HUMAN RESOURCE MANAGEMENT

TCS 3131

Level lll Semester ll
Faculty of Technology
University of Ruhuna

Shanika Kumarasinghe

Bcom (Special) 1st class Honours (SEUSL), MSC in management (USJP)(Reading)

Chapter 6

Selection

Learning Outcomes

- After studying this chapter& listening to the lecture successfully the student will be able to:

i.   Define what Selection means.

ii.   Explain the significance of Selection.

iii.   Understand three objectives of Selection.

iv.   Describe main methods of Selection.

v.   Understand a typical Selection process.

- Selection is the process of making the choice of the most appropriate person from the pool of applicants recruited to fill the relevant job vacancy.

- Determining applicants who have the highest capability to produce the desired job performance occurs in selection.

- Selection involves the use of one or more methods to assess candidates in order to make a decision as to their suitability to perform duties and responsibilities of the jobs successfully.
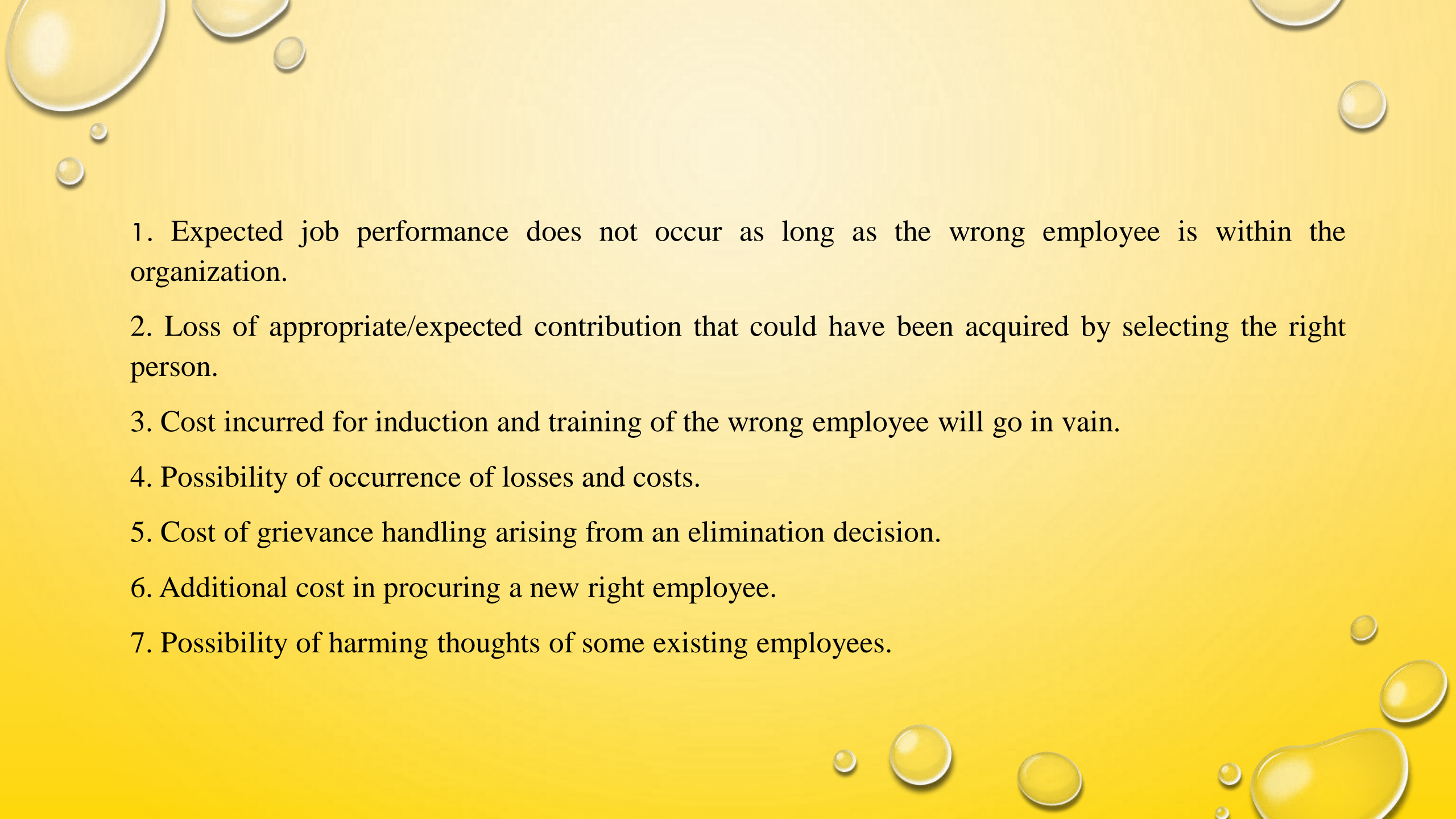
Objectives Of Selection

✓To get the right person for the right job.

✓To establish or maintain an image as a good employer.

✓To perform the Selection process as cost-effective as possible.
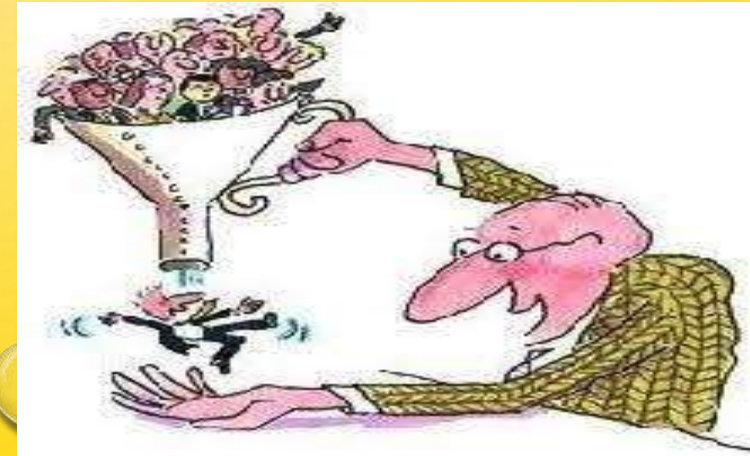
Importance Of Selection

- Selection function has direct effect on the quality of HR available in the organization.

- The inefficient and ineffective selection results in deterioration of quality of HR and ultimately impairs organizational success. Examining the objectives of selection shows the importance of selection.

- Apart from them, unfavorable consequences of a wrong selection decision are as follows:

1. Expected job performance does not occur as long as the wrong employee is within the organization.

2. Loss of appropriate/expected contribution that could have been acquired by selecting the right person.

3. Cost incurred for induction and training of the wrong employee will go in vain.

4. Possibility of occurrence of losses and costs.

5. Cost of grievance handling arising from an elimination decision.

6. Additional cost in procuring a new right employee.

7. Possibility of harming thoughts of some existing employees.

Selection Methods

1. Application evaluation:

- Assessing the applicant's suitability using the information given in the application form sent by him/her.

- This is not a very popular method in Sri Lanka though it is a good method of Selection.

- More objective form of application evaluation is weighted application blank that is an application form in which weights or scores are assigned to different answers given by applicants with regard to each question or information required.

Major advantages are:

- ✓ it is easy to compare job candidates" qualifications and other requirements;

- ✓ it is a quick way of checking whether applicants possess minimum requirements;

- ✓ it is a good method of assessing legibility of writing, organization of information etc.

- ✓ it serves as a guideline in a subsequent interview, and for preparing personal files.

- Major disadvantages are:

✓ criteria such as verbal ability, visible interest, visible health, appearance, fluency of a language etc cannot be measured;

✓ it is a difficult task to prepare a good application form that asks right questions and evaluates responses objectively.

2. Interviews

- Most popular method in Sri Lanka and in other countries as well.

- Selection interview is a face-to-face, oral and observational evaluation method of appraising an applicant's acceptability with regard to a certain job (Opatha, 1994).

Advantages

❑ It gives the interviewer with an opportunity to evaluate the candidate in terms of self-presentation, verbal abilities, manners and sociability.

❑ It can fill information gaps and enable to clarify questionable responses.

❑ It can be adopted to various type of employees.

❑ It allows a two-way communication.

❑ It is less costly for many organizations which do not follow extensive selection procedure.

❑ Interviewer's human judgment based on experience and knowledge can be utilized.

Disadvantages

- Possibility of occurrence of interviewer errors such as halo effect, personnel prejudices etc.

- Possibility of occurrence of interviewee errors such as purposeful distorting answers, social desirable behavior etc.

Types Of Interviews

- There are three bases which are used to classify interviews:

1. Number of participants in the interview

2. The nature of questions asked

3. Time of holding the interviews

Number of participants in the interview

➢ Individual interview

   An individual interview is an interview which consists of one interviewer and one interviewee

➢ Panel interview

   A panel interview is an interview which consists of more than one interviewer

Form	Number of interviewers	Number of interviewees
First	01	02 or more
Second	02 or more	01
Third	02 or more	02 or more

The nature of questions asked

➢ Structured interview

A structured interview is an interview that includes a predetermined set of questions that is addressed to each applicant.

➢ Unstructured interview

An unstructured interview is an interview that does not have a predetermined set of questions that is addressed to each applicant. Different questions are asked from applicants depending on their background and responses.

➢ Mixed interview

A mix interview is a blend of structured questions and unstructured questions permitting to maximize advantages of both structured interview and unstructured interview and minimize disadvantages of both.

➢ Problem- solving interview

A problem- solving interview contains a set of problems that the applicant will have to face actually or may have to face on the job if he/ she is selected to that job. These problems are usually critical incidents or mini cases which may hypothetical or actual.

➢ Stress interview

A stress interview contains questions that are asked intentionally to annoy, embarrass or frustrate the applicant with the purpose of examine the ability of the candidate to face such questions.

Time of holding the interviews

➢ First interview

First interview is called primary/ preliminary interview that is usually held to determine the suitability of candidates in terms of education and experience

➢ Second interview/ intermediate interview

It can be called as intermediate interview. For selecting candidates for managerial positions, holding one interview may not sufficient to determine the suitability of all candidates. Also when a large number of candidates have applied for job vacancies, need of holding more than one interview arises usually

➢ Final/ post interview

After short listing candidates the next interview is called final interview .This interview contains questions specially relating to the job duties to evaluate the suitability of candidate.

Problems with the interviewer

Halo effect: when an interviewer asses a job applicant on several criteria the error of halo effect occurs commonly. If the interviewer evaluates the job applicant high or low on all criteria, because of one criterion or two criteria

Eg:

- A candidate who has an excellent academic record is given an overall excellent evaluation without considering other criteria seriously

- To give a female candidate a high evaluation on many criteria because she is very attractive

Prejudices

Prejudices is an unfair preference or dislike for a candidate. It is discrimination or bias.

Eg:

- To give the highest marks to a candidate who has a very close personal relationship with the interviewer

- I prefer supervisory personnel who are from my university

Overemphasis on one criterion

A special or extra importance is given by the interviewer purposefully to one criterion under this type of error. Hence other criteria are considered with lesser importance unduly. Under this error, an applicant's interview performance is mainly evaluated on one criterion.

Eg:

- The interviewers consider a candidate's years of experience as the critical criterion in selection.

Leading question

A leading question is a question that is formed so as to give a hint or hints about the desired or expected answer for the question. It leads to the desired answer.

Eg:

- "You are ready to work even under pressure , aren't' you?

Snap judgment

The interviewer may tend to make his/ her decision of selecting or rejecting early in the interview and then merely search for information to support that decision.

Eg:

first impression about the interviewee

"I sized him up the minute he walked into the office".

Interviewer domination

An interviewer tends to brag about his/ her organizational success or his/ her own success rather than enhancing a two way communication to get all the needed information to determine the applicant's suitability

Eg:

- The interviewer takes much of time to exaggerate his abilities to the interviewee

- The interviewer spends much of the interview time to tell about company plans and strategies

Problems with interviewee

❑ Inability of the interviewee to listen

❑ May distort purposefully his/ her answers

❑ Attempts to behave in a pretended manner which is socially desirable

❑ Nervous and fearful

❑ Talking too much

❑ Boasting

Problems with interviewing

➢Poor designed –place, time, plan

➢Poor criteria

➢Poor evaluation procedure

➢Non availability of a systematic process

3. Employment tests

- Relatively a popular method for selecting applicants to the government sector.

- There are different types of tests such as knowledge tests, aptitude tests, practical tests, proficiency tests, interest tests and psychological tests.

- Major advantages are: possibility of getting a large amount of information about candidates within a shorter time and at a lower cost; possibility of assessing a large number of candidates within a shorter time and thus, less cost; possibility to discriminate candidates who have similar competencies; more objectivity; and abilities such as reasoning, problem solving, conceptualizing etc can be measured more accurately.

- Major disadvantages are: not economical for a small number of candidates; and some abilities such as verbal communication ability, practical performance on the job and self-presentation are not possible to examine.

4. Background investigations:

- Assessing employment, finance, character and academic histories of applicants.

- **Major advantages** are: possibility of knowing history of the candidates; and assessing honesty of candidates.

- **Major disadvantage** is less reliability, as it is difficult to persuade a referee to give a frank opinion

5. Medical tests

Assessing whether the applicants are physically fit for the job or not.

Major advantages are: safeguarding the health of current employees of the organization through the detection of contagious/communicable diseases; serving the organization to protect against damages to properties and unnecessary medical and insurance claims and compensation; and providing data about a candidate as a basis for future health guidance.

Major disadvantage is higher cost of conducting medical tests.
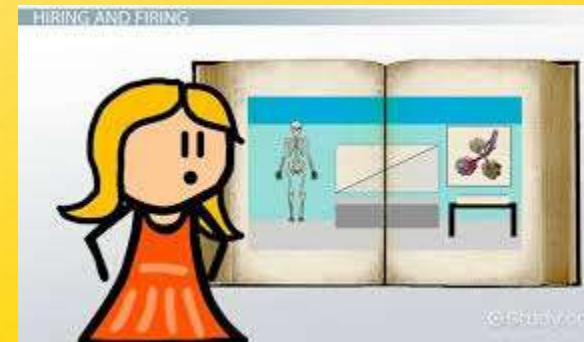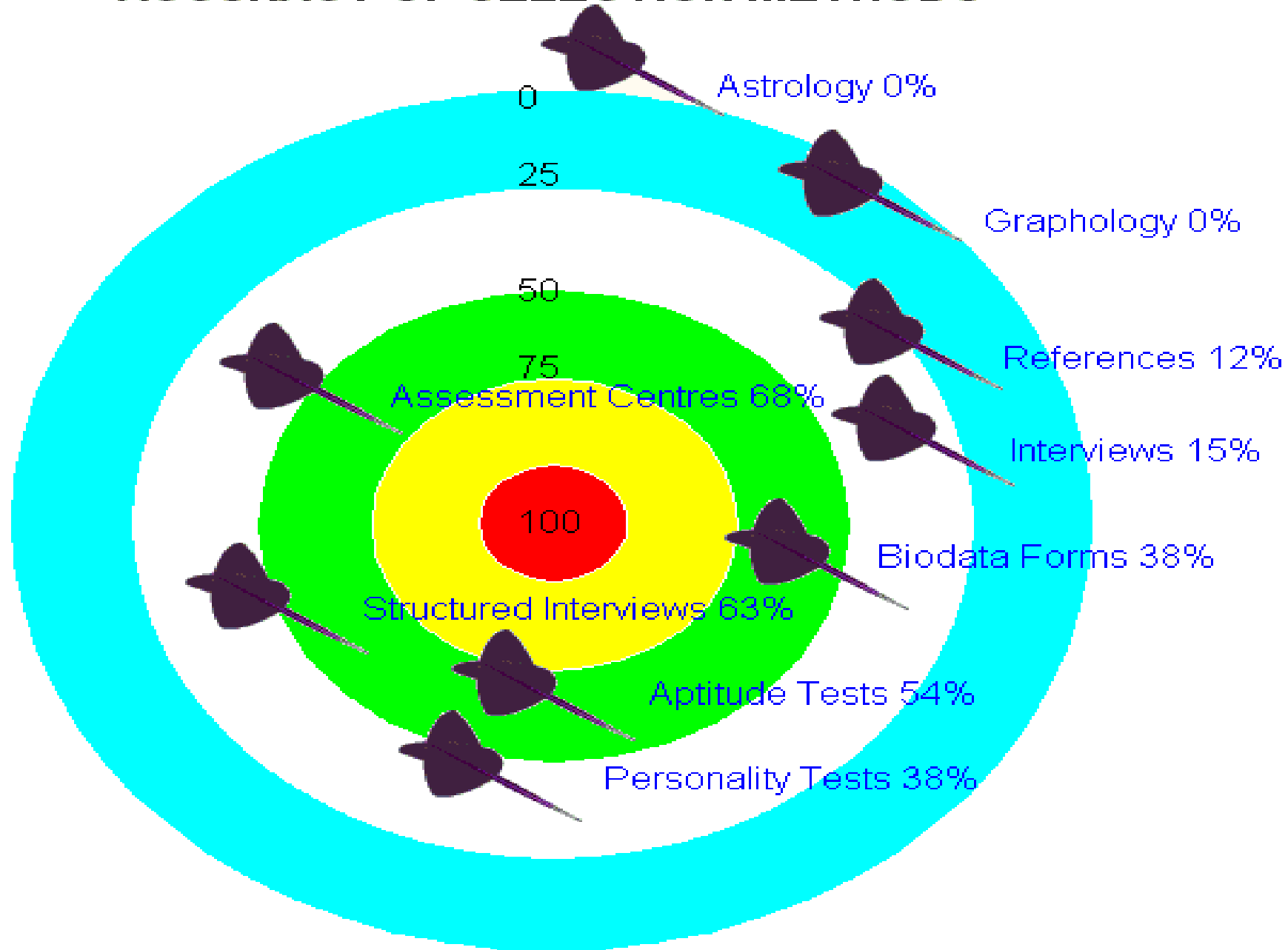
6. Assessment centre

Is a programme lasting for one or several days and using multiple methods of Selection and multiple assessors to determine the suitability of candidates for particular job vacancies.

Focus is on behavior mainly and results are fed back to candidates, with comments for improvement.
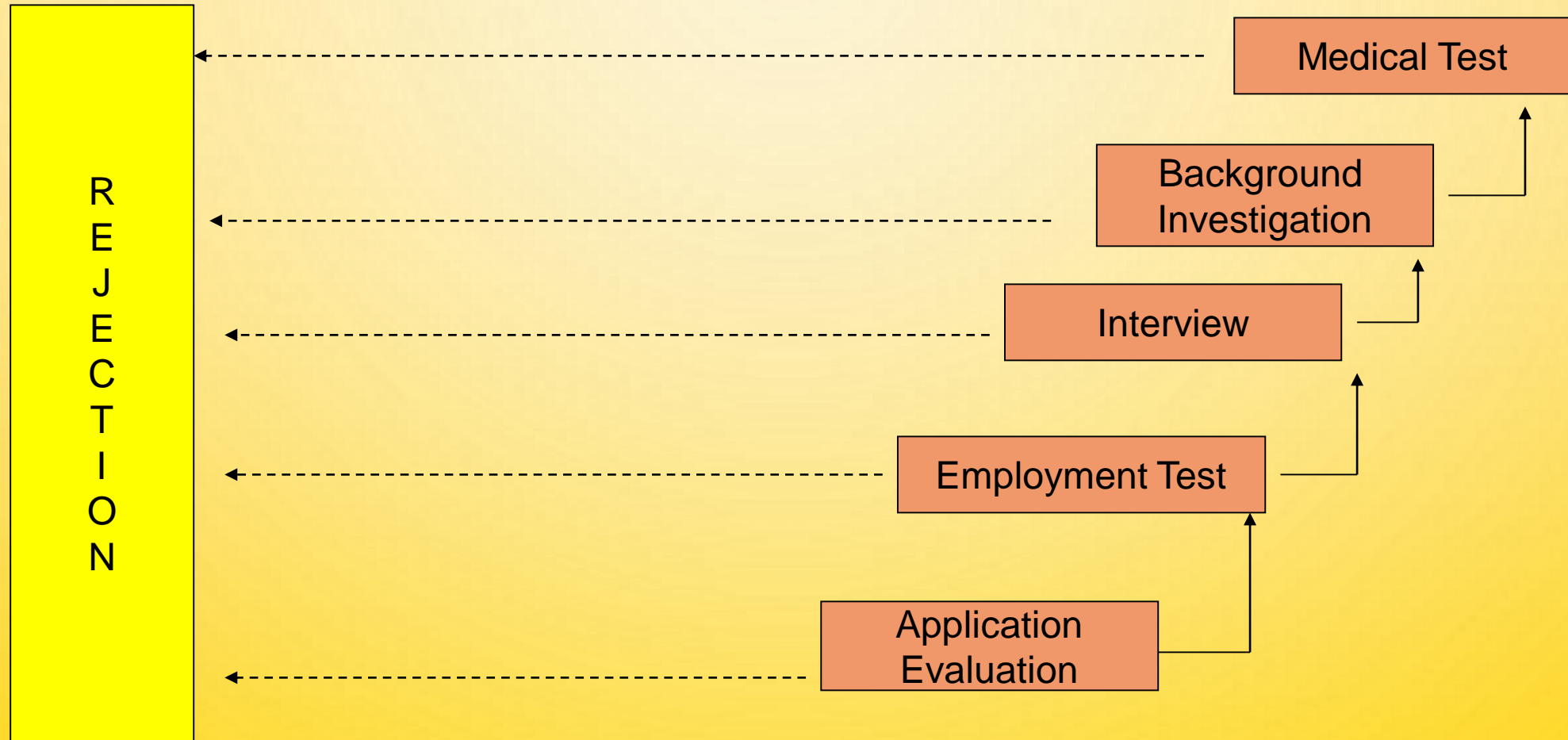
Studies show that assessment centre has the highest degree of validity compared with other Selection methods. Major disadvantage is the higher cost involved.

ACCURACY OF SELECTION METHODS

A Typical Selection Process