

Answer on Question #55117, Management / Other

Write short notes on: Selection test and Interviews.

Explanation:

Many jobs require skills, knowledge or aptitudes which it may be difficult to test accurately in the interview and within an interview it is difficult to eliminate subjective judgements. The use of tests can help to compare the candidate with the requirements of the job in a fair and objective way.

Types of employment tests: cognitive aptitude tests, psychomotor abilities tests, job knowledge tests, work-sample tests (simulations), vocational interest tests, personality tests, drug and alcohol testing, genetic testing and internet testing.

Organizations may use a variety of tests to assist them in assessing the suitability of applicants, as well as their potential for success in the tasks that will be expected. Generally, these written tests are measuring some or all of the following:

- General mental ability (verbal, numerical and spatial);
- Personality factors (introverted or extroverted, objective or intuitive, logical or emotional, decisive or hesitant etc.);
- Aptitude (how quickly person is likely to learn and master particular kinds of tasks);
- Achievement (tests how much the person is known about a particular topic);
- Creativity (tests lateral thinking, innovative approaches to problem solving etc.);
- Interests (these are often called inventories and assess what career, hobby or activity interests which might be relevant).

Research shows that tests offer greater reliability and validity than less objective assessments like interviews. Many companies feel they can rely on test results more than on subjective ratings of applicants, although such ratings will probably always have a role in the selection. The "objectivity" of tests derives from their standardization, which means that all applicants sit the same assessment and are scored according to the same criteria. For companies recruiting nationally, this is very appealing. Test results are usually used to confirm or dispute other information that applicants have provided, and impressions created at interview or reported by referees.

Selection testing can be a reliable and accurate means of selecting qualified candidates from a pool of applicants. As with all selection procedures, it is important to identify the essential functions of each job and determine the skills needed to perform them. Selection tests must be job related. Because tests are standardized, they provide information about job candidates that is compatible for all applicants. Thus, tests are useful in selection, promotions, performance appraisal and potential appraisal.

Selection tests are less successful in indicating the extent, to which the individual will want to perform it. Another potential problem, related primarily to personality tests and interest inventories, has to do with applicants' honesty. Also there is the problem of test anxiety. Applicants often become quite anxious when confronting yet another hurdle that might eliminate them from consideration.

Properly designed selection tests are standardized, objective, based on sound norms, reliable and - of utmost importance – valid.

The employment interview is especially significant because the applicants who reach this stage are considered to be the most promising candidates.

Interview planning is essential to effective employment interviews. The interviewer should possess a pleasant personality, empathy and the ability to listen and communicate effectively.

Interviews may be classified by the degree to which they are structured: the unstructured (nondirective) interview (This type of interview is comprehensive, and the interviewer encourages the applicant to do much of the talking) and the structured (directive or patterned) interview (an interview consisting of a series of job-related questions that are asked consistently of each applicant for a particular job).

Interviews may be conducted in several ways:

- one-on-one interview;
- group interview;
- board interview;
- stress interview;
- realistic job previews.

Final Interview is usually followed by testing. This is the most essential step in the process of selection. In this step the interviewer matches the information obtained about the candidate through various means to the job requirements and to the information obtained through his own observation during interview.

The principles to be followed in the development and choice of interview are the same as in other selection procedures. As other selection methods, the interview should support the inference with regard to the suitability of an applicant for controller training and job. To increase the content validity of the interview the interview should be training- and/or job-related.

The content of the interview should be restricted to those characteristics of applicants that:

- could not be assessed more effectively by other methods (e.g. by a test or by an application form);
- can only be assessed in an interview situation (e.g. require an interaction between interviewers and interviewee);
- are empirically related to success in subsequent training and/or employment (predictive validity).

Thus, only those characteristics of applicants which cannot better be assessed otherwise and which are relevant for subsequent success in training and in employment should be assessed by interviewing. The use of the interview procedure should be validated.