	Objective	Inviting large number of candidates to apply for the vacant post	Picking up the most suitable candidates and eliminating the rest
4	Sequence	First	Second
5	Method	It is an economical method	It is an expensive method
6	Contractual relation	It involves the communication of vacancies. No contractual relation is established	It creates contractual relation between employer and employee
7	Process	Recruitment process is very simple	Selection process is very complex and complicated
8	Time	Requires less time since it merely involves just identifying vacancies and advertising them. Hence less time is required	It is more consuming as each and every candidate has to be tested on various aspects before selecting the candidates. Hence more time is required

cannot be expected to be not familiar with the job and environment. For this reason, the employee is generally put on a probation/trial period ranging from one year to two years. After completion of the probation period, if the employee shows a better performance, he/she is confirmed at the job as a regular employee of the organization.

Key Words

Application	Blank	Structured
Turnover	Placement	Job Offer
Loyalty	Recruitment	Evaluation
Relocation	Aptitude	Attitude

For Future learning

1. Know the job selection methods in TamilNadu government
2. Collection of job application related to different types job.
3. Student should know about the skilled and unskilled workers.
4. Students should know how to apply and fill up the job application

For own Thinking

1. How will you prepare your Resume and Application?
2. Find out any 5 Selection interview questions.
3. Student should arrange face to face interview
4. To Identify the Placement process
5. Student should visit a nearby organization and observe the selection interview.

Exercise

I. Choose the Correct Answers:

1. **The recruitment and Selection Process aimed at right kind of people.**

   a) At right people
   b) At right time

   c) To do right things
   d) All of the above

2. **Selection is usually considered as a _____ process**

   a) Positive
   b) Negative

   c) Natural
   d) None of these

3. **Which of the following test is used to measure the various characteristics of the candidate?**

   a) physical Test
   b) Psychological Test

   c) attitude Test
   d) Proficiency tests

4. **The process of eliminating unsuitable candidate is called**

   a) Selection
   b) Recruitment

   c) Interview
   d) Induction

5. **Job first man next is one of the principles of _____.**

   a) Test
   b) Interview

   c) Training
   d) placement

Answers:

1	d	2	b	3	b	4	a	5	a

II. Very Short Answer Questions:

1. What is selection?

2. What is an interview?

3. What is intelligence test?

4. What do you mean by placement?

III. Short Answer Questions:

1. What is stress interview?

2. What is structured interview?

3. Name the types of selection test?

4. What do you mean by achievement test?

IV. Long answer questions:

1. Briefly explain the various types of tests. (any 5)

2. Explain the important methods of interview (any 5).

3. Differentiate Recruitment and Selection. (any 5)

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