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Technical Communication Report

HU302

Topic: Levels of Interview

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CERTIFICATE

This is to certify that project report entitled "Levels of Interview" submitted to Dr. Rachna Yadav is an authentic and original work carried out by Adarsh Jha , Aditya Choudhary , Arnav Kumar , Akshat Goel under my supervision and guidance.

This project is a genuine work done by the students and has not been submitted whether to this University or to any other University / Institute for the fulfillment of the requirements of any courses of study

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Signature of Students   Signature of Teacher

ACKNOWLEDGEMENT

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ABSTRACT

Purpose – The purpose of this paper is to provide a conceptual model of the standard employment interview that practitioners may use to improve their interview skills and the accuracy of their selection decisions.

Design/methodology/approach – The dynamics of each discrete Level of the interview model are supported by empirical findings from the research literature on employment interviewing.

Findings – An interview transitions through four naturally occurring Levels: the initial impression formed in the first few seconds when the candidate and interviewer first lay eyes on one another; a rapport building Level of several minutes to help each party settle in; the body of the interview in which job skills and culture-fit are assessed; and the close, when the interviewer asks if the candidate has any questions about the job or company.

Research limitations/implications – Implications for research include providing solutions to the problem of difficult-to-control personal biases (especially during Levels 1 and 2), as well as conducting holistic studies that include the factors that influence decision making across all four Levels to determine their relative weights.

Practical implications – The four Level model can be used to design interview training programs.By dividing the interview into discrete Levels, practitioners can become aware of the pitfalls within each Level and use evidence-based findings to correct mistakes.

Social implications – Companies and job candidates benefit alike when selection is based on job skills and person-organization fit rather than on how well job candidates can interview.

Originality/value – This is the first paper to propose that employment interviews move through four discrete Levels and to support the assertion with findings from secondary empirical research.

Keywords Selection, Cognitive model, Job interview.

INTRODUCTION

An interview is a psychological and sociological instrument. It is an interaction between two or more persons for a specific purpose, in which the interviewer asks the interviewee specific questions in order to assess his/her suitability for recruitment, admission, or promotion. It can also be a meeting in which a journalist asks somebody questions to determine their opinions. It is a systematized method of contact with a person to know his/her views and is regarded as the most important method of data collection. In addition, interviewing a person gives an idea of how effectively the person can perform a particular task. Companies manage well when they hire well. Yet there is a mismatch between what is known and practiced. Researchers knew a century ago that standard selection interviews have both low inter-rater reliability and poor predictive validity, and that interviewers are influenced disproportionately by candidate mannerisms, facial expressions, and personal appearance. Eldon Wonderlic, of the Wonderlic intelligence test, summed up the frustration of his time when he wrote:

"Most interviews today are conducted in exactly the same way as they were 50 years ago Few follow a well-defined pattern and the interview generally amounts to a disorganized conversation resulting in a series of impressions based upon impulsive reactions". Practitioners today continue to use the same basic unstructured, conversational interview , although researchers advise against it Cascio noted that academics focus on technical innovation whereas practitioners focus on administrative style.

Academics can sell their ideas to practitioners, who are also lobbied by consultants and journalists, more easily by ensuring that they make intuitive sense. For example, using a social representations approach, Roulin and Bangerter argue that behavioural interviews are diffused through the practitioner-oriented literature much better than are structured interviews, and conclude that academics should "rethink their ways of communicating with practitioners through media"

This viewpoint outlines the key elements of a four Level interview model that is easily understood by practitioners. People create internal cognitive models of behaviour they intend to perform, compare their performance with the internal model and adjust subsequent actions accordingly .A clear internal concept leads to good task performance. Moreover, complex tasks are best understood and mastered when divided into smaller components and when novel response patterns are related to familiar concepts. Hence, the four interview Levels described below offer practitioners a cognitive map and highlight common pitfalls.

PURPOSE OF INTERVIEW

The purpose of a job interview is to figure out if both parties will benefit from the hire. Determine if the job and work environment meets your needs. Use your notepad and pen to write down information or jot down a word that will remind you to ask a certain question. Make sure your clothes are clean and pressed. Allow sufficient travel time to ensure you arrive five minutes early to the front desk.

Make a Strong Impression

Smiles and shows demonstrate enthusiasm. Allow the interviewer to take the lead. Concise, informative answers are appreciated more than lengthy stories. Sell yourself and what you have to offer. Interviewers want to know why hiring you will benefit their company. Tout your achievements at previous jobs and be specific with numbers. The reason you are in this meeting is to convince the other party - even if you are not completely sure you want the job - of your work ethic and abilities. If you cut costs that greatly impacted the bottom line, say it explicitly.

Assess the company culture

There are great benefits to meeting at the job site, whether it's a high-rise office building or downtown at a construction site. Getting a sense of the employee personalities and how people are interacting with each other is crucial to understanding the company's culture. Just by having the interview near the employees, you'll see how people interact and if company morale appears high.

Evaluate Your Fit with the Company

Find out everything you need to know in order to make an informed decision about the job. Evaluate the match between you, the company culture and the position. If flip flops and a tank top was your wardrobe staple at your last two jobs, will switching to a suit and tie every day be cumbersome? Be realistic about job duties, travel time, benefits and the salary.

Discuss Your Career Goals

Be candid about your career objectives and your desired career path. Find out if the company has an established career track or an executive training program. This shows the interviewer you are motivated and career driven, two traits that companies look for when hiring. High turnover is something that affects company morale and the bottom line, so companies seek people looking for a stable future.

Example:

Explain your interest in career advancement and inquire about professional development opportunities.

Demonstrate Outstanding Communication Skills

The job interview is the perfect place to show off good manners and your ability to clearly articulate thoughts and ideas. Remember to make the appropriate amount of eye contact, without staring, because it conveys honesty, trust, intent and likability during the interview. In addition, when the interview closes, offer extra copies of your resume in case the interviewer wants to give it to other people. Offer references from previous jobs. Write a follow-up thank-you note to each person who met with you. Offer references from previous jobs.

TYPES OF INTERVIEW

Interviews may be structured in different ways. At some point, though, whatever has gone before, you will in most cases find yourself being formally interviewed face to face by one, two, or in some cases, several interviewers at the same time. Below are some possible interview formats. You should be told exactly what to expect, but if you are in any doubt, contact the organisation and find out.

Group interviews – You will be interviewed at the same time as a number of other candidates. Each candidate will be asked a question in turn and you may be encouraged to enter into discussion with the other candidates. Selected candidates may then go on to an individual interview.

A series of interviews with different people – each person will hopefully ask questions with a different focus, though you may find you have to repeat yourself. If you are asked similar questions, be sure to answer just as completely each time.

Informal 'chats' with different people followed by a formal interview – you could be taken on a tour and will be given the opportunity to ask lots of questions. Treat these informal chats as seriously as the formal interview! You can be pretty sure that everyone you speak to will be asked for their opinion about your suitability.

Formal face-to-face interviews – could be one to one in smaller organisations, but frequently more than one interviewer. Questions will be focused on the evidence you have provided in your application/CV and letter that you meet the requirements of the job.

Panel interview - you may be interviewed by several people and the Chairperson will coordinate the questions. Often each member of the panel will have their own set of questions agreed beforehand and will ask the same set of questions to each candidate. Be sure that when you answer a question from one panel member, you direct the answer to everyone, not just that one person. The panel interview is common in the public sector.

LEVELS OF INTERVIEW

Level One

Level 1 begins when interviewers and candidates meet eye-to-eye and ends with a handshake. Strangers assess one another on the two universal dimensions of warmth and competence when they first meet , and people judge how trustworthy a stranger's face looks within one-tenth of a second . This level lasts only a few seconds, however premature biases about job candidates, which are unrelated to potential job performance, cause interviewers to hire candidates who perform poorly on the job or to dismiss candidates who could have done the job quite well. Appearance and the handshake are two sources of bias during level 1.

Interview decisions are heavily affected by candidate appearance during unstructured, informal interviews but interviewers barely consider appearance when the interview is structured. Moreover, appearance does not correlate with subsequent job performance . Handshake quality affects hiring decisions because a firm handshake with a good pump and solid eye contact communicates extroversion . Extroverts present well during interviews because they are emotionally expressive , which is generally considered a desirable trait .

However, with the notable exceptions of managerial and telemarketer jobs , extroversion, has not been a good predictor of job performance. This suggests that interviewers should withhold judgements during level One.

Level Two

Level Two begins when the interviewer offers coffee or exchanges pleasantries such as "So, did you have any trouble finding the place?" It gives both parties time to settle in. Practitioners can use the time to change gears from their busy schedules. While engaging in small talk, a mismatch in non-relevant values can bias interviewers. Inadvertent comments by candidates can provoke interviewers' deeply held values (e.g. religious, political persuasion) and act as knock-out factors before candidates can prove themselves in Levels three and four.

Even when interviewers agree that such negative evaluations are unfair, counteracting the effect is challenging. Wilson and Brekke have coined the term mental contamination to emphasize that the effects are difficult to control. Research findings on the halo effect, first impression effects, cognitive dissonance, frame of reference, metacognition, heuristics, cognitive schemas and priming show the extent of mental bias.

However, interviewers should do their best to defer any evaluation during level two until the end. During mock interviews with student job candidates, evaluations after three minutes correlated with end-of-interview ratings . However, when the students interviewed with the Big Four accounting firms for summer internships two weeks later, the end-of-interview evaluations in the practice interviews predicted internship offers four times better than did the initial evaluations.

Subsequently, Barrick et al. showed that interviewers were most influenced by candidates' verbal fluency and extrovert personalities during level two. Although applicant non-verbal behaviours influence interviewers throughout the interview, they first manifest during level two. It is well known that interview judgements are swayed by candidates' body language such as eye contact, smiling, hand movements and posture as well as by the quality of their voices .

Thus, interviewers should build rapport to put candidates at ease, resist the effects of mental contamination, and then collect good-quality, job-related data during levels three and four.

Level Three

Level Three is what most people think of as the interview. The academic-practitioner gap is most pronounced during this Level. Although level 3 is highly important, but it is one of four, and selection decisions are being shaped throughout the interview.

level three may proceed in either a structured or unstructured fashion .

O'Rourke, a Psychologist who worked for the US Civil Service during the time of Prohibition, developed the first known structured interview. Subsequently, Latham et al. developed the situational interview and Janz developed the patterned behaviour description interview.

During a situational interview, the interviewer describes a dilemma embedded in a realistic job scenario. This is analogous to a work sample such as a typing test, except that words are used to convey the setting, and applicants' responses of how they would act substitute for actual performance.

Structured interviews ensure that candidates are judged against the requirements of the job instead of in the abstract. Findings show that behavioural and situational questions help interviewers detect honest and deceptive applicant impression management better than does mere interview experience alone ; reduce employment selection biases against pregnant women

and overweight job candidates and reduce both gender and race similarity effects between interviewers and interviewees . Moreover, structured interviews permit the most qualified job candidates to more accurately identify the target job dimensions. Notwithstanding the superior effects of structured interviews, in practice, interviewers have historically used the unstructured approach and continue to do so today.

Typical questions are, "So, tell me about yourself. Why do you think you'd be good for this position?" "Why should I hire you?" and "How would you describe yourself?"

Unstructured interviews create several problems. Interviewers who use applicants' resumes to drive interviews are unable to compare multiple candidates against a common yardstick afterwards. This is analogous to giving different final exams to different students and then arguing that the grading is fair. Second, some interviewers are affected by stereotypes, such as
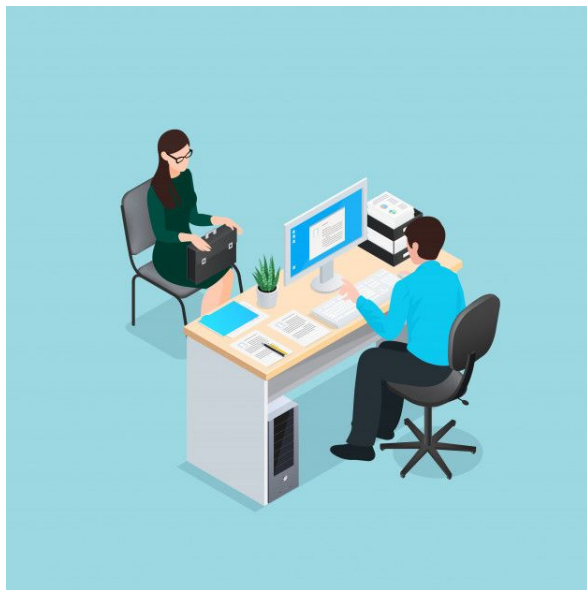
bookworms cannot take action, women with families are more interested in benefits than careers, people with weight problems are lazy, ex-military personnel have a command-and-control attitude, and athletes in competitive sports make good leaders. Finally, interviewers use puzzle-tests that do not measure key job requirements.

For example, a computer programmer might be asked:

"You're shrunk to a height of a nickel and thrown into a blender. Your mass is reduced so that your density is the same as usual. The blades start moving in 60 seconds.

What do you do?" In addition to measuring job skills during level 3, interviewers should explore how well candidates' values match their corporate cultures.

There is a sizable literature on person-organization fit and findings show that fitness matters .

Interviewers should ask "Why do you want to work for our company?"

As one executive recruiter said, "You and I may have the same exact résumé but it doesn't mean we'll be equally happy in that company's environment . It's not a bad thing, it's who you are as a person. There are some cultures that fit different personalities" .

Candidates who fit the company culture are happier and stay longer but are not necessarily more productive . In summary, interviewers should structure the interview by basing their questions on a job analysis and then being consistent across job candidates, and assess person organization fit.

Level Four

Finally, Level Four begins when interviewers ask job candidates at the close of the interview whether they have any questions about the company or position. The popular literature advises applicants to ask questions, and empirical findings, although scarce, confirm the advice. A review of the empirical findings shows that interviewers evaluate candidates more highly when they ask questions ; most candidates ask questions about the job (performance standards, schedule, in which department), the organization (culture, career opportunities), and the hiring process (selection criteria, why job is available) interviewee questions average nine words and that the more successful candidates project themselves into the job by using the first person tense:

"What would be my responsibilities?" instead of "What are the job Responsibilities?" It is more difficult to pose a good question than to answer one, therefore candidates reveal useful information about themselves. Better candidates will custom-tailor their questions and link their personal backgrounds to the job responsibilities and needs of the organization. Instead of "How does this division plan to grow?" a thoughtful candidate would ask, "I understand from reading the annual report that this division plans to grow through its new health care acquisitions. How might my past experience at Total Health Hospital help me in this job and division?" Specific questions may broadcast unique personal qualities that can be a competitive advantage for a company. For these reasons, interviewers should set a tone at the close that encourages questions from job candidates.

INTERVIEW DO's AND DON'Ts

DO's

● Treat other people you encounter with courtesy and respect. Their opinions of you might be solicited during hiring decisions.

● Offer a firm handshake, make eye contact, and have a friendly expression when you are greeted by your interviewer.

● Respond to questions and back up your statements about yourself with specific examples whenever possible.

● Be honest and be yourself — your best professional self. Dishonesty gets discovered and is grounds for withdrawing job offers and for firing. You want a good match between yourself and your employer. If you get hired by acting like someone other than yourself, you and your employer will both be unhappy.

● Have intelligent questions prepared to ask the interviewer. Having done your research about the employer in advance, ask questions which you did not find answered in your research.

● Evaluate the interviewer and the organization she/he represents. An interview is a two-way street. Conduct yourself cordially and respectfully, while thinking critically about the way you are treated and the values and priorities of the organization.

● Do expect to be treated appropriately. If you believe you were treated inappropriately or asked questions that were inappropriate or made you uncomfortable, discuss this with a Career and Professional Development advisor or the director.

● Make sure you understand the employer's next step in the hiring process; know when and from whom you should expect to hear next. Know what action you are expected to take next, if any.

● When the interviewer concludes the interview, offer a firm handshake and make eye contact. Depart gracefully.Dress appropriately for the industry; err on the side of being conservative to show you take the interview seriously. Your personal grooming and cleanliness should be impeccable.

- Know the exact time and location of your interview; know how long it takes to get there, park, find a rest room to freshen up, etc.

DON'TS

- Don't make excuses. Take responsibility for your decisions and your actions.

- Don't make negative comments about previous employers or professors (or others).

- Don't falsify application materials or answers to interview questions.

- Don't treat the interview casually, as if you are just shopping around or doing the interview for practice. This is an insult to the interviewer and to the organization.

- Don't give the impression that you are only interested in an organization because of its geographic location.

- Don't give the impression you are only interested in salary; don't ask about salary and benefits issues until the subject is brought up by the employer.

- Don't act as though you would take any job or are desperate for employment.

- Don't make the interviewer guess what type of work you are interested in; it is not the interviewer's job to act as a career advisor to you.

- Don't be unprepared for typical interview questions. You may not be asked all of them in every interview, but being unprepared will not help you.

- A job search can be hard work and involve frustrations; don't exhibit frustrations or a negative attitude in an interview.

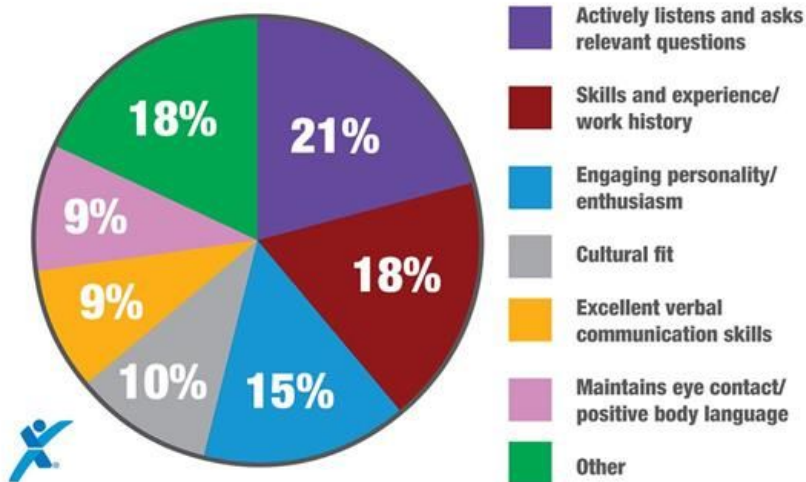- Don't go to extremes with your posture; don't slouch, and don't sit rigidly on the edge of your chair.

INTERVIEW PREPARATION

What most improves a candidate's chances during the job interview?

- **21%** Actively listens and asks relevant questions
- **18%** Skills and experience/work history
- **15%** Engaging personality/enthusiasm
- **10%** Cultural fit
- **9%** Excellent verbal communication skills
- **9%** Maintains eye contact/positive body language
- **18%** Other

What was in your CV or application form which interested the employer? Those being interviewed probably have similar skills and achievements, so you need to show that you are the right match. You need to check the company website and look at any company literature (if there is any) to find out as much as you can about the organisation. Remind yourself what you put on your application form/CV.

A valuable tool you need to prepare is a statement about yourself so you can answer the key question which is often asked – 'Why are you applying for this job?'.

So practice talking about yourself by preparing a 'Career Statement'.

Can you list two or three things you are good at?

Can you list two or three skills and combine them all into a sentence or two?

Make sure you know exactly where the interview is taking place. The building may have several floors so you need to allow time to get to the right floor. Plan your route – how long will it take to get there? You need to allow time for problems with transport, parking, bad weather etc. Do you know who will be interviewing you? This is not essential but it may give you some idea about their focus.

DRESS FOR SUCCESS

You also need to prepare what you are going to wear in advance. What you wear does not have to be new, but it does have to be clean and neat. Dress smartly in an outfit which is comfortable to wear and fits. It is probably preferable to wear a suit of a dark, plain colour and men should wear a tie. Women can wear a skirt or smart trousers with a coordinating jacket. Your shoes should be comfortable and clean. Your hair should be neat and remember to keep any jewellery to a minimum.

BEFORE THE INTERVIEW

Take a copy of your application form/CV with you in a folder, a pen and paper and the interview contact number, just in case you are delayed and need to contact them. Make sure you arrive in plenty of time, but not too early. About 10 minutes is perfect as this gives you time to freshen up, calm yourself, perhaps with deep breathing exercises and to take the opportunity to get a 'feel' of the place. Remember your interview starts the moment you enter the building and anyone you speak to may feed back to the interviewer. Be pleasant to the receptionist and take time when waiting for your interview to note what is happening around you. You should have turned off your mobile phone by now. Can you get a feel of the atmosphere of the company?

Your interview is not just about the company finding out about you – it is a two-way process as you should also be finding out about what it would be like to work there.

DURING THE INTERVIEW

Give a firm but gentle handshake when you meet your interviewer(s), sit when invited to do so, make direct eye contact and remember to smile. From the moment you meet, your communication with the interviewer forms part of the decision-making as to whether to recruit you; in fact most decisions are made within the first three minutes! So, you need to be aware of both your verbal and non-verbal communication skills.

Verbal communication

➔ Show genuine interest in the position
➔ Listen and answer the questions asked
➔ Never argue a point
➔ If you do not understand or hear a question, ask for it to be repeated
➔ Do not interrupt
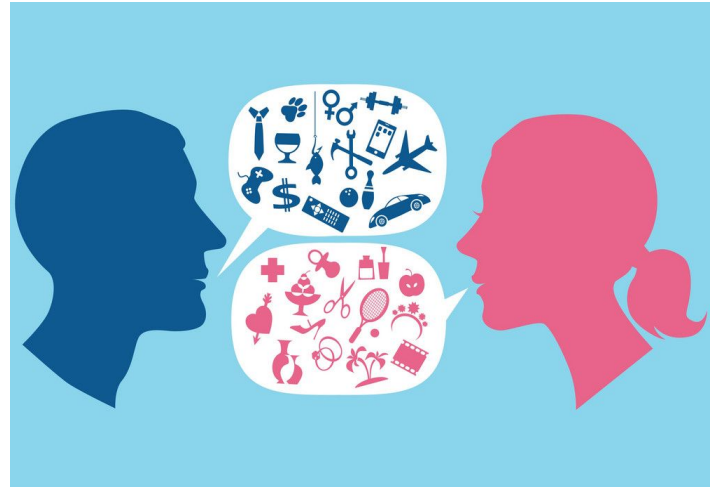
Non-verbal communication
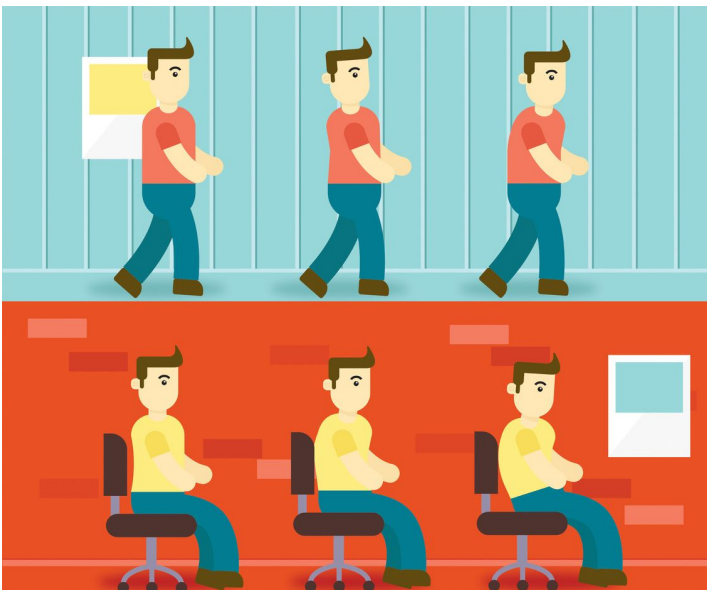
Appearance and mannerisms are VERY important – think of body language and facial expressions

➔ Put your feet squarely on the floor or cross your legs at the ankle
➔ Put anything you are carrying on the floor
➔ Rest your hands in your lap
➔ Nod your head to show you are listening
➔ Do not fidget
➔ Be serious but do not forget to smile

INTERVIEW QUESTIONS

TRADITIONAL QUESTIONS

➔ **Tell us about yourself.**

They don't want your life story from birth! This simple sounding question needs careful preparation. Keep it brief and mention the key things about you that are relevant to the job. You can, as with all questions, ask them to clarify exactly what they would like to know. That gives you some thinking time.

➔ **Why did you apply for this job?**

This is your chance to demonstrate your breadth of understanding and knowledge of the job role and the organisation itself. They want to be certain that you are really enthusiastic about their organisation and their organisation alone. You must not give the impression that you simply applied to them because you need a job, any job!

➔ **What can you offer us?**

Do not dwell on what a good opportunity it would be for you personally. It should be all about what you can bring to the job and the organisation. You are selling yourself as a 'best buy'.

➔ **Where do you see yourself in five years?**

Do not say 'in your chair' or working for another (more important) competitor or running your own business etc. You could say something like you hope by then you will be in a more challenging role with more responsibility. Depending on the sector this could be team leader, regional manager, project manager, head of department, etc. Find out beforehand what the next step up would be for the particular role.

➔ **What is your greatest weakness?**

Do not say that you are a perfectionist or a workaholic - they have been done to death. Try to identify something that perhaps you have found a challenge in the past, but show how you have devised strategies to overcome any difficulties. They will be looking at your level of self awareness and on your ability to reflect on yourself honestly and be willing to improve.

➔ **Strengths?**

You need to have thought carefully about this and be ready to 'blow your own trumpet'. Prepare your list of key strengths beforehand and don't be afraid to speak about them Confidently.

➔ **Have you any questions for us?**
Always have one or two questions for them. Do not ask about money or benefits etc. You could ask about opportunities for continuing professional development for example, or go back to a point someone made earlier and ask them to expand, or perhaps you could ask them about expansion plans or new initiatives you have heard about.

Behavioural or competency based questions
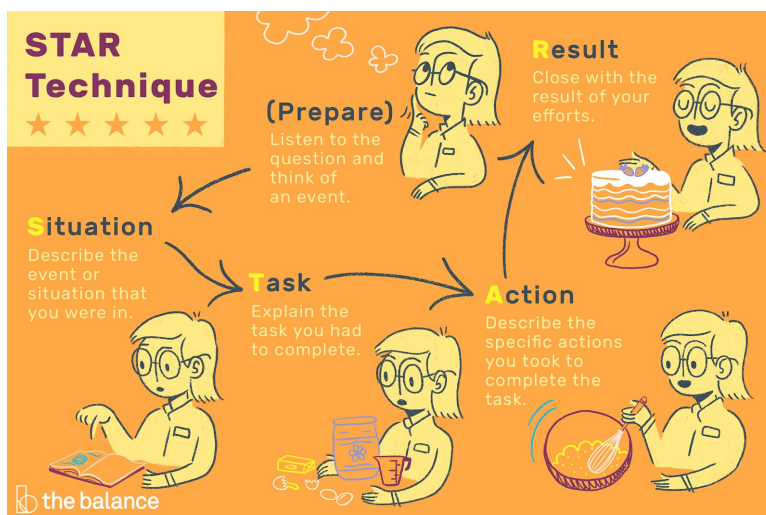
Competencies are thought to improve the process of finding the right person for the job and also for assessing a person's performance in a job. This approach is considered to be fairer and to have more successful outcomes.

In contrast to a job description, which typically lists the tasks or functions and responsibilities for a particular role, a set of competencies lists the abilities needed to conduct those tasks or functions.

Competency based questions aim to find out what really makes you tick and how you behave and react in different situations. Keep your answers specific, not general. Choose your best example. Do not be alarmed if the interviewer asks supplementary questions. This is intended to help you paint a fuller picture of the experience.

If you have a good work based example, use that; if not, use an example based on your university experience or extracurricular experience.

Scenario type questions

Scenario type questions are similar to behavioural or competency based questions in that they are designed to find out about the essential you - the submerged part of the iceberg – your beliefs, values

and motivations, but there is a key difference. Behavioural or competency based questions are usually answered with reference to what you really did in the past. Scenario type questions will be based on what you think you might do in a particular situation in the future. Scenario type questions are 'What would you do if...' questions. They are likely to be about possible situations you might find in a particular job role, so will also test your understanding of what the job role is likely to entail. You need to use the first person, as previously.

Creative questions
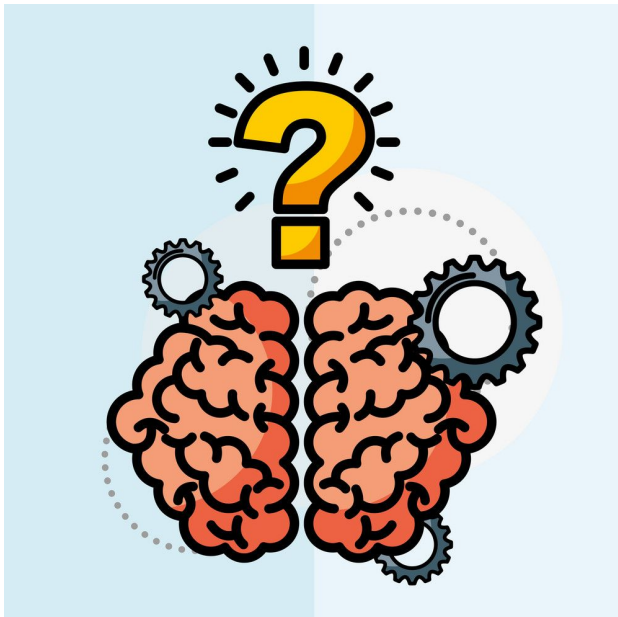
If you had absolute power in the whole world tomorrow, what would be the first thing you would do?
These questions may be used to see how you react under pressure and how quick thinking you are.

What is your favourite quotation and why?
You can't really prepare for these, but it is useful to know
that you might get thrown a 'curved ball'.

If you had to get rid of one country in the world?
It's okay to show a little wit and humour in your answers.

**If you were an animal/piece of fruit/vehicle, what would you be and why?**
Remember that your replies to these sorts of questions will also send out significant messages about your 'submerged self' - but that, with a little thought, you can still demonstrate your suitability.

How would you weigh an aeroplane without scales?
Sometimes, especially for IT/technical type jobs you may get asked a logic/creative thinking problem. See www.careerknowhow.com/interviewtips/mtfuji.htm for ideas.

Strength-based interviews

➔ Some graduate recruiters, such as EY and Aviva, have started to move away from competencies and towards strength-based interviews.

➔ Competencies are what you can do and how you have acted in certain situations, whereas strengths are about those things which really get you fired up with excitement; things you really enjoy. These could be anything from Sudoku, to singing, to playing rugby. Strengths are those things you are good at, things you like doing so much, you throw yourself into with gusto and lose track of time.

➔ There was a growing feeling that candidates had become overly used to competency type questions so that the answers were starting to sound formulaic and very similar.

➔ With strength-based interviewing, it is thought that the real person is revealed, by uncovering a candidate's natural aptitudes, enthusiasm and authenticity, thereby making it easier to judge whether he or she would be a good match for a particular role.

➔ The theory is that if people play (or rather work) to their strengths, they are more enthusiastic, energised and effective, work harder and are more fulfilled. If they are happy in work they will contribute more and stay longer. A win win situation for both the organisation and the employee.

➔ The kinds of questions in a strength-based interview will tend to be more broad ranging and will be driven by an individual candidate's responses. Feedback so far indicates both candidates and interviewers find this type of interview 'a refreshing change', allowing the interviewers to gain more insight into what makes a candidate really tick.
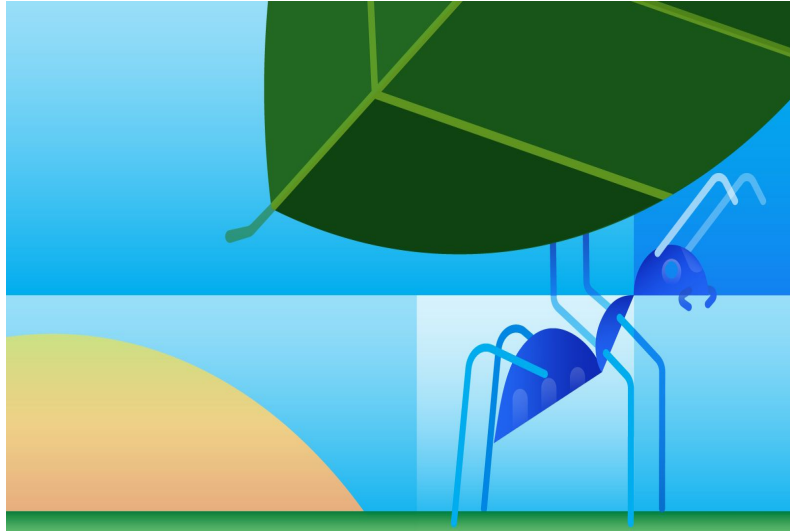
ADVANTAGES AND DISADVANTAGES OF INTERVIEW

Advantages of interviews

The main advantages of interviews are:

- **Easy correction of speech:** Any misunderstanding and mistake can be rectified easily in an interview. Because the interviewer and interviewee are physically present before the interview board.
- **Development of relationship:** Relation between the interviewer and the interviewee can be developed through an interview. It increases mutual understanding and cooperation between the parties.
- **Selection of suitable candidate:** Suitable candidates can be selected through interview because the interview can know a lot about the candidate by this process.
- **Collection of primary information:** Interviews can help to collect fresh, new and primary information as needed.
- **Sufficient information:** Sufficient information can be collected through the interview process. Because the interviewer can ask any question to the interviewee.
- **Time-saving:** Interview can help to save time to select the best suitable candidate. Within a very short time communication can be accomplished with the interview.
- **Less costly:** It is less costly than other processes of communication. It is very simple, prompt and low-cost method of communication.
- **Increasing knowledge:** Any interview increases the knowledge of both the interviewer and the interviewee. They can interchange their views and ideas.
- **Explore the cause behind the problem:** In business, executives need to solve different types of problems. To explore or to find out the actual reasons behind the problem interview method can be used.
- **In depth analysis:** Through planned interviews detailed information can be collected which enables proper analysis of a problem. Abstract factors like attitudes, feelings, opinion etc. Can be successfully evaluated or analyzed through interviews.
- **Flexible**: One of the major advantages of an interview is feasible. That depends on the situation it can be framed differently.

DISADVANTAGES

The main disadvantages of interviews are:

- **Incomplete process:** Suitable candidates can not be selected by interview only. The written test is more important than the interview.
- **No record:** In the case of the interview some confusion may arise in the future as there is no evidence actually that has been discussed at the interview.
- **Lack of attention:** Much attention is required for a good interview. But sometimes it is observed that both the interviewer and the interviewee are less attentive. That is why real information cannot be collected.
- **Disappointed:** Interviewee may be disappointed while she or he faces the interviewer's questions which are not related to the field. That is why a suitable candidate may be neglected.
- **Time-consuming:** Time constraint is one of the major limitations of the interview process. Preparation for the interview, taking interviews and interpretation of the responses required much time, which makes the interview method time-consuming.
- **Biases of interviewer:** Always there is a possibility that the interview process can be influenced by the biases of the interviewer.
- **Costly:** Generally, the interview method is expensive.
- **Inefficiency of the interviewer:** Interview is a systematic process of data collection. The success of an interview depends on the efficiency of the interviewer. This inefficiency of an interviewer can lead to misleading results.
- **Not suitable for personal matters:** Personal matters may not be revealed by interview method.

Conclusion and Remarks

The four level model has research implications. Withholding judgements during the early interview stages are easier said than done because forewarned is not always forearmed. We need research that helps practitioners avoid unwanted factors that intrude upon selection decisions, for example, a limp handshake during level 1, or an inadvertent comment during level two. One strategy to help interviewers avoid errors is to have them focus more on information that has predictive value.

For example, when interviewing recent college graduates, a promising but rarely used approach that could potentially minimize mental contamination is simply to ask for the candidate's grade point average (GPA). GPA is an excellent proxy measure for conscientiousness in labour market entrants . Conscientiousness predicts job performance across a wide spectrum of jobs, but is the most difficult of the Big Five personality dimensions to observe in an interview .

Second, analysis is part of science, but reductionism has its limits; synthesis is also important. We might conduct studies that measure simultaneously all of the important variables that influence hiring decisions to determine their relative weights, and assess how candidate characteristics interact with one another across the four stages, in both structured and unstructured interview contexts.

In summary, some degree of gut feel will be present during any interview but such feelings should not dictate hiring decisions. It is important to create meritocracies in which job candidates with requisite skills and values are selected, rather than those who just happen to interview well.

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