

Examples of Work Sample

- A typing exercise where you need to demonstrate your ability to type and speed.
- Also, for some jobs such as photographers and artist, a sample of work in the form of a portfolio is expected to be presented at the time of interview.
- An employee being employed as a company driver could be tested on driving skills.

Work miniature and evaluation test

Unlike the work sample where applicants are just given a similar work to do, the work miniature and evaluation test first gives applicants some training and after evaluate their performance over a period of time after which a final selection is done based on their performance.

The underlying reason for using this method of screening is to test the ability of the applicants to be trained. It consists of the applicants doing a practical task that they have not done before after having been shown or trained on how to do it. It also measures how well they respond to the training and how their performance on the task improves.

For example in recruiting for manufacturing companies, applicants are first trained on how to use some special machines before evaluated on their performance.

Behavioral interviewing

Behavioral interviewing is an interviewing strategy that considers the candidates' past performance the best indicator of future performance.

Rationale

The underlying reason for adopting it is that the past behavior of an applicant is a better predictor of future behavior about how he/ she would act in a hypothetical future situation. According to Career Services Centre, it is said to be 55 percent predictive of future on-the-job behavior.

Examples of Behaviour-based interview

Behavioral-based interview questions generally start with any one of the following phrases:

- Tell me about a time when you...
- Describe a circumstance when you were faced with a problem related to...
- Think about an instance in which you...

Situational Interview

Unlike a behavioral interview that deals with the past experience of the interviewee, a situational interview is a job interview where a candidate is asked specific questions about what may happen on a job. The candidate is asked to assess a situation and to provide solutions on how he or she would handle it.

The idea is to ask you to describe how you would handle a certain situation, or what you would do under certain circumstances.

Examples of questions that might be asked include

- What would you do if you have to conform to a policy with which you do not agree?
- How will you deal with a very upset customer or co-worker?
- Please tell me what you will do if you have to fire a friend.

Cost of wrongful selection to the organization

Despite the fact that organizations try to get the best of employees to fill positions through the selection process, issues such as subjective validation, poor judgment, faking of information and favoritism tend to make organization wrongfully select candidates for the job.

The mistake of selecting the wrong applicant to fill in a position affects the organizations in various ways such as high labour turnover, low employee engagement, increase labour cost, etc.

High labour turnover

Labour turnover is the rate at which new employee come in and leave the organization. Though other factors could cause high labour turnover, selecting the wrong applicant is also a major cause. High labour turn over brings huge financial constraints in terms of training, job advertisements, time consumption etc. Again, apart from the fact that prospective employees could have negative perception of the organization, high labour turn over can also undermine the confidence, commitment and job security of the current workforce in organization.

Low employee engagement

Engagement refers to the enthusiasm, motivation and level of commitment employees exhibit in the performance of their job duties. The selection of qualified applicants can directly impact employee engagement. Therefore, where an employee has been wrongfully selected his engagement to the job and the organization become unpredictable and fragile.

Increase labour cost

In view of the fact that labour cost make up a huge percentage of overhead expenditure of organizations, a wrongful selection negatively affects the overall labour cost of the organization. The expenditure is not only incurred in terms of salaries and incentives on the wrongfully selected employee but also in terms of advertisements, interviews and other recruitment processes that led to the eventual selection of the candidate for the job.

Affects organizational performance

Since each employees' performance has a direct or indirect impact on the overall organizational performance, wrongful selection will result in the incapable and inefficient workers whose effort will have a negative impact on the organization. According to Armstrong (2009) high performance is also achieved by well motivated people. People will be highly motivated if they have the right skill, attitude, abilities, experience needed to meet the demands of job to be executed. When people are wrongfully selected and placed, they tend to lack the confidence and competence required to engender high employee performance and this ultimately affect the general company performance.

Wrong placement

Wrongful selection can result in mismatch and wrong placement of employee. The attendant effect of wrong placement and mismatch is poor delivery of quality work performance. In fact work related stress, negligence and injuries may occur when employees find themselves at the wrong place and this can result in losses and damage to company reputation.

Conclusion

Even though tests and interviews may be suitable as screening tools for organizations if properly used, it is important that the tools chosen are used and evaluated to ensure that they remain valid and reliable. They should also not be used independently but be complemented with other screening methods.

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