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Need for a Systematic Interview Process for Quality Work in the Organizations- An Empirical Analysis(A Suggestive Approach)

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A B S T R A C T

Today, every organisation needs excellent, qualified, dedicated, hardworking human resources with technology, education and health to maintain the Quality in the Organisation. So the right qualified human resources are to be selected through a meaningful and well organised selection process. There are excellent and experienced experts in selecting the right candidates for the job for which they are conducting interview. Now the question is how the members are selected for the Interview Board, Selection Committee, Selection Board, and Screening Committee to carry out the process. Whether the employer is really adopting any principled procedure is biggest question? Normally whoever it is, there will be an interview fear and fever with slight tension to every candidate. Now days unwanted questions and unrelated questions are occupying the maximum space of time in the interview. All views of the candidate are to be carefully examined. Of all the interviewers must know the purpose for which the candidate is going to be selected and he is going to select the candidate. If the right candidates are selected, the productivity, potentiality, quality, speed-ness etc., will improve. The interviewers often fail to understand that their main function, duty and the responsibility is to select a right candidate. What mistake they commit is that as soon as the candidate enters the room, they start firing the candidates with the non-stop questions. The candidate will, there itself, lose his confidence about the interview & his selection, and forget all his subjects and preparations. Few interviewers are more careful to confuse and avoid the candidates rather than selecting the right candidates for the job. For that purpose, the employers have to carefully select the Interviewers rather than the candidates. The quality of the interviewers will definitely reflect in the selected candidates. So the selection of interviewers is the major task of the employers. It is the duty of the interviewers to select a right candidate for the job in the interview for which they are appointed. Useful suggestions are offered about how to conduct interview in the process of selection to maintain Quality Work in Organisations.

Keywords: Interviewer. Quality, Interview, Attitude, Ability, Minutes, Product Knowledge

Introduction

There are five factors of production and distribution in any economy. They are land, Labour, Capital, Organisation and Technology. Of all the five factors, the labour is the only factor having life and thinking capacity with physical auto-mobilization. This factor plans, organizes, communicates, controls, coordinates, budgets, and reports. This factor opens the place of work, does the works, supervises the works, reports the works and closes the place of works. That's why the factor labour is called as the Human Resource. Human Resources are important because they can make the best uses of nature to create more resources by applying knowledge, skills and technology. Today, everybody needs excellent, qualified, dedicated, hardworking human resources with technology, education and health to maintain the Quality in the Orgainsation. So the right qualified human resources are to be selected through a meaningful and well organised selection process.

Rationale of The Study - Interview

Interviews cannot be done in a monotype for all the jobs. The style and process of the Interview is to be changed for one job to the other. The method of Interview adopted to select a clerk or even an officer cannot be adopted for the selection of a lecturer or a teacher. For that purpose, the employers have to carefully select the Interviewers (IVRs) rather than the candidates for the Post. The quality of the interviewers will definitely reflect in the selected candidates. So the selection of interviewers is the major task of the employers. If the employers really want excellent human assets to work with the principles of esprit de corps, then they have to select meaningful team of the interviewers. Otherwise, the whole exercise will go waste along with the wastage of hard earned money, wastage of time not only for the employers but also for the candidates in terms of candidate hours. It is the duty of the interviewers to select a right candidate for the job in the interview for which they are appointed. But now what is going at present is entirely opposite to a normal expectation of both the employer and the candidates. So an attempt has been made to study the views of the candidates and the present practice going on with a view to give a model of conducting fair interview so that the right candidate will be selected for the right job.

Present Scenario

The candidates will be preparing for the interview in hours together, days together, and even months together by spending a huge amount in the books, journals and magazines etc.. But now a days, we all are experiencing that the selection of the candidates are being made by the employers through the selection committee in the name of Interview Board, Selection Committee, Selection Board, Screening Committee etc consisting of may be in two or three or even more in number in the name of interviewers.

There are excellent and experienced experts in selecting the right candidates for the job for which they are conducting interview. But at the same time there are few people just for the name sake they are confusing the whole issue by creating to all the right candidates. Now the question is how the members are selected for the Interview Board, Selection Committee, Selection Board, and Screening Committee to carry out the process. Is there any norms? Whether the employer is really adopting any principles? are the real questions with no answers?.

Moreover, there will be competition between themselves (so called board and selection committee members) that who had asked more number of questions and who had made the candidates tired. Normally whoever it is, there will be an interview fear and fever with slight tension to every candidate. The selection committee members (few people and not all) at the cost of the employers will enjoy this meaningless drama with the tasty sweats. Questions about life and love history of actress, actor, cricket players, play writers, drama writers, name of the novel books are the unwanted questions and unrelated questions for any type of interview. The candidates will be irritated when they are asked such questions in the interview and they will totally lose their confidence about themselves and on the higher education etc.

The term Interview is made out of the words, Inter + View like the words "international", "inter-caste marriage", "interface", "interdependent" etc.... that means all views of a person/candidate. All views of the candidate are to be carefully examined. If the IVR wants to confuse the candidates, he can very well do it and at the same time if the IVR wants to help the candidates, that can also be done in the interview. So what is required is a sensible, real literate, balanced educated, un-influential, dedicated, real educated, impartial, high knowledge and aged gentleman (those who do not drink, smoke, kill the office time by chit chat,..) is to be given the authority to select the right candidates. Of all the IVR must know the purpose for which the candidate is going to be selected and he is going to select the candidate. But in actual, it is very difficult to accept the end result of the selection process is " Right Candidates are Selected". This is the present problem.

Problems

It is the normal practice that the selected candidate will say as "the interview was excellent". The unsuccessful candidate will say, as "it seems that they have already notified the candidate". If the right candidates are being selected, the productivity, potentiality, quality, speed-ness etc., will improve. There are excellent officers with inborn qualities of duty-bound, disciplineZ, dedications, responsibilities, sincerity, and seriousness and with the full knowledge about the job, its requirements, and for what purpose, they are sitting in the interview board.

Table: Views of the Candidates Appeared Interview for Different Posts

S. No	Views	Number of Candidates who Expressed as (YES) Out of 32	
		Number	%
1.	Could You Identify the Interviewers Qualifications	25	78.1
2.	Do You feel the Interview Members are Related to Your Job.	04	12.5
3.	Have been asked the relevant Questions related to your Job	03	09.4
4.	Have you been asked questions related to Cricket, Cinema, etc.	19	59.4
5.	Have you been asked to present your PPT presentations	02	06.3
6.	Have they seen your publications, books & job related works	01	03.1
7.	Have you been asked to role play	00	00.0
8.	Have you been asked about your past performances	00	00.0
9.	Have you been tested about your subject knowledge	06	18.8
10.	Have you been asked questions by the subject experts	04	12.5
11.	Have you been asked to submit your plans if any	00	00.0
12.	Have you been asked about your family background	03	09.4
13.	Have you been asked about the Product Knowledge	03	09.4
14.	Have you been asked about the Job Knowledge	02	06.3
15.	Have you been asked any question to test your attitude	00	00.0

Primary Data - 2019

The delay, bribe, slow movements of the file, non-cooperation, office politics among the staff, staff unrest, insubordination, griping at others, criticizing, blaming are

the common features of almost every institution particularly the government owned. The main intangible reason for the above mentioned issues is that the failure of the Interviewers in discharging their duties and responsibilities in a real way to conduct the interview in the process of selection is the only responsible factor. Their carelessness. Absence to systematic process is the reason for such problems.

One of the most common feelings towards interview is fear. It is a shared emotion affecting both the interviewer and the person being interviewed. The interviewers often fails to understand that their main function, duty and the responsibility is to select a right candidate. What mistake they commit is that as soon as the candidate enters the room, they start firing the candidates with the non-stop questions. The candidate will, there itself, loose his confidence about the interview & his selection, and all his subjects and preparations. Some interviewers prepare themselves as if they are going to cut the goat in a festival. Generally in the name of interview they (Such few interviewers) do not be very serious about for which they have been selected and appointed. The interviewers (Such few interviewers) are more careful to confuse and avoid the candidates rather than selecting the right candidates for the job. The following are the views of the candidates who have appeared interview for the different posts.

The above table shows the views of the candidates appeared interview for the various posts including for teaching posts and managerial roles. The candidates told that there was not even a single question related to test our attitude, our plans, and our previous performances. Particularly for the teaching post, no interview officers have asked to show a demo class like role play. Only 78.1% of the candidates were able to identify the qualifications of the officers. Only 12.5% expressed that the officers are related to the jobs. Only 09.4% expressed that they were asked questions related to job for which they were appearing for the interview. But another serious issue is that 59.4% expressed that they were asked questions about the crickets and other games. Next very important point is that the publications and PPT are the real activities to be carefully noted, examined, vouched and verified to judge the capacity and efficiency of the candidates for the post of teaching. But only 06.3% expressed that the interview officers have asked PPT presentations and 03.1% asked for the publications. Only 18.8% expressed that they have been asked questions in subjects and 12.5% told the subject questions were asked by the subject experts. Fewer concentrations were present in the interview board by the members on the Product Knowledge, Job Knowledge and Family Background i.e. 09.4%, 09.4% and 06.3% respectively. If this is the quality of the interview officers, then how one can expect the quality in the work performance in the organisations.

Management of Interview- A Model

As the very meaning of the term "Management" is that getting things done successfully by going with others. Management of Interview means selecting the right persons for the right jobs. Before the recruitment and selection, the employers have to be very clear about the type of the job and requisite qualifications & qualities of the candidates to be selected for the job. This is because the employers do invest their hard earned money in the business. So right persons are to be selected for the job by the persons named Interviewers appointed for such process of selection.

1. The employers must know the objectives of the interview.
2. Selection of the Interviewers,
3. What is actually expected from the candidates?
4. Steps to be followed during the interview by the interviewers.

Objectives of Interview

The following are the objectives of the interviews. Both the employers and interviewers must know about this and they are expected to be very clear about the objectives. They will have to bear in mind in each and every activity in the process of the Interview failing which the whole exercise will go waste.

- To give the essential facts about the job and the institution to the candidates
- To judge the language fluency in conversation
- To see the research publications and the published books
- To see the candidates' self-assessment towards the fitness of the job
- To find out the reason for leaving the previous job and join the new job
- To get a real feel of the candidate
- To judge the problem-solving and, difficult situation handling techniques etc.
- To judge the physical and mental fitness of the candidate to the Post

Selection of Interviewers

The Quotations of Brian Tracy is to be verified from the candidates. Because now a days this is very important since majority of the institutions, organisations and units fail only because of such officers who have self centered thinkings of vested interest and more substantial interest. His Saying is "Successful people are always looking for opportunities to help others. Unsuccessful people are always asking, 'What's in it for me?'" Such unsuccessful people are to be rightly identified and they are to be removed list of interviewers. With the great techniques, the employers have to select the interviewers. In fact, this is the first and foremost work of the employers when they are selecting the Interviewers.

What is to be Expected?

Every employer is interested to have an excellent candidate to be selected for the post of for which he is called for. Though the science is considerably advanced, the present days,, are of rush and hurry with impoliteness . The esprit de corps of the workers has been coming down. Comparatively, it is more in the government sector. Hence, it is also one of the reasons for the privatization. So the employers appoint the interviewers to select the right candidates. It is the prime duty of such interviewers to look and judge the intrinsic qualities of the candidates. So actually what is expected by the employer from the candidates appearing for the Interview is Good attitude, knowledge about the product and the company/organisation and ability to work hard. It is the duty of the IVRs to check properly in the interview whether the candidates have these qualities or not.

A Good Attitude

This is the first expectation of the employers that the selected candidates should have the good attitude. Because these days are fast going with rush and hurry. The people with politeness, skills and ability to communicate well with others are very less. Moreover, it is very difficult to find out such people. The employers expect that the selected candidates are to be fit for the team work and the employers are looking for those with the ability to work well with others. It means respecting the thoughts and opinions of coworkers. But Griping at others, criticizing, blaming, or being known as "difficult" is not okay in today's workplace. Smiling, communicating well, and knowing how to be gracious and flexible are the good attitude of the good employees.

Employers consider a positive outlook and enthusiasm as important for the job as well as taking responsibility for one's actions and personal integrity. Employers are looking for employees that they can trust, and whom they believe will do a good job. Self-esteem and confidence are considered part of a positive outlook. Employees with a good attitude will contribute towards reaching the company's goals, and adapt well to the culture of the workplace. So the interviewers must seriously check whether the candidates have the good attitude as required for the job.

The Ability To Work Hard

Ability to Work Hard is the need of this hour. Mere knowing the work will not be sufficient in the present day situations of complexities etc. Every employee must think that the organisation is basis for their life and hence they have to work hard to keep the life giving asset always in a developing and growing level. This probably comes as no surprise, but the hard working and productive employee is highly valued by employers. This means being willing to do occasional overtime when required, or doing your best work and not

taking frequent breaks or “goofing off” when on the job. So the Interviewers must carefully select the candidates with the ability to work hard.

Product Knowledge

Employers expect that the employees must have full knowledge about the Product of the organisation. Here the product means service also. They think that if the employees’ full knowledge about the product only can bring the organisation up. Employers value the employee who takes an interest in their company, and understands thoroughly the product or expertise that is the basis of company profits. They also consider enthusiasm and a high opinion of the company and the position, positive qualities. The job seeker can demonstrate this enthusiasm and interest in the company by doing “homework” before a job interview, researching the company, its products, its client base, and possibly having ideas on marketing or increasing production. So the interviewers have to examine the extent the knowledge about the product.

Steps- Suggestions

The following steps are recommended to all the interviewers to get the best candidate for the post for which the whole process is being carried out.

1. The Interviewers have to invite the candidate with smiling faces the candidate while he is coming inside the room/cabin where the interview is conducted. The interviewers should not show that they have more power to ask any questions as they think. There is nothing wrong if the interviewers ask the candidate to take a glass of water. The interviewers must create an environment inside the room so that the candidate must feel that he is very comfortably accommodative. It is the responsibility of the Interviewers to bring such situation and atmosphere, and then only they can be called as successful interviewers.
2. After having created a accommodative atmosphere, the chairman of the board of interviewers must start asking once again the candidate’s name, father’s name, father’s occupation, his marital status, native place, place of educations, universities the candidate has crossed till date in his education, the present job, his extent of satisfaction in the present job, salary particulars of the present job. As far as these questions are concerned nothing is related to his personal in which he may hide or feel uncomfortable to give answer. Suppose, the candidate came from very far away place or the place of interview is a new one to the candidate, under such circumstances, the interviewers must ask the candidate about his journey – which train he came?
3. While asking these questions, if the other interviewers would like to join, no problem, they can also very well join. The interviewers must bear in mind that the fear in the minds of the candidates has to go. This step is very important step, because, here only maximum interviewers commit inexcusable mistake. If the interviewers behave in such a way that the candidate feels that he is being ridiculed, then the purpose of the interview will fail and the whole exercise, money, time etc., will go waste. The main purpose of this step is to break the ice.
4. Another important aspect is that the interviewers must converse with the candidate only on the matters in which they themselves and the candidates are very thorough. They must feel that they are impartial, justice, balanced, non-supportive, optimistic in selecting the right candidates, free and frank in the interview board to express his views about the right candidates and to invite the expressions of the interviewee, The interviewers should not allow others to influence them, they should not have any idea to harass the candidate. Because in the interview board anything can be done since it is conducted in a closed door. So what the author wants to stress here is that the right candidate is to be selected for the right job.
5. The next step is that the interview officers must ask the candidate for their academic excellence. Where he got his Secondary Education, Senior Secondary Education, Degree, Post Graduation, Research and Diploma etc.? What are the names of the universities, and the institutes etc., another important question is that the extent to which the candidate has the knowledge in computers.
6. The next very important aspect is that the interviewers have to ask the candidates to present a brief about his fitness, according to the candidates, to the post for which he is attending the interview. Majority of the interview officers/ interviewers do not ask this. The candidate must be allowed rather called to show all his Research Publications, Books Publications, Seminar Speeches, All India Radio Speeches, and Additional Duties Administered by the candidate and the different Special Positions Occupied by the Candidate. This is the major part of the interview. The interviewers have to judge here only the Capacity, Quality, Qualifications, Potentiality, Productivity, Morality, Qualities of Leadership, Capacity to Control, Effectiveness to Plan, Ability to Organise, Direct, Communicate, Coordinate and to Report, Possessiveness to Budget the Activities and Able- ness to move with the others. If they do so then, the selection will be taken as a justified selection.
7. Another important point to mention here is that there should be a pre discussion session for the interviewers regarding dos and don’ts, what type of questions to be

avoided, how to treat the candidates, Strict instructions are to be given to avoid the unrelated questions about the cinema field, games field, political field etc.,

8. The interviewers should not think that whatever they knew are to be necessarily known to the candidates. It is a very bad thinking and practice on the part of the interviewers. One important fact is that the candidates also can ask questions from the Interviewers in the interview. Maximum Interviewers do not know this fact because they do not want to give a chance to the candidates. The candidates do not ask any questions in the interview because of the fear that they might not be selected in the interview, if they ask any question. Good interviewers must allow the candidate to speak more and create a situation so that the candidate may ask questions about the job for which he is attending the interview.
9. The interviewers should not give more importance for any questions on the subjects. Rather, the candidates are to be allowed to give a presentation on the matter of the choice of his own. The way of expression, management of time, method of teaching used by the candidates if it is for the post of teaching, way of his communication, and techniques of usage by the candidates are to be carefully noticed and judged. If it is administrative post, the different situations will be given to the candidate and he is to be asked how will he tackle the situation? How to control the students' unrest? Staff unrest? Environmental adverse conditions etc., are to be judged. All these judgments are to be done only after seeing the publications of articles and books.
10. The interviewers can go further, if they are fully satisfied with the candidate, the interviewers can carefully ask the questions like- "if you are given this post, what would be your concentrating areas to develop the institution?" The way in which the candidate submits his answer about the areas to be developed in the institution is to be carefully analysed and judged.
11. Each interviewer will award the marks for the candidates on the basis of the performance of the candidate. It should not be based on the group consultation of the interviewers inside the four walls. There is a possibility that the chairman of the interview board may influence the other members. Each interviewer's awards will be totaled, it will be added along with the Marks for publications, Books, Seminars etc, Marks obtained in the Qualifying Examinations etc. What is meant here is that there must be a formula to work out the selection. Interview alone should not be a criteria to select the candidate. What is that Criteria, Strategy, is to be decided well in advance.
12. The last but not least, the interviewers i.e. members

of the selection committee should, under any circumstances, come late to the place of interview chamber. Interview should be conducted between 0900 Hrs and 1300 Hrs with a tea break between 1100 Hrs and 1115 Hrs. in the morning session and between 1400 Hrs and 1700 Hrs with a tea break between 1530 Hrs and 1545 Hrs. If the scheduled time of the interview is 0900 Hrs means, all the committee members should be present at least latest by 0830 Hrs by completing all formalities. During the interview hours, member or members should not leave the chamber for any reason. By keeping the candidates inside, the members should not take any tea or biscuits.

13. Per day i.e. in the morning session 04 Hrs are including 15 minutes for the tea i.e. 225 minutes and in the evening session 03 Hours including 15 minutes for tea i.e. 165 minutes and in total 390 minutes is available. If it is for a lower level management posts like clerk, cashier, Inspectors, and like, maximum 20 (12+8); if it is for a middle level management like Head Clerk, Office Superintendent, Asst. Secretary, Deputy Secretary, Thasildhar, Assistant Commissioner, and like maximum 15 (10+5); if it is for the top level management posts like Functional Manager, Secretary, Director, Supervisor, Registrar, Controller, Lecturer, Assistant Processors, Coordinator, etc., and like, maximum 12 (8+4); if it is for the Higher Level Posts, like Associate Professors, Professors, Head of the Department, Dean, Head of the Office, Principal, Vice-Chancellors, Chairman, Managing Director, candidates, Commissioners, and like, strictly maximum of 05 (03+02) candidates are to be interviewed per day including overseeing the, publications of books, articles, PPT, awards for special contributions, special certificates etc. Accordingly the schedules are to be prepared and informed well in advance to the candidates.

Conclusion

So, Quality in the Products (goods and services) is very essential to all organisations. For that, right persons are to be selected to the concerned posts and jobs for which the basic requirement education is essential and that plays the most dominant role in the life and evaluation of mankind. A fully educated man is considered to be an important real human resource and hence, he is a tangible asset to the country. In fact, the economic growth and development of a country fully depends upon such real assets. Teachers, administrative officers, doctors, engineers, teachers, pilots, economists, scientists, writers, journalists, authors, workers, principals etc, are responsible for the nation building process in the society. If they are good, everything will be good and the vice versa is also true. There are excellent, dedicative, and hardworking people but at the same time there are few pathars (rice-less paddy) create

hell of problems in every organisation. So, right people are to be selected for the right job. Then only the expected results can be obtained and the goals can be achieved. It is the duty of the Interviewers to select the correct candidates by using a unpolluted systematic system and steps as is given above. The group is to be away from the influences of politics, drinks, money, and sex, etc., So the author wants and suggests that in the process of staffing function, the management should be very careful in selecting the members of selection committee by analysing their intrinsic qualifications, qualities, capabilities and efficiency. Once, if it is carefully implemented in the light of the above suggestions with the help of the dedicated persons, every office will have a real human asset and thereby quality of the work will be improved, cost of production will come down by increasing the efficiency and productivity and hence the Right Person will get Right Job in Right Time to maintain quality. The measures / steps offered in this piece of work are only the suggestions of the author. Accepting or rejecting is up to the readers.

References

Since this work is the first of its kind, there is no reference.