UNIT 6 : SELECTION

UNIT STRUCTURE

6.1 Learning Objectives

6.2 Introduction

6.3 Meaning of Selection

6.4 Importance of Selection

6.5 Selection Process

6.6 Barriers of Effective Selection

6.7 Placement of Employees

6.7.1 Placement programme

6.7.2 Purpose

6.7.3 Benefits of orientation / on bording programme

6.8 Let Us Sum Up

6.9 Further Readings

8.10 Answers to Check Your Progress

6.11 Model Questions

6.1 LEARNING OBJECTIVES

After going through this unit, you will be able to-

- explain the meaning of selection
- explain the difference between recruitment and selection
- describe the importance of selection
- explain the steps in selection process
- discuss the barriers of effective selection
- discuss the placement programme, its purpose and benefits.

6.2 INTRODUCTION

Selection is the process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organisation. Although, some selection methods can be used within an organisation for promotion or transfer.

Recruitment and selection are the two crucial steps in the HR process and are often used interchangeably Recruitment refers to the process of identifying and encouraging prospective employees to apply for jobs, selection is concerned with picking the right candidate from pool of applicants.

6.3 MEANING OF SELECTION

Selection is hiring the best candidate from the pool of applications. Selection starts where recruitment ends. After identifying the potential candidate, the next logical step in the human resource process is selection of qualified and competent candidates for the organisation. In simple term, it is the process of picking the suitable candidates from the pool of job applications to fill various jobs in the organisation.

Definition

1. According to Yoder, 'Selection is the process by which candidate for employment are divided into classes those who will be offered employment and those who willnot'.
2. According to Koontz. 'Selection is the process of choosing from among the candidate from within the organisation or from the outside, the most suitable person for the current position or for the future position.'
3. According to Robbins. 'Selection is a managerial decision-making process as to predict which job applicants will be successful if hired.'
4. According to Stone. 'Selection is the process of differentiating between applicants in order to identify those with greater likelihood of success in job.'

Selection Differs from Recruitment :

Recruitment and selection are often considered as synoymous and are used interchangeably. But technically speaking recruitment and selection are not synonymous. The main differences between them are as follows :

Basis	Recruitment	Selection
1. Meaning	It means searching for potential employees and attracting them to apply for jobs.	It is a process of finding the most suitable candidate from among the applicants.
2. Process i	Recruitment is a positive process as it does not nvolve the question of rejection.	Selection is a negative process as it involves rejecting unsuitable candidates and arriving at the most suitable candidate.
3. Sequence 4. Interview	Recruitment technically precedes selection. In case of recruitment preliminary interview is not most widely used technique.	Selection follows recruitment. In selection, interview is the most widely used techniques.
5. Relationship	The process of recruitment does not lead to contractual relationship between employer and the candidate.	Selection process leads to a contractual relationship between the employer and the potential employees.



CHECK YOUR PROGRESS

Q 1: Define Selection

.....

.....

Q 2: State two differences between recruitment and selection

.....

.....

6.4 IMPORTANCE OF SELECTION

The success of an organisation depends upon the validity of personnel selected for the job. The selection of personnel is the most important function of human resouce management. The importance of selection may be judged from the following facts :

i) Procurement of qualified personnel :

Only the suitable candidates who are fit for the job are selected from among the prospective candidates for employment. In this way, selection is a process by which only desirable candidates are hired and others are denied the opportunities. Scientific selection helps to appoint qualified personnel. Selection of skilled personnel not only facilitates to carry on organisation's functions smoothly but also it helps to expand the size of the business.

ii) Reduction in the cost of Training :

Proper selection of candidate reduces the cost of training because–

a) Qualified personnel have better power to understand the techniques of work.

b) The organisation can develop different training programes for different persons on the basis of the individual difference.

– which reduce cost and time of training considerable.

iii) Low employees turnover :

Appropriate selection applied in the recruitment process ensure that only the most qualified individual is chosen to fill a vacancy. Recruited employees who are satisfied with the jobs lead to a low employees turnover rate. Employee retention is important to an organisation, as the costs of hiring and training new employees are very high.

iv) The time dimension :

A good selection procedure save time in the recruitment and orientation process because the applicant is expected to have been introduced to some aspects of the organisational culture. The employee is given an adequit picture of what the new job entails, thus eliminating wasting time doing un-necessary chaous that are not part of the job description.

v) Solution to personnel problem

Proper selection of personnel reduces personnel problems in the

organisation. Many problems like labour turnover, absenteeism and monotony shall not be experienced in the organisation if proper selection is made. Labour relations will also be better because workers will be fully satisfied by their work.

Thus, selection of proper personnel helps the management in getting the work done by the people effectively.

6.5 SELECTION PROCESS

There is no single universally accepted selection process followed by all organisations. The selection process likely to vary from organisation to organisation depending upon the nature of the job and organisation. Following steps are involved in a standard selection process.

1. Application Blank
2. Selection Test
3. Selection interview
4. Reference checks
5. Medical examination
6. Final selection and placement.

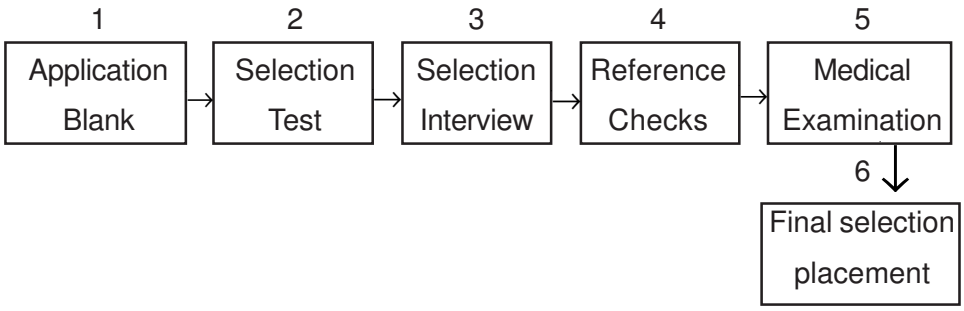


Fig – Steps in selection process

1. Application Blank : The first step involved in selection process is to supply on application blank to the applicants for filling with the information. Almost all organisations require job seekers to fill-up an application. This serves as, personal record of the candidate bearing personal history profils, detailed personal activities, skills and accomplishments. Following categories of information are generally asked in application.

a) Biographical information – Which include name, father's name, age, sex, nationality, height, marital status etc.

b) Educational information : It includes academic qualification, year of passing, subject offered, percentage of marks, division, name of the educational institutions etc.

c) Work experience : It includes positions held, name of employer, nature of job, salary, duration of various assignments, reason for leaving etc.

d) Extra curricular information : It covers information like participation in game, level of participation, prizes won, dramas, debates, NSS, NCC, etc.

e) References : It includes the name of refere who know the character, work and abilities of the candidate.

2. Selection Test : Individuals differ in many respect including job related abilities and skills. In order to select a right person for the job, individual differences in terms of abilities and skills need to be adequately and accurately measured for comparison. This is done through a device called 'Selection Test'. Selection test helps to identify following traits of candidates i.e. Personality, Attitude, Intelligence, judgemental capacity, aptitude etc. Almost all the organisations prefer to conduct written examination for selection test where all types of questions are included to judge the eligibility of a candidate for respective post. Question papers are set according to the requirement of the post as well as qualification of the candidates.

3. Selection Interview : This is the most complex and difficult test to determine the suitability of applicant for the job. It is a face to face interaction between interviewee and interviewer. If handled carefully, it can be a powerful technique in having accurate information of the interviewee.

Interview can be defined as an attempt to secure maximum amount of information from the candidate concerning his/her suitability for the job under consideration.

The selection interview serve the following objectives.

i) Verify the information obtained through application form and selection test.

ii) It helps to obtain additional information which is not available in application.

iii) It also give the candidate necessary facts and information about the job and the organisation.

Selection interview are of different type

a) Preliminery interview : These interviews are conducted to screen the applicants to decide whether further detailed interview will be required or not. The candidate is given freedom by giving job details during the interview to decide wheather the job will suit him/her.

b) Patterned Interview : In this interview, the pattern of the interview is decided in advance. Questions are predecided by the interviewer, how much time is to be alloted for each interviewee that is also decided in advance.

c) Depth Interview : Here inteviewee is asked about detailed information regarding academic qualification and experience, interest, hobby etc. Depth interview require more time compared to other interview.

d) Stress interview : Such interviews are conducted for the jobs which are to be performed under stressful conditions. The objective of stress interview is to make deliberate attempts to create stressful conditions for the interviews to observe how the applicant behaves under such condition.

4. Reference Checks : The referance check is another step in the selection process used for the purpose of verifying information and also obtaining additional feed back on an application. The candidate is asked to supply two-three names of persons i.e. referees who know him/her personally. Previous empolyers, university professors, neighbours and friends can act as reference. The obvious reason is that–

References are normally these who speak well about candidate.

Reference may also be checked from the past or present employer of the candidates.

5. Medical Examination : The last tact used in the selection process is physical examination. The main purpose of conducting physical or medical examination is to have proper matching of job requirements with the physical abilities of the candidate. It is very important to know whether the candidate is in good health or suffering from any disease. Among variour objectives of

a physical test, the major ones are to detect if the individual is carrying an infectious diseass, to identify health defects of an individual for undetaking certain works detrimental to his/her health and to protect companies from employees filing compensation claims for injuries and accidents caused by pre-existing ailments.

6. Final Selection and Placement : The last step in the selection process is the final selection of the candidate for a job. The candidates who have cleared all the above steps are finally selected and a letter of job offer is issued to them. Appointment letter contains the details like pay scale, allowance and other terms and condition of the job. It also contains when and whom he/she should report for joining the duty. When the candidate joins the job, he/she is placed on a particular department or unit after providing orientation or induction.

6.6 BARRIERS OF EFFECTIVE SELECTION

The main objective of selection is to select right candidate for right post. The objective is often defected because of certain barriers. Various barriers which affect the selection process are follows.

Perception : Our inability to understand others accurately is probably the most fundamental barrier to selecting the right candidate.

Selection demands an individual or a group of people to assess and compare the respective competencies of others, with the aim of choosing the right persons for the jobs. But our views are highly personalised. We all perceive the world differently. Our limited perceptual ability is obviously a stumbling block to the objective and rational selection of people.

Fairness - Fairness in selection requires that no individual should be discriminated against on the basis of religion, region, race or gender. But the less participation of woman and other less privileged sections of the society in middle and senior management positions and open discrimination on the basis of age in job advertisements and in the selection process would suggest that all the efforts to minimise inequity have not been very effective.

Validity : Validity, is a test that helps predict job performance of an incumbent. A test that has been validated can differentiate the between the employees who can perform well and those who will not. However, a validated test does not predict job success accurately. It can only increase possibility of success.

Pressure : Pressure is brought on the selectors by politicians, bureaucrats crats, relatives, friends and peers to select particular candidates. Candidates selected because of compulsions are obviously not the right ones.

6.7 ORIENTATION OF EMPLOYEES

6.7.1 ORIENTITION PROGRAMME

Orientation is a process of acquainting the new employees with the existing culture and practices of the new organisation. It includes the activities of introducing a new employee to the organisation and the work unit. The focus of orientation is to make the induction process smooth in breaking initial anxieties of the new recruits. This involve a gamut of activities like familiarising the new members with the organisation's objectives, history, philosophy, procedure and rules, communicating to them relevant HRM policies such as work hours, pay procedure, overtime and company benefits and at the same time reviewing the specific duties and responsibilities for the job as well as organisation's physical facilities offered to the employees. Introducing the employee to his or her manager and co-workers is also an important part of orientation.

During any orientation, it is important to convey that organisation believes in continuous learning and improvements. A well-planned programme though requires sincere effort, expenditure and more time, it always pays substantially to the individual employee and the organisation in terms of performance. The first encounter in job is essentially crucial in developing a good or bad experience. Hence, they should get all the support while passing through the transition phase.

The way they are treated can help them in making a smooth transition to their new organisation or can cause them un-necessary anxiety. Many employees report feeling confused and lost during their first weeks at work, not knowing where to go for information or help. Superiors and colleagues can influence the new employee's motivation, productivity, satisfaction and retention with a good orientation programme.

Designing and developing a programme needs to focus on the content, approach and people to be involved in delivering the content. A sequential, layered programme with various staff members sharing responsibility for orientation seems to work the best.

6.7.2 OBJECTIVES OF ORIENTATION PROGRAMME

An orientation or induction programme should try to achieve the following objectives.

i) To build up the new employees, confidence in the organisation and in himself so that he / she may become an efficient employee.

ii) To provide information about the organisation, its organisational structure, H.R. rule and regulations, product/service of that respective organisation, historical background etc.

iii) To promote a sense of belongingness among the new employees towards the organisation.

iv) To give information to the new employees about location of factory, store room, canteen, cafeteria and other facilities, leave rules, office time etc.

v) To foster a close relationship between new employees and existing employees of different ranks and positions.

vi) To inform organisational goals and long- term strategies.

vii) To create a sense of security in the mind of new employee.

6.7.3 BENEFITS OF ORIENTATION PROGRAMME

A formal orientation programme may provide the following benefits to the newly appointed employees of the organisation.

1. A well designed orientation programme reduce anxiety, nervousness, absenteeism and employee turnover.

2. Orientation helps minimize the cultural shock new employees undergo on joining a new organisation.
3. Effective orientation also helps to integrate the new employees into the organisation and fosters the feeling of belongingness to the new organisation.
4. Orientation also binds the new comer and the present employees in a team.



CHECK YOUR PROGRESS

Q 3: State two objectives of orientation pgogramme.

.....

.....

Q 4: State two benefits of orientation programme.

.....

.....



6.8 LET US SUM UP

In this unit we have discussed the following aspect :-

- Selection is the process of selecting the eligible applicants out of the large number of applicants through different tests.
- Selection is important because it helps in :
  - ➢ Procurement of qualified personnel
  - ➢ Reduction in the cost of training
  - ➢ Low employees turnover
  - ➢ The time dimension
  - ➢ Solution to personnel problem

- The main step in selection process are as follows :
  - Application blank
  - Selection test
  - Selection interview
  - Reference cheeks
  - Medical examination
  - Final selection
- Barriers for effective selection process are as follows :
  - Perception
  - Fainness
  - Validity
  - Reliability
  - Pressure
- Purpose of orientation or onboarding of employees :
  - To build up the new employees confidence
  - To provide information about the organisation
  - To promote a sense of belonging among the new employees
  - To build close relationship among new and existing employees.



6.9 FURTHER READINGS

1) Pathak R. K. (2013) 'Human Resource Management' Ashok Book Stall, Panbazar Guwahati.

2) Pattanayak Biswajeet (2006) 'Human Resource Management' Prentice Hall of India Pvt. Limited New Delhi.

3) Aswathappa K (2012) 'Human Resource Management' Mc Grawhills, New Delhi.

4) Ghosh Biswanath (2006) 'Human Resource Management' Vikas Publishing House Pvt. Ltd.

5) Dr. Khanka S. S. (2008) 'Human Resource Management. (Text and cases) S. Chand Publishing, New Delhi.

6) Gupta Shashik, Joshi Rosy (2012) 'Human Resource Management' Kalyani Publishers, New Delhi.

6.10 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1 : Selection means hiring the best candidate from the pool of applications. It starts where recruitment ends.

Ans. to Q. No. 2 :

(i) Recruitment means searching for potential employes and attracting them to apply for jobs.
Selection is the process of finding the most suitable candidate from among the applicants.

(ii) It is a positive process and doesnot involve the question of rejection.
Selection is a negative process and involces rejecting unsuitable candidates.

Ans. to Q. No. 3 :

(i) To build up the new employees confidence in the organisation.

(ii) To provide information about the organisation.

Ans. to Q. No. 4 :

(i) Orientation programme reduces anxiety, nervousness, absenteeism and employee turnover.

(ii) Orientation helps minimize the cultural shock new employees undergo on joining a new organisation.

6.11 MODEL QUESTIONS

Q 1: What is meant by selection ?

Q 2: State the importance of selection.

Q 3: Discuss the various steps involved in selection process.

Q 4: Explain the barriers of effective selection.

Q 5: What is orientation? State its purposs.

*** ***** ***