


Selection

- Selection starts where recruitment ends. Selection is hiring the best candidates from the pool of applications. It refers to the process of offering jobs to one or more applicants from the applications received through recruitment.
- Selection is the process of picking the suitable candidates from the pool of job applications to fill various jobs in the organization.

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- According to Yodder, “selection is the process by which candidates for employment are divided into class - those who will be offered employment and those who will not.”
 - According to Stone, “Selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job.”

Difference between Recruitment and selection are:

Recruitment

1. Technically precedes selection
2. The process of identifying and encouraging potential candidates to apply for jobs in the organization
3. Recruitment is positive
4. Recruitment involves searching

Selection

1. Selection follows recruitment
2. Selection involves choosing the best out of those recruited
3. Selection on the other hand is negative in its application,
4. Selection involves comparing those already searched

Importance of Selection

- The role of selection in an organisation's effectiveness is crucial for at least 2 reasons-
- 1. Work performance depends on individuals. The best way to improve performance is to hire people who have competence and willingness to work. Effective selection assumes greater relevance.
- 2. Costs of wrong selection are much greater.

- **False negative error** means rejection of an applicant who would have succeeded.
- **In False positive error** an applicant is selected expecting success but failure occurs.
- **True positive results** when a candidate is hired expecting success and success results.
- **In True negative**, failure is predicted and happens.

Selection process

- Following are the steps involved in a standard selection process:
- 1. Preliminary Interview
- 2. Application Blanks
- 3. Selection Tests
- 4. Employment Interview
- 5. Reference & background checks
- 6. Physical Examination
- 7. Final selection & job offer



- **1. Preliminary Interview-**

After screening the applications, preliminary interview will be conducted. The purpose of preliminary interview is to eliminate unsuitable or unqualified candidates from the selection process. In screening unqualified candidates are eliminated on the basis of information given in the application form, whereas preliminary interview rejects misfits for reasons, which did not appear in the application forms.



- **2. Application Blanks:**

This is a method for getting information from a prospective candidate. This serves as a personal record of the candidate bearing personal history profile, detailed personal activities, skills and accomplishments. Almost all organizations require job seekers to fill up the application.

- Usual contents are as follows:
- **i. Biographical information** – Age, father’s name, sex, nationality, height, marital status.
- **ii. Educational information** - Name of the institutions where the candidate studied – marks – Divisions – Distinctions.
- **iii. Work Experience** – previous experience – nature of job – salary – duration – reason for quitting.
- **iv. Salary** – last drawn salary – minimum salary acceptable.
- **v. Extra-curricular information** – NSS – NCC – hobbies etc.
- **vi. References** – Name and address.



- **3. Selection Tests:**

Individuals differ in many respects including job related abilities and skills. In order to select a right person for the job, individual differences in abilities and skills are to be adequately and accurately measured for comparison.

According to Lee J. Groobach, “A test is a systematic procedure for comparing the behaviour of two or more persons.”

- Jobs seekers who pass the screening and preliminary interview are called for tests. Different types of tests may be administered, depending on the job and the company.
- Generally, tests are used to determine the applicants **ability, aptitude and personality**.
- **Ability Test** (Achievement test): assist in determining how well an individual can perform tasks related to the job.
- E.g., Data entry test.

- **Aptitude Test:** helps to determine a person's potential to learn in a given area.

Personality Test: These tests are also known as 'personality inventories.' These tests are designed to measure the dimensions of personality i.e., personality traits such as interpersonal competence, dominance, submission, extroversions – introversions, self-confidence, ability to lead and ambition.


- **4. Employment Interview:** The next step in the selection process is ‘employment interview.’ Interview is the widely used selection method. **It is a face-to-face interaction between interviewer and the interviewee.**


Interview is a formal, in-depth conversation conducted to evaluate the applicant’s acceptability.


- a. One-to-one
- b. Sequential
- c. Panel

Objectives of Interviews

- Verifies the information obtained through application form and tests.
- Helps to obtain additional information from the applicant otherwise not available.
- Gives the candidate necessary facts and information about the job and the organization.
- Helps to establish mutual understanding between the company and the candidate and build the company's image.

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- The interview process-
 - 1. Reviewing background information
 - 2. Preparing a question plan
 - 3. Creating a helpful sitting
 - 4. Conducting the interview.

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- **5. Reference & background checks:** These checks are made to gain additional information on the background of the applicant.
 - The applicant is asked to give the names of one or two referees who know him personally. Previous employers, University Professors, neighbours and friends are usually referees.
 - Criminal record, Previous employment check, Educational record checks.

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- **6. Physical Examination:** The main purpose of conducting physical or medical examination is to have proper matching of job requirement with the physical ability of the candidate.

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- **7. Final selection & job offer:** Final selection follows the above procedures outlined. Selected candidates would be sent with appointment orders. Additional names than required vacancies may be kept in the waiting list.