A STUDY ON COMPETENCY-BASED INTERVIEWS

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ABSTRACT

Researcher has under taken a study under the title of study on competency based interview. An effort was made to study the competency based interviews and its effectiveness in present day organisations. The primary objective of this study is assess a study on competency based interview. The sample size of 100 respondent. The data collected through questionnaire. A set of graphs and tables were used to present the result of the study. The respondents belonged to the South Gujarat region of different textile industry.

1. INTRODUCTION

Competency-based interviews use questions which aim to find out how you have used specific skills in your previous experience and how you approach problems, tasks and challenges. A Competency based interview is Also known as structured, behavioural or situational interviews they are designed to test one or more skills or competencies. The interviewer has a list of set questions, each focusing on a specific skill, and your answers will be compared against pre-determined criteria and marked accordingly.

2. REVIEW OF LITERATURE

Ilse Johanna Sistermans(2020) states thatintegrating competency-based education with a case-based or problem-based learning approach in online health sciences. In the current competitive and globalized economy, employers and professional organizations call for higher education institutions to deliver graduates with relevant competencies and skills. In response, a growing number of higher educational institutions is introducing competency-based education. The main instrument of this research is a standardized open-ended interview conducted with six higher education professionals in the field of online Health Sciences and Health Science Education. While open-ended questions allow for more in-depth responses, the structuring "facilitates data structuring, comparison and analyses" (Cohen et al. 2000, p. 271).Merging a problem- or case-based learning approach with competency-based education faces a number opportunities and challenges.

Andrea Oudkerk Pool(2020) described student's perspective on competency based portfolios.The objective of this article is how students select and document performance data in their portfolios and how they perceive these data to be representative for their competence development. They used thematic analysis method for the research. The sample used in research are students gather between 21 and 26 WBAs in total. This study confirms the importance of taking student perceptions into account when implementing a competency-based portfolio.

Muhammad Midhat Ali (2021) declared in his study the Competency frameworkdevelopment for effective Human Resource Management. The objective of this article is examines in detail the development approach of a generic competency framework using scientific tools and producing weighted ratings of competencies. They used underlying methodology. In this research presented framework is generic in nature and can be used in any industry or organization, with either no or slight modifications.

Gabriel Albino (2018), in his study technical and behaviouralcompetencies on performance evaluationis to understand the competencies considered relevant in performance evaluation and the emphasis placed on the competencies identified. The data were collected by using interviews (n = 24). They used rule of thumb and questionnaire for interview. In the end they found that in industry where there are leaders and employees too then how much skills they have? And they can decide that from the research.

Quall, Dan (1999) mentioned in his paper about a guide to competency-based interviewing in the hiring process.The objective of this research is to identifying and hiring the right people for the organization. The basic method they used for this research is interview, they took three interview sessions to find right persons with the appropriate skills. The sample size was p32, 35. In this research they knew the importance of interview and how much interview can be useful to know about person's skills. In the conclusion the industry can know about right persons very well for the industry.

JClin Tran (2018) studied the review and redesign of a competency-based mid-degree evaluation. The objective of this research is in particular how competencies are or should be assessed. Data were gathered from student surveys and interviews with program advisors, and common themes were identified. They then made refinements to the assessment, and student surveys were administered to evaluate the impact of the changes.The sample size was 14. This research requires the development of a scholarly literature on effective methods of assessment. This paper contributes to that nascent body of research.

J.Gervais (2016) , in his study the operational definition of Competency-based education is one model favourable among many academic institutions and accreditation agencies. They used analysis and coding of data, interview and review and validation. This research constructs an operational definition of competency-based education.

Ilse Johanna Sistermans (2020) studied integrating competency-based education with a case-based.The purpose of this paper is to identify suitable practices, as well as challenges, for online course design and online learning activities for higher education for employees of the industry. The main instrument of this research was a standardized open-ended interview.Open-ended questions allow for more in-depth responses, the structuring "facilitates data structuring, comparison and analyses" (Cohen et al. 2000, p. 271). In conclusion students focus on competency and skill development rather than content knowledge.

Karin Willcox (2015) declared that competency based, interprofessional education approach and core competency domains linked to improving the effectiveness of professional practice. The objective of this review is to explore and compare the effectiveness of competency based and interprofessional education frameworks. They used mix method an integrative review process and the narrative approach. The conclusion is growing widespread evidence to suggest that competency based interview combined with interprofessional education.

Obgu K (2020)statesthat competency-based interviewprocessand organisationalproductivity at Anambra state. The broad objective of the study was to examine the effect of competency-based interview model on organizational productivity, using selected private sector organizations in Anambra State as the study area. The study adopted a descriptive survey design because the data was principally primary and the results from the analysis would be generalized for the entire population of interest. The population of the study consists of 1,957 senior employees. The conclusion is that the effect of competency based employee interview model on organizational productivity, using selected private sector organizations in Anambra State.

V.ShahhosseinI (2011) declared in his study thatcompetency-based selection and assignment of human resources to construction projectsandconstruct and put into practice a competency-based model for the selection and assignment of construction project personnel. Methodology usedconstructed and a fuzzy adaptive model is employed to select the most competent construction personnel. In the conclusion a fuzzy adaptive model for competency-based employee selection and assignment has been delineated and implemented.

Kaushiki Tripathi (2014) in her study competency based management in organizational context is the competency based management, the driving force behind the use of competency based management and its uses in the organization as well as the future prospect of research in this area specifically in the Indian organization context. It used competency-based approaches in education and training, assessment, and development of workers has experienced a more emergence (Ennis, 2008). In conclusion Competency based management have turned out to be an effective tool for HR to improve the organizational performance.

3. RESEARCH METHODOLOGY

This study is conducted through primary data. A structured questionnaire was created on the basis of the data collected from 100 employees of the South Gujarat region of different textile industry. In this study there are various tools like Descriptive Analysis, Mann Whitney Test, and Cross Tabulation etc. All of the analysis was done through SPSS software.

OBJECTIVES OF THE RESEARCH:

1) To make demographic analysis of competency based interview in organisation.
2) To study whether the interviews conducted in the organisation are competency-based in true sense or not.
3) To study whether the organisation gets the candidate with appropriate competency suitable to achieve organisational objectives.
4) To find out whether the competency based interviews are effective in terms of cost and efficiency.

- H1: The interviews conducted in the organization are competency-based.
- H2: The organization gets the candidate with appropriate competency suitable to achieve Organisational objectives.
- H3: The competency based interviews are effective in terms of cost and efficiency.
- H4: There is no gender discrimination in organisation so far as competency-based interviews are concerned.

DATA ANALYSIS

Table - Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-28	62	62.0	62.0	62.0
	28-35	17	17.0	17.0	79.0
	35-45	9	9.0	9.0	88.0
	45-55	12	12.0	12.0	100.0
	Total	100	100.0	100.0	
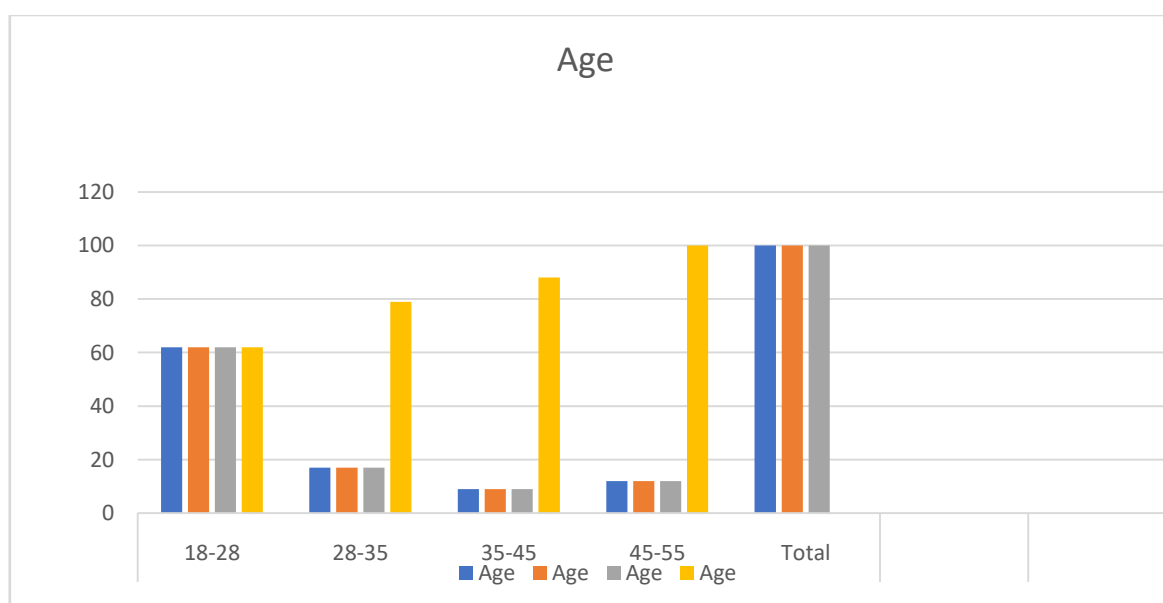
Figure 1

INTERPRETATION

From the above chart there are total 100 persons in which 62 people fall in the age group of 18-28 years. There are 17 people who fall in age group of 28-35 years. Other 9 persons fall in age group of 35-45. 12 persons have age between 45-55. Thus, this organisation has more of young staff. However, the company also has a good number of experienced staff.

TABLE GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	67	67.0	67.0	67.0
	Female	33	33.0	33.0	100.0
	Total	100	100.0	100.0	
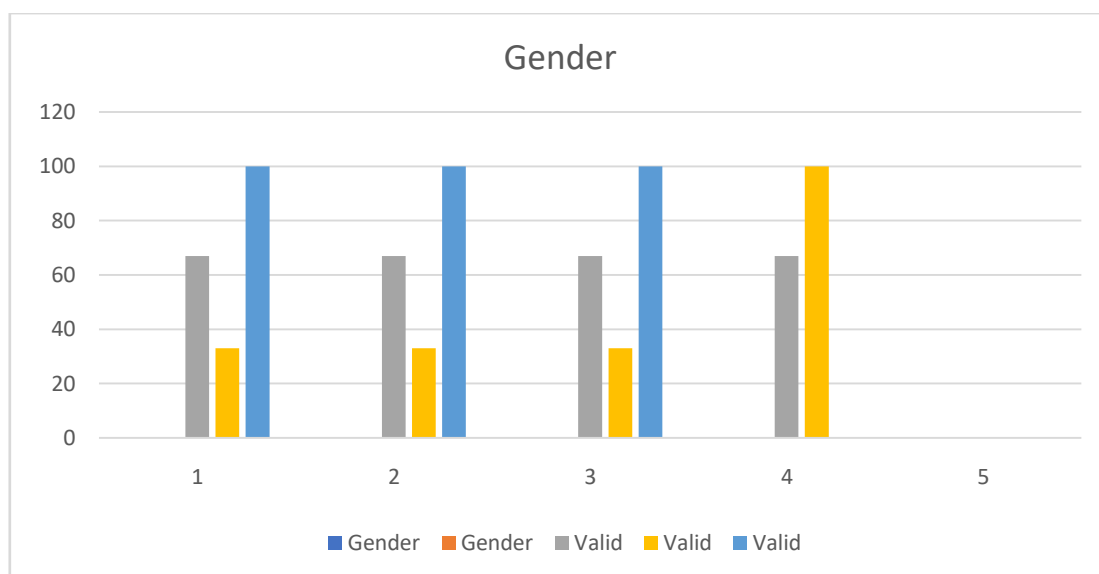
Figure 2

INTERPRETATION

From the above figure it can be inferred that out of 100 respondents. 67 respondents are male and 33 respondents are female. Thus, there is no gender discrimination in the organisation. Both categories of candidates can get job opportunities in the organisation.

TABLE MARITAL STATUS

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	25	25.0	25.0	25.0
Valid Unmarried/Single	75	75.0	75.0	100.0
Total	100	100.0	100.0	

INTERPRETATION

From the above figure it can be concluded that the staff consists of married as well as unmarried people. 75 persons are single/unmarried and 25 persons are married. Many females continue doing job in this organisation even after they get married.

TABLE DESIGNATION

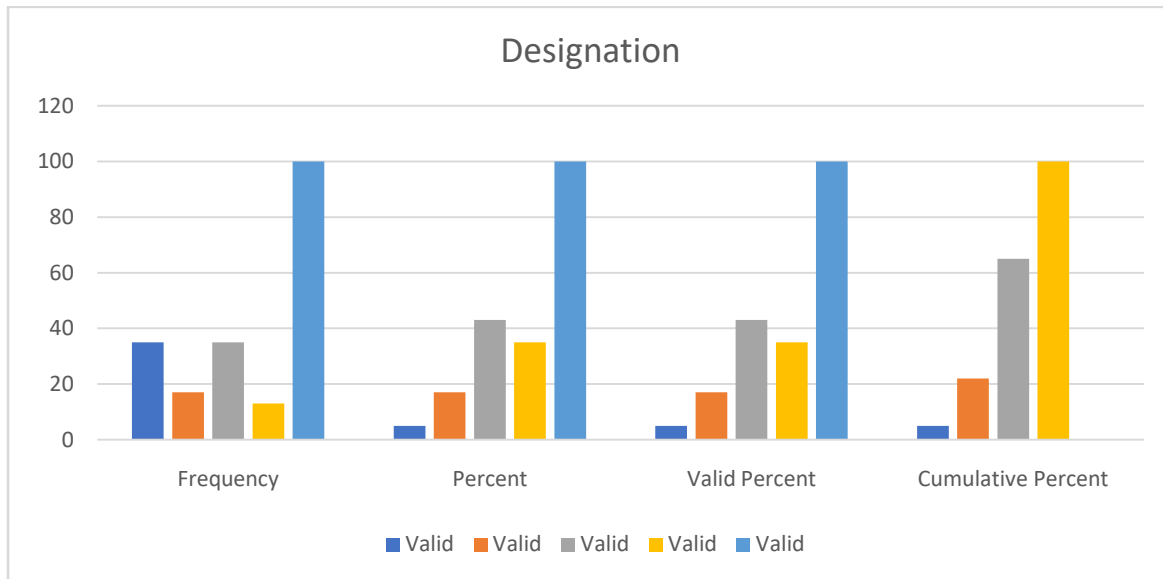|		Frequency	Percent	Valid Percent	Cumulative Percent
	Workers	35	35.0	35.0	45.0
	Supervisors/clerks	17	17.0	17.0	20.0
Valid	Officers/Engineers	35	35.0	35.0	35.0
	Managers	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

Figure 3

INTERPRETATION

The above chart shows that there are four type of designation. First category is workers, second is supervisors/clerks, third is officers/engineers and forth is managers. There are 35 workers from 100, 17 supervisors/clerks, 35 officers/engineers and other 13 are managers from 100 persons.

4. FREQUENCIES

Descriptive statics Table indicating whether the interviews conducted in organisation are competency based in true sense or not

Descriptive statistics was applied to do detailed analysis of variables competency based interview.

	N	Mean	Std. Deviation
1. Interviews conducted in the organization helps the company in finding the competencies required.	100	3.15	1.029
2. The interviewers who conduct interviews have adequate understanding of the competencies required in the employee.	100	3.71	1.166
3. The interviews conducted are systematic and well planned.	100	3.51	1.049
4. The interviews conducted are precise.	100	3.73	1.053
5. Interviews conducted are cost effective.	100	3.68	.973
6. The interviewers conducting interview have adequate competencies of doing the job.	100	3.72	1.006
7. Questions asked during interviews are relevant to job profile of employees.	100	3.73	.983
8. The questions are asked in sequential order.	100	3.64	1.010
9. Efforts are made to see that employee feel comfortable during interview.	100	3.83	.975
10. Interviews are conducted keeping in mind long term vision of the company.	100	3.80	.974
11. Employees are given general idea about the competencies expected from them before they are called for interview.	100	3.83	.911

INTERPRETATION

From this table we can see that most of the respondents give positive answer. The statement efforts were made to see that you feel comfortable during interview has more positive answer and the statement the interviews conducted in your organization helps the company in finding the competencies required for the organization has less positive answers.

MANN WHITNEY TEST

	Null Hypothesis	Test	Sig.	Decision
1	Interviews conducted in the organization helps the company in finding the competencies required.	Independent-Samples Kruskal-Wallis test	.175	Retain the Null hypothesis
2	The interviewers who conduct interview have adequate understanding of the competencies required in the employee.	Independent-Samples Kruskal-Wallis test	.084	Retain the Null hypothesis
3	The interviews conducted are systematic and well planned.	Independent-Samples Kruskal-Wallis test	.468	Retain the Null hypothesis
4	The interviews conducted are precise.	Independent-Samples Kruskal-Wallis test	.257	Retain the Null hypothesis
5	Interviews conducted are cost effective.	Independent-Samples Kruskal-Wallis test	.018	Reject the Null hypothesis

6	The interviewers conducting interview have adequate competencies of doing the job.	Independent-Samples Kruskal-Wallis test	.362	Retain the Null hypothesis
7	Questions asked during interviews are relevant to job profile of employees	Independent-Samples Kruskal-Wallis test	.550	Retain the Null hypothesis
8	The questions are asked in sequential order.	Independent-Samples Kruskal-Wallis test	.075	Retain the Null hypothesis
9	Efforts are made to see that employee feel comfortable during interview.	Independent-Samples Kruskal-Wallis test	.764	Retain the Null hypothesis
10	Interviews are conducted keeping in mind long term vision of the company.	Independent-Samples Kruskal-Wallis test	.667	Retain the Null hypothesis
11	Employee are given general idea about the competencies expected from them before they are called for interview.	Independent-Samples Kruskal-Wallis test	.871	Retain the Null hypothesis

INTERPRETATION

There is no significance difference in the opinion of respondents for the statement-'interviews conducted in the organization helps the company in finding the competencies required.' There is no significance difference in the opinion of respondents for the statement-'the interviews conducted have understanding of the competencies required in the employee. There is no significance difference in the opinion of respondents for the statement-'interviews conducted are systematic and well planned.' There is no significance difference in the opinion of respondents for the statement-'interviews conducted are precise.' **There is significance difference in the opinion of respondents for the statement that interviews conducted in the organisation are cost effective.** There is no significance difference in the opinion of respondents for the statement-'interviews conducting interview have adequate competencies of doing the job.' There is no significance difference in the opinion of respondents for the statement-'questions asked during interviews are relevant to job profile of employees.' There is no significance difference in the opinion of respondents for the statement-'questions are asked in sequential order.' There is no significance difference between efforts are made to see that employees feel comfortable during interview. There is no significance difference in the opinion of respondents for the statement-'interviews are conducted keeping in mind long term vision of the company'. There is no significance difference in the opinion of respondents for the statement-'employee are given general idea about the competencies expected from them before they are called for interview.'

5. FINDINGS

- There are total 100 persons in which 62 people have age between 18-28. There are 17 people who have age between 28-35. Other 9 persons have age between 35-45. 12 persons have age between 45-55.

- There are 100 respondents. 67 respondents are male and 33 respondents are female.

- There are four type of designation. First are workers, second are supervisors/clerks, third are officers/engineers and forth are managers. There are 5 workers from 100, 17 supervisors/clerks, 43 officers/engineers and other 35 are managers from 100 persons.

- There are employees who have experience between 0-10 years. There are 15 employees who have experience between 0-2 years, 32 employees have experience between 2-5 years, 27 employees have experience between 5-7 years and 26 employees have experience between 7-10 year

- The statement that interviews are cost effective that shows 15 persons are disagree with the statement. There are 23 persons who have neutral opinion, 42 persons agree with the statement and 21 persons are disagree.

- Interviews conducted are systematic and well planned with this statement 24 persons are disagree, 19 persons have neutral opinion, 39 persons are agree with the statement and other 18 persons are strongly agree with the statement.

- Employee are given general idea about the competencies expected from them before they are called for interview with this statement 11 persons are disagree and 18 persons have neutral opinion. 48 persons agree with this statement and 23 persons are strongly agree with this statement

6. CONCLUSION

- It's concluded that competency based interview is truly helpful for the company and interviews conducted in the organisation helps company in finding true candidates who deserve to work in company.

- It's also concluded that questions asked during interviews are advantage for interviewer and candidate. Company gets the exact idea about the competencies of the candidates well in advance.