

A STUDY OF PERSONNEL SELECTION
IN SELECTED PUBLIC SECTOR UNDERTAKINGS

PREFACE

INTRODUCTION:

Getting a job is not merely so important as getting a right job. Similarly getting a man is not merely so important to the concern as getting the right man. A mistake on the part of either is bound to be too costly. The type of worker admitted to an organisation will be the main factor determining its moral. Whether he is cooperative or individualistic is a major concern whether he will profit from training, be adequate to the jobs of primary importance, whether he will be flexible enough to adjust himself to different yet related types of work, is a necessary discovery. A poor selection paves the way for inefficiency, waste, loses of time complain, and ultimate discharge.

IMPORTANCE AND SCOPE OF THE STUDY:

The present study was undertaken to investigate the predictive efficiency of the selection test and procedures and also to find out what other tests and techniques should be included to increase the predictive efficiency of the selection procedure. It may be noted the selection tests used in different industries are revised if not each

year, very frequently on the basis of item analysis which ensures internal consistency.

The Industries selected for this study were:

- Unit I: Indian Airlines Corporation, Delhi
- Unit II: Bharat Aluminium Co.Ltd., New Delhi
- Unit III: Hindustan Steels Limited, Delhi
- Unit IV: Hindustan Aeronautics Ltd., Bangalore
- Unit V: Indian Telephone Industries Ltd., Bangalore

Subjects considered in this study were selection of Management Trainees, Graduate Engineers (Mechanical, Electrical, Aeronautical and Metallurgical), Graduate Apprentices, and Officers (Personnel and Traffic).

Selection of Management Trainees and particularly technical personnel for large and basic industries is getting increasingly in the number of persons involved for maximising output in basic industries like Aluminium and Aeronautics and service industry like Indian Airlines corporation in a developing country like India. It needs cautious steps in organising the industry and also in the selection of persons to fill up the key points of the workshop floor.

Young Graduate Engineers bear the important responsibility as floor supervisors in the process of production and maintenance. These persons, if properly trained in the technique of production, will be the good supervisors to handle the delicate human relations by being the communicating link between the management and the fellow workers. And this will help in the smooth running of the industry. Success in job of these engineers depends upon their ability, their interest and also on their personality in addition to the condition prevailing in the organisation as a whole.

METHODOLOGY:

The general methodology of the study is grouped under five headings. Those are:

- A. The Applicant
- B. The methods used for selection
- C. Description of the tests used in selection
- D. Description of the Group Task
- E. Administration and Scoring

However, Validity of the Selection Procedures is also tested as sixth heading regarding their job performance in all the different industries after a given period of assessment or evaluation.

LIMITATIONS:

As this study was confined to selection of certain categories of persons such as Management Trainees, Graduate Engineers, Graduate Apprentices, Officers (Personnel and Traffic) etc., the White Collar gentry or administrative personnel from other functional areas and clerical staff were not considered. This study concentrated particularly the technical personnel or the shop floor persons in the production ~~in~~ departments of large industrial undertakings in the public sector. However, Private Sector units were not considered as the selection of personnel generally varies from Industry to Industry. The Validity of testing the selection procedures in these units therefore would be more critical rather than difficult when compared to Public Sector Units. Due to paucity of time, this aspect has not been considered here.

...