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# SUB: HUMAN RESOURCE MANAGEMENT

**B.COM(HONS) -SEM-V**

**CHAPTER: SELECTION**

1.MEANING AND DEFINITION:

What is selection? Selection is hiring the best candidate from the pool of applications. It refers to the process of offering jobs to one or more applicants/candidates received through recruitment. In other words, it is the process of picking the suitable candidates from the pool of job applications to fill various job in the organisation.

According to  **yoder, “**Selection is the process by which candidates for employment are divided in to class---those who will be offered employment and those who will not”.

According to **Mondy,** “Selection is the process of choosing from a group of applicants, the individual best suited for a particular position and organisation.

Selection can be defined as a process of choosing the most suitable candidates from applicants for the various jobs in the organisation. It seeks to ensure which applicant will be successful if hired. Thus, selection is an exercise in prediction.

Selection starts where recruitment ends. Or say, selection follows recruitment. Having identified the potential candidates, the next logical step in the human resource process is selection of the qualified and competent candidates in the organisation. Due attention needs to be given to selection as it establishes the ‘best fit’ between job requirements and the candidate’s qualification.

Selection is the process of picking individuals possessing relevant qualifications, requisite knowledge and required experience.

**2.SELECTION PROCESS:** It should be implemented in following steps;

**A.RECEPTION:** A company is known by the people it employs. In order to attract people with talent, skills and experience, a company has to create a favourable impression on the applicant right from the stage of reception.

**B.SCREENING INTERVIEW:** A preliminary interview is generally planned by large organisations to cut the costs of selection by allowing only eligible candidates to go through the further stages in selection. A junior executive from the HR department may illicit responses from applicants on important items determining the suitability of an applicant for a job such as age, education, experience, pay expectations, aptitude and location choice.

**C.APPLICATION BLANK:** Application blank or form is one of the most common methods used to collect information on various aspects of the applicants’ academic, social, demographic, work-related background and references. It is a brief history sheet of an employee’s background , usually containing personal data, marital status ,physical data, educational data, employment record , extra curricular activities and references.

**D.EMPLOYMENT/SELECTION TESTS:** A test is a sample of an aspect of an individual’s behaviour .It is a systematic procedure for sampling human behaviour. Types of tests are as followed;

**Intelligence tests**

**Aptitude tests**

**Personality tests**

**Achievement tests**

**Simulation tests**

**Graphology tests**

**Polygraph tests**

**Integrity tests**

**E.SELECTION INTERVIEW;** Interview is the oral examination of candidates for employment. This is the most essential step in the selection process.In this step, the interviewer tries to obtain and synthesize information about the abilities of the interviewee and the requirements of the job.

**Types of interview:**

The non-directive interview

The directive or structured interview

The situational interview

The behavioural interview

Stress interview

Group discussion interview

Panel or board interview

# F.MEDICAL EXAMINATION

# G.REFERENCE CHECKS

# H.HIRING DECISION

**3.PLACEMENT;NATURE AND BENEFIT**

Placement is the process of posting a new recruit to a suitable job.After the initial selection, the new recruit is given a specific job with rank and responsibilities matching employee skills and qualifications. If new hires do not find a job of their liking, talent would slip away. The organisation pays a heavy price if it does not handle this job carefully.There areimportant reasons to support this argument;

**Match the candidate’s skill with the job—**It is the duty of the HR department to place a candidate in a job that iscommensurate with his knowledge, skills and abilities.**.**

**Deliver what you promise and promise what you deliver –**There is no use promising something to new hires and assigning some other work that does not match with their competencies and qualifications.

**Person-job misfit would prove to be costly –**In case of a mismatch, whether a candidate is under qualified or over qualified, would prove costly for the organisation**.**

**Put the new recruits at ease—**New recruits can be put to ease only if they are put on suitable jobs. The new recruits must be given what is popularly known as induction or orientation training.

**Benefits could surprise many –**If the organisation is able to match the abilities, skills and personality traits of new hires with the requirements of a job in a systematic way several benefits could accrue to both the employer and the employee.**.**

TO BE CONTINUED

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# 4.SELECTION DIFFERS FROM RECRUITMENT:

# Recruitment and selection are often considered as synonymous and are used interchangeably. Difference is explained below;

# RECRUITMENT;

# A. Recruitment technically proceeds selection.

# B. Recruitment refers to the process of identifying and encouraging potential candidates to apply for jobs in the organisation.

# C. Recruitment is positive as it aims at increasing the number of job seekers, for wider choice or increasing the selection ratio.

# D. In sum, the recruitment involves searching.

# SELECTION

**A .**Selection follows recruitment.

**B.** Selection involves choosing the best out of those recruited.

**C.** Selection, on the other hand, is said to be negative in its application in as much as it rejects a large number of unqualified applicants in order to identify those who are suitable for the jobs.

**D** Selection involves comparing those already searched.

 THE END

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