

# Chapter 5

## Staff selection

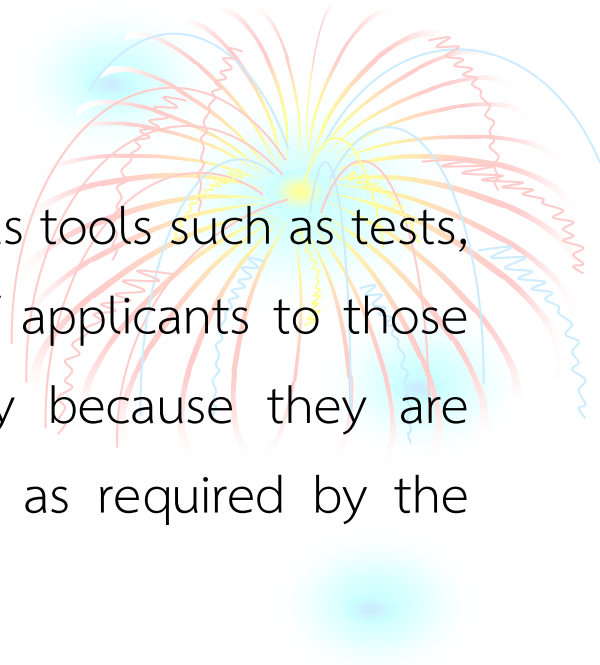


## □ Staffing

Refers to the process that organizations use various tools such as tests, interviews to consider and select a large number of applicants to those who the organization expects to work successfully because they are skilled, knowledgeable and capable. Other features as required by the organization.

- **Importance of selection**

- Make it possible to get talented candidates with the right qualifications according to the needs.
- Help reduce costs related to supervision and training.

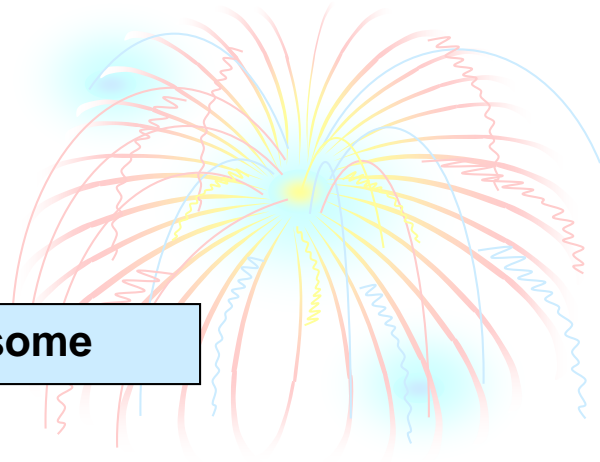
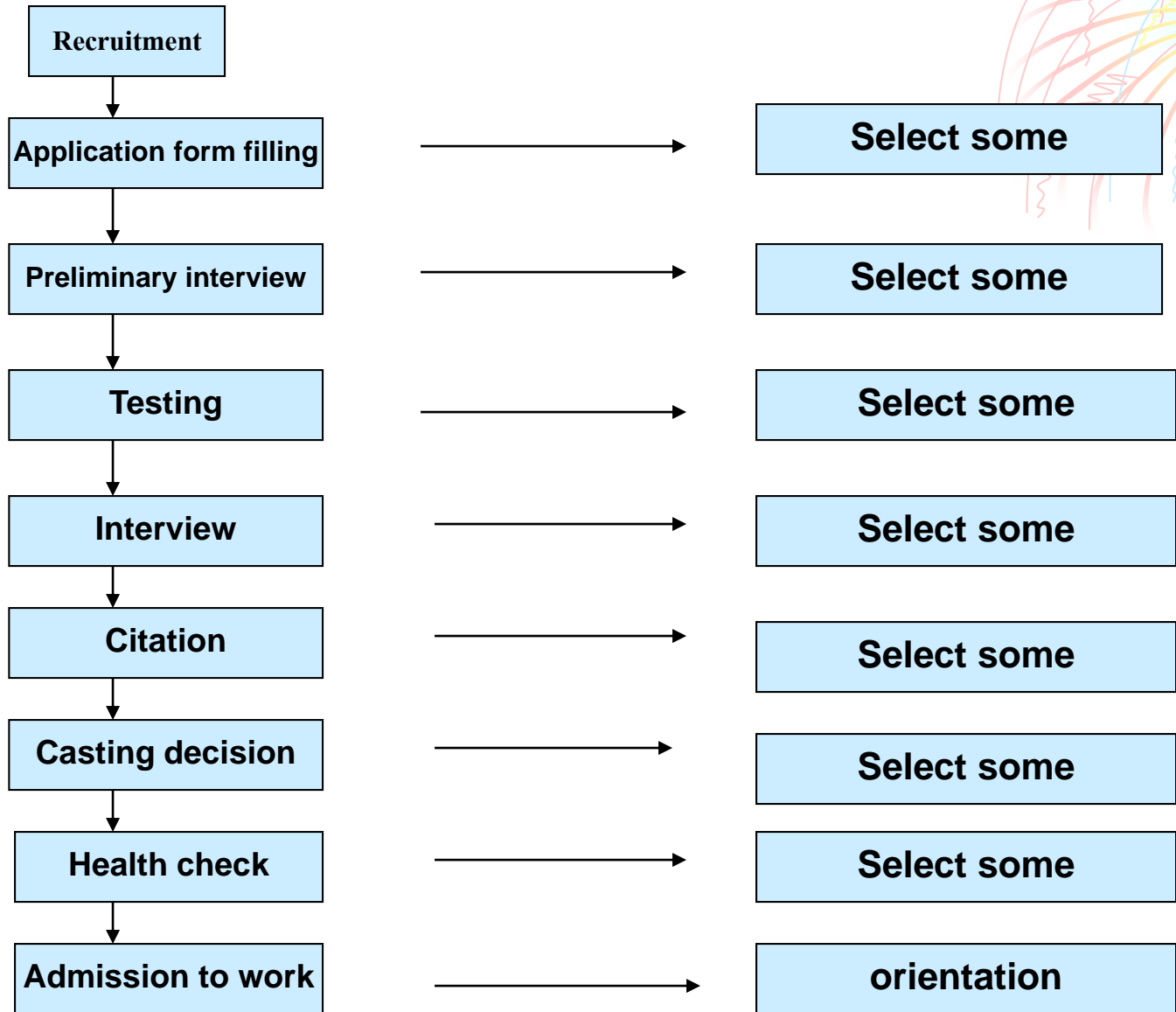


## □ Why executives need to understand the selection process ?

- Efficient selection leads to cost-effective and productive selection.
  - The selection must take into account the details specified in the law.
- To avoid conflicts in terms of employment law.
- Selection is a unique job and it is quite difficult to distinguish candidates with the exact qualifications for the job from other candidates.



# Selection process



## □ **Selection Criteria**

- **Personality**
- **Education and Training**
- **Work experience**
- **Skill**
- **Appearance**
- **Initiative and alertness to work**
- **Stability and responsibility**
- **Aptitude**
- **Gender**
- **Age**
- **Attitude towards the employer**



# □ Selection method

## Selection by means of testing

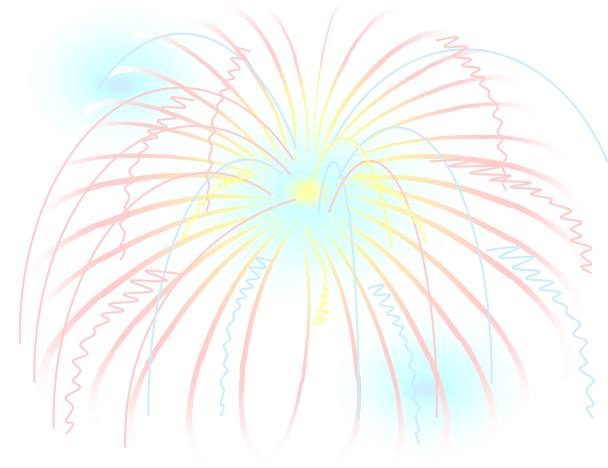
- \* Taking into account the basic concepts in the test, including
  - determining the qualifications of the worker
  - Reliability
  - Accuracy (Validity)
- **Steps in determining the exam plan**
  - Determine the destination and policy of the examination.
  - Analyze tasks
  - Choose an exam method
  - Trial test method
  - Set measures to measure the success of operations: quantity and quality of output.



## ❖ Type of test

- **Intelligence Test**

- Language selection
- Word fluency
- Using numbers
- Reasoning ability
- Memory Testing
- Relational dimensions
- Cognitive performance



- **Aptitude Test**

- Mixed Aptitude Test
- Special Aptitude Test: Measures a specific aptitude.
- Mechanical aptitude
- Clerical aptitude
- Musical aptitude





## • Achievement Test

Measuring intelligence system knowledge of the subject and experience

➤ Stanford Achievement Test

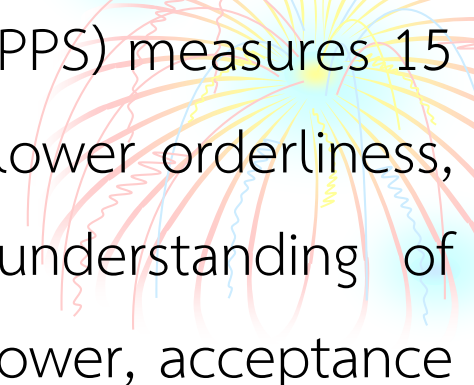
➤ Adult Fundamentals Quiz

- Vocational Interest Tests & Personality Test

➤ Minnesota Personality Survey (MMPI)

➤ Find out 10 types of behavioral variability in people, such as depression, lack of conscience.





➤ Edward's Personal Preference Test (EPPS) measures 15 personality traits: success, being a follower, orderliness, presence, independence, goodwill, understanding of oneself and others, need for others, power, acceptance of blame, kindness, change, tolerance, interest in the opposite sex and aggression.

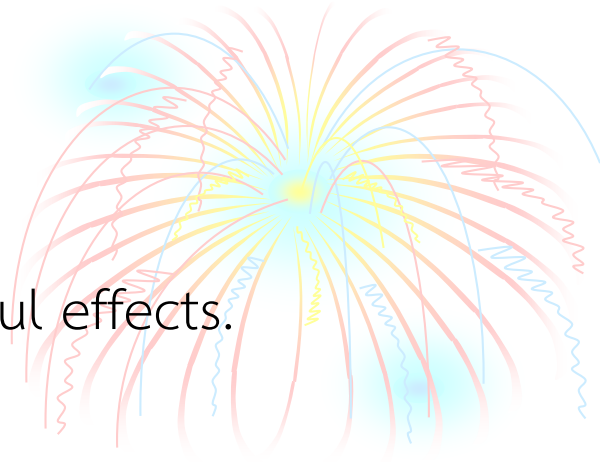
➤ Projective Test

- Rorschach's Ink Blot Test

- TAT (Thematic Apperception Test)

## □ Ethics in the use of tests

- Alternatives to legal practice.
- Choose a selection method which has no harmful effects.
- Demonstrates that the test is accurate.
- Take the selection test.



## ❖ Test taker's privacy rights

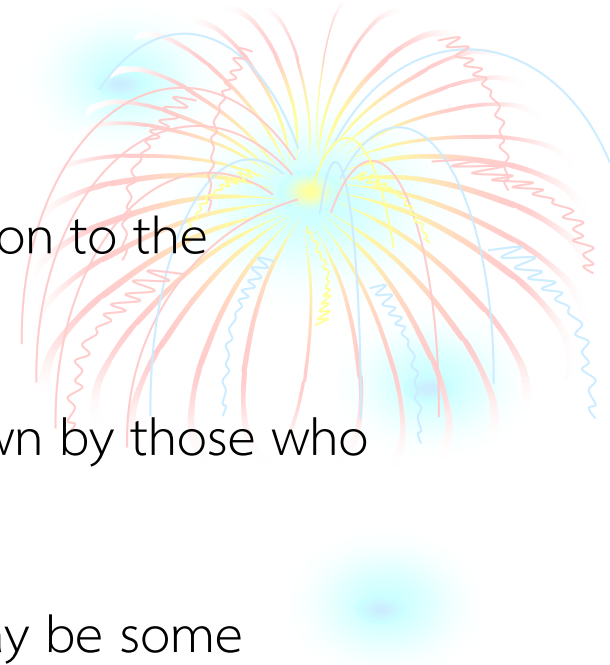
- Have the right to consent / not consent to the disclosure of the test results.
- Only the person in charge will know about the test results.
- The right to be fair in the test.

## ❖ Privacy issues

- Encourage executives at all levels to pay attention to the confidentiality of employees.
- If there is a necessary policy, it can only be known by those who need to know.
- Inform the test subject in advance that there may be some information that needs to be disclosed only to those involved.

## ❖ Selection by interview

- Job interview means Discussions between job applicants and employers with the aim of exploring consistency between the applicant's qualifications and the employer's needs.

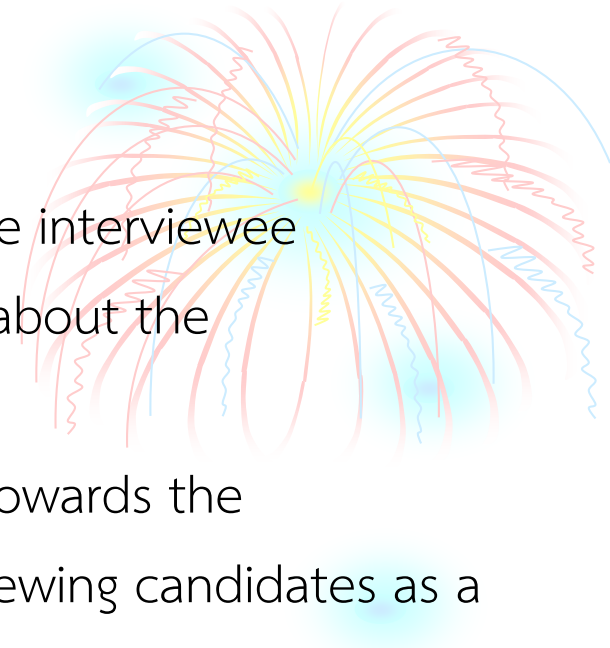


## ❖ Objectives of the interview

- For the interviewer to get information about the interviewee
- To allow the interviewee to know information about the organization they are interested in working with.
- In order to maintain and create a good image towards the organization based on the atmosphere of interviewing candidates as a component.

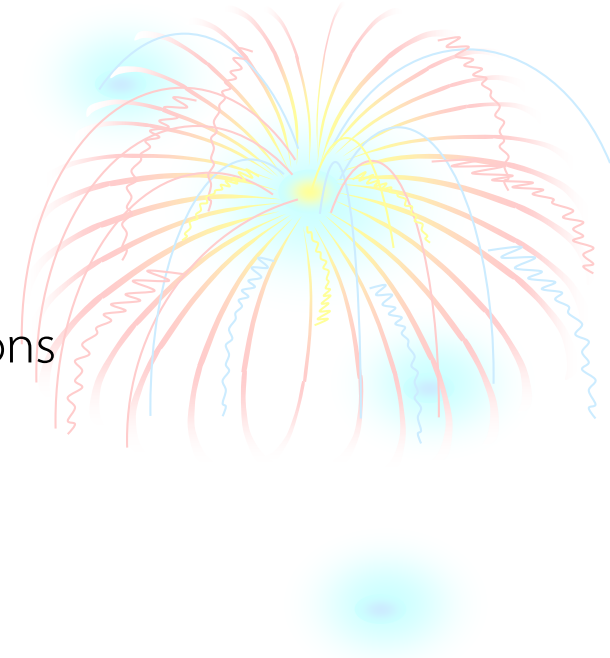
## ❖ The nature of the interview

- Individual interview
- Group interview



## ❖ Interview method

- Unprepared interview
- Formatted Interviews
- Interview with pre-prepared job-related questions
- Pressure interview
- Assessment interview

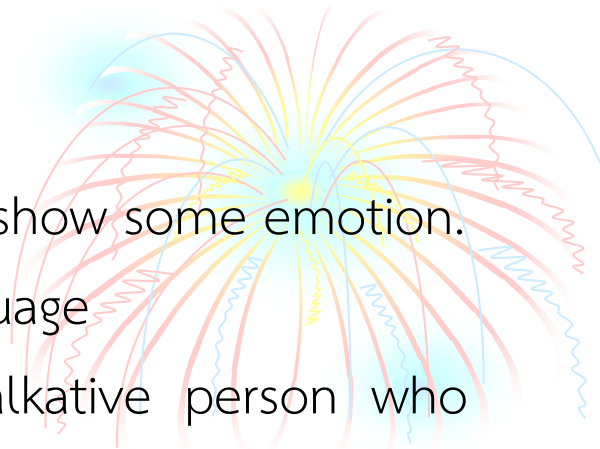


## ❖ Interview process

- Interview planning: determine interview methods, time spent.
- Create a good interview atmosphere: friendly and respectful.
- Ask questions: Avoid closed-ended questions. Do not ask personal questions that are not related to work.
- Termination of the interview: show a universal manner of saying thank you.
- Evaluate interview results

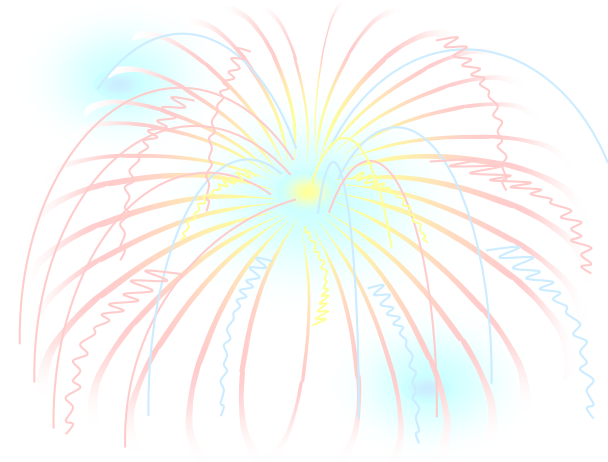
## ❖ Obstacles to the interview

- Motivating the interviewee: Let the interviewee show some emotion.
- Communication barriers: social differences, language
- Interviewer's bias: A talkative person is a talkative person who doesn't work.
- The outcome of the future depends on the past : find a way to know the past experience of the interviewee.
- Inability to control the situation during the interview
- Interviewer Techniques: Interviewers lack interview techniques.
- Making decisions too quickly: mistakes can happen.



## ❖ Characteristics of a good interviewer

- Human relations
- No bias towards interviewees.
- Have the ability to listen and ask questions.
- Have a stable emotional maturity.
- Talented, intelligent and resourceful
- Understand the characteristics of the person in the position to be interviewed.
- Having and using systematic decision-making criteria.
- Have the ability to control interviews.





## □ Examples of Tasks and Scenarios

An example of a job is a real job. used in the performance test of the applicant

- Job sampling for staff selection
- Management Evaluation Center
- Brief training and assessment methods



## □ Other selection techniques

- ❖ Background investigations and reference checks
- ❖ Lie Detector and Honesty Test
- ❖ Handwriting analysis from writing
- ❖ Physical examination
- ❖ Drug testing



❑ Examples of selecting executives with "physiognomy"

**Central Group** executives must play a role in selection with what is the first consideration criterion, namely physiognomy. Then consider the work history whether it is useful for applying to the work to be done or not, and most importantly, has a vision to lead the organization to further growth.

**Secondly**, the Sense of Belonging is that applicants must be part of the team. not only good about command but still have to do it at the same time.



**Third** is the Sense of Ownership. Having the feeling of owning a company. This will affect the development of their own works to be better continuously. And have responsible

## ❑ Select employees based on the principle of “3 sense”

First, the Sense of Accomplishment. Central will take Job Description into consideration in 3 aspects:

1. How does that job require people with abilities?
2. What are the abilities of the applicants?
3. Then consider the return that he should receive. She stressed that if the three aspects can be balanced, this first sense will happen to that employee.

