

UDC 005.953.2:005.571

DOI <https://doi.org/10.26661/2414-0287-2023-2-58-17>

## INTERVIEW AS AN EFFECTIVE TOOL FOR PERSONNEL SELECTION AT THE ENTERPRISE

**Dashko I.M., Cherep O.G., Mykhailichenko L.V.**

*Zaporizhzhia National University*

*Ukraine, 69600, Zaporizhzhia, Zhukovsky str., 66*

*cherep.av.znu@gmail.com, anatoliycrome@gmail.com*

ORCID ID: 0000-0001-5253-7481, 0000-0002-8718-3836

### Key words:

interview, personnel,  
enterprise, selection tools,  
personnel management, selection

The place of the interview as one of the effective tools for personnel selection is determined. Two effective systems of personnel management – American and Japanese – are analyzed. The purposes of a meeting or interview with a candidate are investigated. The methods of personnel selection at the enterprise are considered. The purpose of the interview meeting is investigated. The principles of conducting interviews are considered, in particular, that: there are no bad or good candidates and that the interview should resemble the signing of a partnership agreement, in this case – an employment agreement. The purpose, principles, goals, and tools for conducting an interview are explored. The stages of selection and the process of interviewing candidates are revealed. The main problems in the selection of personnel are investigated. The necessity of introducing modern interviewing tools in the selection of employees in organizations is substantiated. The concept, features and stages of employee interviews are analyzed: preliminary preparation; creating an «atmosphere of trust»; the main part; completion and evaluation. The importance of the process of interviewing employees in the organization is proved and the main methods are presented. The importance of introducing modern automation methods during the interview of employees at the enterprise is analyzed. Recommendations on the appearance for the interview are described. Examples of the most popular interview questions and candidate qualities are considered. internal influences that complicate the interview, namely: first impressions, stereotypes, contrast effect.

## СПІВБЕСІДА ЯК ЕФЕКТИВНИЙ ІНСТРУМЕНТ ВІДБОРУ ПЕРСОНАЛУ НА ПІДПРИЄМСТВІ

**Дашко І.М., Череп О.Г., Михайліченко Л.В.**

*Запорізький національний університет*

*Україна, 69600, м. Запоріжжя, вул. Жуковського, 66*

### Ключові слова:

співбесіда, персонал,  
підприємство,  
інструменти відбору,  
управління персоналом, відбір

Визначено місце співбесіди, як одного з ефективного інструменту для відбору персоналу. Досліджено цілі співбесіди з кандидатом. Розглянуто методи відбору персоналу на підприємстві. Розглянуто принципи проведення співбесід. Досліджено мету, принципи, цілі та інструменти для проведення співбесіди. Розкрито етапи проведення відбору та процес проведення співбесіди з кандидатами. Досліджено основні проблеми при відборі персоналу. Обґрунтовано необхідність впровадження сучасних інструментів співбесіди при відборі працівників в організаціях. Проаналізовано поняття, особливостей та етапів співбесіди працівників. Доведено важливість процесу співбесіди працівників в організації та наведено основні методи. Проаналізовано важливість впровадження сучасних методів автоматизації під час співбесіди працівників на підприємстві. Розглянуто приклади найпопулярніших запитань на співбесіді та якості кандидатів, внутрішні впливи, які ускладнюють співбесіду.

### Formulation of the problem

Most managers understand that the success and prosperity of an organization largely depends on its

employees. In fierce competition, the one with the best team wins. That is why managers pay a lot of attention to the issues of effective management of employees, their

motivation, training and development. However, without the selection of quality personnel, any work with personnel is doomed to failure.

The interview is the most important stage in the personnel selection process. There are many types and types of interviews, and the choice directly depends on the personnel policy, the specifics of recruiting personnel in one or another company, as well as on the decisions and experience of the manager himself.

The effectiveness of personnel selection depends on how well the interview method is chosen. For example, if we are talking about mass selection, you can use a structured group interview, and if we are talking about managerial positions, it is better to conduct panel and serial interviews to create the most complete picture of the specialist.

### **Analysis of recent research and publications**

The works of V. Antoniuk, A. Kolot, M. Korolchuk, I. Petrova, V. Petiukh and others are devoted to the formation of high-quality personnel selection at an enterprise, and the study of topical issues regarding the principles of interviewing is carried out by G. Babiak, A. Kovalynska, O. Martsinkovska and others, but the study of the interview as an effective tool for personnel selection at an enterprise requires further research.

### **Formulation of the goals of the article**

The purpose of this article is to study the meaning and features of the interview as a key method of personnel selection.

### **Presentation of the main research material**

As you know, there are two effective personnel management systems in the world – American and Japanese. When using the American system, a vacancy profile is drawn up, which shows the criteria and requirements for the candidate – professional qualities and personal characteristics of the future employee.

The employer is looking for a person who meets the specified requirements as closely as possible, i. e. the “ideal candidate”. This is the complexity of the choice. A candidate may not fit some parameters, but may have one or two characteristics or qualities that make up for the lack of others. For example, the candidate does not have a higher education, but has received the necessary work experience for this vacancy, insufficient experience can be compensated by the ability to learn quickly and a good memory instead of “office” courses for a secretary – knowledge of work experience, English and good appearance, not knowing any registrar cash operations – the ability to quickly count, etc.

The Japanese system is characterized by the use of multi-stage adaptation measures, mentoring, expert guidance and internships. Taking into account the “baggage” of the candidate, his education, knowledge, abilities, skills and aspirations, he finds a place for himself in the enterprise or organization. In Ukraine, such a system can be found in educational, medical institutions, and budget organizations, but in any case, the characteristics of the candidate, his biographical data, compliance of the

characteristics or competencies of the future employee with the work processes taking place at the enterprise, functional responsibilities, compliance with goals are checked and the company’s values, management style, the degree of development of the organization, as well as the suitability of the candidate, his ingenuity, stress resistance, quick reaction, sense of humor can be checked in the company building or at a face-to-face meeting, that is, at an interview.

Compliance with the criteria, the presence of experience is not yet a guarantee of 100% effectiveness of the candidate at the workplace. If a candidate has done a particular job before, it does not mean that he or she will do it now. And vice versa. If they didn’t have experience in the past, they won’t be able to do it now. A candidate’s biography will tell you a lot about them if you know how to read between the lines. But all of these will be assumptions that can be confirmed or denied in an interview.

Thus, the goals of a meeting or interview with a candidate are as follows:

1. Getting to know the candidate (pay attention to punctuality, style of dress, behavior, language).
2. Company introduction, location, and working conditions.
3. Presentation of the candidate.
4. Clarification of biographical data and a quick review of experience (possibly a questionnaire).
5. Verification of the powers and personal qualities of the candidate.
6. Determination of financial expectations.
7. Professional testing.
8. Psychological test.
9. Clarification of functional tasks and characteristics of cooperation.
10. Answers to the candidate’s questions.
11. Determination of further actions.

The main purpose of a meeting with a candidate is to get answers to questions:

- Does the candidate meet the requirements of the organization?
- Do the company’s location, schedule and working conditions, compensation, company goals suitable for the candidate?
- Will he be able to? Want to? Will the candidate be able to work effectively in this organization?

Principles of interviewing:

- there are no good or bad candidates. There is a specialist who is or is not suitable for a particular vacancy;
- the interview should resemble the signing of a partnership agreement, in this case, an employment agreement. Where one party, the candidate, offers his or her time, knowledge, and skills, and the other party, the employer, is ready to pay for the services of the partner.

Recruitment is an important aspect of the personnel management. The quality of the company’s future operations will depend on the course of the recruitment process and the employees who are hired.

Personnel selection involves analyzing the professional qualities of an employee applying for a vacant position. A high-quality personnel selection process ensures the

selection of competent employees (within the position) with positive personal qualities and knowledge in various fields [2, p. 52]. In view of this, when starting a job search, it is necessary to create a competent, bright and clear resume that will not leave any employer indifferent.

An important stage in the selection of potential employees is the interview, i. e. the assessment of the candidate's personal and professional qualities. The interview includes the following stages:

- preliminary preparation;
- to create an “atmosphere of trust”;
- main part;
- completion and evaluation [1].

The way a person performs at an interview determines whether they get the job. Therefore, the candidate's task is to present themselves in the best possible way, because the candidate whose skills and abilities best meet the organization's requirements will be able to get the position.

There are several types of interviews, the most common of which are:

- individual interview, which is conducted by a manager or person responsible for personnel, its disadvantage is subjectivity;
- group interview, which can be conducted in two ways:
  - 1) one interviewer talks to several candidates to compare their skills;
  - 2) several employees of the institution interview the candidate to test their knowledge;
- preliminary interview (telephone, face-to-face, written) to familiarize with the candidates for the initial selection;
- selection interview – a continuation of the mandatory meeting between the employer and the candidate [4].

M.I. Murashko divides interviews into:

- biographical – based on the candidate's profile data and questions related to his previous work or education;
- situational – based on acting out a professional model of problem solving;
- criterion-based – consists in asking a job candidate questions about future professional activities and comparing the answers with the established criteria [5].

However, all the types of interviews discussed above have drawbacks, so elements of all types should be used to effectively interview candidates.

So, the purpose of the interview is to convince the employer that the candidate's skills, knowledge and experience are the best match for the position he or she is applying for. Thus, during the interview, the candidate must confirm that he or she is aware of his or her choice, knows the future profession and the industry to which the organization belongs, and demonstrates a desire to work in it. With this in mind, it is important to prepare for the interview in advance.

First, a potential employee should find out as much information as possible about the company he or she is interviewing for and the people he or she plans to meet. This will allow you to better understand the specifics of the institution and answer questions about it freely. They should also conduct self-analysis and prepare answers to the questions of the future interviewer.

Very often, employers gather additional information about a candidate before the interview. To do this, they can call the candidate's previous place of work, talk to the candidate's friends, or analyze their personal page on social media. This will help the company better understand the qualities of the person applying for its position.

Sometimes the interview can start already in the reception room, when the director's secretary constantly asks to wait, arguing that the management is busy or absent. It is clear that this is done in order to test the candidate: if he can control himself, be patient and calmly wait for the manager.

The employer will always have “sensitive” questions that will be very difficult to answer. The employer asks such questions to identify the candidate's personal qualities and way of thinking. Thus, he needs to navigate an unexpected situation [2]. The more efficiently and naturally a job applicant can answer the questions, the more likely he is to get the job.

Scientists have identified more than 400 questions that are often asked during an interview. However, in practice, an interview is often reduced to 10–20 standard questions and a few additional questions depending on the specifics of a particular vacancy [4].

Let's consider examples of the most popular interview questions and the qualities of candidates that these questions evaluate:

- Tell us about yourself (a list of priorities in the applicant's life).
- Name your shortcomings, weaknesses (self-criticism; in no case should you answer such questions honestly, it is best to answer neutrally: “I have shortcomings, but they do not affect my work in any way”).
- Name the desired minimum and maximum salary (determining the level of honesty and modesty). You can name an amount that is 10–15% higher than your previous salary).
- What is your attitude to work overload (ability to work under difficult working conditions)?
- How long do you plan to work in our company (how serious is the candidate)? [6, c. 221]
- Why do you want to work for us (commitment and motivation)?
- Who is a successful employee for you (process-oriented or result-oriented)?
- What have you heard about our company (presence or absence of thorough preparation for the interview, inclination to analyze information)?
- Tell us about the most difficult work situation or the biggest mistake you made at your previous job (how you solved the problem, overcame difficulties).
- Your life goals. Where do you see yourself in 10 years (realistic vision of the world)?
- Describe your first day at work (activity/passivity).
- What were your achievements at your previous job (modesty, level of training, professionalism)?
- Why did you leave your previous job (honesty, conflict)?
- Disclosure of the previous employer's database (good manners, loyalty, confidentiality).
- Tasks for intelligence [4].

Answers to these questions should be clear, balanced, competent, polite, reasoned, and most importantly, not nervous. The answer should make it clear that the candidate has the necessary qualifications for the position they are applying for.

Undoubtedly, an interview is about catching a candidate off guard, making them answer without preparation, sincerely. It is often too difficult to answer the employer's questions: "Rate on a scale of one to ten how weird you are?"; "Develop an evacuation plan for Ternopil?"; "How many golf balls can a school bus hold?"; "How many times a day do the hands of a clock cross?"; "How many people in the world tune a piano?"; "Explain what a database is in three sentences, as your 8-year-old nephew would"; "If you could become one of the superheroes, who would you be?"; "How hard do you throw a baseball?"; "Describe yourself in one word", etc. [6].

The main thing for an applicant is not to get confused when hearing such questions, to think carefully about the content of what he or she has heard and confidently, without rushing, and if there is no answer, to turn everything into a joke, smile easily and continue on to the next question.

Also, during the interview, the applicant must provide information about himself:

- past (about past work and achievements);
- present (thoughts, opinions, lifestyle, etc);
- future (tasks, intentions, plans).

There are five main behavioral taboos to keep in mind during an interview:

- 1) never be late, but rather arrive at the appointed place 20 minutes early;
- 2) lying (even exaggerating) is strictly prohibited, because your lie will be easily revealed at the first opportunity;
- 3) you should not demonstrate a clear intellectual superiority over the interviewer (even if it is true), and should always remain a tolerant and restrained person;
- 4) it is forbidden to use a cell phone, it is recommended not to take it even to the interview, but you should warn in advance about the expectation of an emergency call;
- 5) no complaining – you should not complain about the shortcomings of your previous work [7].

Appearance is the first step to success for an applicant who meets the employer's expectations.

In order to make a good impression at an interview, according to scientist M.D. Prischak, when choosing clothes, you should remember the following facts:

- unity of style;
- minimization of the color scheme ("the rule of three colors");
- matching the style to a specific situation;
- compatibility of material texture;
- acceptable use of accessories [1, p. 128].

Properly selected work clothes are not the only manifestation of body language that creates a positive or negative impression of you.

Other non-verbal means also play an important role: facial expressions, intonation, gestures, postures, and smells. Scientists believe that nonverbal means convey two-thirds of all information about a person.

During the interview, body language experts advise both parties:

- walk naturally, because the employer forms the first impression of a potential employee in the first 10 seconds of the meeting, so you should straighten your shoulders, stretch your neck, and walk easily;
- be comfortable – at first, sit comfortably, leaning on the back of the chair, which will allow the interlocutor to understand the frankness of the person before him;
- avoid constant eye contact, the gaze should stop at a point between the interlocutor's eyes;
- watch your gestures, if you don't know what to do with your hands, put them on the table;
- show your palms, open palms indicate honesty and willingness to cooperate;
- deep breathing – this is one of the ways to calm your nerves, when the interlocutor asks a question, you need to breathe and answer breathing;
- nodding during the conversation – this will make the interlocutor understand that he or she is being listened to and understood;
- speaking for a long time, 2–3 minutes is the maximum length of an answer [2].

Examples of negative interview behavior include impatience, interrupting the interviewer, loud tone, rude gestures, chewing gum, constant use of the phone, crude and vulgar jokes, etc.

There are internal influences that make the interview difficult:

1. First impressions. Interviewers often make a judgment about the candidate's personality within a few minutes at the very beginning of the conversation. The rest of the time they collect information to confirm the first impression. This is when a person "hears only what he wants to hear" and makes an unwise choice.
2. Stereotypes. Some respondents believe that certain groups of people have special traits (e. g., men with beards lack self-confidence, while women with glasses are smart). Edge effect (primacy – novelty). Information presented at the beginning of a conversation is given more attention than later. This can be explained by the properties of memory or the power of the first impression.
3. Contrast effect. The interviewer's opinion of the candidate depends on his or her opinion of the previous applicants. This means, on the one hand, that the best ones will be selected, and on the other hand, that they are compared to each other, evaluated in relation to each other, not to the requirements of the work.

Interviewers must clearly understand the requirements for a particular profession and must not have a conflict of interest with the candidate. For example, interviewers should not have any family or other personal relationships with any candidate, as these can lead to bias, positive or negative evaluation bias, and bias in the candidate's unconscious responses.

To ensure a fair assessment and to take into account different opinions, it is necessary to have both male and female interviewers.

Thus, the interview is the final stage of data collection related to the evaluation of candidate

qualities. The interview process requires a potential employee to demonstrate their strongest professional and personal qualities. The disadvantage of the interview is the subjectivity in assessing the candidate's qualities and characteristics.

### Conclusions

The interview is the main and final stage of data collection related to the evaluation of candidates' qualifications. The interview process requires a potential employee to reveal his positive qualities. Success or failure at work depends not only on professional characteristics

(education, experience, qualifications, etc.), but also on how the candidate presents himself at the interview.

Effective mastery of the art of self-presentation provides the ability to comprehensively evaluate and coordinate external information, posture, gait, behavior, communication style, future profession, social status, age, harmoniously combine, adjust and improve external and internal advantages, image, identify and emphasize potential opportunities and individual psychological characteristics.

In general, the problem of personnel selection in the modern information society is relevant today and requires additional scientific research.

### References

1. Babyak G. (2015). Osoblyvosti naukovykh pidkhodiv do vyznachennia poniattia "ekonomichna bezpeka pidpriemstva" – [Personnel selection as an element of the system of personnel management technologies]. *Regional aspects of the development of productive forces of Ukraine*. Vol. 20. P. 114–120. [in Ukrainian]
2. Butusevych A. (2015). Pryntsypy orhanizatsii ta provedennia spivbesidy – [Principles of organizing and conducting an interview]. First personnel newspaper "Recruitment consultant". Vol. 2 (86). URL: <http://surl.li/frgev> (accessed date 15.04.2023). [in Ukrainian]
3. Kovalynska I.V. (2014). Neverbalna komunikatsiia – [Non-verbal communication]. Kyiv : Publishing House "Education of Ukraine". 289 p. [in Ukrainian]
4. Kichko I. and Gorbachenko M. (2017). Innovatsii v upravlinni personalom ta suchasnyi rynek pratsi: aspekty vzaiemodii – [Innovations in personnel management and the modern labor market: aspects of interaction]. *Problems and prospects of economics and management*. Vol. 5 (71). P. 139–147. [in Ukrainian]
5. Marcinkovska O. (2012). Planuvannia dilovoi kariery yak umova efektyvnoho rozvytku personalu – [Business career planning as a condition for effective personnel development]. *Economic analysis*. Vol. 10. Part 4. P. 245–248. [in Ukrainian]
6. Pryshchak M.D. and Lesko O.Y. (2016). Ethics and psychology of business relations : study guide. Vinnytsia : VNTU. 151 p. [in Ukrainian]
7. Strelbitsky P.A., Rarok O.V. and Rarok L.A. (2015). Personnel management : education. manual. Kamianets-Podilskyi : FOP Sisyn Y.I. 180 p. [in Ukrainian]