

**Best methods of staff selection**

- Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees.
- Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.
- But selection must be differentiated from recruitment, though these are two phases of employment process. Recruitment is considered to be a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data.
- While selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in staffing process. Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job.

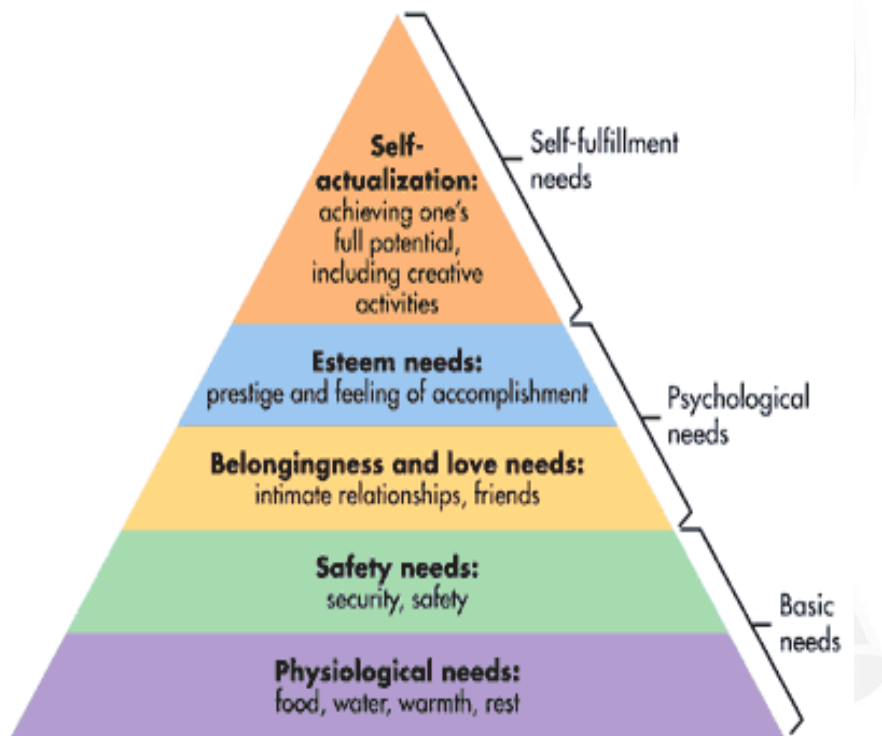
The **Employee selection Process** takes place in following order-

1. **Preliminary Interviews-** It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization. The skills, academic and family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company.  
Preliminary interviews are also called screening interviews.
2. **Application blanks-** The candidates who clear the preliminary interview are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc.

3. **Written Tests-** Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning

**Motivation**

- Motivation and application can often make up for shortfalls in innate skills
- Taylor’s approach - financial incentives
- Abraham Maslow (1908-1970)
  - motivations vary from individual to individual
  - hierarchy of needs – as lower ones fulfilled, higher ones emerge
  - Lowest level – food, shelter
  - Highest level – self-actualization

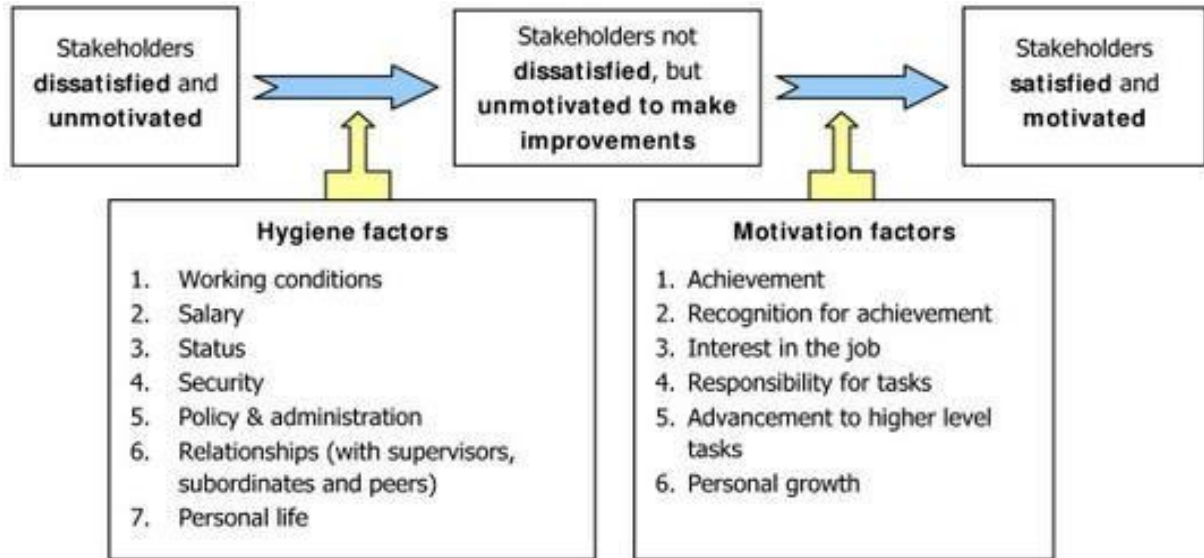


- Maslow’s model implies that people will be motivated by different things at different times. Also that people always feel dissatisfied, but the focus of the dissatisfaction changes over time.

**Herzberg’s two factor theory**

Herzberg suggested two sets of factors affected job satisfaction

1. Hygiene or maintenance factors – make you dissatisfied if they are not right e.g. pay, working conditions
2. Motivators – make you feel the job is worthwhile e.g. a sense of achievement



### Vroom's expectancy theory of motivation

Vroom and colleagues identified three influences on motivation

1. **Expectancy** – the belief that working harder leads to better performance
2. **Instrumentality** – the belief that better performance will be rewarded
3. **Perceived value** of the resulting reward

**Note:** if any of the factors has a zero value, then motivation will be zero.

Example from the text book: expectancy – trying to use a compiler to compile software code; the code has a bug which causes a compilation error regardless of what you do. In this case motivation will collapse.

Instrumentality – you are working on removing a fault from a software tool used by a client; you find that the client has given up using the tool and has acquired a different one to do the job. Low perceived value of reward: a reward that everyone gets is less highly regarded than one which only outstanding people get. Getting a first is more valuable if only 5% of students get a first compared to where 90% get a first!

