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A STUDY OF EFFECTIVE SELECTION TRENDS AND PRACTICES IN INDIAN SCENARIO: ANALYTICAL APPROACH

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INTRODUCTION

Employee selection is the primary responsibility of HR manager in the organisation. This job also can be performed by the departmental head. It must be remembered that recruitment and selection is a very specialized job and only trained mangers should undertake the same. Times are changing and so the risk in selecting a right person for the right job. An attempt has been made here in this article to highlight the current trend in selection of the candidates. A example as to how officers are selected in the defence services has also been giver so that the leaders can adopt that model if found acceptable. Current business environment is characterized by volatility, uncertainty, complexity, and ambiguity. Despite this situation, selection is an ongoing process, whatever is the business scenario. Some of the important points that merit attention for selection are given below:

1. **Smart will remain on trend:** The companies to watch will sew up the knowledge gaps as workforce analytics will no longer be required. Inadequate or out of date competency models will be *counterproductive*. Smart people will be marked and selected by using selection tools discussed in this chapter above.

2. Eliminate the guesswork for identifying the right candidates: Big data banks concept of prospective candidates is out as it is not cost and time effective. Many who dig into the data limit their inquiry to time-to-hire and cost-to-fill analyses. Others look to improve the source and/or quality of their hires, they succeed. HR needs to ensure that it is identifying the best candidates in terms of future high performers who will contribute directly to growth.

3. Hire the Whole person: HR managers or those who are responsible for hiring the personnel are required determine the ideal mix of knowledge, experience, competencies and personal attributes required for the position. Later, decide how you will measure each of the components in the prospective candidate who is sitting in front of you for being selected. An ability to capture of behaviors essential in times of uncertainty: adaptability, creativity, initiative, and judgment is necessary. With this type of approach, you will be able to exercise diligence and ensure you get what the organisation needs.

4. Analyse the probability of developing a candidate in house: The benefit of expanding the traditionally narrow selection focus is that the hiring manager can evaluate the gaps, if any, between the ideal candidate and the prospective one(s). They should be able to assess whether the missing skills are trainable or not. Rather than disqualify a good candidate, the manager can consider post-hire training

and development to complete an otherwise perfect profile.

5. Celebrate the candidates joining: Make a good first impression—great advice for the candidate as well as the organization. Despite the sluggish economy, perfect candidates are hard to find, yet easy to lose because of bad beginning. It is true: that there are more good jobs than qualified candidates, so the competition is fierce. The stakes are higher. Employees and job seekers share large quantities of information. Prospective candidates can learn much of what they need to know about corporate cultures, interviewing processes, benefits, etc from social media. In reality, the first impression is gathered well in advance of the first face-to-face with the hiring manager. The interview and other pre-employment processes are places to lose qualified candidates. First and foremost, portray the job accurately. Half of the candidates are very confident in their decision to accept offers of employment. So, cash on to it. A positive interview experience gets the "yes" when an offer is extended. But don't stop there: work to continue engagement throughout and beyond. Remember, even the non-joiners are potential best customers and/or real-life endorsements for your products or the organization.

6. Import confidence: In recent times, selectors give higher attention/marks for efficiency, flexibility, and ability, to identify the best candidates. Additionally, these talent acquisition professionals use a greater number of selection tools including knowledge tests, personality inventories, and job simulations in the selection process.

PSYCHOLOGICAL TESTS

Psychological tests are predictor of human behaviour in different situations. These tests are being widely used for selection of officer cadre in the Indian Army. Many corporate have adopted these tests for selection of employees at managerial levels. Trained Psychologist (retired) from defence services are being hired by these organisations in HR department for employee selection. These tests are conducted as individual task, group tasks, and responses to various situations that can be displayed on the screen and responses invited within the specific time frame. Story writing, spontaneous lectures on a topic, reactions on a particular situation are some of the methods that are used by the psychologist. These tests have been time tested and proved to be very effective in employee selection.

PERSONALITY TEST

Personality tests assess the traits, individual workers characteristics that tend to be consistent and enduring. Personality test was widely used during 1940-50s. Many traits can be measured in variety of ways, and this lack of consistency produces problems with reliability and validity. However, recent research on personality measurements has demonstrated that personality can be reliably measured. Personality has five dimensions that are being widely accepted in the study of personality psychology [3]. These are called ***'Big Five'*** and their dimensions are as under:

(a) Extroversion: The degree to which is talkative, sociable, active, aggressive and excitable.

(b) Agreeable: The degree to which someone is trusting, amiable, generous, tolerant, honest, cooperative, and flexible.

(c) Conscientiousness: The degree to which someone is dependable and organised and conforms and perseveres on task.

(d) Emotional stability: The degree to which someone is secure, calm, independent and autonomous.

(e) Openness to experience: The degree to which someone is intellectual, philosophical, insightful, creative, artistic, and curious.

Of the Five factors mentioned above, Conscientiousness is most important factor. An employee who is conscious about the task will always produce results. Other factors are job specific. When selecting the employees, job description should be carried out in detail and desired qualities of the employees should be reflected in job specification and workers selected accordingly. An appropriate instrument is required to be used to identify people with specific personality-job fit.

CANDIDATE PRE-SCREENING TOOLS

Candidate pre-screening refers to the initial evaluation of candidate qualifications at time of application. The purpose is to reduce a potentially large candidate pool to a more manageable number of candidates. While there is certainly a focus on efficiency in pre-screening candidates, there is also a concern about accuracy. You do not want to advance the wrong candidates or reject high quality candidates in the process. Common approaches to candidate pre-screening include:

(a) Resume Matching Technology - There are a number of technologies that have been developed to search resume content for key constructs, phrases, or words that are relevant for a given position. They provide a tremendous efficiency advantage over manual resume reviews. Unfortunately, they are not necessarily accurate. Forbes Magazine has a list of the top lies people put on their resumes. Some of the more common ones include:

1. Lying about your degree
2. Playing with dates
3. Exaggerating numbers
4. Increasing previous salary
5. Inflating titles

Another problem is candidates have learned to "seed" their resume with key words and phrases that are likely to result in a false match with a particular resume search.

Even when the resume is totally factual, it provides little information for truly differentiating individuals against the full range of job requirements for a position.

(b) Profile Matching Technology - The concept of matching people to opportunities based on profiles is very familiar to most people today with the proliferation of dating services that rely on this approach. The approach is quite straightforward. The talent creates a profile of core attributes relevant for their consideration as a candidate (e.g., industry experience, management experience, salary preferences, etc.) and the profile is matched to the position requirements provided by an employer. While conceptually sound in theory, in practice there are problems. Most candidates are not willing to complete a lengthy profiling process as a pre-screen. Lengthy profiles would result in a high rate of abandonment. Therefore, the candidate match is only based on a relatively small number of job requirements and many unqualified candidates are incorrectly identified as a good fit.

SELECTION CENTERS IN DEFENCE SERVICES

Indian defence services have Services Selection Boards for selecting Army, Navy and the Air force officers. These centers are exclusively established by the defence services and run round the year for selecting cadets for the army and the other services. Army centers are located at Bhopal, Bangaluru, and Allahabad. Each of these centers has three to four teams functioning. These are known as Services selection boards (SSB). They have defence services

selected officers of the rank of Major /Lt Cols as Group testing officers (GTO), Psychologist, and interviewing officers that form a SSB. They conduct tests as under:

- Psychological tests
- Intelligence tests
- Individual task
- Group task
- Ex tempo lecture
- Group discussion
- Lecture ate
- Interview by interviewing officer

FINAL INTERVIEW

Final interview is conducted by GTO, Psychologist, and interviewing officer presided by an officer of the rank of major general. This is pooled decision making. Inputs of all the assessors are considered in the interview and a final decision is taken. Once a cadet is selected he is sent for the medical examination. All these activities take a week or slightly more. This system has stood the test of time and the officer cadre proved itself worthy of its selection in various wars the country has fought. These centers also carry out research work on selective basis, to analyse behaviour of officers under surveillance for behaviour abnormality.

CONCLUSION

The present environment is marked by volatility, uncertainty, complexity, and ambiguity. It has an impact on employee skill, employability, retention and organisational effectiveness. Organisations are trying hard to select employees that are loyal, skilled and can measure up to behavioral expectations. New techniques, methods are being tried out in sectin of employees. An attempt has been made to identify the current trend in selection of the employees. Organisations have realized that replacement cost of an employee is much higher and the organisations can not afford to have high employee turn over. An ideal model of defence services has been given in this paper, the objective being adaptability by the organizations

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