

HUMAN
RESOURCE
MANAGEMENT

SELECTION

Meaning:

Selection is the process of choosing the most suitable persons of all the applicants. It is a process of matching the qualifications of applicants with the job requirements.

Selection divides all the applicants into two categories – suitable and unsuitable. Selection may be described as a process of rejection because generally more candidates are turned away than are hired. Selection is different from recruitment. Recruitment technically precedes selection.

Definition:

According to Dale Yoder, "Selection is the process in which candidates for employment are divided into two classes, those who are to be offered employment and those who are not to be".

Stages involved in selection of candidates:

Receiving application forms

Scrutiny

Preliminary interview

Tests

Final interview

Checking references

Medical examination

Appointment

Probation

Confirmation of service

Receiving Application Forms:

The first step in the selection of candidates is to receive application forms from all eligible candidates. The candidates may be asked to submit their applications together with their bio data on a plain paper. Some times, the organization itself may make available printed applications.

The printed applications contain the details desired by the employer from the candidate with sufficient space for the candidate to furnish the particulars. These applications are also known as 'Application Blanks'.



Scrutiny:

Once the applications have been received from the eligible candidates, the next step is to scrutinize the same.

Scrutinize the application means to check all the particulars given by the candidates to ensure that they are correct. Those applications that are incomplete will not be considered.



Preliminary Interview:

The object of preliminary interview is to see the candidate personally to ensure whether he is physically and mentally suitable for the job. During the preliminary interview the employer may ask the candidate certain basic questions about his educational qualification, previous work experience, areas of interest, etc.



Tests:

A test is a sample measurement of a candidate's ability and interest for the job. Different types of tests are usually conducted for the purpose.



Aptitude test:

An aptitude test is conducted to know whether the candidate has the potentials to learn the skill necessary to the work to be assigned to him.

Intelligence test:

The object of conducting intelligence test is to test the mental capacity of the candidates. A person's intelligence is measured by what is called 'Intelligence Quotient'.

Proficiency test:

A proficiency test is conducted to measure a person's skill to do his job. For certain jobs the skill of the individual is more important than his IQ or aptitude.

Interest test:

The purpose of interest test is to measure a candidate's interest in a particular type of work. For example, office work consists of maintenance of records and files, receiving and sending mail, managing cash etc.

Personality test:

Personality test helps to judge the personal traits of a candidate. It brings out such qualities of an individual as his courage, values, initiative, curiosity, temperament, judgement , likes and dislikes. Personality test is necessary to select executives for an organization.

Interview:

An interview is a face-to-face oral examination of a candidate by an employer. Interview may be held at two stages – Preliminary stages and final stages. The final interview enables the employer to examine the candidate thoroughly. It must be remembered that a candidate, to reach the final interview level, must have proved himself in the earlier stages.



Types of interview:

Structured interview:

In a structure interview the interviewer has a list of questions with answers prepared well in advance. The candidates interviewed are asked questions only from the prepared list.

Unstructured interview:

In this case the interviewer does not keep any list questions. He can ask any question that he thinks is relevant and see how the interviewee responds.

Depth interview:

Depth interview attempts to know the in- depth knowledge of the candidate in his chosen field of activity.

Stress interview:

This kind of interview is necessary to select candidates for jobs that require tremendous amount of patience, the capacity to overcome resistance or protest and the mental courage to overcome stress and strain.

Board or Panel interview:

In this kind of interview the candidate is interviewed simultaneously by a panel of experts. Such an interview is necessary where the employer desires that assessment of the candidate by a group or a team of experts is required.

Group interview:

In this case group of candidates will be interviewed simultaneously. Such an approach is normally used for the selection of management trainees. A practical problem is given to them and each one is asked to discuss it to find a solution.

Checking references:

The candidate would have already been required to mention in his application the names and addresses of a few persons known to him. At this stage the employer may contact such persons and get information regarding the conduct and character of the candidate.



Medical Examination:

It is important that a person selected for a job must also be medically fit to perform it. The candidate, therefore, will be asked to undergo medical examination to prove his/her physical fitness. A report on his/her eyesight , height, weight and a certificate on his/her physical fitness from a doctor may have to be submitted to the employer.



Appointment:

If the employer is satisfied with the medical reports of the candidate, he may appoint him in his concern. The candidate is then given the appointment order.



Probation:

Probation is the initial testing period of the candidate during which his performance will be watched. The period of probation may vary from organization to organization . In certain organizations it may be 6 months while in others it may extend upto 2 years.



Confirmation of Services:

Only on successful completion of the period of probation the candidate's appointment will be confirmed. It is only after getting the confirmation order the candidate becomes eligible to contribute to provident fund and such other schemes.



THANK YOU

BY

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