THE INTERVIEW – GENERAL PROCEDURE TO SELECT EMPLOYEES

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RESUME

The new practical preoccupations in the organizational sociology promote a reorganization of the organizations on the pattern of the competences. According to the conception of Edward E. Lawler, the individuals capabilities are the essential element on which should gather our attention and these must be practiced in such a way to assure the competitive advantages. From the establishment of the places and from the human selection to fit these places, is necessary to start from finding and negotiating abilities, disponibilities and human requirements to fit as well as possible into the organization, gathering teams with what people can or can not do.

The interview of selection is a discussion more or less informal between the candidate and the representants of the employer. His font mission is about the evaluation of the verbal and non verbal behaviour of the candidate, the confirmation of the gathered information from the presentation files. So the interview is about verbal and non verbal communication.

As method of investigation in the process of human selection, the interview will be „the hey of success” for both parts implicated, if this will be prepared well.

„The best way to predict the future is to create it yourself”

Stephen R. Covey

Key words: interview, communication, employers, candidate.

The engagement is a process with a sort of „spicy thing” because the employer „buys” the time, the abilities and the fissionability of the candidate as a special service, for which he pays a payment that is called „salary” or „fee” on a good price. On the other side, a valuable candidate for a good job „sells” „a pack of services” that he disposes tot eh employer, he sells his own image and identity.¹

The motivation letter, the curriculum and the recommendation letters or the references compose the presentation files and are preliminary documents for the interview that have as purpose to obtain the invitation to participate at the interview. So you have to „look good on the paper” first.

The selection interview is an act of oral structured communication, more or less strict, having the form of question and answering pattern. The objectives of the interview are reciprocal information, evaluation and convincement. From the verbal and nonverbal messages that are transmitted, the employer will try to:

- To find out if the one who in interviewed will be able to satisfy successfully the need of the position, and if the answer is yes,
- To convince the employer that the position and the organization answer to the qualifications, the potential, the needs and the interest that the organization has
- On the other side, the candidate will have the possibility:
- To clear his mind on the fact that he wants or not to be employed there, and if the answer is yes,
- To convince the employer that he is the right person that the organization needs for that position

I will deal in the paper with the subject of the interview on the position of the employer.

The efficacy of the interview as a procedure of selecting is straight proportional with the competence of the employer. This one must structure the interview in an adequate manner and to lead the discussion on an established plan. So he will be able to get all the information he needs, regarding the qualities, the defects and the candidate’s potential that the job requires. The questions must deal with techniques that are meant to lead the written document of the candidate evaluation. So, it depends on the ability of the employer to communicate and also depends on the objectives that they want to establish.

To establish the interview’s objectives, the employer, the manager must evaluate the candidate regarding the quantity, to compare them and to reduce the filters effect of the perceptual barriers in communication. So this will have to respect the 3 stages of the interview, as in any act of communication.²

First, the candidate must be received and opened to the interview in an adequate manner. The development of the interview, is about the structure of the interview to choose the best choice (complete structured interior, unstructured interview, semi structured interview, stress controlled interview, and group interview) the last part, must be created an impression of a positive opinion towards the selection of the candidate, with the employers and with the organization.

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Interview pattern

a. Regarding the development way
   - face to face interview
   - telephoned interview
   - Internet interview

b. Regarding the purposes of the employer the interview may be:
   - structured
   - unstructured
   - interview with one employer
   - interview with more employers (team)

c. Regarding the number of the employed that participate at the interview, there is:
   - one candidate interview
   - group interview

The investigation methods and the communication methods used in the interview may affect the types of the gathered information and also their quality. The best information is obtained when the candidate feels that his message is received properly. So, the employer must always take care:

   - to determine the candidate to talk
   - to keep alive the talking
   - to stimulate the talking
   - to check if the meaning of the question is understood by the candidate

Types of questions that the commission can address:

a. Regarding the candidates personality
b. Regarding the asked job
c. Regarding the studies and the professional formation
d. Regarding the anterior experience
e. Regarding the extraprofessional things (hobbies)

When the interview is realized by a group of employers, they must establish a period of time, a unitary strategy to establish the person who has the role of the leader who must lead and control the development of the interview.

The verbal communication of the employer must assure the candidate motivation. So we must ask questions that determine the candidate to talk as much as possible about the perseverance, motivation, work habits, professional competences, aptitudes that the candidate has, to evaluate the experience in the field where he candidates for as well as in other fields. The questions are a basis of inspiration to establish the frame evaluation. After it was decide which questions are about to be asked, follows the step on which the answers will be appreciated quantities, so to give score or marks.

The non verbal communication is influenced by lots of factors, starting with the national culture and ending with the physiological state of the candidate. Interpreting this is a real art. With little experience and much attention and receptivity, the employer can use the non verbal communication as an instrument to detect the level of sincerity of the candidate, analysing the gestures, the mimic and the body language that are the most difficult to be controlled.

To organize a successful interview, we have to respect some rules as employers. I will mention some of them:

   - The placement to be the same for the candidate and the employer
   - The light and the temperature to be comfortable
   - The distance between the parts to be between 1 and 4 m
   - To not sit on places that create a lack of visibility for the candidate
   - The table to be clean to not disturb the attention of the candidate
   - To have a position of the chair so as to observe the nonverbal messages of the employer
   - We must pick our place to not be interrupted
   - To allocate sufficient time for the interview and to fill the form between the interviews

The employer, when ending with the process of selection, passes on to the following evaluation of the candidates, comparing the results with the criteria that the position asks, after a time scale like: unacceptable acceptable (they could deal) and they could deal well. Then they check the recommendation letters, and after the analysis performance – potential, to make a decision on the candidate that fits the best into the position.

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Important also for the employers is to not appeal to their own preferences, ideas and criteria, and if the employer is represented by a group, the member of this group to not be in any challenge among them.

No matter the result of the interview, you can not be liked by all; you MUST see the full side of the glass, the pleasant part of the things. You have to think at the possibilities not at the limits, at the opportunities and not at threats, because “everything is possible”.

BIBLIOGRAPHY