

**RELATIONSHIP BETWEEN INTERVIEW PERFORMANCE
AND JOB PERFORMANCE OF EXECUTIVES**

by

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ABSTRAK

Kajian ini meneliti hubungan antara skor keseluruhan soalan temuduga dengan penilaian prestasi pada akhir tiga bulan . Pembolehubah-pembolehuabh moderator yang dipertimbangkan ialah pengalaman bekerja and taraf pendidikan. Saiz sampel yang digunakan adalah 102 pekerja.

Keputusan kajian menunjukkan pengalaman kerja and taraf pendidikan tidak mempunyai kesan moderator terhadap model. Bagaimanapun terdapat korelasi di antara skor temuduga dengan penilaian pretasi selepas satu tahun. Korelasi di antara skor temuduga dengan penilaian pretasi selepas tiga bulan tidak bererti.

ABSTRACT

This study examines the relationship between the overall score of interview questionnaire with the end of three months appraisal and the end of one year appraisal. Two moderating variables, work experience and qualification were also studied. The sample size used were 102 employees.

The results shows that work experience and qualification has no moderating effect on the model. However there exist significant correlation between overall score of interview questionnaire and end of one year performance appraisal. The correlation between the overall score of interview questionnaire and end of three months performance appraisal shows no significant correlation.

Chapter 1

INTRODUCTION

1.1 Introduction

After the recession in the early to middle 1980s, manufacturing industries started to grow at rate of 8 to 12% per annum. This growth was significant to Malaysia as it provided one source of development of infrastructure and employment to the nation. Investors saw Malaysia as a gold mine as it provides infrastructure, tax exemptions, cheaper workforce and political stability. From 1996 onwards, labour shortage became a factor and was eased with hiring of foreign labour into the agricultural, construction and manufacturing industries. Shortage of labour in the area of skilled labour and technical/engineering induced increase in wages and loss of productivity. Technical, Engineering and Executive professional candidates were hired using interview selection method and were found not able to perform effectively by engineering managers through management meeting in the organisation. The organisation hired them to solve technical, engineering, quality, productivity, production and yield issues. However many solutions in these areas are still not found and persist like quality, yield and process improvement activities.

The above persisting issues makes one to question whether the current interview selection method is able to predict future performance of the candidates. An effective selection techniques should be able to hire the right person, for the right job, at the right time and therefore be able to reduce to some extent the problems faced.

In the process of selection an evaluation form is used by the interviewer to select the candidate based on nine criteria that has been in use in the organisation(see Appendix

A). The criteria is expected to predict actual performance of the selected candidate in the job he/she is going to perform. The selected candidates performance is measured after three months on the job and subsequently on a yearly basis for the professional staffs. The three months evaluation is used to confirm an employee in his job. Whereas the yearly evaluation is used to evaluate the past performance of the employee and then to determine his or her annual salary increment quantum. The interviewer and/or supervisor fills both the evaluation forms.

1.2 Research Scope

The yield, productivity, quality and engineering issues truly reflect that the organisation has hired candidates who are not effective and are causing the headquarters' to lose confidence in the current management. One of the potential root cause of the organisation's position is the selection of the right people for the right job. This is verified up to a certain extent by the noise level received from the shop floor through the quarterly "Employee Satisfaction Survey". The survey finding shows that the professionals have poor technical knowledge, lack leadership, lack commitment, lack initiative, no competence in forward planning and are insensitive towards the needs of their subordinates. This gives rise to the importance of scientific and objective method of selecting the right candidates for the job with the objective to

- (1) Reduce as much as possible margin of error in selection of candidates,
- (2) Reduce the cost of hiring and training,
- (3) Good selection system will ensure the most qualified candidates to fill up the vacancies to meet the social and cultural milieu,
- (4) Candidates hired who do not perform need to be put through performance counselling. This is expensive in terms of time and resources

- (5) The Malaysia Labor Law does not allow easy dismissal of a non-performing employee. The situation could be made more expensive if the employee is to make a case with the Labor or Industrial Department.

Based on these issues and with the objective to understand to some extent the nature of the issue, the research is confined to one organisation and focuses on the selection technique used. It is believed that selection techniques being the main factor in the entrance to the organisation, should ideally be able to determine the future performance of the employees. The selection technique should be able to identify skills and competencies in the area of engineering and technical, leadership, adaptability and change to new environment, high standard of quality, organising, planning and decision making skills, creativity, resourcefulness, analytical and ability to communicate with the employees, management, suppliers and customers.

The issues with addition with the following reasons calls for scientific method of selection;

- (1) Interview is highly susceptible to distortion and bias
- (2) Interview is susceptible to legal attack
- (3) Interview cannot be totally job related
- (4) Interview may infringe on personal privacy
- (5) There is an unsubstantiated confidence on the interview and its data

Chapter 2

LITERATURE REVIEW

2.1 Literature Survey

A variety of selection techniques are needed in the industries like Achievement Test, Aptitude Test, Biographical Data, References, Interviews and Assessment Centres. Most of them have been used in a priori prediction of employee job performance or success. This literature survey will focus on factors in interview techniques as used to predict job performance.

Brenner(1968) found high school records were (grades, teacher's rating, absenteeism) significantly related to job performance among Lockheed-California workers. Wagner (1960) found years of schooling to be the best single predictor(among 31 variables) for the performance rating by young executives. Brown(1982), in his study collected data from the personnel files of applicants for supervisory positions at a medium-large(4000 employees) nondurable manufacturing plant. The files of 621 males who applied during 1968 to 1970 and 1972 to 1974 were used. Variables considered in Brown's study were schooling(years completed), potential experience(age-schooling-5), previous supervisory experience, inside applicant, tenure, married, honourable discharge, in reserves, year of hiring decision, selected, rating in form 2(form used since 1974); years in supervisory position and rating. The results of the study concluded that years in supervisory position remains significantly related to performance. Subsequently Brown also deduced that schooling and potential experience had little impact on the hiring decision or performance.

Various researchers have proposed Attribution Theory as a powerful model for exploring decision making in selection interview. For example, attributions that interviewers make for candidates behaviour influences expectations regarding future candidate behaviour and as such guide subsequent selection decisions (Arvey and Campion, 1982; Diphoye, 1992; Herriot,1981). In the context of the selection interview candidates would be expected to communicate causal attributions both as a result of explicit requests from interviewers that they should explain previous behaviour(e.g. “why do you think you performed less well in chemistry?”) and also because candidates themselves consider it necessary to justify why they should be selected(e.g. “I work well with people, so I’m looking for a client-centred career”)(Silverster, 1997). Snyder and Higgins(1988) suggest that communication of attributions is instrumental in helping speaker and listener negotiate a shared reality by enabling both parties to better appreciate the other’s perspective. In selection interviews spoken attributions may play a central role in candidates’ self-presentation strategies (Silverster, 1997). Silverster(1997) in her study extracted from 35 interview transcripts, a total of 1967 attributions. These included 505 (25.7 percent) attributions for negative events and 1267(64.4 percent) attributions for positive events. A further 195(9.9 percent) attributions were coded by raters as “neutral”; as these could not be clearly allocated to either negative or positive categories they were excluded from subsequent analyses. The study findings indicate that although interviews were of similar length(approximately 30 minutes), significant differences exist between number of attributions produced by candidates applying to company A and numbers produced by candidates applying to company B.

Social rules have an impact on the results of the interview selection process. Social rules are defined as shared beliefs about the behaviour that should or should not be performed in particular situations (Argyle, Furnham and Graham, 1981). Ramsay (1997) found that social rules that are applicable to interviews are position, language, future career goals, verbal fluency, self-awareness, preparation, focused answers, interpersonal skills, self-confidence and active role. This conclusion came about after comparing the mean values of competent vs incompetent candidates.

Keenan(1976) did a study on 79 candidates at the graduate recruitment interviews at Herist-Watt University in 1975. Twelve important characteristics were evaluated;

- (1) A pleasant personality
- (2) A strong desire to get on in life
- (3) High intelligence
- (4) A good academic record at university
- (5) Clear ideas about the type of area he wishes to work in (e.g. marketing)
- (6) Well informed about the job he has applied for
- (7) A strong desire to reach senior management
- (8) Well informed about the company generally
- (9) A good academic record at school
- (10) Good characteristic references from the university
- (11) Good academic references from the university
- (12) A strong desire to achieve high earnings

Keenan (1976) in his study found that characteristics that are looked for by personnel managers in interviews include a strong desire to get on in life, a strong desire to reach

senior management, a strong desire to achieve high earnings, well informed about the job applied for. Whereas the non-personel managers look for a strong desire to get on in life and a good academic record in university. Additional characteristics that are also commonly looked at are self discipline, common sense, self confidence, social skills, company ambition, active non-vocational interest, problem solving ability and record of performance in job related areas.

Giffin(1989) reviewed the employment research and came to the conclusion that employment interviews (at least as they are commonly practised in industry and government) lack both validity and reliability. Herriot(1981) proposed that low reliability and validity of selection interviews are partly explicable in terms of the nature of attributions made to personal characteristics. Specifically, appropriate attributions based on out of role behaviour are not made because of attributional biases and/or conflicting role expectations. Both these factors result in the drawing of disposition attributions from behaviour, which is inappropriate for such intents. Training of interviewers to minimise attributional biases and maximise agreement of role expectations at the beginning of each interview are recommended, both as tests of the theory an as remedial measures.

Many studies have found that interviews can have substantial validity when job analysis is used to help develop the interview(Arvey et. al.,1987; Orpen, 1985) or when a panel of interviewers is utilised (Anstey, 1977; Campion et. al., 1988; Landy, 1976). The panel interview has shown increasing promise for predicting job performance. Campion et. al.(1988) found the validity of a structured, panel interview to be 0.56 for predicting performance when corrected for range restriction and

criterion unreliability. Bayne (1977) believes that seven areas in selection interview needs to be addressed/improved for its effectiveness. These are job and person description, states of consciousness, the “good interviewer”, person perception, context of the interview(social and physical), decision making and training. Bayne also argued in favour of selection interviews as in some situations, interviewers have gathered appropriate information and made valid predictions of job performance. He also argued that until the factors which play a systematic role in determining the final decision of the interviewer are revealed, the limits of reliability and validity cannot be known. Roth and Campion(1992) find that panel interview was a valid predictor of job performance.

Overall though interview do show low validity, they are continuously being used by most industries as common or main selection technique. Herriot (1989) believes that this is due to two reasons. The first is that interview is a face to face encounter. This is the only means to discover whether the candidate fits into the organization and assess “what the person is really like.” The second possible reason is that they offer the opportunity for other things to be achieved than selection only. For example interviews allow applicants to ask questions to find out more about the job. Interview is also used as the platform to negotiate with or persuade specific applicants whom the organization is eager to recruit. Additionally, the study would also like to explore the predictability of individual components of interview data in forecasting the individual components of performance data at the end of three months and at the end of one year.

Ulrich and Trumbo(1965) have shown that as far as validity of interview ratings are concerned the values have ranged from 0.21 to 0.92 and all of them significant. These

are based on a review of about 30 studies conducted from 1947 to 1962. Wagner (1949) in his study found that reliability coefficients ranges from 0.23 to 0.97 with a median of 0.57 for ratings of specific traits and from 0.20 to 0.85 for ratings of several ability with median of 0.53. Deb and Sheshadri(1975) did a study on the inter-rater reliability during the interview. In this study, data were collected from four organisations which used structured interviews for the selection of management trainees. Company A and B evaluated applicants on such traits as manners and appearances, intelligence, leadership, keenness and industry, cooperation, character and loyalty and initiative. Company C looked at manners and appearances, intelligence, leadership, keenness and industry. Finally Company D evaluated manner and appearances, intelligence, leadership, keenness and industry and initiative. There were 30 applicants in company A and 20 each in B, C and D. In all cases, ratings were done on a nine point scale and in all cases there were four raters in the panels. In addition to the individual rating on the traits an overall rating was also available. The results show very high inter-rater reliability for all four companies. As far as the inter-rater reliability on specific traits is concerned only rating on intelligence were found to be insignificant for companies A and C. For company B, manner and appearance, intelligence, cooperativeness and character, and loyalty failed to show consistency among the four raters. For company D, keenness and industry failed to show consistency among the four raters. All other ratings were found to show significant inter-rater consistency. Chatterjee and Mukherjee(1974) in their study correlated on the job performance with interview ratings. They found no relationship between the two, while in four out of six tests, group discussions and application ratings were significantly correlated with job performance.

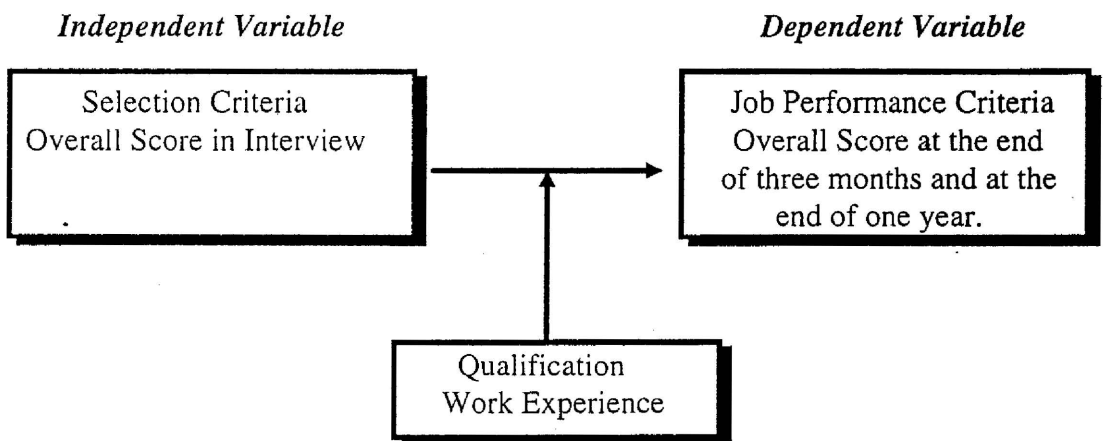
2.2 Problem Statement

Organisations are faced with the problem at evaluating the effectiveness of the selection method to predict actual and future job performance and behavioural pattern. If the interview method using the evaluation form is not effective, then what are the alternatives to improve the selection evaluation process to predict future performance. This is critical to the organisation as selecting the right candidate can determine the culture and success of the company. The purpose of this study is to examine the effectiveness of interview data in predicting the performance of the end of the three months(confirmation) and at the end of first year.

2.3 Theoretical Framework

The general model for the frame work is presented in Figure 1.

Figure 1: Theoretical Framework



This study examined the ability of assessment done at the point of candidate selection in predicting employee performance after three months and one year. It measures the predictability of overall interview performance scores in the interview assessment form for selection and the assessment form used to measure the overall job

performance at the end of three months and one year. The assessment forms used for selection and the Job Performance assessment form used at three months and one year do have common criteria that will be used for the study. The moderator variables in this study is qualification and work experience.

2.4 Hypotheses

The following hypotheses are tested based on the needs of organisation and the objective of the study;

- (1) The overall interview assessment scores at the time of selection positively and significantly correlates with the overall job performance at the end of three months.
- (2) The overall interview score at the time of selection would be positively and significantly correlated with the overall performance evaluation at the end of first year.
- (3) Work experience and qualification has a moderating effect between overall interview scores and the end of three months overall performance scores.
- (4) Work experience and qualification has moderating effect between overall interview score at the time of selection and overall performance appraisal at the end of first year.

Chapter 3

RESEARCH DESIGN

3.1 Methodology

This research was based on the data given in assessment forms used during the selection of the candidate and the assessment form used after the first three months and first year assessment. These assessment forms have been in use by the organisation since 1994 without much changes.

3.2 Assessment Forms

The assessment form at the time of selection use a five point the scale, [(5) Excellent, (4) Very Good, (3) Good, (2) Average and (1) Poor]. Similar scale is used for the assessment form used in the three months and one year evaluation forms.

The main criteria measured in the interview questionnaire are (see Appendix A)

- (a) Relevant Work Experience (EXP)
- (b) Personality of candidate to suit position applied (PER)
- (c) Ability to communicate effectively (COM)
- (d) Ability to reason logically (LOG)
- (e) Willingness to learn (LEN)
- (f) Likelihood of candidate being an effective leader (LER)
- (g) Likelihood of candidate being a team player (TEA)
- (h) Can the candidate work under pressure (PRE)
- (i) Overall assessment of the candidate (OVERALL0)

Whereas the criteria used for 3 months and 1 year performance evaluation and this study are (see Appendix B);

- a) Quality of Work (QUL)
- b) Quantity of Work (QUN)
- c) Judgement and Decisiveness (JUD)
- d) Interpersonal Skills/Teamwork (TEA)
- e) Responsibility/Conduct (RES)
- f) Goal Orientation (GOA)
- g) Knowledge and its Application (KNO)
- h) Organization of Work (ORG)
- i) Creativity/Initiative/Resourcefulness (CRE)
- j) Analytical (ANA)
- k) Adaptability (ADA)
- l) Communication (oral/written) (COM)
- m) Leadership (LEA)
- n) Delegation (DEL)
- o) Overall Rating for 3 months evaluation (OVERALL3)
- p) Overall Rating for 1 year evaluation (OVERALL1)

The evaluation forms have been in use for 3 years and can be tested for internal validity. However the external validity can be questionable as the study is focused on one organisation.

3.3 Data Collection

This study has used secondary sources of data - the interview data and the performance data based on the first performance report at the end of three months and the report at the end of first year. The data required for this research was collected from the personal files of randomly selected employees. This information is private and confidential. Permission to obtain this information was given to the author because he is one of the two individuals authorised in the organisation to manage this information for the organisation. This information was coded such that the identities of the employees were not revealed and the researcher assured that this information will not be shared with third party and/or create any damage to the organisation.

3.4 Sample Size

The target population of this study was 209 employees. 102 employees with complete interview rating and performance appraisal forms were selected. This sample constitutes 48.8% of the population.

Chapter 4

RESULTS

4.1 Profile Of Respondent

This study was conducted on executive staff who have had appraisal done during interview, 3 months performance appraisal and 1 year performance appraisal. There were 102 respondents. Table 4.1 presents the profile of respondents in the area of work experience, previous company and qualification.

Table 4.1 : Profile of Respondents

| PROFILE OF RESPONDENTS | | N | % |
|------------------------|---------------|----|-----|
| Working Experience | No Experience | 26 | 25% |
| | >0 to 2 years | 27 | 26% |
| | >2 to 4 years | 19 | 19% |
| | >4 to 6 years | 11 | 11% |
| | >6 years | 19 | 19% |
| Previous Company | Disk Drive | 17 | 22% |
| | Electronics | 43 | 57% |
| | Others | 16 | 21% |
| Qualification | Non-Degree | 63 | 62% |
| | Degree | 39 | 38% |

The sample consisted of 25% respondents who had no work experience, 26% respondents with at least 2 years work experience and 49% respondents having more than 2 years of work experience. About 22% of the respondents are from the disk drive industry, majority, (43%) from electronics industry and 21% are from other types of industries like chemical, molding, automobile, etc. 38% of the respondents hold a degree whereas the rest hold a certificate or diploma.

The profile shows that the majority of the respondents lack work experience from the related industry before they joined the present organisation.

4.2 Testing Of Hypotheses

Table 4.2: Correlation Analysis

| | 3 months | 1 year |
|---------|--------------------------|--------------------------|
| Overall | 0.08 (n=60) p=0.55 | 0.25 (n=87) p=0.02 |

(1) Test of Hypothesis 1

The overall interview assessment scores at the time of selection positively and significantly correlates with the overall job performance at the end of three months.

The results of correlation coefficient suggest no relationship between the overall score on interview at the time of selection and the overall performance score at the time of three months confirmation ($r=0.08$, $P=0.55$). Hence the above hypothesis is rejected.

(2) Test of Hypothesis 2

The overall interview score at the time of selection would be positively and significantly correlated with the overall performance evaluation at the end of first year.

The results of correlation of coefficient indicates positive and significant relationship between overall interview score at the time of selection and the overall performance score at the end of first year ($r=0.25$, $P=0.02$).

(3) Test of Hypothesis 3

Work experience and qualification has a moderating effect between overall interview scores and the end of three months overall performance scores.

The regression model was fit between the dependent variable “Overall end of three months performance appraisal scores(OVERALL3)” with the independent variable “Overall Interview scores(OVERALL0)” and moderating variables “Work Experience (EXPCODE)” and “Qualification (QUALCODE)” with the model;

$$\text{OVERALL3} = f(\text{OVERALL0}, \text{EXPCODE}, \text{QUALCODE})$$

The results is computed in Table 4.3. The results shows that there is no significant relationship between the dependent OVERALL3 and the independent variables OVERALL0, EXPCODE and QUALCODE.

A second regression model was run to validate the effects of the moderating variable;

$$\text{OVERALL3} = f(\text{OVERALL0}, \text{EXPCODE}, \text{QUALCODE}, \\ \text{OVERALL0*EXPCODE}, \text{OVERALL0*QUALCODE})$$

The results are shown in Table 4.4 and shows that the coefficient for OVERALL0*EXPCODE (INT_EXP) and OVERALL0*QUALCODE (INT_DEG) are statistically not significant at 5% significant level. Therefore it is concluded that Work Experience and Qualification have no moderating effect on the relationship between the overall interview scores and overall end of three months performance appraisal scores.

Table 4.3 : Regression Model without Moderating Variables (3months)

| | | | | | |
|---------------------------------------|----------|------------------|-------------|-------|-------|
| Multiple R | .10995 | | | | |
| R Square | .01209 | | | | |
| Adjusted R Square | -.04084 | | | | |
| Standard Error | .59120 | | | | |
| Analysis of Variance | | | | | |
| | DF | Sum of Squares | Mean Square | | |
| Regression | 3 | .23951 | .07984 | | |
| Residual | 56 | 19.57299 | .34952 | | |
| F = | .22842 | Signif F = .8762 | | | |
| ----- Variables in the Equation ----- | | | | | |
| Variable | B | SE B | Beta | T | Sig T |
| OVERALL0 | .084892 | .139634 | .081810 | .608 | .5457 |
| QUALCODE | -.006830 | .162426 | -.005822 | -.042 | .9666 |
| EXPCODE | -.099707 | .174567 | -.078188 | -.571 | .5702 |
| (Constant) | 3.160557 | .512289 | | 6.169 | .0000 |

Table 4.4: Regression Model with Moderating Variables (3months)

| | | | | | |
|---------------------------------------|----------|------------------|-------------|--------|-------|
| Multiple R | .26532 | | | | |
| R Square | .07039 | | | | |
| Adjusted R Square | -.01568 | | | | |
| Standard Error | .58401 | | | | |
| Analysis of Variance | | | | | |
| | DF | Sum of Squares | Mean Square | | |
| Regression | 5 | 1.39466 | .27893 | | |
| Residual | 54 | 18.41784 | .34107 | | |
| F = | .81781 | Signif F = .5423 | | | |
| ----- Variables in the Equation ----- | | | | | |
| Variable | B | SE B | Beta | T | Sig T |
| OVERALL0 | .369522 | .254332 | .356106 | 1.453 | .1520 |
| QUALCODE | 1.797478 | .995555 | 1.532411 | 1.806 | .0766 |
| EXPCODE | .400919 | .972718 | .314391 | .412 | .6819 |
| INT_DEG | -.532657 | .290280 | -1.527742 | -1.835 | .0720 |
| INT_EXP | -.136269 | .281088 | -.378495 | -.485 | .6298 |
| (Constant) | 2.147500 | .898452 | | 2.390 | .0204 |

Table 4.5: Regression Model without Moderating Variables (1year)

| | | | | | |
|---------------------------------------|----------|----------------|-------------|-------|-------|
| Multiple R | .29011 | | | | |
| R Square | .08416 | | | | |
| Adjusted R Square | .05106 | | | | |
| Standard Error | .58735 | | | | |
| Analysis of Variance | | | | | |
| | DF | Sum of Squares | Mean Square | | |
| Regression | 3 | 2.63124 | .87708 | | |
| Residual | 83 | 28.63313 | .34498 | | |
| F = | 2.54243 | Signif F = | .0618 | | |
| ----- Variables in the Equation ----- | | | | | |
| Variable | B | SE B | Beta | T | Sig T |
| OVERALL0 | .282572 | .112833 | .264211 | 2.504 | .0142 |
| QUALCODE | .162019 | .136741 | .131140 | 1.185 | .2395 |
| EXPCODE | -.049696 | .152401 | -.036033 | -.326 | .7452 |
| (Constant) | 2.608480 | .404997 | | 6.441 | .0000 |

Table 4.6: Regression Model with Moderating Variables (1year)

| | | | | | |
|---------------------------------------|----------|----------------|-------------|--------|-------|
| Multiple R | .35527 | | | | |
| R Square | .12622 | | | | |
| Adjusted R Square | .07228 | | | | |
| Standard Error | .58074 | | | | |
| Analysis of Variance | | | | | |
| | DF | Sum of Squares | Mean Square | | |
| Regression | 5 | 3.94613 | .78923 | | |
| Residual | 81 | 27.31824 | .33726 | | |
| F = | 2.34010 | Signif F = | .0489 | | |
| ----- Variables in the Equation ----- | | | | | |
| Variable | B | SE B | Beta | T | Sig T |
| OVERALL0 | .399072 | .232356 | .373140 | 1.717 | .0897 |
| QUALCODE | -.575292 | .834747 | -.465648 | -.689 | .4927 |
| EXPCODE | 1.017142 | .834696 | .737505 | 1.219 | .2265 |
| INT_DEG | .227400 | .245086 | .616687 | .928 | .3562 |
| INT_EXP | -.327703 | .244249 | -.832452 | -1.342 | .1834 |
| (Constant) | 2.241606 | .804900 | | 2.785 | .0067 |

(4) Test of Hypothesis 4

Work experience and qualification has moderating effect between overall interview score at the time of selection and overall performance appraisal at the end of first year.

Similar model to Hypothesis 4 will fit for the overall performance appraisal at the end of first year;

$$\text{OVERALL1} = f(\text{OVERALL0}, \text{EXPCODE}, \text{QUALCODE})$$

$$\text{OVERALL1} = f(\text{OVERALL0}, \text{EXPCODE}, \text{QUALCODE}, \text{OVERALL0} * \text{EXPCODE}, \text{OVERALL0} * \text{QUALCODE})$$

The results are shown in Table 4.5 and Table 4.6.

From table 4.5, there is no significant relationship between overall score at the end of one year appraisal against overall interview scores, qualification and work experience at 5% significant level. However this relationship is significant at 10% significant level.

The coefficient of Work Experience and Qualification are not statistically significant and such has no moderating effect on the model.

Chapter 5

DISCUSSION

This study was conducted to examine whether the interview and selection method is able to predict future performance of the candidates. This is important as hiring the wrong candidate can be costly in terms of organisational effectiveness, training time, performance counselling and cost of hiring. The data collected was secondary in nature from one organisation consisting of 102 executive staffs. The data was collected from the personal files of the employees.

5.1 Discussion

Hypothesis 1 stated that the overall interview assessment scores at the time of selection positively and significantly correlates with the overall job performance at the end of three months. The results of correlation coefficient suggest no relationship between the overall score on interview at the time of selection and the overall performance score at the time of three months confirmation ($r=0.08$, $p=0.55$).

Three months evaluation is for position confirmation and is done in a short period of time to assess the actual performance of the respondents. From the experience, the respondents are generally rated on an average scale. As a result the range of scores given for the three months overall performance evaluation is narrow therefore causing no relationship between the overall score at the time of interview and the overall score at the end of three months performance evaluation. The range of scores

given for the three months could be narrower as most feel that it is too early to see significant differences in the candidates work performance.

Hypothesis 2 stated that the overall interview score at the time of selection would be positively and significantly correlated with the overall performance evaluation at the end of first year.

The results of correlation of coefficient indicates positive and significant relationship between overall interview score at the time of selection and the overall performance score at the end of first year ($r=0.25$, $p=0.02$).

The future performance and potential of the candidate is predicted during the time of interview selection based on eight factors at a low correlation of coefficient, $r=0.25$. This indicates that the interviewer is able to a certain extent assess the future potential performance of the candidate after the end of first year. This assessment could be based on the attributional factors and knowledge and skills of the candidate assessed. However the low correlation of coefficient, $r=0.25$ does indicate deficiency or inefficiency in the interview selection method. This deficiency or inefficiency could be due to biasness of the interviewer, some questions might not be job related, the first impression given by the candidate, personality mismatch between the interviewer and the candidate, lack of objectivity in making conclusion about the candidate and maybe also the previous company the candidate came from.

According to hypothesis 3 the relationship between overall interview scores and the end of three months overall performance scores would be moderated by work experience and qualification.

The results indicate that working experience and qualification has no moderating effect on the relationship between overall score at the end of three months evaluation and overall interview scores. This could be due to the fact that work experience and qualification are one of the criteria used to select the candidates.

Similarly for hypothesis 4, work experience and qualification has no moderating effect on the relationship between overall score at the end of one year evaluation and overall interview scores.

These results indicate that the interview selection criteria are not effectively predicting the future performance of the candidate as the end of three months performance appraisal. One of the contributing factors could be that there exist differences between the number of criteria measured in the interview selection form and the performance appraisal form. Second, there is no objective guideline to assess each of the criteria during the interview process. These give rise to subjectivity and biasness in the candidate's selection. Lastly the interviewers are not put through any formal training on interviewing techniques. Most of the interviewers perform their work based on their experience.

According to Saiyadain(1988), interviews can become a powerful tool of predicting the performance on the job, provided that potential interviewers are trained in the art

of asking questions and derive meaning from the responses. Simply because a person is vocal or fluent does not make him a good interviewer. Good interviewers can be trained. In training the interviewers one must realise that an interview is a highly artificial social situation in which the applicant is trying to mask his true self and present a picture which is socially desirable. Hence the interviewers have to go behind this mask to search for reliability which is possible if the interviewers are able to seek the candidates. The following checklist may also help in getting adequate information about maximum information (Saiyadain, 1988).

- (1) Convert job descriptions into questions that would help to assess whether the applicant is really capable of good performance.
- (2) Choose a setting or an environment which is comfortable and pleasant enough to generate greater interaction and hence more information.
- (3) Put the applicant at ease by asking neutral questions about his journey, weather, sports, etc. Such an attempt would help in developing greater rapport.
- (4) Start by asking simple questions and slowly graduate to more difficult ones. If the applicant is not able to answer questions at a certain level, stop, because the applicant has reached his highest level of competence.
- (5) Ask open-ended questions instead of those that lead to yes-no answers. Follow these exploratory questions by probing and seeking illustrative or hypothetical situation and related replies.
- (6) Avoid asking leading or loaded questions that might lead to debate instead of dialogue.
- (7) Listen carefully to what the applicant has to say without interruption. Provide positive feedback to encourage him to talk.