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# Selection Process in the Organization- Pre and Post Covid-19

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## ABSTRACT

*A good selection process should be conducted that would help to find a candidate who has potential, skills and knowledge. With this thinking, this research paper throws light on the topic "Selection and its process in the organisation- pre and post COVID-19." The main aim of this selection process is to carefully screen out the candidates who are fit for a particular job and to eliminate the unfit candidates. The study tells us about the steps being used in the organisations to select a candidate. The steps will inform about the various tests and interviews that come across a candidate in this process. This paper also focuses on training, development and education that is provided by the organisation to its newly selected employees. It also includes the types of training and development that is being given to the employees so that the organisation has a force of skilled workers and also have a lesser chance of accidents in future. Further, education is also provided to them so that they may interact with their surroundings and work environment. Further, this research paper includes the importance of selection process. It is important to select a candidate and proper placement should be done so that he can put his efforts in maximising the profits of the organisation. The importance is then followed by the changes in the selection process post COVID-19 pandemic that would conclude this research paper.*

**Keywords:** Selection Process, Covid-19.

## I. INTRODUCTION

Selection<sup>2</sup> is the process of carefully screening or shortlisting the candidates so as to identify and chose the most suitable persons for the job vacancies and eliminating the unsuitable candidates. It is a complex process as the candidates have to go through many obstacles or barriers to get selected. It is a negative process because only the suitable candidates are selected or identified and unsuitable candidates are rejected or eliminated. The main purpose of this selection process is to choose the right person or candidate who is suitable for a particular job in the organisation to fill the vacant places. Selection process is done after the candidates are

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<sup>2</sup> (N.d.). Retrieved May 22, 2021, from Toppr.com website: <https://www.toppr.com>

recruited. Selection process is basically a multistep process where candidates or employees are screened out or identified whether they are suitable for the particular job or not. It is a difficult process involving discretion and judgement where the selectors find out the candidates who fit in for the particular job.

The various steps used for selection of the employees are:

1. Preliminary screening
2. Receiving of applications
3. Employment tests
4. Employment interview
5. Medical examination
6. Checking references
7. Final Selection

#### **(A) Preliminary Screening**

It is a very basic interview that is done in the process of selection in organisations. It is the first step or the initial step of selection process of a candidate. It is conducted to eliminate the candidates or the employees who are unfit or are not physically or mentally fit for the job in the organisation. In preliminary screening<sup>3</sup> or interview, the minimum qualifications of a candidate are also checked whether he fulfils the given qualifications or not. The candidate is checked about its academic qualification, background of the family and his interest in doing the particular job in the organisation. This screening is also done to check out how those qualifications and skills of the employees and candidates can be beneficial for the company or the organisation to complete its desired objectives or goals. This interview is of a short duration as it has the main aim to eliminate the most unsuitable candidates or the employees. Finally, after the interview or screening of applicants or candidates is done, the selected ones are then given a prescribed application form to fill in the basic details.

#### **(B) Receiving of Applications**

After screening of candidates is done the next step is providing them the application form which is also known as application blank. In that form the candidates are required to mention their qualifications, age, experience, family background, aptitudes and interests. This application blank<sup>4</sup> provides a written record of the candidates. The application blank or form should be

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<sup>3</sup> Mahek, S. (2019, September 28). Selection process in HRM. Retrieved May 22, 2021, from Economicsdiscussion.net website: <https://www.economicsdiscussion.net/human-resource-management/selection-process-in-hrm/31871>

<sup>4</sup> (N.d.). Retrieved May 22, 2021, from Toppr.com website: <https://www.toppr.com>

designed so as to gain all the information about the appeared candidate. The applications then received are carefully studied or screened by a special screening committee. After screening, the candidates which are found more suitable for the job are recruited or short listed. They may be selected based on their qualifications, work experience and their interest or passion to do that particular job. There are various application forms or blanks for different jobs. The details which are given in that form helps in interviewing the candidates or the employees. Usually the candidates that are being selected by the committee are more than the number of posts available in the organisation. An interview letter is sent to the selected ones or they are being called up for their interview.

### **(C) Employment or Selection Test**

The next step within the selection process is the selection test<sup>5</sup> where the candidates are being asked to appear for a written or other tests. These tests are held to measure out the candidate's skills and talent of how he will handle that particular job and whether he is suitable for that job or not. These tests also involve time and money and doesn't seem to be fully reliable. These tests are generally held so that it becomes easier to eliminate the unsuitable candidates. Different tests are taken by different organisations as per the requirement of the particular job. There are various types of tests being taken to spot out the skills and talents of the candidates. The main types of employment or selection tests are:

#### **1. Proficiency Tests**

These tests are conducted by the organisation to check out the skills, talent and knowledge of a candidate that he already possesses. There are mainly two types of proficiency tests:

##### **i. Trade test or achievement test**

This test is done to check out the candidate's knowledge and skills in trade or occupation. It is also conducted when the candidate claims that he knows something exceptional because such tests are mainly conducted to check out what a candidate has accomplished.

##### **ii. Skill test<sup>6</sup>**

It is used to test the candidate's skills and knowledge of how he will handle a particular job assigned to him. This test also measures the candidate's performance to his job whether he is

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<sup>5</sup> Selection process: Definition, steps in selection process. (2019, July 8). Retrieved May 22, 2021, from Iedunote.com website: <https://www.iedunote.com/selection-process>

<sup>6</sup> Pramila, T. (2018, December 19). Selection Process in HRM: A complete guide. Retrieved May 22, 2021, from Businessmanagementideas.com website: <https://www.businessmanagementideas.com/human-resource-management-2/selection-process-in-hrm-a-complete-guide/18600>

quick and efficient to perform the job.

## **2. Aptitude Tests**

This test is done to determine the candidate's ability to know about the new job skills. This test clears whether the candidate selected would be having inclination of mechanical jobs or not.

There are 3 types of aptitude tests:

### **i. Intelligence Test**

This test basically check the IQ of the person, his mental alertness, capacity to relate, etc. It is also known as mental test<sup>7</sup>. It checks the person's learning ability.

### **ii. Interest Test**

This test determines the interest of person in a particular work. It helps in finding out the work which the candidate can perform with great interest. This test also checks the likes and dislikes of the candidates.

### **iii. Personality Test**

This test checks out the personality attributes as they are considered important as they effect entire behavioural pattern of the person. This test examines the candidate's temperament, his maturity level and emotions. This test also checks traits like self-control, self-confidence, sociability and so on.

These selection tests provide advantage of measuring the candidate's suitability for the job and in verifying the claims made by the candidate about his qualifications and skills. But somewhere these tests also have some disadvantages as they are not fully reliable indicators of knowledge and experience and skills of the candidate. The major disadvantage of these tests are that the organisations may lose highly qualified and experienced candidates only because they are afraid of these tests.

## **(D) Employment interview**

After these various tests as discussed above, the candidates who are found suitable or pass these tests are being called for an employment interview<sup>8</sup>. The committee then organises a formal and a face-to-face conversation between the selected candidate and the committee. The committee asks various questions to check how the candidate will handle the hurdles that will come across his job. They also check whether the candidate has the ability, skills and talent to perform his job. The candidate is also being evaluated based on the response he gives to those

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<sup>7</sup> S.Chand ISC Commerce Volume-II

<sup>8</sup> (N.d.). Retrieved May 22, 2021, from Toppr.com website: <https://www.toppr.com>

questions. These interviews are a rough idea for a candidate about the work profile and also tells them how to be a potential employee. These interviews are done to check out the personality of the candidate and his information which he has mentioned in the application form or application blank. Selection interview is also held for the candidate to know about the company, its position and mainly the type of job which the candidate will the candidate will perform. Companies call the candidates for an interview but this process takes a lot of time and it only checks the candidate's character. An interview might not achieve success if the committee might not be professional and fail to withdraw all the knowledge of the candidate. The selection interviews should be arranged in a room free from outside noise and interruptions. For a good session between the candidates and the committee, it is important to feel the candidate comfortable so that he can give a brief introduction about himself without any type of pressure and can talk freely and frankly. It is the duty of the selecting committee to listen to the candidate with full attention so that there is no chance of a biased interview. When all the candidates are done with their interview, the panel or the committee discusses about each candidate if he is fit for the job and at last the candidate who is found suitable is being selected for that particular job.

### **(E) Medical Examination**

After the interview of candidates, the ones which are found suitable are selected and are sent for a medical or physical examination<sup>9</sup>. It is an essential step for selecting a candidate because of which the company keeps an eye on the potential candidates which are physically and mentally fit and can handle their job positions. Companies use this method of examination to eliminate the most unfit or unsuitable candidates because this method saves a lot of time and expenditure. Through this medical test or checkup, it is assured that the candidate selected is physically fit and will not suffer with any serious disease which may create a mishap for the organisation in the future. There are various examinations which are conducted based on the jobs in the organisation such as health checkups, drugs test, hearing and vision test, etc.

#### **1. Physical health test**

Candidates who have been selected in the company has to go through certain tests or check-up's so that it would give assurance to the company that they are fit for the job. The first test is a basic physical health test where an examination is conducted so that the company can learn about candidate's health- about his strength and functioning of the parts such as heart, lungs, vision and hearing or if the candidate suffers any disease or is not physically fit.

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<sup>9</sup> *Supra* note 6.

## **2. Drug test**

After the health test, then the candidate has to undergo for a drug test<sup>10</sup> where they check if the candidate has been consuming or has done any illegal drugs or not. This test is performed in various ways, some are asked to give their blood samples while the others are tested based on their urine sample. This test is done by most of the companies to eliminate the candidate who is being tested positive for this test.

## **3. Hearing and vision test**

After these two tests, the candidates are being tested for their hearing and sight. A seminar should be arranged for the candidates to check out their hearing capability whether they are active during the event or not and should also have a vision test if they have a problem or not.

## **(F) Checking Background**

After all the tests and interviews of the candidates are being done, a list of selected candidates is finalised and those candidates are being checked about their references and backgrounds<sup>11</sup>. They are being checked based on the details they have mentioned in the application form or blank that was provided to them. In that form they have to mention about their address and at least two referees who know him. The referees are then contacted by telephone or in written to check out whether the candidate has filled the correct information or not related to his background, character, etc. This step is necessary as some candidates may fill in wrong information about them and their previous jobs. Candidates are also being checked for their reputation and police records. If any of this information is found to be false then the candidate is immediately called and asked about it. The references should provide frank information so that it becomes easy for the company to select that candidate. The company will get the correct information from the candidate's referee only when they assure that all the details will not be disclosed. The referee should disclose information about the candidate's experiences in the previous company, his leadership skills, management skills and more of the positive points of the candidate so that the company assures the suitable job to that particular candidate. The company should know about the skills and potential of the candidate to provide them right jobs.

## **(G) Final selection**

The last step in the selection process is the job offer or final selection<sup>12</sup> of the candidates. The

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<sup>10</sup> Importance of a medical examination in a job selection process. (2011, July 15). Retrieved May 22, 2021, from Bizfluent.com website: <https://bizfluent.com/info-8740393-importance-examination-job-selection-process.html>

<sup>11</sup> *Supra* note 7

<sup>12</sup> *Supra* note 6

candidate which the company thinks is suitable for the job after all the selection tests, interviews, medical examinations and background check-ups is being selected. The candidates are formally appointed by circulating the appointment letters to them. The letter carries the details about the date of joining the duty, salary to be given and working hours for the candidate. As the candidate is selected, a written agreement or contract is being made between the employer and the employee or the candidate which contains the terms and conditions of the job, name and address of both the employer and employees. The candidates are basically appointed for a period of one or two years in which they are judged and observed that how are they working on their job. The candidates having a good record are made the permanent employees. As the candidate gets selected for the job, the first thing done they come across is the training and development being given to them so that they may excel in performing the assigned duty.

## **II. TRAINING, DEVELOPMENT AND EDUCATION**

After the candidate is selected for the job, the next step is to train and develop the new candidates by enhancing their job knowledge and their potential so that they may perform well in the organisation. Training<sup>13</sup> the candidates makes them professional in their jobs. Training is short-termed which is being given by the employer of that firm. Training is needed for the employees to boost up their morale and confidence towards their jobs. The employees who completes training and acquires good knowledge and skills are being observed for months and then get promoted to higher level. Once an employee gets trained, he gets used to the new technology and work methods in the organisation and does not need constant supervision. Training of the employees is necessary as it creates lesser chances or risk of accidents in the organisation. There are different types of training programmes:

### **(A) Orientation Training**

In this type of training a seminar is conducted and all the newly appointed employees are made familiar with the type of work they will be performing, their managers and mainly with the conditions of the firm. The orientation program also discusses about the candidate's work hours, his conduct and appearance. It also discusses about the goals or objectives that the organisation seeks to attain at the moment and in future.

### **(B) Safety training<sup>14</sup>**

This type of training is provided by the firm to reduce any accidents or damages that may affect

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<sup>13</sup> *Supra note 8*

<sup>14</sup> *Supra note 7*



the working of the organisation. It mainly involves the rules and instructions provided in using the machinery or other devices and also directs the employees to take safety measures in performing the tasks and using the technology.

### **(C) Promotion training**

It is provided to the existing members or employees where they are trained to perform all the high level tasks. Employees who are found suitable with potential and skills are selected and are trained further to perform high level jobs as after promotion, they will get higher responsibilities and new positions.

### **(D) Job training**

This type of training is basically provided to the newly joined employees so that they get used to the technology and increase their knowledge and skills on how to use it. They are told about the use of all the equipment so that it may not cause any accidents or mishaps in performing a job.

**Development**<sup>15</sup> means the overall growth of the candidate or employee in all aspects. Developing a candidate means preparing him for his challenging jobs and opportunities in future and managing the job responsibilities. Development of a new candidates is necessary as it creates a team of members having great knowledge and which can handle the organisational issues without any failure. The main focus to conduct the development process is to develop the inbuilt qualities, skills and talents of the employees. Developing is an ongoing or continuous process because a new candidate is first prepared for the hard challenges that he will be facing and the superior candidates are also developed for the challenges which increases chances of their promotions. The managers should provide feedbacks to their employees about their work performance and promotions. A developing plan is made by the firm on how to develop an employee. It is of two types:

### **(A) Professional Growth**

Development helps in the growth of individuals. Professional growth<sup>16</sup> plan is made by the manager with his employees to conduct the development process within the limited time period and achieve the development goals. For development among the new employees, seminars, conferences, etc. are being organised for the employees so that they may develop high skills

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<sup>15</sup> Training and Development Process – IspatGuru. (n.d.). Retrieved May 22, 2021, from Ispatguru.com website: <https://www.ispatguru.com/training-and-development-process-2/>

<sup>16</sup> Employee development plan process. (n.d.). Retrieved May 22, 2021, from Managementstudyguide.com website: <https://www.managementstudyguide.com/employee-development-plan-process.htm>

and knowledge.

### **(B) Improvement**

The managers of the firm makes plan to improve the performance and skills of the employee. They improve the employee's growth so that it would be beneficial for them in the upcoming future challenges. The manager's main focus is to improve the employee's communicating skills, his behaviour and interpersonal skills.

**Education**<sup>17</sup> is provided to the employees to build up their character and knowledge. The main focus of providing education to the employees is to motivate them to know more about their surroundings or work environment. The source of gathering knowledge is through school first, then colleges and universities. Education is basically theoretical in nature and of a very long time. Sessions should be plan to educate the employees about the company, use of equipment and interacting with the employees by asking them few questions. The best way to educate an employee is to make him understand via lectures, audio-visual, case studies and then providing them a questionnaire to know how much they have learned. Both the managers and employees of the company should be a part of these sessions.

### **III. IMPORTANCE OF SELECTION**<sup>18</sup>

- 1- It is important because it helps the organisation to select the candidates that are suitable for that particular job.
- 2- Selecting a candidate having good knowledge and great skills is the main criteria of the organisation as it reduces the time and cost of training and development.
- 3- It is important to select the right candidate because it increases the satisfaction and efficiency of the employees.
- 4- Selection and then proper placement of the employee is must to improve the performance of company - both qualitatively and quantitatively.
- 5- Selection process is also important as it helps to disqualify or eliminate the unsuitable candidates which the company thinks can lead to the decrease in efficiency of the organisation.
- 6- A good employee selection is important to keep the better environment in the organisation. This may lead to a good relation among the employees.

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<sup>17</sup>Vicky. (2015, June 20). Training, development and education: Meaning and distinction. Retrieved May 22, 2021, from Yourarticlelibrary.com website: <http://www.yourarticlelibrary.com/hrm/training/training-development-and-education-meaning-and-distinction/60218>.

<sup>18</sup> *Supra note 7*

- 7- The most important factor of selection is that the best candidates selected having high morale and skills can help in production and profit maximisation of the firm.
- 8- There should be a proper selection of employees so that there should be a less chance of labour turnover, absenteeism, etc. The candidates should help in maximising the profits of the firm and in return shall be provided with high wages.
- 9- As the best candidate is selected through the selection process, he doesn't need much attention and focus and this saves time of the employers.
- 10- Selection process is important as it helps the management to check out the records or history of the candidate whether he is fit for the job or not to protect the future loss to the organisation.

#### **IV. EFFECT ON THE SELECTION PROCESS POST COVID-19**

Due to the ongoing COVID-19 pandemic within the country, the economy has come right down to recession and few industries and organisations have the matter of recruiting and selecting the candidate. This affects the selection process as before the companies called the candidates for the interviews and tests but now the condition is that within the lockdown the only way to conduct the interviews is through online methods<sup>19</sup> by which the company should not get the precise information of the candidate and there can become chances of choosing an unfit person who is not suitable for that particular job. The employees are asked to work from home so that the company doesn't go into losses and achieve its goals. Now, in India the workers having less trust issues within the eyes of manager are being removed from their job position because at this point the organisations would be at a complete loss and there are no funds to raise up their wages. This will result in unemployment.

Whereas in US, since the pandemic there has spread vastly and has taken many lives, it has been a huge loss to their market but some people there would see this as an opportunity to work with the organisation in place of the expired employees because the management will be filling the vacant places in the firm. Industries who are still conducting the process needs to follow the order of social distancing that can make it difficult. The employment rates<sup>20</sup> which were increased at the end of 2019 are expected to sink within the upcoming months. During this crisis, the workers having a contract with the current employers will prefer to work in the same organisation rather than changing the firm. All the employees would prefer to be safe and

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<sup>19</sup> Miira. (2020, March 26). How the COVID-19 pandemic affects recruitment. Retrieved May 22, 2021, from Talentadore.com website: <https://talentadore.com/how-the-covid-19-pandemic-affects-recruitment/>

<sup>20</sup> COVID-19 And Recruitment Challenges. (2020, March 20). Retrieved May 22, 2021, from Manatal.com website: <https://www.manatal.com/2020/03/20/covid-19-recruitment-challenges-2020/>

secure at this time. These are the steps which will affect the selection process post COVID-19.

## **V. CONCLUSION**

The research on this topic provides an information about selection and its process requires to select or shortlist a suitable candidate for the job vacancy. The nature of the same explains that it is a negative process as the results can be biased. The research tells us that how a candidate crosses the hurdles to get selected in the organisation. He gives his interviews, medical examinations, various tests and his background is also checked and if he is found suitable for the post, he is then selected for the duty. This paper further provides information about the training, development and education that is being imparted to the candidates. The personnel undergoes through various types of training so that they may know about the rules and regulations and increase their knowledge and skills. It also tells us about the growth and improvement of the candidate's behaviour and also the education that is being provided to them to build up their character and boost up the morale of the personnel.

At last, this paper discusses about the importance of selection and its process and also about how the COVID-19 pandemic will affect the selection process. It would be tough for the organisations to select a candidate through online modes because they will not be able to gather the exact or precise information about the appeared candidate and how they can end up selecting an unsuitable candidate. It also provides information about the employment rates and layoffs of the workers.

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