

The Effect of Behavioral Selection Interviews on Organization Efficiency

M. Harini

Scientific College of Design, Head of Quality Assurance & Enhancement Unit, Muscat, Sultanate of Oman

Abstract: *Human Resource Management (HRM) is a universal concept that has witnessed a great deal of development in the recent years. The primary objectives of this research project are; to examine the influence of selection interview procedures on organization performance, to evaluate the currently used components of selection interviews and to measure if there is significant difference between the factors influencing selection interviews in reference to STAR model. A none probability sample of twenty five senior staff members in HRM departments in private and public sector were interviewed, using structured questionnaire as an instrument for data collection. Histograms, mean, variance & standard deviation were utilized to analyze data. Results have shown that the influence of STAR model factor (independent variables) is not at the same level. The study has recommended actions to the management in order to enhance their performance through effective selection process.*

Keywords: Selection interview, STAR model, organization performance

1. Introduction

The high competition in the market today and the new changes requires high response. Managers in every organization knows that the success of any business requires well selected human resource (Onyeaghala 2016). This process starts when a pool of applicant applies for a job than the best ones will be selected. The main selection process begins with interview, checking the candidate background, medical check, realistic job review finally decision making. (Werther; Davis 1996). Managers should make sure that organization goals are clear because many organizations failed to select the right people for the right job because organization goals are not defined clearly. Moreover, it is believed that hiring someone who does not fit the job may cause a serious problem. This problem includes high labor turnover, absences, low profitability, poor service delivery etc. (Chukwu, 2012). For the progress of any organization, the most importance and value should be given to the human resource, and when managed effectively, these human traits can be of considerable benefits to the organization.

2. Problem Statement

The success of organizations depends on the caliber of the manpower that steers their day to day affairs. When the right person is selected, the productivity of the selected person tends to be high or meet the standard set by the organization. Though it is the wish of every organization to attract the best human resource in order to channel their collective efforts into excellent performance, unconventional selection practices can support for attainment of Organizational objectives.

Research Objectives

- 1) To examine the influence of selection interview procedures on organization performance.
- 2) To evaluate the currently used components of selection interviews.
- 3) To determine the effect of selection process on employee productivity in the private and public sectors.

- 4) To measure if there is significant difference between the factors influencing selection interviews in reference to STAR model and propose recommendations based on triangulated results.

3. Literature Review

Recruitment is one of the main functions of HRM. It helps management in the process of careering, short listing the best candidates among a pool of applicants for a particular vacancy. "Recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees" (Parry; Wilson 2009). So we can say that recruitment is a process of attracting talented candidates for employment. An important aspect of an organization's business focus and direction towards achieving high levels of competency and competitiveness would depend very much upon their human resource management practices to contribute effectively towards profitability, quality, and other goals in line with the mission and vision of the organization.

While organizations have traditionally focused on applicants' academic credentials and job-related skills in the selection process, many of the excellent companies within the sample have expanded their definition of "the right people in the right place" to include cultural fit as a key selection criterion. These companies try to assess applicants' personality and values to determine the fit with the corporate culture, based on the assumption that formal qualification is not always an accurate predictor of job performance and those skills are easier to train or change than personality traits, attitudes and values.

A comprehensive Human Resource Strategy plays a vital role in the achievement of an organization's overall strategic objectives and visibly illustrates that the human resources function fully understands and supports the direction in which the organization is moving. A comprehensive HR strategy will also support other specific strategic objectives

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undertaken by the marketing, financial, operational and technology departments.

The selection process is an important method for each effective association on the grounds that having the right staff enhances and maintains authoritative execution. The effect of an organization's choice framework impact main concern business results, for example, profitability and money related execution a fantasy for any association. Organizations generally depend on the human resource as a main component of their success and prosperity, that's why it is very advisable to take a through process selecting new staff members, no matter what was the field of specialization of an organization without competent staff member none of its mission could be achieved (Ahmad; Schroeder 2002).

Importance of recruitment and selection:

Employing a perfect and right person in a right position in the organization is an important role in recruitment and selection. An effective recruitment and selection process decreases turnover. Interviews ensure that you employ a candidate who is dependable and carries out the aims you planned for providing quality services (Compton, 2009).

Components of recruitment and selection:

- **CV Sorting:** is the first component of recruitment and selection. Previous work experience, previous employers, skill set of the candidate, education background and extra-curricular activities are the critical parts that need to be analyzed carefully.
- **Screening Candidates:** to screen for candidates, you need to complete three steps which are, review resumes and cover letters, conduct a video or phone interview and identify top candidates.
- **Interview:** Face to face interview helps knowing a lot about the applicant. You need to have a list of fairly standard questions and spend minimum 30 minutes or more talking to get idea about the applicant and his/her skills and expertise. But nowadays most of the organizations use new style of interviewing in their hiring process, which is called 'Behavioral Interviewing' (Khasawneh; Alsmadi 2016).

Behavioral Interviewing:

The basic statement behind behavioral interviewing is the most accurate of future performance is past performance in similar situation. It focuses on experiences, behaviors, knowledge, skills and abilities that are job related. However, during a behavioral interview, always listen carefully to the question and your answer should be completely full and it should contain these four steps STAR (Situation, Task, Action, Result).

Normal or traditional interviews implies that the interviewer would ask some questions pertaining to the interviewee previous experience, qualification, skills, reasons for joining the organization, what is his or her expectation in terms of timing, financials and other benefits that the applicant might get. Conducting an interview using STAR model would enhance the capabilities of the organization because only

competent people would get a chance to join the existing teams.

Conceptual framework (STAR model):

Researcher have decided to adopt the STAR model as basic conceptual framework for this study, despite the fact that each and every model has its own pluses and minuses. The idea was to attempt and check how effective is this model as, the model is composed of the four criteria which have been identified as independent variables while the organization performance is considered as dependent variable.

- **Situation:** give an example of a situation you were involved in that resulted in a positive outcome.
- **Task:** describe the tasks involved in that particular situation.
- **Action:** talk about the several actions involved in the task of the situation.
- **Results:** what results directly followed because of the actions.

Situation refers to a condition which we face in our day to day life. The term situational interview in the HR context is a technique in which a probable employee are asked to explain how they behaved in the past in a particular circumstance/ different scenarios whether it be workplace or any other field of life.

Difference between Situational and Behavioral Interview:

In a situational interview a person is given some hypothetical situation & asked how he would respond under that situation. It looks to the future and expects you to come up with an answer. It is important from the employer's point of view due to the fact that it gives them an indication of how the person will behave when under that condition. A person can prepare for the hypothetical/ situational interview by taking a guess at the questions which could be asked based on the prospective candidates knowledge about the job & the role for which he/she is applying. A person can prepare for the same by thoroughly going through the company's website and by drawing experience from his past. A behavioral interview deals with a person's past. The candidate is asked questions like describe a time when you faced a decision where you had to make a choice between family and friends? It helps the employers by giving the employers an inside knowledge about the candidate, whether he/she possess the core competencies required for the job or not. Preparing for this type of interview requires the candidate to introspect about themselves and learn how those experiences will help them in gaining an edge over other people. The most widely known approach used for the same is the STAR approach.

Situations interviews look at the future. You will be asked "What would you do if". You are given a potential real-life problem and you have to find solutions to tackle those. In this way, the employers are testing:

- Ability to solve problems
- Knowledge, intelligence and its application
- Expertise about the domain / job

It is also referred to the type of interview when an applicant is in the situation of conflict and he needs to make assessments and decisions to resolve the issue. It is a reliable

indicator of how the person is going to handle situations in future. (EU, 2013).

4. Methodology

According to (Hussein 2014; Creswell 2017), research design refers to the blue – print or mind map of the research process have been explained, this also a further explanation to the readers, audience how did the researchers reached to the best options available for the proposed study. Further he claims that design is a strategy of data collection, type, analysis and to what extent do this reflect positively on the conclusions drawn by the researchers. The selection of a research design is also based on the nature of the research problem or issue being addressed, the researchers' personal experiences, and the audiences for the study.

Researcher are of the opinion that descriptive research design would be very useful in this level, this type of research design is very flexible, a theory would be taken as a base of the study and try to apply it in a particular situation using a deductive approach as a mean of drawing conclusions and suggest some recommendations for the selected organizations under this study.

Research methods can be divided in different ways, peculiarly since this research combined both qualitative and quantitative methods. According to (Creswell, 2017), "it has been indicated that quantitative methods are appropriate when identifying those factors that might influence a specific outcome or when testing a particular theory, while qualitative studies are appropriate when the researcher is exploring and isn't necessarily able to quantify the existing variables." Researchers have opted a quantitative data analysis method, (Snape; Spencer, 2003). Qualitative research is designed to address questions of meaning, interpretation, and socially constructed realities. Qualitative data are a source of "well-rounded, rich descriptions, and explanations of processes in identifiable local contexts" from which the researcher can "preserve the chronological flow, see precisely which events led to which consequences.

Questionnaire as research instrument

The questionnaire is the most common method of data gathering in qualitative research and the goal of any qualitative research questionnaire is to see the research topic from the perspective of the interviewee and to understand how and why they have come to such perspective (Oppenheim 2000). The questionnaire was a written conversation that has a structure and a purpose determined by the interviewer and in which the researcher asks about, and listens to, what people relate, in their own perceptions, about their lived world. This research applies structured questionnaire technique with Likert Scale as unit of analysis.

Sampling is the process that enables the researcher to select participants for the purpose of data collection. It can take place in different ways, such as probability and non-probability sampling, multiphase or stage sampling cluster sampling, etc. For an accurate sample size determination,

there should be a common understanding of the characteristics of the targeted population.

As the participants for this study are a mixture of private and public sector organizations researchers have selected convenience sampling method which is none- probability sampling method where researchers asked respondents if they are willing to participate or not, in fact some organizations were claiming that they will not disclose their HRM data despite the fact that researchers informed them that it is for academic use only.

A sample of 25 respondents was decided, though 20 valid questionnaires were valid for the purpose of analysis.

Research questions

- 1) How selection can interviews effect on organization performance?
- 2) Does the existing selection process help the organization to achieve productivity?
- 3) Is there a significant difference between the factors (STAR) influencing selection process?

Ethical Considerations

As this study required the participation of human respondents, specifically HR professionals, certain ethical issues were addressed. The consideration of these ethical issues was necessary for the purpose of ensuring privacy. Among the significant ethical issues that were considered in the research process included consent and confidentiality. In order to secure the consent of the selected participants, the researches communicated all important details of the study, including its aim and purpose. By explaining these important details, the respondents were able to understand the importance of their role in the completion of the research.

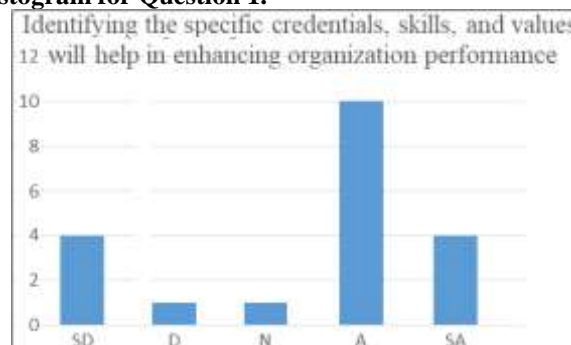
Data analysis

This part is devoted for presenting the main research findings, a summary to descriptive statistics in-terms of graphical representation using histogram, eight graphs each one represents the distribution of responses of the 20 valid responses. Further researchers would represent variance to measure how the data scatter from each other.

Scale in Histograms:

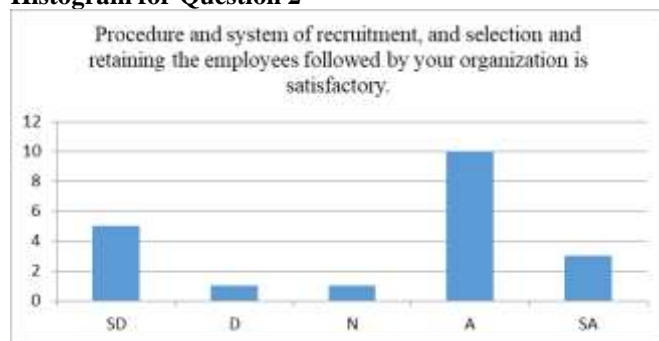
SD – Strongly Disagree, D – Disagree,
N- Neutral, A – Agree &
SA – Strongly Agree.

Histogram for Question 1.



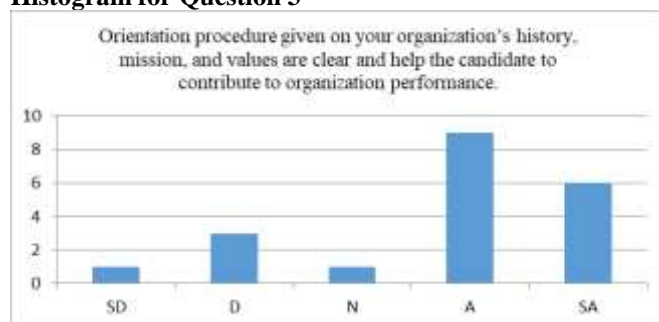
The histogram above represents how the respondents are reacting in terms of identification of skills, values, credentials in relation to organizational performance, 10 of participation answered agree, while one answered disagree, on the other side 4 answered strongly agreed.

Histogram for Question 2



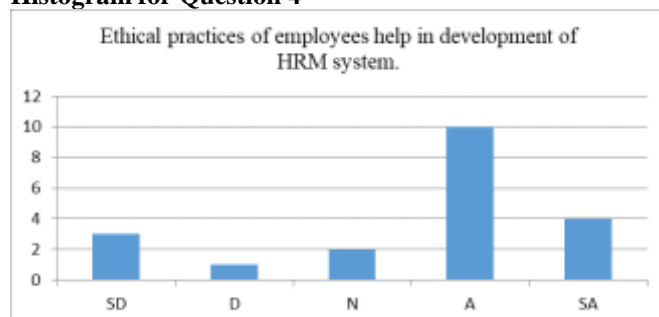
The graph demonstrates that how Procedure and system of recruitment, and selection and retaining the employees followed by your organization is satisfactory, most of participation answered agree, however 5 were strongly disagree on that also 3 answered strongly agree.

Histogram for Question 3



The histogram demonstrates that Orientation procedure given on your organization's history, mission, and values are clear and help the candidate to contribute to organization performance, as appeared in the graph 6 of them are strongly agree and one only strongly disagree. On the other hand, 9 are agree, while 6 were strongly agreeing.

Histogram for Question 4



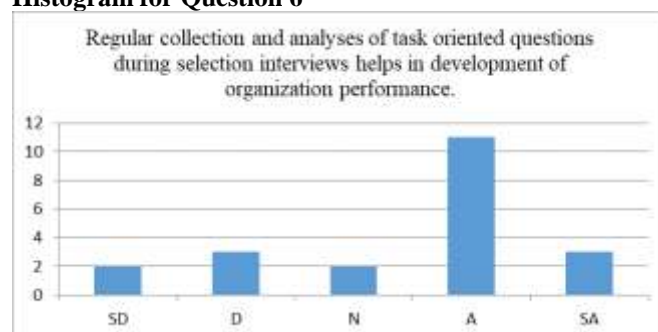
The graph demonstrates that ethical practices of employees help in development of HRM system. Majority of them are agreed on that, and 4 answered strongly agreed.

Histogram for Question 5.



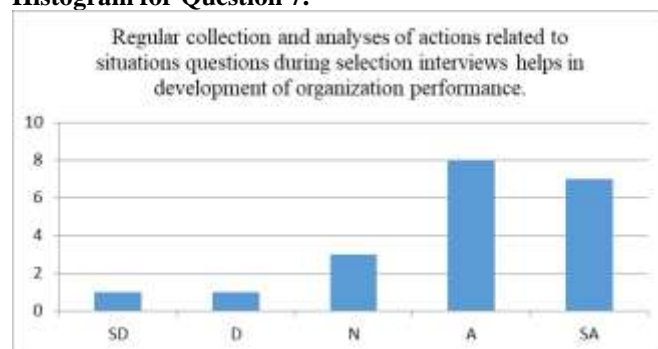
The attached graph demonstrates that regular collection and analyses of situational questions during selection interviews helps in development of organization performance, as it appeared in the graph 4 answered disagree, and one was strongly disagreed. However, 10 answered agree and 4 answered strongly agree.

Histogram for Question 6



The attached graph demonstrates that regular collection and analyses of task oriented questions during selection interviews helps in developing organization performance, 11 of them answered agree and three answered strongly agree. On the other hand, 3 were disagree & 2 were disagreeing.

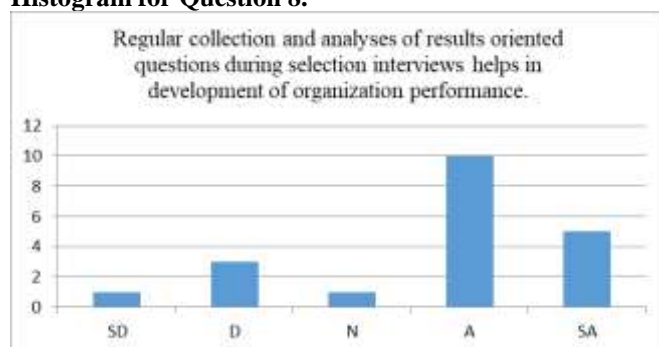
Histogram for Question 7.



The attached graph demonstrates regular collection and analyses of actions related to situations questions during selection interviews helps in development of organization performance, 8 answered agree and 7 of them answered strongly agree. On the other hand, one only answered strongly disagree & one disagreeing.

Question no 8 graphical representation

Histogram for Question 8.



The attached graph demonstrates regular collection and analyses of results oriented questions during selection interviews and the respondents were of the views as follows; 10 of them answered agree and 5 were strongly agree, while 3 were disagree and one in both neutral and strongly disagreeing.

Mean, variance and standard deviation

The following table summarizes the means and standard deviation of the eight questionnaire questions. Descriptive statistics helps researchers to have a general view of how the data set are related to each other's, in this research researchers have used mean, variance, and standard deviation for each questions some directly asked questions such as questions 5, 6, 7 & 8 were highlighted in different colors to find out whether there is a significant difference between the independent variables, answers were 3.6, 3, 3.95 & 3.75 respectively. It implies that the level of influence of each one of the components of the STAR model is either average or above average but their effect on organization performance is not identical as revealed from the table below;

Table 1: Mean, variance and standard deviation

Statement	Mean	Variance	S. deviation
1	3.45	1.431782106	2.05
2	3.25	1.482352327	2.197368421
3	3.8	1.196486083	1.431578947
4	3.55	1.316894273	1.734210526
5	3.6	1.187655807	1.410526316
6	3	1.4509525	2.105263158
7	3.95	1.099042646	1.207894737
8	3.75	1.164157703	1.355263158

5. Findings

Conclusion for Research Question 1:

How selection can interviews effect on organization performance?

The results are showing that apparently a great number of the respondents are of the view that when they have been selected the selection process followed by their respective organizations was appropriate. In other words researcher found that the data was normally distributed, which implies that responses were close to each other's. Researcher concludes that behavioral interview was an important factor in the process of measuring organization performance.

Conclusion for Research Question 2

Does the existing selection process help the organization to achieve productivity?

As the majority of the respondents have also stressed on the fact that they are happy with the selection process followed by their respective organizations, somehow the researcher was of the opinion that this research questions particularly needs a qualitative type of responses as productivity is something that needs a period of time to gauge it could not have evaluated in this set up of questions.

Conclusion for Research Question 3

Is there a significant difference between the factors (STAR) influencing selection process?

The researcher presumed that all of the model components are equally important in terms of contributions to organizational performance, in other words the differences between means of the responses of the respondents particularly in the last for questions should be somehow the same. Referring again to Table 1 observed values did not show a statistically significance difference among the mean values, in other words all the components of STAR model are having equally importance in relation to organization performance as stated by the respondents.

Conclusions about the research

People are the most important asset in an organization, because they are the key factor to whether an organization will achieve its objectives or not. There is sufficient evidence to show that recruitment and selection practices can contribute either positively or negatively towards the effectiveness and functionality of an organization. The findings from the study revealed that regular collection and analyses of actions related to situations questions during selection interviews and identifying the specific credentials, skills, and values helps in enhancing and development of organization performance. The conclusion is drawn from the study and survey of the organizations regarding the Recruitment and Selection process carried out there. Further from this survey it is identified that organizations will be benefited, improve its functioning and the overall Recruitment and Selection Process in the organization will enhance.

6. Implications

- The findings represent that in public and private sector organizations staff members were of the view that selection interviews process will enable the organization to choose the best of the range among the applicants, to make better decision during recruitment.
- Helps the organization to study the area of problem and suggest ways to improve the recruitment and selection process.
- Assess the perception of the employers regarding recruitment process they have undergone.

- Some competencies reflect characteristics that are inherent in one's personality, either inherited or learned at a very early age (*Stress Tolerance*).
- Others reflect characteristics that are learned later in life and can be more easily developed through training and other work/life experiences.

7. Recommendations

- 1) Recruitment and selection is of great importance to every organization. These recommendations are therefore made to help make the policy makers to be more effective.
- 2) All applicants should be treated fairly; issues of favoritism should be avoided while selecting applicants.
- 3) Jobs should be well described and analyzed to selected candidates to aid performance.
- 4) The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.
- 5) Refresher courses should be organized for employees to enable them to be abreast with trends in the ever growing market.
- 6) Selection process is good but it should also be modified according to the requirements.
- 7) Identifying a reasonable number of competencies to focus on and the number of questions to use for each competency.
- 8) Choosing the type of job competencies that are most difficult to develop in an employee.

8. Recommendations for Further Studies

The concept of organization performance is a universal one which could be applicable to all of the organizations no matter what is the size or sector. Further it is advisable that the following components with correlational analysis along with advanced statistical inferences such as *t-test* to identify the effect of other factors like educational backgrounds, gender, age, experience etc. because the aforementioned factors would have their influence on employee as well as organization performance.

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