

## Chapter 5

# Analyzing and Studying the Selection Tests based on their Capabilities in Evaluation of Various Jobs Proficiencies and Abilities

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### ABSTRACT

*Nowadays, finding qualified labor force among the job applicants is one of the main problems in organizations and companies, so employee selection is one of the main challenges in human resource management. In this case, the variety of methods and tests has been represented and used in order to evaluate the employees' abilities up to now. However, determining the best selection methods according to the job requirements is one of the basic challenges in organizations and companies. In this chapter, different selection methods and their capabilities have been studied in order to assess various job abilities. The results, of this research, showed that the methods such as Assessment centers have significantly assessed a persons' job abilities, however we should pay attention to some parameters such as time, cost, the method's validity, and moral and legal aspects for an appropriate selection method.*

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## **1.INTRODUCTION**

Nowadays, organizations compete strongly in order to find the best human resources. The majority of them spend enormous expenses for employment advertisements and strategies to attract the best applicants; as today managers have found that one of the most important resources in organizations is the human resources (Pulakos, 2005). Nowadays, this fact has been accepted that each organization's success depends on the labor-force's abilities and characteristics who want to work there. Not surprisingly, the selection's subject has attracted many researchers and managers' attention (Breaugh, 2009).

Here, there are numerous evaluation methods (formal methods) that organizations can use for their employees' selection, however not all of them are appropriate to select a person for a certain position in the organisation. The first step for choosing the suitable evaluation method in a position or a special job status is the exact determination of what the person must do after standing in the mentioned position. This aim is achieved by job analysis (Gael, 1988; Brannick& Levine, 2002).

Job analysis is generally divided into two categories: 1) Job-oriented analysis, and 2) Worker-oriented analysis. The first category refers to the analysis that results in providing a complete list of the defined job responsibilities for the mentioned position. The second one indicates the analysis dealing with the recognition of the considered KSA's for doing the job (Pulakos, 2005).

In general, the steps of job analysis are as follows:

- Step 1:** Specialists are interviewed and their performance is observed in order to determine the list of their tasks in the mentioned job position.
- Step 2:** Specialists are interviewed and their performance is perceived for representing the list of the essential knowledge, skill and abilities for doing the job effectively.
- Step 3:** studying and polling the supervisors and officers in order to emphasize the responsibilities and KSAs.
- Step 4:** Analyzing the results for giving the priority to crucial tasks and KSAs related to the job.
- Step 5:** Selecting the appropriate evaluation methods and their development to measure the most important responsibilities and KSAs (Pulakos, 2005).

After job analysis and determining the required abilities, skills and knowledge for the considered job, the selection process, finding the appropriate person among the applicants, begins. The main purpose in this chapter is studying and analyzing different selection methods and specifying the proper ones to evaluate the variety of job abilities of job applicants. Therefore, at first, the following figure has illustrated

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