

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.

- 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.

- **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 ie., personality traits such as interpersonal competence, dominance, submission, extroversions – introversions, self-confidence, ability to lead and ambition.

- Various personality tests – **Bernsenter Personality Inventory**, measures one's self-sufficiency, sociability, introversion ad extroversion, locus of control and self-confidence.
- **Thematic Apperception Test (TAT)** assesses an individual's achievement and motivational levels.
- California Psychological Inventory (CPI), Thurstone Temperament Surey (TTS) , Minnesota Multiphasic Personality (MMPI) assess specific personality traits.

- **Interest Tests:** These tests discover a person's area of interest and find the kind of work that would satisfy him. The most widely used interest test is Kuder Reference Record. It consists of three forms. The first form measures vocational interest such as mechanical, computational, artistic, literary, music and clerical interest. The second form measures vocational interest such as group activities, avoiding conflicts etc. The third form of interest measures preference to particular occupations such as accountants, salesman, managerial position etc.

- **Graphology test** is designed to predict success or failure through one's handwriting. Vastly used in US.
- **Polygraph test** (lie detector) are designed to ensure accuracy of the information given in the applications. Department store, banks, treasury offices and jewellery shops find these test's useful.
- **Medical tests** reveal physical fitness of a candidate.
- **Drug tests** – presence of illegal or performance affecting drugs.

- **Achievement Test:**

These tests measure what a person can do based on skill or knowledge already acquired.

- **Intelligence Test**

Intelligence tests measure general ability for intellectual performance. If a five year old child does the test for six years or above, his or her mental age would be determined accordingly. Mental age is generally indexed in terms of Intelligence Quotient (IQ) and is calculated using the following formula:

$$IQ = \frac{\text{Mental age}}{\text{Actual age}} \times 100$$

It means that IQ is a ratio of mental age to actual age multiplied by 100.

- **Projective tests :**

These tests are based on pictures or incomplete items. The candidate is asked to narrate or project his own interpretation on these. The way in which the candidate responds, reflects his or her own values, motives, attitude, apprehensions, personality etc. These tests are called projective because they induce the candidate to put him or herself into the situation to project the test situation.

- **Attitude Tests :**

These tests are designed to know the candidate's tendencies towards favouring or otherwise to people, situations, actions and a host of such other things. Test of social responsibility, authoritarianism, study of values, employee morale are the well-known examples of attitude tests.

Choosing Tests:

- Test must be chosen based on the criteria of reliability, validity, objectivity and standardisation.
- **a. Reliability-** is the degree to which an assessment test or tool produces stable and consistent results. A person who takes a test one day and makes a certain score should be able to take the next day or the next week and make more or less same score.
- Eg., Individual intelligence test administered and scored 110 in march would score close to 110 in july.

- **b. Validity** is the extent to which a test accurately measures what it purports to measure.

While reliability is necessary, it alone is not sufficient. For a test to be reliable, it also needs to be valid. For example, if your scale is off by 5 lbs, it reads your weight every day. The scale is reliable because it consistently reports the same weight every day, but it is not valid because it adds 5lbs to your true weight. It is not a valid measure of your weight.

- **c. Objectivity:** When two or more people can interpret the results of the same test and derive the same conclusion the test is said to be objective.

- **d. Standardisation:** A test that is standardised is administered under standard conditions to a large group of persons who are representatives of individuals for whom it is intended. The purpose of standardisation is to obtain norms and standards.

- **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.

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

Types of Interview

- **A. Structured interview:** In this, interviewer uses a preset standardised questions which are put to all interviewees.

In this type of interview, the pattern of the interview is decided in advance. What kind of information is to be sought or given, how the interview is to be conducted and how much time is to be allotted, all these are worked in advance.

Patterned or guided.

- **B. Unstructured interview:** This interview is largely unplanned and the interviewee does most of the talking.
- Advantageous- leads to friendly conversation and the interviewee reveals more of his or her desires and problems.
- Unplanned or unguided.

- **C. Mixed interview:** In practice, a blend of structured and unstructured questions is used by the interviewer called mixed interview.

- **D. Stress interviews:** Such interviews are conducted for the jobs which are to be performed under stressful conditions. The objective is to create stressful conditions for the interviewee to observe how the applicant behaves under stressful conditions. The common methods used to induce stress include frequency interruptions, keeping silent for an extended period of time, asking too many questions at a time, making derogatory remarks about the candidate, accusing him that he is lying and so on. The purpose is to observe how the candidate behaves under the successful conditions – whether he loses his temper, gets confused or frightened.

- **E. Behavioural interview:** focuses on a problem or a hypothetical situation that the interviewee is expected to solve. The interviewee is asked what he or she would do in the given situation.

- **E. Depth interview:** In the unstructured home environment, the interviewer interacts with respondents and encourages them (usually in a one-on-one situation) to freely express their opinions, ideas, feelings, thoughts, and attitudes. The objective is to go beyond the superficial and to probe into consumer behavior. Depth interviews, along with focus group interviews, are helpful in the evaluation of consumer reaction to a product or service.