

Enhancing the Interview Experience and its impact on Candidate and Business Experience.

Tanya Taneja¹

¹Symbiosis Centre for Management and Human Resource Development, SCMHRD, SIU, Symbiosis International (Deemed University), SIU, Hinjewadi, Pune, Maharashtra, India.

Email: tanya_taneja@scmhrd.edu.

ABSTRACT

With the advent of technology, it has become very easy to crack interviews with the help of mechanisms that enable candidates to pre-prepare answers to a lot of common themes of questions asked across the interview process. Potential talent easily prepares compelling stories about 'working in a team' or 'managing a difficult situation' and use them to showcase whatever they want an interviewer to hear. And thus, it has become harder than ever to differentiate between the ideal candidate and the candidate who is just good at googling. And therefore, it becomes increasingly important to ensure placement of various talent filters during the interview process, in order to get what we need. This study aims to explore the new and enhanced interviewing mechanisms being adopted in the Consulting sector, to ensure that they hire the best fit candidate for the position, along with the enhanced evaluation methods and thus studying the impact of these changes on the candidate and business experience. To do so, they study will deal with finding out the best practices being implemented worldwide across all sectors and to curate them in accordance with the interview processes taking places at the Big 5. And for the easy adoption of these practices, creation of training modules and handbook for the interviewees/ recruiters. Looking from a broader perspective, personalization and proper communication content and guidelines will also have to be developed in order to make the candidate experience a seamless and user friendly one. The findings show that interview trends have been continuously evolving over time to adapt to the new technologies in place, but these changes come with its own set of challenges and biases. Thus, creation of a standardized and objective interview process is the way forward. Thus, expecting the outcome to hire the best fit candidate for the business and a positive experience for the candidate. Identification of various interview practices prevalent in the industry. Understand the global scenario and need in the HR domain when it comes to conducting effective interviews. Development of a standardized and objective interview mechanism taking into account various evaluation techniques and parameters that ensures horizontal comparison of all candidates to find the perfect fit for the position. Research on the various technological disruptions in the fields of interview mechanisms in lieu of the Future of the Workforce. This study is original in nature and includes insights that are valuable to consulting firms that do bulk hiring for various roles, and are in constant need of finding the right fit to fill the open position.

Keywords

Interview Mechanism, Candidate Experience, Consulting firms, standardized process.

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Introduction

In today's evolving times, there is another weight being felt by employing administrators, not for high volume, however for high outcomes and very focused on ability. Financial plans are tight and associations are focussing considerably more on strategic staffing, (barely a few selected individuals are expected to fill exact jobs inside the association to assist it with getting to the following degree of development). Subsequently, there is considerably more riding on each recently recruited employee, and each must be the perfect fit. These applicants must fill different necessities inside the association and meet a few prerequisites to merit the venture of recruiting them. Obviously, these individuals are regularly hard to find. And thus, there emerges a need to have a more effective and enhanced interview mechanism in place, which will empower us to have the best up-and-comer, who's additionally an ideal fit in the company culture as well. A job interview is a formal/semi-formal conversation which happens between a possible interviewer/recruiter and candidate/interviewee. During the interview process, the business has the chance to assess candidate's capabilities, appearance and qualifications for the open position in the organisation. And on the other hand, the candidate tries to get to know the organisation/ position

he/she will work at, to evaluate the workplace and to see whether he will be a good match or not.

Think about the interview as a dialogue between two people where each one of them is attempting to become familiar with the other. The meeting procedure is a two-way street. The candidate is traveling toward a desired goal—the right job and the employer is traveling toward his desired goal—the right hire.

Over time, the types of interviews have changed drastically over time, with each of it having its own advantages and disadvantages. The various types of interviews that the organisations use to find their perfectly fit candidate are telephonic interviews, panel interviews, most widely used face to face interviews, traditional interviews (the unstructured CV based interview), stress interviews (which have taken a back seat in almost all the organisations now, but was once very common to test the candidate's pressure handling situation), competency based interviews, the widely and new forms of job simulation, situational interviews and behavioural event interview (the interviews which have recently gained a lot of attraction as help us figure out the in-depth personality of a candidate and is based on the assumption- 'past performance is an great predictor of how someone would react in the future'.

In today's time and with the new interview mechanisms being adopted, candidates are being tested on not just their

subject knowledge but also on their behavioural traits. Key indicators and evaluation parameters with the new interview processes are checks for adaptability, resilience, communication skills, flexibility, problem solving, conflict resolution, leadership, management skills, teamwork, problem solving, decisiveness, innovative and out of the box thinking etc.

Need for the new interviewing mechanisms

1. With the new interview mechanisms in place, the one and very important and intangible benefit of this is that even candidates who are less expressive and introverts, get a chance to share their experiences and story. In the history of interviewing, this it was seen that only extroverted people were on the top priority list of selection, but this holistic interviewing method- testing behavioural aspect, passion and motivation actually shows the long term benefits and picture of making a hire.

2. Interviewers have often reported that they quite often get mechanical and made up answers from candidates. This behavioural interviewing with its line of cross questioning cuts out the prepared and scripted answers and helps the questioner gauge the candidate's personality with an in-depth and holistic view, thus giving up a clear idea of how this candidate actually is.

3. There are a lot of subconscious and unconscious biases that also come up during interviews, which sometimes or the other might act/ seem to be like a hindrance for a potentially good hire, and the organisation may miss out on that because of this bias. When we put all the candidates on the same pedestal- using a semi structured behavioural approach and mapping out their past work ex in line with a well-defined list of competencies required for the job role, the organisation and interviewer in specific will be able to cut down on a lot of biases that do come up during the process and hence help in making a better hiring decision.

4. This approach also has a huge impact on candidate experience as the person feels like a personalized approach, where there is a two-way conversation happening and the candidate feels valued and heard.

Literature Review

The job interview process has been around for quite some time now. Logical examination on the recruiting rehearses has been around for in any event 90 years. [1] There's some gigantic difference in the legitimacy and estimation of organized structured behavioural interviews contrasted with the one that is unstructured process right now, like questioners are left without any structure, can choose where to focus, what to ask, how to analyse reactions and how to consolidate their data with different individuals from the meeting group which brings in biases in the interview process. [2] In addition, on looking at the prescient legitimacy of the two methodologies (Behavioural event interviews versus customary unstructured meetings), a study under a typical recruitment scenario, if behavioural based interviews were utilized as the only strategy for settling on employing choices, you could expect over 90% of your recruits would be fruitful at work. [2] This information

shows that an organized conduct meet is well more than nine TIMES progressively compelling that a customary unstructured meeting. [3] Moreover, the meta-examination created has recognized seven inert and most significant measurements surveyed through conduct meet, to be specific intellectual capacity, information/abilities, character, social aptitudes (initiative), interests, work fit and physical abilities. [4] For all intents and purposes, a large portion of the individual characteristics, which as of now concentrated by scientists can separate between work applicants. The most widely recognized assessed measurements were social abilities and personality, and structured interviews tend to measure different constructs of unstructured interviews. Interestingly, structured interviews showed much smaller racial subgroup differences than unstructured interviews.

[5] HR experts concur that behavioural competency-based determination is an effective way to deal with ability of the executives. It smoothes out the recruiting dynamic and spares costs related with inadequate workers, for example, enrolling and preparing another representative and the negative effect a wasteful chose applicant can have on generally speaking worker resolve.

[6] Making a competency-based set of working responsibilities is the initial phase in building up a fruitful ability the board framework. Skills are a bunch of attributes including mentality, character, capacity, information, and experience that, together, show how a candidate will act in another job. The focal finish of the investigation was that the competency based social meeting has a basic job in foreseeing future occupation execution of workers. The test results set up a huge relationship between the exemplary interview score and occupation execution just as between the fuzzy adjusted score and employment execution of qualities and individually.

[5] Various reports highlight some important data points such as 25% businesses report a loss of customers from hiring the wrong candidate and that more than 51% of businesses report product errors because of a wrong hire. And moreover, 95% of the survey HR professionals report that the hiring decisions impact the morale of the team. [7] Mondelēz International (the organisation around which the study was primarily focussed on, recognised that poorly-conducted interviewing was time-consuming and therefore expensive. It's impossible to predict job performance with complete certainty but by adding structure to the interview, we can increase the chances of systematically identifying the right candidates for the job. The new methodology is in this manner previously giving increasingly predictable choices and an inside and out improved understanding.

[8] The outcome is better quality workers, prompting improved group and association execution, lower turnover and better maintenance. There's an expanded trust in recruiting choices and an improved notoriety as a business work brand. [9] Another noteworthy favourable position of an increasingly structured interview design is a decrease in recruiting biases. By utilizing pre-set up talk with models, all applicants are held to similar gauges and not decided on how well they react to a particular questioner's style or questions. The organized configuration likewise spares time. Exploration on the point demonstrated that pre-made inquiries, aides and rubrics diminished meeting length by a

normal of 40 minutes. Candidates reported that they felt better arranged, because of the assets and guidelines they got ahead of time. [10] A nice and efficient interview process likewise leaves the candidate positive about the organization, in this manner focussing a great deal on the applicant experience. [11] Concentration on candidate experience can likewise be given during the interview process, by utilizing an increasingly customized, yet objective approach of talking, and this can in all likelihood be accomplished by means of a semi-structured interviewing approach. [10] Research clarifies that the technique permits the recruiter to gather open-finished information, to investigate member contemplations, sentiments and convictions about a specific point and to dive profoundly into individual and once in a while touchy issues-which gives us a clearer and inside and out view about a candidate's personality. [12] The meetings are sorted out around a lot of foreordained open-finished inquiries, with different inquiries rising up out of the discourse among interviewer and interviewee. They will assist us with investigating interviewee's encounters and understandings, which will enable the interviewer to reveal the important structures that a candidate uses to arrange his encounters and comprehend their reality. [13] Their examination likewise features that semi-structured interviews endeavour to understand the view from interviewed candidate's perspective, to figure out the importance of their life happenings, to tell us more about the kind of the world they live in.

Research Methodology

This section will explore the methodology behind data gathering and analysis for the paper. It will also define the data sources and the analysis tools used for generating results. Initially various industry leaders were chosen who completely transformed their interview mechanisms according to the changing times, hence making them relevant for the study. The sample size was 8 organizations from various sectors and I targeted on an average 2-3 employees to get a holistic view of the scenario. One of interviewed employee was a recent hire, and questions to him/her were based on the candidate experience primarily. The type of sampling method is convenience sampling. To maintain confidentiality, the name of the organizations has been marked as variables and the sector they belong to have been listed below:

Table 1 sectors of various organisations

Company	Sector
A	Ecommerce
B	Technology
C	Technology
D	Consulting
E	Consulting
F	Consulting
G	Hospitality
H	Cloud Computing Software

For the study, qualitative data has been gathered by taking telephonic interviews with individuals from the HR department (recruiters and interviewers) who have been on the panel and interviewed the candidates. The duration of the interviews was approximately 30 minutes. The interviews were conducted in English, a language all the interviewees were proficient and comfortable conversing in. The table below gives a brief idea about the organisation and its hiring style. The types of interview mechanism used are some of old methods (that were used before 2014) but then the analysis and research shows new and enhanced mechanism of interviewing in these 8 organisations.

Table 2 types of interviewing mechanisms used in the organisations

A	<ul style="list-style-type: none"> Has been in India since 2004 and have a long-term commitment to the country. Talent pool comprises primarily from students of India's leading engineering institutes and business schools. (Hired in bulk) Strategic staffing for higher end and managerial roles Relies on an extreme high-churn model, continually replacing workers in order to sustain dangerous and gruelling work pace demands
B	<ul style="list-style-type: none"> One of the dream companies of all employable candidates, but has an acceptance rate of just 0.2% Till 2014, had a time to hire of about 6-9 months, with almost 12-14 rounds of interviews Always had a large focus on candidate experience- allowance (food & travel) and an Applicant Tracking system in place Over the time, the organisation has focussed on very innovative hiring methods
C	<ul style="list-style-type: none"> Highly focussed on technical hiring only (in bulk) Hiring done is heavily focussed on candidate's past work ex and he/she is supposed to elaborate the work done. Employee referrals are a huge plus point, and almost 60% of the candidates are hired from this source only

D	<ul style="list-style-type: none"> This organisation has had a history of doing stress interviews One large application form is given in the start and almost all the rounds after that revolve around the answers given by the candidate Bulk hiring is done (MBA graduates/people with accounting background) A set of personal questions have been asked to the candidates and criteria in this round has been the ease with which candidate talks about his personal life.
E	<ul style="list-style-type: none"> Mostly experienced professionals are hired (given preference) Have a very length application form and a numerical and verbal reasoning test for all level of hires Despite the tedious work and long hours of shifts, candidates still ranked it to be the no. 1 internship experience.
F	<ul style="list-style-type: none"> Highly focussed on experienced candidates who've been in the industry for over 2-3 years at least Mode of conducting initial rounds has always been a telephonic/video conference Huge focus on professionalism & business acumen throughout their recruitment process
G	<ul style="list-style-type: none"> Provides a corporate graduate program for potential talent (one of the ways used to attract talent) It recruits candidate's in large numbers in over 70 countries One of the only companies that has focussed on the cultural fitment of the candidate since their inception High Net Promoter Score

H	<ul style="list-style-type: none"> Hires in bulk for technical roles Candidates applying for lower positions go through a series of group discussions and panel interviews High turnover rates till 2014 Huge time to hire (interview process atleast takes 30 days to complete)
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Results And Analysis

While conducting interviews and doing my secondary research, I came across various approaches that are used during the interview process. These are used by the candidate to give a better structure to their answers in the interview and make concise enough to grab the attention of the interviewer. These can also be used by the interviewer to decide on a line of cross questioning, so as to problem further and get a detailed and in depth analysis of the candidate's personality.

The approaches I came across are:

The STAR Method

This method is a structured manner of responding to a behavioural-based interview question by discussing the specific situation, task, action, and result of the situation you are describing.

Situation: Describing the situation that someone was in or the task that someone needed to accomplish.

Task: What goal was the candidate working toward?

Action: Describe the actions someone took to address the situation with an appropriate amount of detail and keep the focus on the interviewee.

Result: Describing the outcome of someone's actions and ensure to take credit for your behaviour.

STAR(R) Method:

This method is similar to the STAR approach, with the addition of the reflection part i.e. it focuses on the why part of the situation. It talks about the logic behind doing any particular task and focuses on what the person learnt.

SHARE Method-

S – Situation; Introduce a specific situation to the interviewer

H – Hindrances; outline the challenges, constraints or hindrances the person faced;

A – Action; describe the action(s) and steps you took to resolve the hindrance; R – Results; outline the results or positive outcomes that came about due to your action(s);

E – Evaluate; evaluate for the interviewer what the person gained from the experience and how it can be applied to their company or project.

GRIT BASED evaluation:

In light of instruction research, a couple of individual's traits to coarseness – the mix of enthusiasm in addition to determination – as one of the most exact indicators of progress. What lies underneath coarseness taking into

account achievement is the tendency toward intentional, constant practice regardless of difficulties

Recruitment process at Company A

The whole procedure of recruitment at this organisation happens in 8 stages, with the first and the most significant advance managing improving the applicant experience. Every applicant is sent over a FAQs list-a gathering of inquiries that are commonly posed to while applying for a specific job at the Organization. The second step is a self-examination of the cultural fitment (done by means of a psychometric test). The organization's way of life is profoundly established in its Authority Standards.

Next beginnings the meeting adjusts Telephone interviews, face to face talks with, specialized meetings and disappointment talks with which were all social occasion interviews-utilizing the STAR Approach. One intriguing component with regards to their meeting procedure is the bar raiser's meeting. The applicant will meet with somewhere in the range of two to seven workers of the association. This will probably be a blend of directors, colleagues, key partners from related groups, and a "Bar Raiser" (a target outsider, for the most part from another group). The whole arrangement of meetings is finished in a day, making full usage of the up-and-comer's and business' time. In addition, the NPS of this association is 67%, which is astonishing and along these lines one of the fantasy organizations of each applicant.

Recruitment process at Company B

This is an organisation which totally revamped the interview mechanism (from 1 2-14 rounds initially, the number of interview rounds dropped to just 4). They called this approach the 'Rule of Four'. Even though that this is a huge tech giant, all the CVs that the organization receives as to fill a position are thoroughly checked by a human i.e. without using any AI/ML, even these technologically advanced times. Real time coding is also one of the things that is thoroughly checked for applicants applying for technical roles.

Moving on the interview part, there are 4 interview-*****ness (the *denotes the name of the company) & leadership round. This is their cultural fitment check, which is one of the most stringent and important check of any candidate. If the interviewee passes through this stage, half the battle is already won. Next few rounds are basically behavioural based interview round that include some technical aspects too. And lastly, there is a Committee Review and Executive Review as well which is generally taken by some manager in a very senior position/ by the CEO himself.

The NPS of the organisation is around 73, and the organisation owes this majorly to the very efficient applicant tracking system that is in place, thus providing the candidate a regular and real time update of their candidature.

Recruitment process at Company C

Back until 2016, this organisation was largely hiring based on the candidate's technical skills majorly, but eventually it

joined the other technology companies and adopted the behavioural event interviewing style- with lot of focus on Grit Hiring- a check for passion and perseverance. The process has now become much more smooth and personal-resume screening, pre-screening questions, finding the most suitable skilled candidate and mapping them to an open position currently/in the future.

A lot of focus during the 2-3 rounds of interviews is given on how inquisitive and enthusiastic the candidate is about joining the organisation as they believe that if the right motivation is in place, anyone can do wonders, thus leading the process to be a very personalised one too, and hence the NPS of this organisation lies above 50, after they adopted this new interview approach.

Recruitment process at Company D

This organisation is generally seen to be hiring in bulk and thus a lot of their interview style depends on the time taken to complete interviews. Until very recently, only stress interviews were conducted because working in this place required a lot of management and stress handling situations. But very recently, almost in the month of January 2019, this organisation adopted a very different approach- the learning approach.

They divided the entire process in 4 learning stages for the organisation:

Learning About You

This is the application form stage.

Learning to adapt to the Changing World

This is the aptitude test stage wherein the candidate is tested During the hour; you will be tested on a variety of skills from numerical reasoning to verbal reasoning to situational judgement.

On the Job Learning

For the Job simulation stage, candidate is asked questions based on a series of scenarios that he/she might face in your role at the organisation. And the candidate might even be asked to film some of your answers. This stage has no time limit but must be done in a single sitting. The main behavioural skills being tested here are ability to stay calm under pressure, prioritization, task efficiency and speed and professionalism

In Person Learning

This is the assessment centre stage, and is called the *** Experience day. Application of all skills previously judged will be checked. The day consists of lots of aptitude tests, the intent here is for the interviewer to get an insight into how the candidate think about business, what you think is most important, and how he approaches. As this organisation was pretty slow in the entire process adoption, its NPS stands at a mere 10, very less compared to all the organisation's being shown.

Recruitment process at Company E

This company recently underwent a lot of financial losses recently but their recently modified robust interview mechanism is still in place. They conduct the process with a 5 step approach:

1. The Online Application Form
2. Online Situational Judgement Test (SJTs)
3. Online Numerical and Verbal Reasoning Tests
4. Digital Submissions
5. Launch Pad Recruitment Event

In all of these rounds, the behavioural capabilities like motivation, quality of work, collaboration and inclusion, continual improvement, professional judgement, making of an impact, seizing opportunities etc. are being tested and with each level, the focus becomes much deeper and personalised, just to get a much clearer picture of the candidate's past experiences. For this, they used the widely used SHARE approach.

During the Launch pad recruitment event- which is then in-office full day assessments. It comprises of interactions with various leader, giving presentations, in tray exercises, knowledge of technology etc. This day is widely looked forward to by various candidates that apply for a role at this organisation. This event gains a lot of traction of good talent to the organisation and also deals with the positive and enhanced candidate experience, and hence finally leading to an NPS of 52.

Recruitment process at Company F

The recruitment process at this organisation is a very tedious one. Though they hire experienced people only, they make the candidate go through a series of 2 intense tests- a verbal reasoning test (based on a type of job preview) and a psychometric test (simulation based). This stage is the Career Focus stage at the organisation. It is an immersive say long in-office experience and are given group projects, presentations, case studies to work on. The main focus of this round is to bring all the applicants face to face and find the best out of them, by putting them on a common pedestal. Huge help with the entire process is giving beforehand, hence leading to a positive candidate experience. The candidates are constantly advised to read up about the company, their values, know the annual report, know the last figures etc. so that they could behave certainly/ positively in certain situations they are put in. Having some knowledge before had really helps the candidate and the ones who are serious to apply, sail through the process, thus majorly comprising of the promoters that lead the NPS to be around 43 constantly.

Recruitment process at Company G

This organisation has grown tremendously in the past few years, so much so that this organisation has been #1 in the best interview process for the past 2 years (2018 and 2019). Moreover, it scored over 97% in positive experience, most of which can be assigned to the robust interview process put in place. One distinguishing factor in their process is the field outing interview, where the selected candidates go for an onsite visit and perform the job that will be recruited for.

Being in the hospitality sector, this organisation gives a lot of focus on healthy and makes sure that all the candidates are well as well- physically and mentally. To avoid mental stress, this organisation keeps the process very smooth and simple. Most of the new joiners said that the interviewers in the 1-2 rounds of face to face interview round were professional but friendly and relaxed as well. Apart from the face to face interviews, they also have a phone interview, at the end of which candidates are given feedback and tips for the next round as well. All these steps have led this organisation to have a really good net promoter score of 25 (with a whooping jump from -10 initially) i.e. the highest in their industry. This organisation uses the STAR and grit based interviewing as well.

Recruitment process at Company H

This organisation has grown tremendously in the past few years and is also one of the fastest growing companies. It was seen to be present in the top 5 companies with the best interview experience in 2018 and 2019 and are projected to be there in 2020 as well. This huge jump is due to their shift in the interview process- from a unstructured technical interview round, they shifted to a conversational behavioural event interview, major focus on the SHARE and grit based approach. They used the STAR approach initially but were getting mechanical answers from

most of the candidates and therefore to have a much clearer and in depth picture, they chose to shift their approach to a new one and have seen really good results.

Despite their high time to hire, they have seen a positive candidate experience because almost 80% of their recruitment is done via the referral process and thus they always have someone in the organisation to reach out to. And thus, giving the organisation a whooping net promoter score of 45.

Apart from these practices that the companies already undertake, they are constantly moving towards new and innovative ways of improving the candidate experience. Some of these approaches that stood out where:

Doing Blind applications

Set up a genuine meeting with an enrolment specialist who doesn't have any acquaintance with you.

Storyboarding the entire experience

When hoping to patch up its applicant experience, the enlisting group at an organisation went to a plan practice that had functioned admirably for different offices at the organization: utilizing storyboards to picture each progression of the up-and-comer venture.

Huge focus on transparency

In a session on "Driving a Positive Applicant Involvement in Scale in the driver's seat," the organisation's Enlisting Tasks Administrator shared how her group organizes straightforwardness at each phase of the up-and-comer experience. This sets up trust and constructs a solid connection between the enrolling group and the applicants

they're in contact with. Through this procedure of drastically sympathizing with competitors, the group distinguished a few territories they needed to concentrate on and improve, remembering how to smoothly go for applicants, set assumptions regarding timing, and praise the organization's way of life and marking through correspondence and the on location experience.

Test of optimism and empathy

This organisation's duty to workers reaches out to the manner in which the organization regards applicants too. Through broad information assortment and examination, the organization saw that conventional markers of progress like training, industry experience and proposals from businesses are not firmly connected with progress among this organisation's representatives. Rather, they recognized the character attributes of idealism and compassion, and afterward structured the meeting procedure around surveying these characteristics.

Expelling pointless stages from the interview procedure and concentrating on distinguishing the characteristics of fruitful representatives is a definitive game-changing way to deal with up-and-comer experience. In addition to the fact that it demonstrates that you regard applicants' time and vitality, it additionally expands your odds of recruiting individuals who will be an ideal choice for your association, this is what the recruiters of this organisation believes. On interviewing these industry heads who working in various industries, we came across various new interviewing mechanisms that are being used by these organisations in their hiring process, so as to find the "best fit" candidate. The various approaches that are being used- such as the STAR, STAR(R), SHARE, GRIT based, Bar Raisers mechanisms. Implementation of these interview mechanisms along with some enhancement of the candidate experience has led to an overall increase in the Net Promoter Score of an organisation. Measures such as reduction in the number of rounds, usage of an applicant tracking system, providing rescheduling options, giving timely replies, setting an appropriate interview time, timely status updates, sharing of preparation material are some of the initiatives that many corporates are taking to enhance the candidate experience and hence trying to attract the best talent available in the market.

Conclusion

This research has given out a holistic view of how interviewing mechanism is changing with the need of the changing times and the immersive positive impact it is having on the candidates and on the business as well. With the data and analysis, it is possible to say that since the pace of change is accelerating and the competition for the right talent is fierce, addressing the right skill early on becomes a top priority. The various interview mechanisms have helped recruiters and interviewers gauge a much more holistic view of the candidate's personality. This, in the longer run, has also helped in increasing the retention rates and a positive work environment.

Limitations

Since the nature of data was qualitative which involved in-depth analysis of interview, the study was limited to a relatively small sample size. Due to privacy of data, the name of the company is not mentioned in the paper. This is a limitation as it becomes difficult to get clarity on which organizations have undertaken what practices

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