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SCREENING AND SELECTION PROCESS IN RECRUITMENT

Guvvala Prathibha

Final year, IDP (Civil Engg (B.Tech) +MBA), Jawaharlal Nehru Technological University College of Engineering,
Hyderabad, Telangana, India.*

Dr. K Sandhya

*Assistant Professor(C), Jawaharlal Nehru Technological University College of Engineering, Hyderabad, Telangana,
India.*

ABSTRACT

Recruitment is the overall method of attracting, shortlisting choosing and appointing appropriate candidates for a selected job. Recruitment is an associate integral activity and method of hiring the proper candidates on the proper job. Screening is one amongst a vital step within the enlisting method. Screening could be a formal procedure analysis of candidates for appointment to the vacancy. While hiring new staff, screening, evaluating and examining their background and references are essential. These practices not solely facilitate to confirm that you're hiring a high-quality employee, however, they conjointly facilitate to guard organization from staff with a poor name, low work ethic or those that have committed a criminal offense. Screening is important to hiring apply before the delivery of new employees into the organization. Through candidates resume, the screening method decides whether or not the candidate qualifies or suitable the duty or not. It offers recommendations to HR concerning the company's improvement, aptitudes needed for candidates that are measure required and future job seekers to create a suitable choice.

KEYWORDS: *Recruitment; Screening; Selection; Candidates*

INTRODUCTION

Screening is an integral part of recruitment. Screening of candidates is one of the crucial step in the recruitment process. The screening process decides whether the candidate qualifies or not. Candidates resume plays a vital role in this process. Providing a secure, challenging and right work environment should be the apex priority for the organization. Screening is just done to qualify or disqualify an applicant. The selection process starts only after applications have been screened and shortlisted. Once candidates are sourced, screening takes place. The purpose is to find out whether the candidate matches the requirements of the job. Screening is the starting point of selection. Job

specification is invaluable in screening as applications are screened against skills, knowledge, abilities, interests, qualification, and experiences. Preliminary applications, de-selection tests, and screening interviews are common techniques in screening candidates and it depends on the source of supply and methods used for recruiting.

- To analyze the recruiters understandability of mandatory skills while screening the application.
- Identifying the important factors to be validated in screening an application.
- To identify applicants suitability and expectation of recruiters.

SCREENING AND SELECTION PROCESS

Firstly, Pre-screen interviews are conducted by the organization's Human Resources representatives or recruiters to slender down candidates within the candidate's election method. It saves the hiring manager's time whereas learning additional concerning the qualified candidates before the particular in-person interview. A pre-screening interview may be a speech that happens before an employment candidate makes it to an actual interview. It weeds out unqualified candidates and advances those that could be a decent acceptable the duty to the highest of the list. Before candidates speak to an individual's, job applications are run through a software system program to work out whether or not the words on their resume and in their skilled portfolio match the necessities of the duty posting. These professional prescreening serve two vital roles, to seek out and so screen potential candidates. Pre-screening interviews provide a thumbs-up or thumbs-down to potential hires. They permit the managers and executives inside the hiring organization to specialize in their work and expect viable candidates before acting actual interviews.

The screening process is undertaken by paper screening, phone screening and resumes screening. In Paper screening, education, experience, overall background and reasons for leaving positions and gaps of employment should be identified, reviewed and considered in determining those candidates need to be contacted. Candidates who have appropriate background and qualifications, a letter to those not chosen should be provided. And then Phone Screening, in which the Hiring manager needs to make a standard list of questions should be crafted. It is important to note the applicant's skills, attitude, preferences, and ability to answer questions without preparation. Also, it is important to address issues or topics, not in the script. Before ending the phone screening applicants can be scheduled for an interview. At this stage, the hiring manager gets an opportunity to interact with the applicants. Candidates who are not considered for an interview should be provided with a letter along with their status in recruitment. Resume screening is the process of sorting resumes to disqualify candidates. Its objective to locate the most qualified candidates for the job and there are skills and techniques which eliminates unqualified candidates which do not meet the job requirements and done with aid of automation and computers.

Resume screening which includes Scanning for keywords, Resume evaluation and qualitative review. In resume screening process keywords are chosen related to job description consists of 4-6 keywords. These keywords help recruiters to screen the large pool of applicants and to recruit the potential candidates. At this phase, more detailed depth understanding of job description is needed. Some other criteria of job

descriptions are met. Educational qualifications, experience salary range, and current location etc. are some are job functions of candidates and these are compared with the job description. At last, they are many candidates who met with many requirements of the job description, among them top candidates are separated from the remaining resumes.

Secondly, Pre-employment tests are accustomed to screening job candidates and might embrace testing of psychological feature talents, knowledge, work skills, physical and motor talents, personality, emotional intelligence, language proficiency, and even integrity. Corporations use testing to search out the candidates possibly to reach the open positions and to separate people who square measure qualified. By serving to corporations establish the candidates possibly to perform well on the duty, pre-employment testing will cause extra company advantages, like saving time and value within the choice method, decreasing turnover and even improving morale. According to a survey conducted by the American Management Association, almost 90% of corporations that check job candidates say they're not going to hire job seekers once pre-employment testing is done.

1. Job knowledge tests measure the candidate's theoretical and technical knowledge required for a particular job. It determines the level of expertise and knowledge need to a candidate to hire for a job
2. Integrity tests are based on integrity and ethics. This enables the organization to abstain for employed is honesty, unreliable or undisciplined people
3. Cognitive ability test is a problem-solving test, not the skill or knowledge test. It is a psychometric test, measures candidate numerical, logical, verbal and numerical reasoning, abstract, mental capacity, learning, understanding, an ability to solve problems, mechanical and spatial reasoning which correlated to the particular job.
4. Personality test measures the patterns of thought, emotion, and behavior and correlated to job performance in different roles and specific position. The personality test is designed to estimate the likelihood of a candidate will excel in a position and reveal the applicant personality.
5. Emotional Intelligence (EI) involves identifying, understanding, and managing emotions. It includes how well a person understands the emotions, connects with the others, build relationships, leadership and comprehends feelings both their own and with others
6. Skills assessment test measures actual skills such as soft skills and hard skills. This test focus on verbal, math skills, competencies skills, presentations and writing skills, data checking test. To determine the level of mastering certain skills.

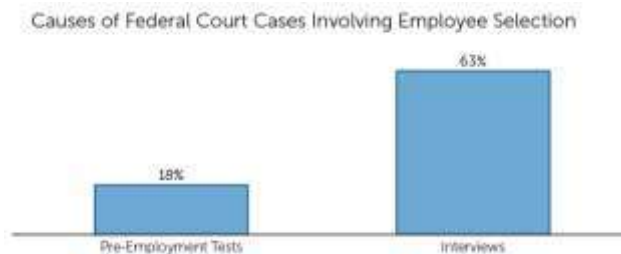
7. Physical ability test measures the strength, stamina, flexibility, and stability of the body to determine whether candidates are ready or unready and able or unable to perform the activities of the job, also determines the quality of the employer perform the essential functions of a particular job.

Candidates who are screened after conducting pre-employment tests are requested for the final interview. Final/Panel interview is analogous to a typical one-on-one interview however there are two or a lot of interviewers within the space. Members of the interview panel are typically who can habitually act with the person chosen to fill the work vacancy and who grasp the organization and its culture well. A panel interview could be an interview during which an applicant answer queries from a gaggle of individuals who then create the hiring call. Hiring managers use panel interviews to achieve perspective from others within the organization and sometimes those outside the organization. Panel interviews cut back the chance of creating a foul hire. The panel's goal is to form the simplest hiring call attainable given the data obtainable concerning the position and therefore the finalists. Since every panel member brings a special set of experiences, thoughts, beliefs, and biases to the interview method, the members' strengths tend to make amends for every others' weaknesses. Within the handiest panels, members work well with each other whereas being unafraid to with all respect challenge every other's judgments and assertions concerning the potential hire.

Finally, Screening and selection process ends with character and background Interview. Knowledge about attendance problems, insubordination issues, theft, or other behavioral problems can certainly help one avoid hiring someone who is likely competing at those behaviors. Background investigations primarily

seek data from references supplied by the applicant including his or her previous employers. The intensity of background investigations depends on the level of responsibility inherent in the position to be filled. Recruiters check the accuracy of application form through former employers and references. Verification of education and legal status to work credit history criminal records is also made. Personal reference checks may provide additional insight into the information furnished by the applicant and allow verification of its accuracy. Past behavior is the best predictor of culture behavior. It is important to gain as much information as possible about past behavior to understand what kinds of behavior one can expect in the future. After a background check, usually, there are one or two candidates who clearly stand out as the most qualified for the job. Do not forget to send letters to the candidates who did not get the job. They deserve a sincere letter from you that thanks them for their consideration and for interviewing for the job. Clearly explain that another candidate most closely matched the qualifications specified in the job description.

Legal Guidelines Governing Pre-Employment Testing: Screening and selection process is subjected to some series of federal laws which govern the hiring process in many companies. Important standards related are Uniform Guidelines on Employee Selection Procedures (UGESP). It is designed to ensure equitability and prevent unfair discrimination in hiring. It is all about the right of the employer to use a pre-employment test while hiring candidates for a job. The UGESP provides interpretive guidelines for federal agencies charged with enforcing the Civil Rights Act and the Equal Employment Opportunity Commission (EEOC), which enforces employment discrimination laws.



In federal court cases involving employee selection, interviews are responsible for 63% of the time, as compared to 18% for pre-employment tests. In other words, interviews are responsible for 3.5 times more court challenges than pre-employment tests.

Requirements for approving candidates while hiring: All appointments shall be made only according to merit and fitness to be determined as far as

practicable by competitive examinations. It shall meet all the requirements of the position. Besides helping a company realize improvements in various business outcomes, pre-employment testing can help enhance the objectivity, equitability, and legal defensibility of an organization's hiring process. All organizations should strive to ensure that all of their employee selection methods are equitable and legally compliant. As long as the tests are assessing the skills and traits that are job-related, using tests will make hiring decisions more defensible by adding an extra layer of

objectivity to the hiring process. Organizations that implement testing programs in accordance with legal guidelines are therefore better prepared to defend these procedures should a legal challenge to their hiring practices ever arise.

Grounds for disapproval of candidates during the Screening and Selection process

1. Sloppy application and appearance-candidates send a resume or cover letter with spelling errors, formatting issues, generic cover letter, inappropriate dressing for an interview, etc. are sound reasons for rejection.
2. Wrong skill set: many applicants who are skillful but their skills do not fit for the particular job which leads to rejection by the employer
3. Not on time—Employer can't expect that the candidate to arrive at work on time if he/she can't be punctual for an interview.
4. Lack of passion, interest, and enthusiasm, not responsive to emails, Lack of courtesy, Unwillingness to go where the employer needs to send an applicant and No interest in community activities.
5. Poor follow-up questions, unaffordable salary expectations, In definite response to questions, Poor work ethics
6. Providing no references is a red flag, employer feels the candidate is hiding something and also weak references (single or multiple)

CONCLUSION

Screening of candidates is one of the crucial steps in the recruitment process. Finding the right person is hard and also involves a cost for the company. The organization's focus would be minimizing the cost factor, so the companies do not waste time and money on fewer quality profiles. Scientific screening involves price, and for its effectiveness screening requires good groundwork to ensure the right setup. If the screening effort is prosperous, those candidates that don't meet minimum needed qualifications won't move to a consecutive stage within the choice method. Corporations utilizing dear choice procedures place a lot of effort in screening to scale back value. Recruiters use selling techniques and networking to draw in consumer corporations and young abilities. The candidates' true part and skills level is extremely tough, however, undoubtedly ways that to bring them out. Thus consultants got to execute on snapping them and produce them out of comfort zones, which can drop a forceful improvement in whole enlisting. In order that the recruiter gets the proper person and a candidate placed at the right job.

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