

# SELECTION PROCESS OF CANDIDATES TO WORK

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## Introduction

The companies have no real problem in selecting natural resources and techniques if they have worth of budget. They simply choose which material is more effective for their needs, what kind of techniques they will use in company by the known information about these resources.

But they have real difficulty in selecting candidates for company. With this meter deals Human Recourse Department. Right selection will help to the company to get good result, avoid common mistakes and gain competitive advantage. Human resource manager must match human skills and abilities with goal of the company. They must consider all factors of candidate, like education, experience and also personality characteristics (their behavior in some situations, aggression or carelessness and etc.). Human resource manager must to evaluate all points of education and experience, and also he must consider the characteristics of personality. Because all people are very different personalities, each of them are unique. It is become from that they have inner characteristics that make personality are unique combination of factors; no two individuals are exactly alike. Many individuals may be similar in terms of single personality characteristics but not in terms of other.

## Importance of selection process.

The success of the company is high profit with less expense. For getting this result company must efficiency use all resources, such as natural resources, energy, technology and also human resources. Future success or failure of the company depends from the selection process. If the company will do wrong decision making in choice of resource they will loose money. For example if the company is food producing company they must to choose environmentally clear and high quality of ingredients for producing food. If they will do wrong choice their product will be not able for consumption or will be not tasty, because of the bad quality of their product most of people will not buy their product, it will decrease brand image, therefore their profit will decrease also, they will loose very huge amount of money.

Also wrong selection of candidate will reduce budget of company. If company will chose inappropriate candidate there are may be such problems like accidents problem, staff problem, less productivity and etc. These problems will hinder company growth. Therefore success of the company depends on selection process. Human resource manager will get good results, avoid common mistakes and will get gain in competitive advantage if he will do right decision making in selecting candidates.<sup>1</sup>

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<sup>1</sup> Business Publications, *Recruiting and selection*, July, 2007 from [http://findarticles.com/p/articles/mi\\_m3495/is\\_7\\_52/ai\\_n19394923/?tag=rbxcra.2.a.11](http://findarticles.com/p/articles/mi_m3495/is_7_52/ai_n19394923/?tag=rbxcra.2.a.11)

## Factors affecting selection process.

Selecting process is process of choosing candidates the one best who best meets the position requirements. There are many factors which affects on selection process.

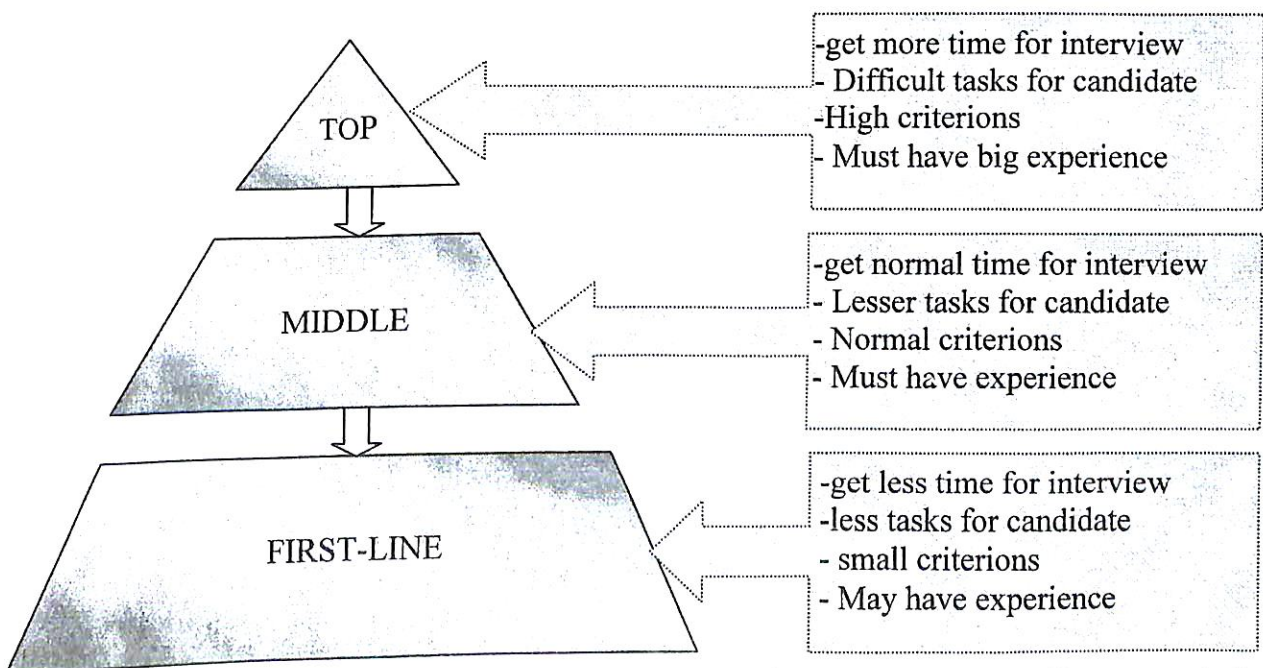
### Factors affecting selection process:

1. legal consideration;
2. speed of decision making;
3. organizational hierarchy;
4. applicant pool;
5. type of organization.

Legal consideration means to take in account laws about discrimination, for example gender discrimination or pensioners' discrimination.

Second factor is speed of decision making. If the managers will have a lot of time for screening of specialist he will carefully filter all resumes, will select best candidates for interview, examine them on test or some tasks, if he will not find best candidate he will began this process again. Because he has a lot of time to retry selection process. And finally he will get the best result. But if head of department will give the task to HR manager to find specialist in short time for example in one week HR manager will have less time, and therefore he will have bad results of selection. Because he couldn't filter all resumes, and interview fully all recruited candidates.

Third factor is organizational hierarchy (Figure 1.) In this graph shown which criteria are needed in selecting candidates for each level of hierarchy.



The other factor which influence on selection process is applicant pool. It is how many people available for choice; it is number of people which are recruited. For example, if there 10 people are recruited, HRM have small variance of choice, and he can make wrong decision. But if he recruited for example 100 people he will have large amount of variance for making better decision.

The last factor is type of organization. All criterions defined by the type of organization. If company is manufacturing company HR manager will search candidates by criterions which more related to manufacture. For factory workers producing furniture HR manager usually will search healthy, strong and accuracy males. Or for IT companies HR manager will search more IT specialists (engineers) which knows special computer programs.

HR manager also must check physical characteristics, personal characteristics, proficiency (skills and abilities that person have from his experience), temperament character and person interests.

### **Selection process steps.**

Now let me describe from what became selection process (Figure 2).

1. HR manager are planning future positions (employment planning). He defines need in new candidate and must to fill it vocation. He sends the application to the head of department.
2. Then if head of department feel this need he send to hem agreement.
3. HR manger opens vacancy with requirements for candidate with help of Head of department, because HR manager couldn't know fully what criterions need in this department.
4. After this steps HR manger must screen all resumes which delivered to the company. It means that HR manger must select more attractive resumes and leave out bad resumes.
5. From this list of attracting resumes he must check candidates background (check him for the criminal records), and leave out resumes of candidates with bad background.
6. Them the main, more important step is to check them by tests which help to define their knowledge, skills, abilities, personality and so on.
7. After passing tests candidates are invited to the interview.
8. After passing interview HR manager ask candidate to check himself for medical examination (drug test).
9. And last step is that HR manager must offer conditions of work, like a compensation aspects (salary, pension, dinner service and etc). If candidate agree with this conditions he go to the evaluation period. On this step primary vacancy is closed.<sup>2</sup> If the candidate are failed evaluation period HR manager must begin this process again. If candidate pass this period this vocation will be finally closed.

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<sup>2</sup> *Deficit of candidates*, from <http://www.hr-portal.ru/>

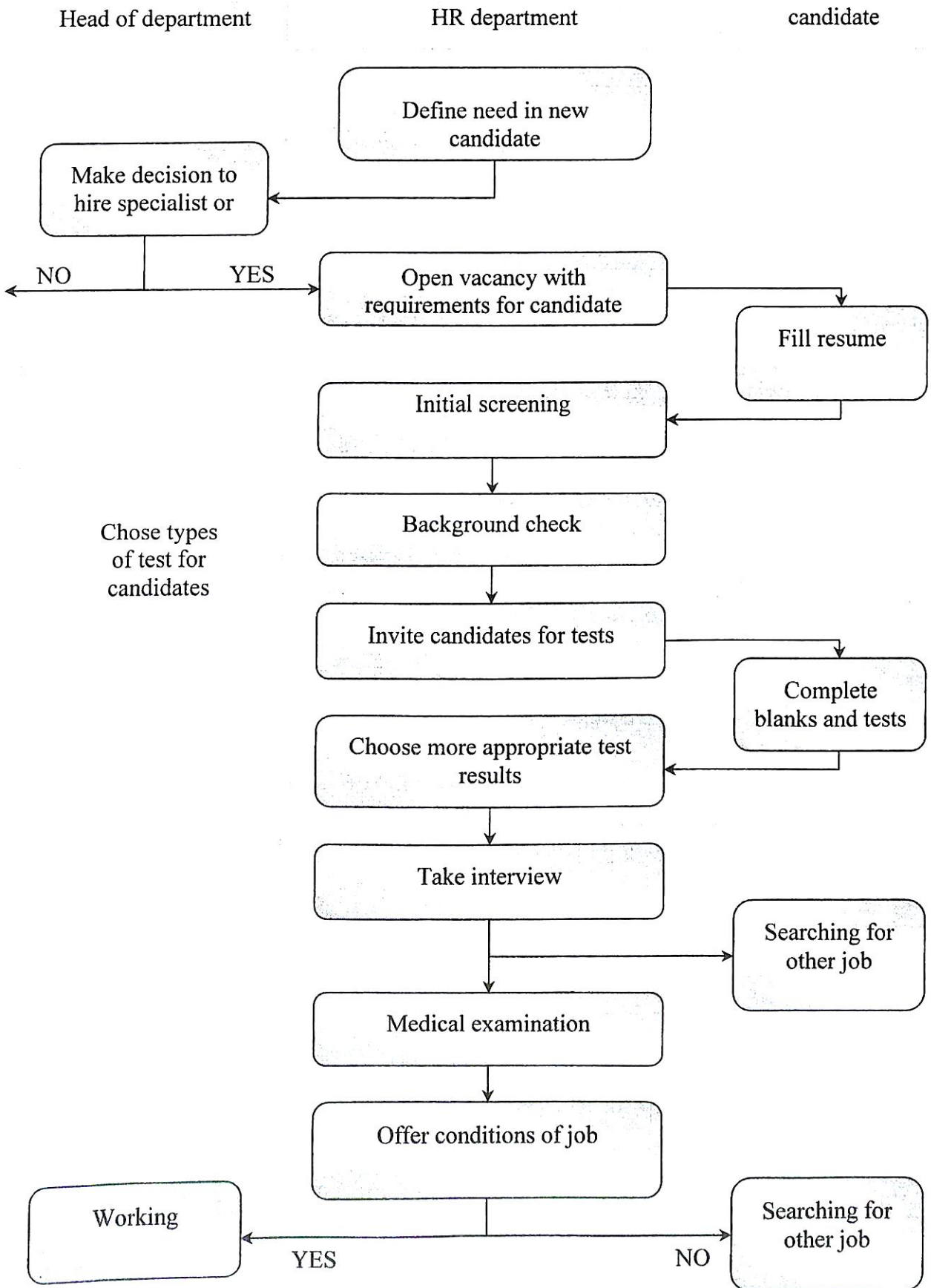


Figure 2. Selection process of candidates.

Companies can use these steps of selection in other order, can skip some of them or add new steps, it depends on company theory. Also this process structure depends on whom they are searching, or which company does this search.

HR manager will skip many of steps:

- If it is poor company which have small budget for providing all steps;
- If company need in simply worker, which are not required in fully investigation;
- If HR manager have short time for decision making;
- If there are small variance of people who are interested in this job.

HR manager will add steps:

- If company are strong and has high budget;
- If company need in specialists, which must be carefully checked;
- If HR manager have huge time for selection process;
- If there are large variance of people. It means that HR manager might be in situation where he must to choose one best candidate from three persons who passed all steps, and in this case HR manager must add some additional tasks to separate out best one.

**Tests for candidates.**

There are many types of test for checking skills, abilities, personality characteristics, IQ level and etc. Company HR managers chose which test they will take, it depends on company theory of testing.

Types of test:

- Pre-employment test;
- Aptitude test;
- General intelligence test;
- Personality and interest test;
- Achievement test;
- Honesty test.

1. Pre-employment testing is test which HR manager provide, he trying to minimize hiring mistakes. Pre-employment tests can help determine whether a candidate has the necessary skills or the desirable personality traits for a job.<sup>3</sup>

2. Aptitude tests measure your ability to do a particular type of work. There are tests to determine whether you have an aptitude for sales or for firefighting. Aptitude tests are a form of psychometric test. In this test usually used riddles.

3. General intelligence test measures your intellectual functioning, or in plain language, how smart you are. They are designed to measure an individual's mental skills. A person's intelligent quotient (IQ) is a measure of intelligence derived from the results of specially designed tests.

4. Personality and interest are used by HR manager to determine type of candidate personality, values, interests and skills. It can be used to simply assess what type of person you are or, more specifically, to determine your aptitude for a certain type of work.

5. Achievement test is a test of developed skill or knowledge. The most common type of achievement test is a standardized test developed to measure skills and

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<sup>3</sup> Caroline Levchuck, *Passing the Pre-Employment Test*, 2008., from [http://hotjobs.yahoo.com/assessment/Passing\\_the\\_PreEmployment\\_Test\\_2003915-1729.html?subtopic=Career+Assessment+Tips](http://hotjobs.yahoo.com/assessment/Passing_the_PreEmployment_Test_2003915-1729.html?subtopic=Career+Assessment+Tips)

knowledge learned in a given grade level, usually through planned instruction, such as training or classroom instruction. Achievement tests are often contrasted with tests that measure aptitude, a more general and stable cognitive trait. For example they will give you task to sell some product exactly to defined person, if you will sell you will pass this test.

6. Honesty test is devised in a way that will help to HR manager for estimating candidate level of honesty. It is very difficult, because there is no measure of honesty.<sup>4</sup>

Before a company uses a test to hire new employees, it should make certain that the test will be both reliable and valid.

Reliability refers to the repeatability of the test. A reliable test produces approximately the same score for each applicant every time it is administered. Test specialists define reliability as consistency of measurement. The best way to estimate the reliability of a test is called the test-retest method. This method involves administering a test to a group of people two different times with a brief interval between administrations and correlating the two scores. If the correlation coefficient is greater than 0.80, the test is considered reliable, although correlations as low as 0.70 are sometimes considered acceptable.

To illustrate how reliability is estimated, the reliability of an honesty test was examined by asking 44 college students to take the exam twice with a one week interval between. Twenty-five of the students were undergraduates and the other 19 were graduate students. The correlation coefficient was 0.83, suggesting that the test is reliable. This correlation is slightly lower than what has been found on other occasions, probably because the students were not applying for a job. Four students had identical percentile scores on both tests, while one student had scores that differed by 39 percentile points.

Validity refers to the job-relatedness or the predictability of the test. A valid test measures what it is expected to measure. Since personnel tests are used to hire people who will be good employees, a test is considered valid if test scores are correlated with measures of behavior or job performance. Validating an honesty test is not easy task.<sup>5</sup>

It is a task of HR manager to do these tests. Tests it is very easy to check and better to use when you have many candidates. Right constructed test will help to HR manager to find exactly those candidates who are needed to the company.

### **Conclusion.**

Selection process is the one of the main functions of HR manager. Future of the company depends from the right selection.

Therefore HR manager must know all factors which affect on selection process, try to avoid mistakes of wrong selection, understand psychology of the people. HR manager must make tests for candidates, must regulate order of questions to get better result.

HR manager must check is it right selection method. If turnover of employees decreases it means that there good structure and tasks of selection process and they can keep this structure for long time. But if turnover of employees increases it means that

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<sup>4</sup> *Plan Your Recruiting to Ensure Successful Candidate Selection*, Susan M., from [http://humanresources.about.com/od/recruiting/a/recruiting\\_plan.htm](http://humanresources.about.com/od/recruiting/a/recruiting_plan.htm)

<sup>5</sup> Reliability & Validity, from <http://writing.colostate.edu/guides/research/relval/pop2b.cfm>

there are some problems in selecting process. HR manager must check and find exactly reason of problem. May be it is not right order, or not correct questions, or not enough steps in selection process. From right structuring selection process company can save more money and time.

## References

1. Business Publications, *Recruiting and selection*, July, 2007 from [http://findarticles.com/p/articles/mi\\_m3495/is\\_7\\_52/ai\\_n19394923/?tag=rbxcra.2.a.11](http://findarticles.com/p/articles/mi_m3495/is_7_52/ai_n19394923/?tag=rbxcra.2.a.11)
2. *Deficit of candidates*, from <http://www.hr-portal.ru/>
3. Caroline Levchuck, *Passing the Pre-Employment Test*, 2008., from [http://hotjobs.yahoo.com/assessment/Passing\\_the\\_PreEmployment\\_Test\\_2003915-1729.html?subtopic=Career+Assessment+Tips](http://hotjobs.yahoo.com/assessment/Passing_the_PreEmployment_Test_2003915-1729.html?subtopic=Career+Assessment+Tips)
4. *Plan Your Recruiting to Ensure Successful Candidate Selection*, Susan M., from [http://humanresources.about.com/od/recruiting/a/recruiting\\_plan.htm](http://humanresources.about.com/od/recruiting/a/recruiting_plan.htm)
5. *Reliability & Validity*, from <http://writing.colostate.edu/guides/research/relval/pop2b.cfm>

## Түйін

Бұл мақала жас мамандарды жұмысқа таңдау кезіндегі қойылатын талап, ережелер туралы.

## Özet

Makalede işe alınacak adayların doğru seçimi ,adayları seçerken dikkat edilmesi gereken faktörler ile adayları testten geçirerek seçme sürecinin nasıl olması gerektiği üzerinde durulmuştur.

## Резюме

Эта статья о правильном выборе кандидатов на работу. В этой статье описаны факторы, которые влияют на выбор, сам процесс выбора и виды тестов для кандидатов.