

Impact of Selection on Behavior of Employees in Companies

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ACCORDING TO E. PETERSON AND PLOWMAN, "Management is a proficiency by which purposes and ambition of employees are perpetrated".

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ABSTRACT: This article steps towards bridging the gap between selection process and employees behavior. To the best of our knowledge this has not been done before. In present scenario, the problem of increasing rate of business failure is also alarming. This paper focuses on whether selection criterion influences THREE key antecedents i.e. MOTIVATION, BEHAVIOR, AND JOB SATISFACTION. Using primary [interview and structured questionnaire] and secondary tools [online sources, books, literature review, journals] etc. 50 respondents were chosen randomly [mix of experience, age, and gender] working in a company but 20 questionnaires were selected for making conclusion. This study is faithful to management and researchers. We concluded from responses that selection procedure is innovative and supportive culture. Incentives, Compensation, training and selection directly influence operational efficiency. Reservation in jobs also demotivate today's generation very deeply. It results in hiring incompetent employees while removing or not recruiting a capable and hardworking candidate. There is a need to transform the procedure so that every individual could be satisfied with decision.

KEYWORDS: employees behavior, job satisfaction, motivation, compensation, operational efficiency, selection process

I. INTRODUCTION

As Manpower is imperative asset of company. Therefore, Influential step is recruiting skilled workers which put impact on success or failure of company. In present scenario for accomplishing company's mission it is responsibility of managers to recruit those employees who put all their energy on IMPROVING COMPANY'S PRODUCTIVITY rather than fighting on old irrelevant issues. According to HEINZ WELRICH AND HAROLD KOONTZ; Selection is a practice of

having right stuffed candidate within organization from outside for prevalent placement.

PATTERSON[1987] stated that Human Resource management is function of management which administers policies relating to tackling of individuals. According to Mc Lean and Cho (2004) In MNC, personnel reflect strategic approach to workforce management demanded by management to gain a competitive advantage by utilizing highly competent workers. Recruitment is the process by selecting competent people. Interactive selection process of selecting process is proposed to regulate Employer-Employee Relationship and Selection criteria with help of manifold yardstick decision software. The study approved that employment agencies suffered in process of selection and recruitment but should divulge job description and responsibilities fulfilled by employees. Emphasis is given on acceptance of mentioned candidates from pool of employees which impoverished monitoring, obedience and productivity of organization.

BERLYNE D.E [1967] attempted for understanding "Reinforcement by studying relationship between arousal and reinforcement. Further he discussed using theories "The Effect of arousal level and interaction level of arousal potential."

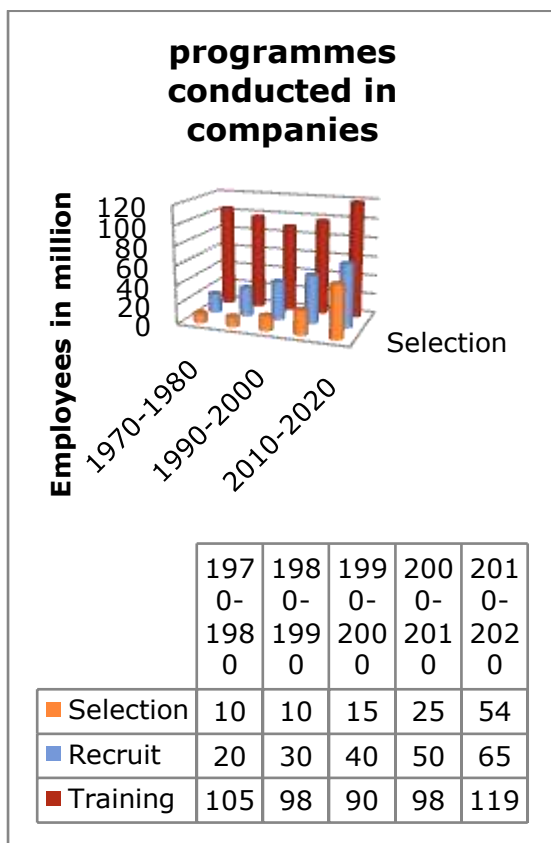
ALIA.Z.ZINYEMBA," The challenges of recruitment and selection of employees in Zimbabwean company's, International journal of science and research (2014) identify challenges occur in selection of employees in Zimbabwe. He conducted interview from 10 companies randomly. 1) Two commercial banks 2) Three manufacturing companies 3) Two government ministries 4) Three retail companies.

ANNE.G.E.COLLINS and JEFFREY COCKBURN, beyond dichotomies in reinforcement learning [2020] has given weightage on interaction between reinforcement learning in psychology, neuroscience and machine learning.

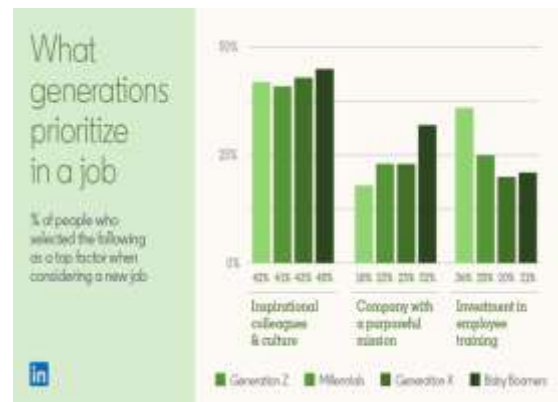
RICHARD. DARVEY and GARY.L. RENZ, Fairness in the selection of employees [1992] emphasized on a number of fairness issues and principles that developed while employees selection.

WALTER DILL SCOTT, Selection of employees by means of quantitative determinants [1916] differentiating between historical and modern selection method. Historically, Many Commercial and Industrial Organization responses workforce by providing employment to young boys and girls. There was no systematic instruction, no preparations for promotion, wages paid to them were so small. But in modern times **Judgementis** based on capability of employees and tests on many stages related to particular organization.

MICHAEL WALDMAN, ZHENDA YIN, Positive selection of employees [2020]. Consider theory of **INTERNAL LABOUR MARKET AND EXTERNAL LABOUR MARKET** for analyzing integrated framework with changing in job. Absenteeism and labor turnover rate make a miserable situation for any company and if amateurish candidates are selected it automatically downgrade the caliber of company . It converts the profitable organization into unsuccessful result in out of competitive market.



In this Graph , X axis represent the Number of Employees and X axis represent Years that company conducted different programs like Training, Recruitment and Selection. 19.3% highest among all years. TRAINING contribute highest share in all years. With technology advancement and to be strategic there is a need of managers and personnel to orient changes like abilities, knowledge and expertise.



IN THIS FIGURE, 89% of talent executive say a cross-generational personnel makes a company fortunate. **The 2020 GLOBAL TALENT TREND REPORT** constitute a new section in manpower age variation guide by demographic changes. Humankind are existing longer and generation Z (age 23 and younger) is striking the job market hard. To fascinate and employ talent from all ages, they are sloping out new career trajectory, inaugurating more flexible assistance and finding innovative ways for generation to share intellect. Some popular approaches, Baby Boomers (age 55 to 73) put high concern on working for company with an ambitious mission. Generation Z is most likely to value training **36%** call it **TOP REPRESENTATIVE** when searching for new job.

✓ **History and process of recruitment**

RECRUITMENT is not only an indispensable part of a victorious business. It is also a track way that permits graduates to match their qualifications and expertise to right career. **ACCORDING TO DALE YODER**, “ Recruitment is a process to meet specifications of staffing to utilize efficacious measures for fascinating personnel.

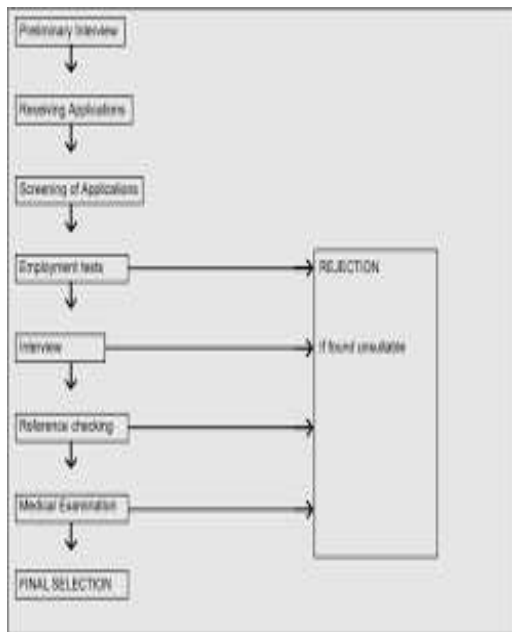
✓ **Stage - 1 receipt of applications**

The design application is to contain detailed information about candidates. Personnel assist in differentiating on the based of merit list of

application. Information required in the application form will include some of following:-

- ✓ Personal data
- ✓ Education
- ✓ Professional Qualification
- ✓ Languages known – ability to read, write and speak.
- ✓ Employment history of all jobs since leaving university, dates from and to employer’s name, address and nature of business, reason for learning.
- ✓ Medical History, brief details of any serious illness.
- ✓ Anything else which an applicant may like to add.
- ✓ **References**

Every person may not have essential attributes or experience for getting selected in companies. FIRST step in selection process is to regulate whether Job should pervade by recruiting a temporary or permanent employee. When an employee suddenly decamping from organization leaving behind a emptiness to be filled urgently, It is worthwhile to realize Temporary employees to fill vacant place by formal selection. That’s why Selection is a negative function as it eliminates all those candidates who are not suitable for job. Selection of candidates begins where their recruitment ends.



STAGE -2 PRELIMINARY INTERVIEW

Main objective of this step is to see whether a candidate materialize to be physically and mentally suitable for the job. It is a face to face

interactive between candidate and company representative objective of preliminary interview are to evoke into about the candidate’s motives and behavior, to assess personality. Interview may be held either in 2 stages;-

- 1] **PRELIMINARY**
- 2] **FINAL**

A Preliminary interview helps in call up the most probable candidates would called for the final interview. The Interviewer may be open or designed. In Patterned/Designed interview a set of question is already prepared. In this process organization is saved from outlay for processing the contestant through remaining steps of selection.

ACCORDING TO SCHMIDT AND HUNTER [1998] In Academic Literature, organized interview has establish evidence that it is genuine as compared to unstructured interview. **STRUCTURED INTERVIEW** empowered interviewer to compare all candidates by making best decision based purely on data.

✓ **STAGE -3 EMPLOYMENT TESTING**

Candidates’ testing is a precious way to appraise individual characteristics test measures physical abilities, temperament, knowledge, mental abilities and behavior. Employment Testing is the practice of regulating written, oral or other tests means of ascertaining the eligibility and acceptability (suitability) of candidate.

✓ **STAGE- 4 JOB INTERVIEW**

An Interview is a resourceful consultation in which candidate and interviewer exchange information. Employment Interview is very critical at this stage because candidates at this stage because candidates at this time have high achieving status.

A]INTERVIEW PLANNING- Interview planning is indispensable to efficacious minimum intervention. The interviewer should possess a pleasurable personality, sensitive, comparison and potential to listen and communicate effectively. He / She shouldwell known with applicant’s proficiency by scrutinizing the data collected from other selection tools. Job Profile should be developed according to need of job description before going for interview.

B]CONTENT OF INTERVIEW- The content of Employment interviewoscillate greatly by level of Job Analysis and organization.

1) **OCCUPATIONAL EXPERIENCE-** The expertness, competency, efficiency and inclination to administer responsibility.

2) **ACCADEMIC ACHIEVEMENT-** If a candidate has non work experience interviewer give more prominence on academic background.

3) **INTERPERSONAL SKILLS** - Also known as **EMPLOYABILITY SKILLS**. Now a days interviewer give interpersonal skills top criteria to appraise candidate. Many carrier required undeviating structure, if not persistent, interaction with persons in organization. For Eg; If a person is software engineer, writer or satisfaction, he/she still obligatory to communicate and fraternize with his/her team.

P.maguire, c. Pitceathly, key communication skills and how to acquire them (2002) focuses on effective communication skills of doctors so that they are competent to diagnose patient's problem accurately.

4) **PERSONAL QUALITIES** - Personal Qualities normally keep an eye during interview include superficials, power of speech, self expressive and compliancy.

5) **ORGANISATIONAL FIT-** **R. SIMPSON-**women in management review (2000). In this article he examines the impact of distribution of women at different levels of organization on experience of womenmanagers. **A .GROBBER** , Person-organizational fit; A Revised structural configuration, **Journal of Applied business research (JABR) {2016}**. He conducted empirical study into structural arrangement of person-organizational fit measure by P-O fit questionnaire. The two factor model was further tested for constructed cogency.

STAGE- 5 CONDITIONAL JOB OFFER- Means a tentative job offer that becomes permanent after assumed condition sencounter. If a job applicant progress towards each stage of selection process so far, a conditional job offer is generally construct.

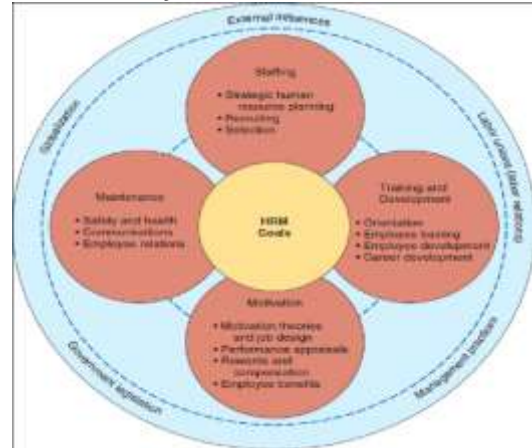
✓ **Stage-6 Background Investigation** Is proposed to corroborate the information on application form whether it is accurate. This step is used to examine the perfection of application form through former employers. Confirmation of education and legal status to work, criminal record and credit history. Curriculum is the best forecaster of future behavior. Collecting as much information as possible about past behavior is paramount to recognize what type of behavior one expect in

future . The potency of background investigation depend on level of trustworthiness inherent in position to be filled. Common Sources of Background information include;

1) **Criminal records can be checked by third party investigators.**

2) **Educational accomplishments can be verified verified by asking documentation.**

3) **Credit References**



✓ **STAGE - 7 MEDICAL /PHYSICAL EXAMINATION**

After conclusion has been made to elongate a job offer. Next stage of selection process involves accomplishment of medical examination. Examination of applicant's physical fitness is indispensable for job performance. Generally a job offer is unforeseeable on proficiently passing the examination.

✓ **STAGE- 8 PERMANENT JOB OFFER**

Candidate who accomplish efficaciously in preceding steps are now recognize qualified to receive the employment offer. The actual recruiting decision should be made by manager in the department where unoccupied places exist. **ACCORDING TO FRANK. FREEMAN,** Attitude is a temperament to respond to certain person, objects in a well organized manner which has learned.

II. ANALYSIS

E.PIOTRZKIEWICZ, "The process of recruitment and selection of public administrative employees (2020)". Describes issues related to recruitment carried out in public authority units. The aim of his work is to analyze how recruitment procedure is transforming in public organization.

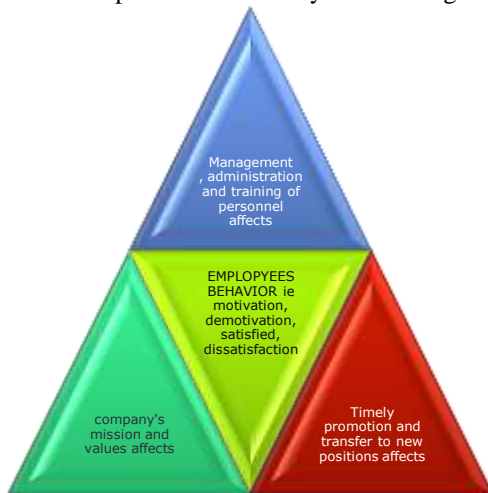
Paulina. Wierzbicka, "Motivation and Selection of employees in public administration on the selected example(2020)". He use graphic

and descriptive presentation of the results of survey was conferred.”

MOHAMMAD SAUD, YAP VOON CHOONG, CHAN KOK” The effect of human resource management practices and employees “JOB SATISFACTION on employees performance. He used exploratory study by analyzing 367 Saudi port authority employees.

NEENA R. JAIN, IRFAN.A.RIZUI,”Impact of corporate citizenship on organizational citizenship behavior of managers; A study from selected Indian Banks(2018)”. The objective of this paper is to investigate the interconnection between corporate citizenship (CC) and organizational citizenship behavior (OCB) in selected banks. Article used Multi-cross sectional, Descriptive and Empirical data collected from sample of 430 managers in public and private banks. The Article bring about the data to see the influence of demographics on corporate citizenship and organizational citizenship behavior. Result highlighted the imperative for nourishing CC practices in organization and role of managers in communicating strongly the citizenship practices by the organization to cultivate positive work outlook. Result of this study shows eloquent positive interrelation between OCB and CC.

JOY. O. EKWOABA, UGOCHUKWU. U. IKEJE, (2015), “Impact of recruitment and selection criterion on organizational performance.” He adopted survey research and questionnaire to collect data. The participant covered 6 main business department of fidelity bank in Lagos state.



III. RESULTS AND DISCUSSION

The aim of the study is to show selection procedure of companies directly affect the behavior of employees whether it is positive or negative.

M.HARTNER-TIEFENTHALER(2020)

revealed that coercive power of companies and managers have positive relationship.

I PREPARED QUESTIONNAIRE AND conducted INTERVIEW to take responses directly. 50 respondents are selected randomly from different companies. 28 respondents aged between 25-30 other 22 are between 30-35. Some are working for 5 years, some more than 5 years, 28 respondents are female and 20 are male 2 are not working yet and face many problems in finding jobs.

I chosen candidates who are working in private or public companies like Reliance, Mother son sumi system limited, Reliance energy, Art mica laminates private limited, Bag war software private limited- web development, Indian oil corporation limited , Manufacturing and Trading company etc. 72% respondents are not satisfied with selection process in their companies. Their views are recorded, they said reservation in jobs destruct the confidence of competent and highly educated fresher this is a very big concern among all employees in present scenario. This is a very complex hurdle which is faced by every third individual. 93.8% candidates submit their response that reservation should be removed from companies and APPRAISAL INTERVIEWS SHOULD BE CONDUCTED every year for evaluating employee’s performance so that there will be no discrepancy between hardworking, competent, educated and high skilled manpower. Every candidate should provide opportunity to prove themselves.

IV. CONCLUSION

The purpose of this study was to evaluate the impact of recruitment and selection procedure on behavior of employees and ultimately on overall productivity of company. GAUDREAU MEYERSON, BLANCHARD DEWETTINCK, “Effect of empowerment on employees performance”

From 14% responses of employees working in companies, we conclude that there is no transparency in selection process which demotivates them.

VIMALA KADIRSAN, MOHAMMAD HISYAM SELAMAT, SUQUMARAN SELLADURAI, CHARLES SPR (2015),The main intention of this study is to demonstrate relationship between performance appraisal and training and development of human resource management practices on organizational commitment

So at the end we conclude with that there is immediate requirement of transforming the selection procedure of candidates in companies to reduce the chances of discrepancy.

“MANAGERS DON’T BUILD THE COMPANY ITSELF, THEY BUILD TEAM, AND TEAM BUILD SUCCESSFUL COMPANY”We will find correlation between selection process and employees satisfaction or dissatisfaction level in next article that’s very alarming in today’s scenario.

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