



ACCURACY IN CANDIDATE SELECTION PROCESS: THE IMPACT ON EMPLOYEES PRODUCTIVITY

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ABSTRACT

The hiring of highly qualified and competent individuals who are better able to meet the demands of their jobs and successfully contribute to the organization's goals might result from a well-designed and stringent selection process. The study assessed accuracy in candidate selection process and job performance. The selecting procedure is essential to accomplishing corporate objectives. The study highlighted application Screening, Interviews, Tests and Assessments, Background Checks, Reference Checks, Psychometric Tests, Assessment Centers and Physical Examinations to be the types and techniques used in the selection of candidate for accuracy and better job performance. The study revealed that candidate who are selected using the techniques of selection process mentioned in this work are more likely to demonstrate better work fulfillment, reduced turnover rates, and increased productivity, which will benefit the employees as well as the firm as a whole. The study reviewed the concept of accuracy, the concept of candidate, the concept of selection process, the concept of job performance, the effect of selection process on job performance of the worker, and the effect of selection process on achievement of organizational goal. On this basis the study concluded that the precision with which candidates are chosen has a significant influence on job performance and organizational success. Several good consequences result when businesses stress accuracy in applicant selection. Appropriately picked individuals have better levels of work satisfaction and engagement. Individuals are more motivated, dedicated, and likely to stay with an organization for the long term when they are placed in roles that fit their abilities and interests. The organization benefits from lower turnover by lowering recruiting and training expenses and cultivating a stable and seasoned team. The precision with which candidates are chosen is a crucial aspect in influencing job performance and overall organizational success. One of the recommendations made was that managers should include a range of evaluation methods, such as behavioral interviews, technical testing, situational judgment tests, and personality tests. Using a variety of tools allows for a more thorough and accurate assessment of candidates' talents and fitness for the post.

KEYWORDS: Accuracy, Candidate Selection Process, and Job Performance



INTRODUCTION

The selection of candidates is a critical step in defining an organization's workforce's overall effectiveness and success. The caliber of hires and subsequent work performance are directly impacted by the efficacy of the selection process. The hiring of highly qualified and competent individuals who are better able to meet the demands of their jobs and successfully contribute to the organization's goals might result from a well-designed and stringent selection process. Human resource specialists, corporate executives, and researchers are all very interested in the relationship between the precision of applicant selection and job performance. Companies spend a lot of money searching for and employing top talent because they understand how important these individuals are to fostering innovation, increasing productivity, and strengthening the competitiveness of the business. Candidates who have been carefully chosen are more likely to demonstrate better work fulfillment, reduced turnover rates, and increased productivity, which will benefit the employees as well as the firm as a whole.

For firms looking to develop a competent and high-performing staff, understanding and improving the applicant selection process is crucial. Organizations may develop a healthy work environment and encourage a sense of dedication as well as enthusiasm among employees by selecting the finest individuals and giving them the necessary chances. Finally, in a highly aggressive and unpredictable business climate, this synergy between accurate personnel selection and job performance helps an organization achieve long-term success and sustainability. Since accuracy is the degree to which a measured value is within a certain range of a standard or known value, for instance, if you test a substance's weight in a lab and come up with a result of 3.2 kg while the true weight is 10 kg, your measurement is not accurate. Your measurement does not match the known value in this situation (Labwrite, 2023). How closely a measurement resembles the signal's real value or a standard is the instrument's degree of truthfulness. (Editorial Staff) (Year 2023) An individual who is up for consideration or nomination for a certain job, rank, honor, or award is referred to as a candidate. A person campaigning for office in politics, a job applicant, a student seeking additional study, or someone vying for any other specific position or recognition that they want to be chosen for, might all be candidates. The selection procedure refers to choosing the best applicant with the necessary skills and qualities to fill the position in the business. The choosing procedure is a lengthy and difficult one. There are several processes before the choice is made. Depending on each industry's requirements, the process for choosing people may differ. Every firm builds its hiring process with the need to fill positions quickly and the job specifications in mind. Although job performance (also known as work performance) is a common management tool and measure, businesses seldom discuss what it actually is, what dimensions it comprises, and in which areas of work it becomes crucial. Job performance refers to a



person's contribution to the overall success of a company. Any working professional's primary goal, whether they are managers or employees, is to perform well on the job and to encourage their colleagues, teams, and coworkers to do the same (Nini, 2019).

CONCEPT OF ACCURACY

In essence, accuracy relates to how closely a measurement matches the agreed-upon value. Accuracy is defined as "the degree to which the result of a measurement conforms to the correct value or a standard" (Precisa, 2023). How closely the measured value resembles the actual value of the quantity is a measure of a measurement's accuracy. The limit or resolution of the measuring equipment is one of several variables that may affect how accurately a measurement is made. Consider the case where the actual length of a given length is close to 3.678 cm. In one experiment, a measuring device with a resolution of 0.1 cm determined the measured value to be 3.5 cm, but in another experiment, a measuring device with a higher resolution, the length was found to be 3.38 cm, or let's say 0.01 cm. Due to its proximity to the actual value, the initial measurement is more accurate (Haygot Technologies, Ltd., 2023). Accuracy is the capacity of an instrument to measure a precise value. In other words, it refers to how closely the measured value resembles a reference or genuine value. Small readings are necessary to achieve accuracy (BYJU'S, 2023).

As well as being true, correct, or precise, it also has the qualities of accuracy, precision, and correctness. It is described as the degree to which a measurement agrees with the standard value for that measurement in chemistry and physics (Dictionary.com, LLC, 2023). The degree to which a measured value is accurate in relation to a reference or known value. For instance, if you measure a substance's weight in the lab and come up with 3.2 kg but the real or known weight is 10 kg, your measurement is inaccurate. Your measurement is not very near to the known value in this instance (Labwrite, 2023). How closely a measurement resembles the signal being measure's true or reference value is the instrument's degree of truthfulness (Editorial Staff, 2023). Accuracy has two widely used meanings. Accuracy in arithmetic, science, and engineering describes how closely a measurement resembles its actual value. According to a stricter definition used by the ISO (International Organization for Standardization), accuracy is defined as a measurement that yields accurate and reliable findings. An accurate measurement, according to the ISO standard, has no systematic or random inaccuracy. In essence, the ISO recommends using accuracy when a measurement is both exact and accurate (Helmenstine, A. 2020).



CONCEPT OF CANDIDATE

Depending on the context, the word "candidate" can signify many things. The key definitions of "candidate" are shown below. A person who is being considered or nominated for a particular role, status, honor, or award could be a political candidate running for office, a job applicant, a student pursuing an advanced degree, or anyone else who is being considered for a particular role or designation. A candidate for an elected office, such as President, Governor, Mayor, Senator-c, or any other public office, is referred to as a candidate politically. In the context of a job, it refers to a person who has applied for and is being given consideration for a position inside a business or organization. Academically speaking, a candidate for a Ph.D. is a student who has finished the prerequisite courses and is focusing on a research project or dissertation to get an advanced degree. It is a subject, organism, molecule, or variable that is being studied experimentally in scientific study or experiments. In the context of a product, it refers to a possible good that is being researched and assessed for commercialization, such as a novel medication or technological advancement.

CONCEPT OF SELECTION PROCESS

The selection process refers to the process of picking the best candidate for a vacant job in a corporation. It entails interviewing individuals and appraising their abilities and traits that are essential for a certain position (Sorting Hat Technologies Pvt. Ltd., 2023). The selection process is the process of identifying and shortlisting the suitable people with the requisite credentials and skill set to fill openings in a company. The selection procedure varies by industry, firm, and even department within the same organization (toppr.com, 2023).

According to Vedantu.com (2023), the selection process refers to picking the correct individual with the necessary credentials and qualities to fill the position in the business. The selecting procedure is extensive and complicated. It entails a sequence of stages before making the ultimate decision. Employee selection procedures may differ from sector to industry depending on their specific demands. Every firm builds its selection process with the urgency of employing employees and the job needs in mind. The process of selecting the best individual with the necessary credentials and qualities to fill positions in an organization is known as selection. The selection process is extensive and difficult, involving a number of processes before reaching the ultimate decision. The selecting technique may differ from industry to industry, firm to company, and even department to department. Every firm builds its selection process with the urgency of employing individuals and the requirements for the job vacancy in mind (Business Jargons, 2023). It also refers to the methodical and structured technique used by companies, institutions, or people to choose the best applicants for a certain position,



task, program, or opportunity. It entails a sequence of stages and examinations meant to discover persons who possess the necessary skills, qualifications, and traits for the particular post. The selection process might vary greatly depending on the situation, such as employment recruiting, admittance to an educational program, political candidacy, or the examination of research projects. According to the Society for Human Resource Management (SHRM) (2023), the selection process is a systematic and organized strategy used by companies or people to find and pick the best applicants for a certain position, task, program, or opportunity. It usually consists of multiple phases, such as sourcing candidates, screening and shortlisting applicants, conducting interviews, assessments, and reference checks, and finally selecting the best candidate(s) for the post or opportunity.

CONCEPT OF JOB PERFORMANCE

According to Nini (2019), Job performance (sometimes also called work performance) is a widely used tool and metric in management; however, organizations rarely address what it really is, which dimensions it includes, and in which areas of work it becomes important. Job performance refers to a person's contribution to the overall success of a company. To perform well on the job and to encourage your colleagues, teams, and coworkers in doing the same is one of the key goals of any working professional, whether they are managers or employees. The complete spectrum of methods and treatments that the discipline of industrial and organizational psychology (I/O) may employ to enhance human performance in workplace settings can benefit from job performance. Numerous of these tactics include motivation, growth and training, or recruiting and selection.

According to Motowidlo, Borman, and Schmit (1997), job performance is the sum of the projected benefits to the organization of the discrete behavioral episodes that a person engages in throughout a regular time period. Performance is a behavior-related characteristic, which is a key concept in this definition. In particular, it is a quality that is aggregated from several discrete behaviors that take place over a period of time. The notion that performance relates to a behavior's expected value to the organization is another crucial one. In other words, the performance construct according to this definition is a variable that makes a distinction between sets of behaviors carried out by various people and between sets of behaviors carried out by the same person at different periods. Based on how much the various behavior sets (taken collectively) are likely to enhance or undermine organizational success, a differentiation is made. The expected organizational value of conduct may be summed up as variation in performance.



TYPE OF SELECTION PROCESS

- ***Application Screening:***

The initial stage involves screening applications or resumes to shortlist candidates who meet the basic qualifications for the job.

- ***Interviews:***

Personal interviews are a common part of the selection process. These can be one-on-one interviews, panel interviews, or behavioral interviews. The purpose is to evaluate the candidate's skills, experience, and cultural fit.

- ***Tests and Assessments:***

Organizations may conduct skill tests, aptitude tests, personality assessments, or cognitive ability tests to gauge the candidate's abilities and potential.

- ***Group Discussions or Assessment Centers:***

Some companies use group discussions or assessment centers to evaluate candidates' teamwork, communication, and problem-solving skills.

- ***Background Checks:***

Employers often conduct background checks to verify the candidate's employment history, education, criminal record, and other relevant details.

- ***Reference Checks:***

Reference checks involve contacting the candidate's previous employers or references provided by the candidate to gain insights into their past performance and behavior.

- ***Job Offer and Negotiation:***

The final stage involves extending a job offer to the selected candidate, followed by negotiations on salary and benefits, (Cascio, W. F. 2018).



TECHNIQUES OF SELECTION

- **Interviews:**

One of the most popular methods of selection is the interview. They might be situational, behavioral, structured, or unstructured. Interviews are used to evaluate a candidate's aptitude for problem-solving, effective communication, and cultural fit.

- **Psychometric Tests:**

These examinations measure a candidate's mental faculties, character qualities, and behavioral inclinations. Aptitude exams, cognitive ability testing, and personality evaluations are a few examples.

- **Work Sample Tests:**

Candidates must carry out duties resembling those they would do in the employment role for their work samples. They offer a realistic assessment of a candidate's talents and aptitudes.

- **Assessment Centers:**

Assessment centers use a variety of activities and simulations to rate candidates on skills including leadership, cooperation with others, and making decisions.

- **Reference Checks:**

Getting in touch with the candidate's former employers or any references the candidate has given in order to confirm their job history and get knowledge about their prior behavior and performance.

- **Background Checks:**

Background checks entail confirming a candidate's credentials, including their schooling, criminal history, and other pertinent personal data.

- **Biographical Data:**

Gathering comprehensive data on the applicant's history, experience, accomplishments, and interests to judge their suitability for the position.

- **Physical Examinations:**

Certain jobs could have physical or medical requirements. Candidates are confirmed to satisfy these standards by physical exams (Mathis, R. L., & Jackson, J. H. 2010).



EFFECT OF SELECTION PROCESS ON JOB PERFORMANCE OF THE WORKER

The selection process has a big influence on how well employees do their jobs. Employing efficient selection techniques to find and choose the best candidates will boost employee productivity and job effectiveness. The entire job performance of employees inside the firm is influenced by the interaction of several elements (Society for Human Resource Management (SHRM) 2023). The following are some ways that the hiring process influences how well employees perform on the job:

- **Skill and Competency Matching:** Candidates who pass a rigorous selection procedure are guaranteed to have the knowledge and abilities needed for the position. Higher job performance results from people who are successfully matched to their positions in the workplace.
- **Motivation and Job Satisfaction:** Higher levels of motivation and work satisfaction may result from choosing people who share the values and culture of the firm. Employees that are happy and motivated are more likely to put in extra effort, which improves work performance.
- **Reduced Turnover:** The chance of turnover can be decreased by using a selection process that is effective in identifying applicants that are a good match for the company. High employee turnover can harm productivity and result in the loss of important knowledge and skills.
- **Job Role Clarity:** Candidates are informed of the requirements and expectations of the position through a transparent and well-defined selection process. Employees are better able to carry out their responsibilities successfully when they have a clear grasp of their roles.
- **Cultural Fit:** Positivity is fostered at work by choosing people who mesh well with the corporate culture. Employees are more likely to perform better when they feel like they belong and are aligned with the company.
- **Training and Development:** Candidates with room for improvement and development can be found through an efficient selection procedure. Employers should expect better job performance when they invest in the skills and abilities of their workforce.



EFFECT OF SELECTION PROCESS ON ACHIEVEMENT OF ORGANIZATIONAL GOAL

The selecting procedure is essential to accomplishing corporate objectives. Numerous favorable outcomes that contribute to the success of the business might result from a successful selecting process. Organizations may improve their performance and enhance the possibility that they will accomplish their goals by taking these aspects into account throughout the selection process (Gatewood, R. D., Feild, H. S., & Barrick, 2011). Following are some examples of how the selection procedure affects the accomplishment of organizational goals:

- **Enhanced Workforce Performance:** Finding individuals with the appropriate skills, qualifications, and cultural fit for the business is made easier by a well-designed selection process. Improved work performance, productivity, and efficiency can result from hiring personnel who are compatible with their positions and the company's ideals.
- **Reduced Employee Turnover:** A robust screening process and educated recruiting selections might assist lower staff turnover. Employees who fit in well with the company are more likely to be happy in their positions and remain longer, which lowers the expenses of recruiting and training.
- **Improved Organizational Culture:** A productive workplace is fostered by choosing candidates who share the values and culture of the organization. Higher employee engagement, greater cooperation, and improved overall organizational performance may all be attributed to a strong and supportive culture.
- **Enhanced Innovation and Creativity:** A productive workplace is fostered by choosing candidates who share the values and culture of the organization. Higher employee engagement, greater cooperation, and improved overall organizational performance may all be attributed to a strong and supportive cultures and solutions.
- **More on Better Customer Satisfaction:** Improved customer service and satisfaction may result from choosing people with great customer-oriented abilities. Customers that are happy with the company are more likely to stay loyal and recommend it to others, which helps the business succeed.
- **Alignment with Strategic Goals:** A strategic selection process integrates recruiting decisions with the organization's long-term goals. Hiring people with the relevant experience and abilities can help the company's strategic ambitions succeed.



CHALLENGES OF SELECTION PROCESS

Organizations may find the selecting process to be complex and difficult. Several variables can have an impact on the process's efficacy and make it difficult to pick the best applicants (Mathis, R. L., & Jackson, J. H. 2010).

- **Biases and Discrimination:** During the selection process, unconscious biases, preconceptions, and discriminatory practices can impact decision-making, resulting in unfair treatment of specific applicants based on their gender, color, ethnicity, or other traits.
- **Limited Applicant Pool:** Organizations may experience difficulties in obtaining a broad and talented candidate pool, which can limit selection possibilities and lead to suboptimal hiring.
- **Validity of Assessment Tools:** Interviews and examinations, for example, might differ in their usefulness and validity during the selection process. It is critical to verify that these instruments are dependable and appropriate for the work at hand.
- **Time Constraints:** The selection process can be time-consuming, and delays in decision-making might result in the loss of top prospects to rivals.
- **Negligence in Background Checks:** Failure to do adequate background checks may result in the hiring of people with forged credentials or who exhibit unwanted behavior.
- **Candidate Misrepresentation:** Some candidates may inflate their qualifications or present false information on their resumes, making it difficult for businesses to appropriately assess their eligibility.
- **Legal Compliance:** To prevent any legal concerns relating to the selection process, ensure compliance with labor laws, equal employment opportunity standards, and other legal requirements.
- **Lack of Training:** Interviewers and assessors may lack sufficient training in interviewing and assessing, resulting in uneven evaluations and decisions.



CONCLUSION

The precision with which candidates are chosen has a significant influence on job performance and organizational success. Several good consequences result when businesses stress accuracy in applicant selection. Appropriately picked individuals have better levels of work satisfaction and engagement. Individuals are more motivated, dedicated, and likely to stay with an organization for the long term when they are placed in roles that fit their abilities and interests. The organization benefits from lower turnover by lowering recruiting and training expenses and cultivating a stable and seasoned team. The precision with which candidates are chosen is a crucial aspect in influencing job performance and overall organizational success. Investing in a thorough and rigorous selection process ensures that the business recruits, keeps, and develops top individuals who share the firm's values and goals.

RECOMMENDATIONS

- Managers should include a range of evaluation methods, such as behavioral interviews, technical testing, situational judgment tests, and personality tests. Using a variety of tools allows for a more thorough and accurate assessment of candidates' talents and fitness for the post.
- Managers should create a uniform selection procedure and administer the same set of evaluations to all individuals who apply for a certain post. This strategy maintains uniformity and reduces bias in the evaluation process.
- Provide interviewers and assessors with training to help them conduct more successful interviews and evaluations. This training should cover approaches for fairly and objectively evaluating applicants, as well as knowledge of unconscious biases.
- Streamline the selection process by utilizing technology and application tracking platforms. These tools can help you better manage applicant data, track progress, and analyze candidate fit.



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