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Class - BBA 3rd year

Subject - Human resources Management
unit - 01

Topic - steps in selection procedure

STEP - I - Psychological Testing

Psychological tests are devised to measure the psychological characteristics of individual applicants for a position. A psychological test is an objective and standard measure of a sample of human behaviour. Psychological tests act on the principle that individuals differ from one another by degree. Some of the important psychological tests which are used are as follows:-

① personality tests

Designed to judge the emotional balance, maturity and temperamental qualities of a person.

② Dexterity tests:

Determine an individual's capacity to use his hands in industrial work.

③ Intelligences Tests

Measure the mental capacity of a person to grasp and put together the elements of a novel or abstract situation.

④ Achievement Tests:-

Measure the level of knowledge and proficiency in certain skills already achieved by the applicants.

⑤ Aptitude Tests

Measure the aptitude of applicants which is their capacity to learn the skills required on a particular job.

The psychological tests serve the following purposes: -

- ① They provide a measurement of candidate ability, personality, aptitude and intelligence etc.
- ② Tests help to reduce employee turnover through a better fit between the candidate and the job.

③ Tests help to improve the accuracy and objectivity of the selection process.

The main problem with the psychological tests is that they do not provide the clear picture of how well supplementary methods of selection. The user of the test must be familiar with the limitations of the tests and he should determine the objectiveness to the test before using them.

STEP-VI Employment interview

The purpose of employment interview is to find out the candidate's mental and social make-up and to know the qualities possessed by him, make him suitable for a job in the concern. It must be conducted in a friendly environment. The questions should better be asked on the basis of job specification. It is face to face communication and involves a brief personnel contact with the candidates to judge his suitability for the job.

STEP-VII Final approval

If the candidate successfully overcomes all the obstacles or tests given above, he is declared selected. An appointment letter is given to him mentioning the terms of appointment, pay-scales, post on which selected etc.

Steps in selection procedure are not rigid. They may vary from organisation to organisation or in the same organisation from job to job. The arrangement of the steps may also be disregarded or steps may be reduced or some other new steps may be added. This all depends upon the size of the enterprise, nature of the company and the nature of the job, job description and the objective of the organisation.

Placement of Employees :-

After the selection of candidates, the candidates are placed on the job. According to Pigors and Myers placement should consist of matching what the supervisor has reason to think can do with what the job demands, imposes and offers. Placement is the assignment of employees to jobs for which they appear qualified on the basis of the selection techniques. The organisation generally decides the final placement after the initial training is over. Placement is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job. Generally, the employee is placed as a probationer and the probation period generally ranges between six months or two years until the trial period is over.