



## A STUDY ON RECRUITER'S OPINION ON BEHAVIOURAL EVENT INTERVIEW (BEI) WITH SPECIAL REFERENCE TO IT INDUSTRY OF CHENNAI

### Management

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### ABSTRACT

This paper examines the recruiter's opinion on Behavioural event model with special reference to IT sector of Chennai. Investigation using a sample of 64 recruiters over the period of 2018-2019 has been conducted. This study measures the effectiveness of Behavioural event model in selection process. Majority of the recruiters prefer Behavioural event model method for the selection process in their organisation and 63% the recruiters found that the candidates who got selected by BEI method are more effective than others who got selected by a traditional methods.

### KEYWORDS

Recruiter, Behavioural event model, selection process, Traditional methods

### INTRODUCTION

Selection process is the process of interviewing and evaluating the candidates for a specific job and selecting an individual for employment based on the job competency. It is a process of picking the "Right candidate" with prerequisite and capabilities to fill the jobs in the organisation. The selection process is quite lengthy and complex as it involves a series of steps before making the final selection. Employee selection can range from a very simple process to a very complicated process based on the organisation and the position. It is the process of picking individuals who have relevant qualifications to fill in an organisation.

BEI( Behavioural event Interview) means behavioural event interview which are used by the recruiting the manager level candidates by assessing their past work to determine their future performance of the candidate. It collects the details about the history of a candidate as a means of predicting future performance. Behavioural interviewing assumes that past behaviour is the best predictor of future behaviour. Before entering in to any job interview – behavioural or otherwise must identify what skills and competencies are required to perform this role.

In BEI process the **STAR approach** is used to assess the candidate.

**S-Situation** (The applicant describes a scenario in which he or she needed to accomplish a specific action. ), **T-Task** ( For this part of the question, the interviewee should describe the desired outcome of the problem and why it was a challenge in the first place), **A-Action** (The job candidate should describe exactly how he or she responded to the given problem.) and **R-Result** (After walking the interviewer through the above, the applicant should wrap up by describing the resolution to the problem and how his or her actions played a role in it). Describe the situation that candidate was in or the task they needed to accomplish. They must describe a specific event or situation, not a generalised description of what you have done in the past.

### II.OBJECTIVE OF THE STUDY

The purpose of the investigation is to assess and understand about the Behavioural Event Interview process and its importance on selection process with special reference to IT sector in Chennai.

### III.LITERATURE REVIEW

Subash (2012) explored that recruitment and selection practices vary across industrial sector in India. Service organisations believe on effective recruitment methods more vigorously in comparison to manufacturing companies. The most popular recruitment methods in manufacturing companies are direct applicants, placement consultants, employee referrals and company websites. At the same time IT companies are preferring employee referrals, job portals and temporary staffing, head hunting and advertisement in news papers and websites.

Tereza Raisova (2012) discusses about the employer decision about the selection of employees in an organisation. This study focuses on characteristics of human resource department and effect of the culture in the firm to explain the variance in employer practices.

Rachel E.Frieder(2015) research results revealed that interviewer

who possessed more experience and higher interviewing efficacy tended to make quicker decisions, as did interviewers who engaged in more rapport building. Results revealed that interviewers who possessed more experience and higher efficacy tended to make quicker decisions, as did interviewer who engaged in more rapport building.

Jusoh(2001) aimed to investigate the staffing practices of managerial positions among manufacturing companies in Malaysia. The results are based on the response of 68 hiring managers. This study is recommending minimum 3 years of work experience to turn as a recruiter.

Hoyt (1965) reviewed the 46 studies from different categories namely business, teaching, and engineering, medicine and scientific research and found that the college grades bear little or no relationship to become a successful recruiter.

### IV.RESEARCH METHODOLOGY

This research is descriptive by nature. The investigation was conducted using a sample size of 64 employees, who are in middle level of their career life cycle. The sample consists of only those middle level managers of IT firms in Chennai who are interested to participate and share their opinion for the investigation purpose

### V.ANALYSIS AND INTERPRETATION

**Table no :1- Table showing the respondents gender details**

| Gender of the respondents | No of respondents | Percentage |
|---------------------------|-------------------|------------|
| Male                      | 44                | 69         |
| Female                    | 20                | 31         |
| Total                     | 64                | 100        |

The Gender of the respondents shows that out of 64 respondents 44 of them are Male and 20 of them are female

**Table no : 2- Table showing recruiters preference on selection process**

| Preference of the recruiters in the selection process | No of respondents | Percentage |
|-------------------------------------------------------|-------------------|------------|
| Traditional method                                    | 22                | 34         |
| BEI method                                            | 42                | 66         |
|                                                       | 64                | 100        |

When the preference of recruiters in selection process was checked it shows that out of 64 respondents 22 of them preferred Traditional methods and 42 of them preferred BEI method.

To study the relationship between the gender of the respondent (recruiting managers) and their opinion on the statement "What is the preference of the hiring manager in analysing the candidate?". The Chi square test was utilised.

H0: There is no relationship between recruiter's gender and their preference in the selection process

H1: There is a relationship between recruiter's gender and their preference in the selection process.

**Table 3: Table sowing gender and preference of recruiters (Traditional method/BEI)**

| Gender/preference of recruiting managers in analysing candidate | Traditional method | BEI Method | Total |
|-----------------------------------------------------------------|--------------------|------------|-------|
| Male                                                            | 9                  | 35         | 44    |
| Female                                                          | 13                 | 7          | 20    |
| Total                                                           | 22                 | 42         | 64    |

**Table 4 : Chi- square Table sowing gender and preference of recruiters (Traditional method/BEI)**

|                                | Value  | df | Asym p.sig | Exact sig(2-sided) | Exact Sig (1-sided) |
|--------------------------------|--------|----|------------|--------------------|---------------------|
| Pearson Chi-square             | 12.005 | 1  | .001       | .                  | .001                |
| Continuity correction          | 10.201 | 1  | .001       | .001               |                     |
| Fisher's Exact test            |        | 1  |            |                    |                     |
| Linear- by- linear Association | 11.906 | 1  | .001       |                    |                     |
| No of Valid Cases              | 64     |    |            |                    |                     |

The results of the chi-square test show the significance value as less than 0.05. So we accept null hypothesis and reject alternative hypothesis. So there is no relationship between the independent and dependent variable.

**Table 5: Table sowing recruiters opinion on change the BEI process in Industry**

| Do you wish to change the BEI process in Industry? | No of Respondents | Percentage |
|----------------------------------------------------|-------------------|------------|
| Yes                                                | 18                | 28         |
| No                                                 | 46                | 72         |
| Total                                              | 64                | 100        |

Here it is clear that majority of the respondents are not interested in changing the BEI process which is prevailing in Industry. When further to assess about the BEI process the question was probed as is it necessary for the recruiter to learn the basic psychology to know the human behaviour with special reference to BEI process. The below mentioned table shows the results as follows

**Table 6: Table sowing recruiters opinion on importance of learning basic psychology for better BEI process**

| It is important to learn basic psychology for the better BEI process? | No of Respondents | Percentage |
|-----------------------------------------------------------------------|-------------------|------------|
| Yes                                                                   | 54                | 84         |
| No                                                                    | 10                | 16         |
| Total                                                                 | 64                | 100        |

The above table indicates that majority of the respondents felt that there is a special importance to learn basic psychology for a better BEI process.

**Table 8: Table showing the recruiters opinion on the effectiveness of candidates who got selected through BEI**

| Efficiency of the candidate | No of respondent | Percentage |
|-----------------------------|------------------|------------|
| More efficient              | 40               | 62         |
| Moderate                    | 20               | 31         |
| Less efficient              | 04               | 06         |
| Total                       | 64               | 100        |

The majority of the recruiters in the industry found that the efficiency of the candidates is more who got selected through BEI process.

## VI. MAJOR FINDINGS

Based on the above analysis, summary of major findings of the study are identified and presented below.

- Majority of the recruiters prefer BEI method for the selection process in their organisation and 63% of the recruiters found that the candidates who got selected by BEI method are more effective than others selected by a traditional methods.
- 84% of the recruiters found that it is necessary to learn basic human psychology to know about the human behaviour which helps them in assessing the candidate in better way.
- 72% of the recruiters belong to IT sector does not want to change the BEI process in IT sector, because this is the Industry which needs more competencies and adaptability among the employees.

The findings of the current study are also correlated with the past

studies on BEI. Major findings of this study are also correlated with the past studies of Tereza Raisova (2012), and Jusoh (2001) on recruiters opinion on effectiveness of BEI process and their opinion of changes in the selection process.

## VII. CONCLUSION

This study focuses on examining the recruiter's opinion on Behavioural Event Interview (BEI) in selection processes by evaluating, if BEI is a valid tool to access candidates' abilities in selection processes or not. The study focused on assessing the effectiveness of BEI in predicting the future potential of employees and thereby its relevance as an effective tool of selection. Majority of the recruiters select the candidates based on their interview performance, even though the candidates possessing higher educational qualification and experience they are assessed only based on their interview performance in IT sector. Hence the awareness on BEI selection process can be spread among the entire IT sector.

## VIII. DIRECTIONS FOR FUTURE IT STUDIES

This study has limited only to the recruiters of IT Industry. Future studies can consider other sectors like health, education, hospitality sectors and can focus of BEI based selection process. The sample size was drawn only from the Chennai. Therefore more cities can be considered and studies can be conducted in major cities like Bangalore, Hyderabad etc.

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