

The Influence between Situational Interview and Behavioral Event Interview to the Performance and Productivity of Employees in Ceramic Companies in East Java

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DOI: [10.46821/benchmark.v2i2.252](https://doi.org/10.46821/benchmark.v2i2.252)

ABSTRACT

This research tries to explain the correlation between the situational interview, behavioral event interview, and the impact toward the productivity in ceramic companies in East Java. Data is obtained from the sample of 170 employees on operator level at production department, including Raw Material, Body Preparation, Drying process and Packing using random sampling technique. This research is a correlational quantitative research. The examination method used is Structural Equation Modeling with the tools from software AMOS 22.0. There are three findings. First, situational interview significantly influences the performance and is impactful toward productivity. Secondly, behavioral event interview insignificantly influences performance and the third performance significantly influences the work productivity. The result of the research also shows that variable of situational interview and behavior event interview dominantly shaping the work productivity.

Keywords: Situational Interview, Behavioral Event Interview, Employee Performance, Work Productivity.

INTRODUCTION

This research is related to the phenomenon between situational interview, behavioral event interview, performance and productivity. Specifically, this research examines the way the interviews influence performance and how it gives impact towards productivity. There are five essential issues analyzed here (1) Does situational interview influences performance? (2) Does situational interview influences work productivity? (3) Does behavioral event interview influences performance? (4) Does behavioral event interview influences productivity, and (5) Does performance affect productivity?.



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This research is a development of previous research done by Ingold et al. (2014), Huffcutt et al. (2004) which is about the test on how situational interview could predict someone's performance. This research is also a continuation from previous study done by Alonso et al. (2017) and Ackermann-Piek & Massing (2014) about the examination on how behavioral event interview and its connection with someone's performance. It enhances previous studies which commonly comparing one variable only with performance. This research takes in the two variables on comparison and examines them by looking out for the impact across the variables toward the productivity.

Among many of structured interviews, situational and behavioral event interview Latham et al. (1980) have emerged as one of the popular formats (Campion et al., 1997). According to the theory of purpose determination (Locke et al. 1990), even though there are some results done by the previous researchers, there are still questions of why both interview methods can predict performance and how big is it impacting work productivity (Roth & Huffcutt, 2013). These researches have given many of valuable insights, but not really answering holistically.

This research is organized into some parts. First part is begun with introduction. Second part, explains about the foundational theories and the hypothesis development. The third one, and fourth described the experimental methods used. While the fifth part clears out discussion result and conveys a couple of research findings and the direction for the upcoming studies.

METHOD

The research is an explanatory research with quantitative approach. Explanatory research based on Sugiyono (2016) is a research that explains about the causative relationship between variables which influences hypothesis. The targeted population in this research is several ceramic companies in East Java which have been built by the personal investment with fabrication capacity of production at the area usage of 45.000 m² each day. This helps researcher to acquire good criteria about the performance quality from the employees. Ferdinand (2002) suggests that sample size should be based on the indicator number that is used in latent variable. It is suggested that the minimum sample size is 5-10 observations to every parametric estimation. Based on the opinion above, the minimum sample size in this research is: $n = 9 \times \text{the number indicator}$, where n is minimum sample size. Indicator that is used in this research is 11 indicators, so the minimum sample size that is obtained is 99 respondents.

Sample Characteristics

$$n = \frac{300}{1+300(0,05^2)} = 171.428$$

$$n \approx 170 \text{ respondents}$$

The sample determination technique is processed based on purposive random sampling method, which is 170 sample of employees who are distributed to ceramic companies with the objective of population on each research object that might represent all the employees at the same field in East Java.

Operational Definition and Measurement Scale

To answer the problem structure and to examine hypothesis proposed, the obtained data will be proceeded according to the analysis needs. For the discussion section, data is processed and explained based on the descriptive statistical principles, whereas for analysis needs and the hypothesis tests inferential stats is used. To answer the research questions and to test model, Structural Equation Modeling (SEM) is the method used.

The usage of SEM will drive the writer to examine correlation between complex variables to obtain holistical view about the whole model. SEM can examine them simultaneously.

Situational interviews are interviews with set of questions related with the job which focuses on how the prospective employee will behave in a certain situations. The interview focuses on the dimension that is targeted on the managerial position which tends to define leadership as the act of undertaking and offering opinion and direction, be sustainable in front of the barriers and working activities including behavioral actions such as work scheduling, coordinating workflow and people activities, and also collecting information. From the previous studies, it can be said that the act of organizational behavior has impact to the one's performance (Jansen et al., 2012), Perserverance will also give impact to someone's performance (Oswald et al., 2004). Besides that, assertiveness has proven its relevance with one's managerial performance (Borman & Brush, 1993; Tett et al, 2000).

Behaviour Event Interview is an interview with a set of questions related to job which focuses on on how they react to the real situation in the past. Several researches have found that behavioral interview will give impact to someone's performance. Huffcutt (2014) states that some indicators like organizational aspects and planning give impact to someone's performance. This result is comparable with the research done by Salgado and Moscoso (2006), where they state that there is correlation between the behavioral interview with the indicator of team work and problem solving with someone's performance (Alonso, 2011; Alonso et al., 2017; Levashina et al., 2014; Rodríguez, 2016).

Performance is defined as the outcome of work in quality and quantity gained by an employee in doing the job based on the responsibility taken (Mangkunegara, 2007). As for the indicators of performance variables on this research based on Robbins (2006) include work quality which is a standard that need to be obtained in working. Another thing is work quantity which means the number of target that must be done and gained in the job activities.

Productivity is one component owned by a company. All of the managerial activities that connect with productivity to gain organizational purpose. For the company using the human resource, will need to redirect its labours to the improvement of employees optimally. Based on that fact, productivity becomes one of the essential things that need to be enhanced periodically since it describes the efficiency level and develops competition among the existed companies. In the variable measurement, the dimension of skill level is operationalized into three indicators which consist of ability to achieve target, ability to do tasks, ability of

taking action on the programs, and ability to evaluate program reaching. The dimension of human resource is operationalized into three research indicators which consists of labours number, the usage, and time management.

The valuation instrument used for each question is likert scale with the five points (1- Doesn't really match; 2- doesn't match; 3-A little bit matches; 4- Matches 5- A lot matches).

RESULTS AND DISCUSSION

Structural Equation Model

After the test on SEM assumption, it is found that the result of used data suits the criteria, so the analysis could be proceed to the model fitting test and causality significance test. The result of model fitting test is presented here on the table as follows (Table 1)

According to the result of of summation process, which can be seen from the Tabel 1, it is shown that the model has fitted. This can be seen from the parametrical value that suits with the criteria of Model Fitting Test.

The Result of the Test

The conceptual model that is shown on the picture 1 states that, situational interview significantly influences with positive direction to the employee performance. This can be seen from the coefficient with positive mark in the value of 0,273 with CR in the value of 3,091 and probability significance (p) of 0,002 which is smaller than the determined significance level α 0,05. This result gives support over the first hypothesis which states that variable of situational interview significantly influences to the employee

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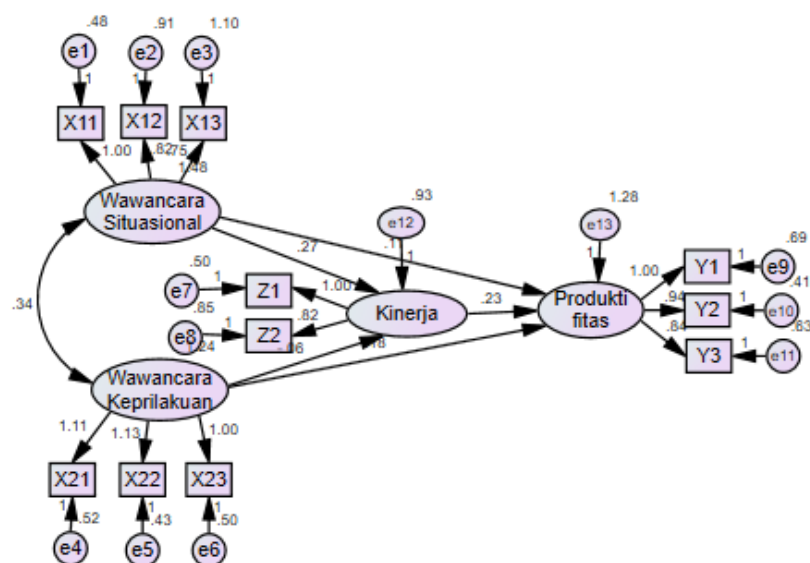
The Result of the Test

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Table 1
Model Fitting Test

No	Goodness of fit	Cut – of – value	Result	Explanation
1	Chi Square	Expected small	43.065	Fit
2	Significance Probablility	$\geq 0,05$	0,263	Fit
3	RMSEA	$\leq 0,08$	0,028	Fit
4	GFI	$\geq 0,90$	0,959	Fit
5	AGFI	$\geq 0,90$	0,928	Fit
6	CMIN/DF	$\leq 2,00$	1.133	Fit
7	TLI	$\geq 0,90$	0.991	Fit

Source: Processed Data



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Figure 1
Conceptual Model

Third, behavioral event interview insignificantly influences with negative direction to the performance. This can be seen from the coefficient with negative mark at the number of $-0,057$ with CR value of $-0,642$ where the obtained significance probability (p) is $0,521$ which is larger than significance level of the determined α at the number of $0,05$. This result doesn't give support over the third hypothesis which is the variable of situational interview significantly influences to the performance. Fourth, behaviour event interview insignificantly influences with positive direction to the the productivity. This can be seen from the coefficient with positive mark at the number of $0,180$ with CR value of $1,893$ and significance probability (p) at the number of $0,058$ which is larger from the significance level α which is determined at the number of $0,05$. This doesn't give support over the fourth hypothesis which is the variable of situational

interview significantly influences the productivity. Fifth, performance significantly influences with positive direction toward productivity. This can be seen from the coefficient with positive mark at the number of 0,231 with CR value at 1,801 and the obtained significance probability (p) valued at 0,032 which is smaller from the determined significance level α at the number of 0,05. This result gives support to the fourth hypothesis stating that the variable of situational interview significantly influences to the productivity.

Path Analysis

Correlation strength inter-construct, both direct relation (effect) or indirect one, and total correlation, can be analyzed from the coefficient of all lines with the arrows. Direct correlation of the observation variable is the path coefficient value of each variable that is being observed. Indirect correlation (standardized indirect effect) can empower or weaken the direct correlation value (standardized direct effect) obtained from the exogenous variable in this research. Total correlation is the sum of all correlations appear from one of the observed variable Ferdinand (2000), including; direct effect, indirect effect, and total effect. The correlation of each of dependent variables can be explained as follows (Figure 2).

There is indirect effect between situational interview and the productivity through performance with the value of indirect effect at number of $-0,057 \times 0,113 = -0,006$, where the total effect at the number of 0,107. The direct effect from situational interview to the productivity at the number of 0,113. That value shows that the indirect effect (0,107) is smaller than the direct effect (0,113). This shows that the variable of situational interview dominantly creates productivity.

There is indirect effect between the behavioral event interview to the productivity through the performance with indirect effect valued at $-0,057 \times 0,180 = -0,010$ and total effect valued at 0,170. In the other hand, direct effect of the behaviour event interview to the productivity valued at 0,180. That value shows that indirect effect (0,170) is smaller than direct effect (0,180). This shows that the variable of situational interview is dominant in shaping the work productivity.

Hubungan antar Variabel	Direct	Indirect	Total
		Kinerja	
Kinerja <-- Wwnocr_Sitnoal	0.273	0.000	0.273
Kinerja <-- Wwnocr_Kepri	-0.057	0.000	-0.057
Produkti_fitast <-- Kinerja	0.231	0.000	0.231
Produkti_fitast <-- Wwnocr_Kepri	0.180	-0.010	0.170
Produkti_fitast <-- Wwnocr_Sitnoal	0.113	-0.006	0.107

Source: Processed Data

Figure 2
Value of Direct Effect, Indirect Effect, and Total Effect

CONCLUSION

Based on the data analysis, hypothesis examination, and previous discussion, a conclusion can be retrieved and presented as follows, Situational interview significantly influences to employee's performance in which it will be impacting to the work productivity, because the set of questions related to the work focuses on how the candidate will behave in a certain situation that will determine how one acts and takes steps in making decision that will help analyze the performance. Behavior event interview insignificantly influences the performance that will impact too toward the productivity. Interview with set of questions related to the job focuses on how they react to the real situation in the past doesn't have impact to someone's performance. This happens because by the time experience and references he/she got during the working period will affect someone's thought that might change the way of thinking in making decision in which it if influences the performance. Variable of situational interview and behavior event interview dominantly shaping productivity. This happens because both interviews which related to the job focuses on how the candidate will act in a certain situation and the job related to the way they react over the real situation in the past has connection with productivity.

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