

Description of Interviewer Decision Making In Work Interviews

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Abstract

This study aims to describe the interviewer's decision making in the job interview process. This study uses a qualitative research method with a case study approach. The main subjects in this study were 5 people who had the characteristics of an interviewer in a company who made a recruitment selection in a company. The results showed that each subject had a different way of making decisions. This happens because of differences in the way interviewers make decisions in job interviews. It can be concluded that an interviewer in making decisions there are various kinds that must be assessed, namely: starting from the criteria, background experience, educational background and accurate biodata are all taken into consideration.

Keywords

decision; making; job
interview



I. Introduction

In the current era of globalization, companies are experiencing rapid development until now. This process involves two parties between the company and the workers in relation to work. According to Wiltshire (2015), work is a "social activity" where individuals or groups give time effort at a certain time, the company has an overview of job analysis and job design in accordance with company goals. The company's goal is generally to obtain a profit for the company's survival, so that every company is required to operate as well as possible (Harsono, 2018). This goal will be achieved if the company is run by employees who have superior work quality. Various methods are used to obtain employees who have superior performance. One of them is by implementing the right recruitment system.

Recruitment is the process of selecting qualified applicants to become employees based on the required position. The recruitment process begins with the search for potential candidates and ends with the submission of a job application letter to the company. Recruitment is based on organizational principles and culture and includes those made from candidates who can meet the needs of the organization (Sgala & Rivai, 2009). The purpose of recruitment is to get applicants according to the qualifications of the company's needs from various sources, making it possible to attract high-quality candidates from the best (Amirullah & Hanafi, 2002).

One of the activities in the recruitment process is interviews. An interview is a meeting of two people who exchange information through question and answer so that meaning can be built according to certain topics (Sugiyono, 2013). Meanwhile, job interviews are one of the recruitment process activities that companies use to screen out the most promising employees from existing applicants (Purwanto 2008). Interviews in the recruitment process are a stage of evaluating prospective employees that involve a company to assess whether prospective employees are accepted or rejected. According to Harjanti & Effendy (2017), the interview process begins by screening jobs according to company needs, investigating the background of prospective applicants through interviews, and giving position offers through

interviews. At this stage the interview aims to obtain a number of important information needed, measure certain aspects, and validate the data that has been obtained (Nugraha, 2012).

At the company, interviews were conducted by HRD and users. According to Ihsan, et al., (2018), the role of HRD is to find out more about the applicant's personality. According to Nuntung (2018), HRD has full responsibility for the ongoing recruitment process as well as in managing and exploring the capabilities of each existing workforce, as well as developing the potential of each workforce, starting from looking for the best candidates, conducting interview sessions to the selection process. In general, after entering the interview stage with HRD, the last interview stage is the user interview. Rahayu (2021), argues that user interviews are interviews conducted by superiors from previous interviews, user interviews want to know what are the details about prospective applicants and their jobs, and user questions will be more detailed than HRD questions.

The higher the company's leverage, the company tends to generate less cash, this is likely to affect the occurrence of earning management. Companies with high debt or leverage ratios tend to hold their profits and prioritize the fulfillment of debt obligations first. According to Brigham and Ehrhardt (2013), the greater the leverage of the company, it tends to pay lower dividends in order to reduce dependence on external funding. So that the greater the proportion of debt used for the capital structure of a company, the greater the number of liabilities that are likely to affect shareholder wealth because it affects the size of the dividends to be distributed. (Yanizzar, et al. 2020)

In conducting interviews, each company has its own mechanism and procedure. Likewise when making a decision on a worthy candidate or not. In making a decision on the results of the interview, PT X did so based on the work experience of the candidate. The same thing was also found in PT Y, selecting potential candidates based on work experience as well. The same thing was also found at PT CKS, this company thought that work experience represented the capability of a candidate. Meanwhile, PT MCC in accepting candidates depends on the budget determined by the company. From the results of the interviews of the four companies, all of these companies have in common that what is seen from the candidates is based on work experience, and the background of the candidates, and some of these companies also look at the budget determined by the company.

Reporting from the Central Statistics Agency (BPS) data, it was stated that the labor force in August 2020 was 138.22 million people, an increase of 2.36 million people compared to August 2019. Then the unemployment rate in August 2020 was 7.07 percent, an increase of 1.84 percent compared to August 2019. Furthermore, the working population was 128.45 million people, a decrease of 0.31 million people from August 2019. The data stated that there was an increase in unemployment. The increasing number of job seekers and the difficulty of finding jobs have made some companies have the opportunity to decide which employees to hire through ways that are not in accordance with company procedures such as implementing a nepotism system in employee recruitment. The way that is usually done by nepotistic HRD to insert "insiders" can be from manipulated test results, lowered test assessment standards, to the non-objectiveness of the selection process at the final interview stage (this case usually occurs in open recruitment). Meanwhile, in closed selection, the usual case is hiding the announcement of recruitment and selection, or the selection is there but only as a formality. This is practiced by private companies, BUMD/BUMN, and other government agencies. This system is very detrimental to many parties (www.Kompasiana.com).

The importance of the interviewer's role in determining the right decision to avoid inaccuracies in making decisions on job interview. According to Moorhead and Griffin (2010), decision making is the process of making choices between various alternatives that have information. According to George (2009), decision-making takes the form of awareness activities, including evaluation considerations, and selection among various alternatives. Based on the explanation above, it can be concluded that decision making is a thought process from selecting alternatives that will produce future predictions that better meet the criteria for being employed in a company.

According to Drucker (2008), an effective decision-making process involves solving problems and defining problems, detailing the answers to problems, deciding what is right, planning what to do, and determining the effectiveness of decisions. In relation to selection, this is done to get the right employees. According to Hasibuan (2010), it begins with the selection of application letters, filling out application forms, checking references, initial interviews, acceptance tests, psychological tests, medical tests, final interviews, deciding whether applicants are accepted or rejected. In recruitment, many companies use almost the same stages. According to Mardianto (2014), the process to get the right employees is the sourcing process, selection process, and user process.

Research conducted by Santoso & Kurnia (2018), shows that from the candidate selection process there are no criteria for the latest level of education, no written tests, and no interview tests. Another study was also conducted by Salahuddin & Rahmawati (2017), showing the selection process only by selecting incoming application letters based on the criteria and needs of the company. The company's employee selection process does not use an acceptance test, there is no selection interview, and there is no medical test. This affects the quality of employees in doing their jobs.

In making decisions is not an easy activity, many obstacles are encountered in these activities. According to Siagian (2006), in recruitment, the obstacles faced are of three forms, namely: constraints originating from the organization concerned, such as promotion policies from within the policy on rewards and policies regarding employment status, then the habitual constraints of the job seekers themselves, for example, the tendency make the same mistakes, especially mistakes that do not have a strong negative impact on the organization, and the last obstacle is external factors that come from the organizational environment, for example, the skills of applicants who come from outside of course bring new ideas or work techniques into the organization so as to produce new insights.

Decision making plays an important role in recruiting employees in a company, but interviewers often experience problems in making decisions based on the job interview process, therefore researchers are interested in researching "Overview of Interviewer Decision Making in Job Interviews".

II. Research Method

According to Poerwandari (2005), stating that qualitative research is closer to the constructivist-interpretive paradigm, the qualitative approach tries to translate the basic views of interpretive and phenomenological. In this study, the procedure for taking the subject was carried out using purposive sampling technique (purposed sample), as stated by Arikunto (2006), purposive sampling was a sampling technique that was not based on random but its formation was based on several considerations centered on the specific objectives of the study. Looking for subjects that match the research objectives, have free time and are willing to be interviewed.

In qualitative research, Sugiyono (2017) found that data collection was carried out in a natural environment (natural conditions), and the default data sources and data collection techniques were closer to participant observation, in-depth interviews and documentation. According to Tersiana (2018), the observation method is a thorough observation process, observing behavior under certain conditions. Basically, observation aims to explain the meaning of activities, individuals, and events, based on the individual's point of view. These observations aim to conduct an assessment of the problem. According to Subagyo (2011), one method of collecting data is by means of interviews, which is an activity carried out to obtain information directly by expressing questions. questions to respondents. Meaningful interview means a face-to-face interview between the interviewer and the respondent, which is conducted orally.

The first step taken before analyzing the data is to include the codes on the material obtained. Coding aims to compile and systematize data in a comprehensive and detailed manner to provide an overview of the subject under study. All qualitative researchers consider the coding stage to be important, although one researcher and another suggest that the procedure is not exactly the same (Poerwandari, 2013). Easily and efficiently, coding can be done by: First, the researcher composes a word-for-word transcription in this way. This makes it easier for researchers to attach certain codes to the transcript. Second, the researcher continued sequentially and continued giving certain transcript line numbers. Third, the researcher gave a name and code for each file,

For the implementation stage of the research, the researcher made an agreement with the subject regarding the time and place to carry out an in-depth interview regarding decision making on an interviewer in a job interview. Qualitative methods are more appropriate to use the term authenticity than validity, because authenticity means providing a fair and honest description, description, and information. The results and interpretations obtained must be accurate and based on information submitted by the participants, not the authors themselves (Raco, 2010).

As for qualitative research, hypothetical assumptions are not really necessary, because researchers act as research tools in their interactions and relationships with informants when collecting qualitative data, based on natural settings, and are always related in context (Yusuf, 2017). Therefore, researchers enter the formulation of the problem, not a hypothesis.

III. Result and Discussion

3.1. Result and Discussion

Table 1. Subject's Personal Data

Subject's Personal Data	Subject 1	Subject 2	Subject 3	Subject 4	Subject 5
Name Subject	CH	Y	E	ST	EP
Type sex	Man	Man	Woman	Woman	Woman
Age	46 years old	32 years	31 years	34 years old	35 years old
Work	PR (Public Relations) & Marketing	HRD (Human Resources Development)	Assistant head of operations	Supervisor	Staff recruitment
Name Company	PT. CKS	PT. MCC	PT. CKS	PT. MSTU	PT. X

Based on the results of interviews conducted with 5 subjects who carried out the recruitment process for new employees. In conducting the interview process, each interviewer has their own policies. From the way they give an assessment based on the goals that each interviewer wants to achieve, then to get prospective candidates according to the needs of the company, as well as various kinds of special criteria needed by an interviewer, both in conducting the interview process and in the assessment of the company. And in the description of interviewer decision making in job interviews According to George (2009) as follows:

a. Aspects of consciousness

1. There is a goal to be achieved

The subjects studied in this study showed some similarities in the goals/targets to be achieved in the perform employee recruitment. All companies want the hiring process to run smoothly. We hope that management and companies, job seekers or selected candidates will later be able to contribute to the development of the company in order to achieve company goals and increase financial income. In recruiting employees, of course, each person has different goals according to the company's vision and mission. The key to creating professional HR (human resources) lies in the process of recruiting and selecting prospective employees, as well as training and developing all employees. After conducting interviews with several subjects, information was obtained that, subject I had several objectives in the interviews he conducted, such as: helping other divisions, support the smooth operation of the company and the achievement of the targets required by the company. Subject II also has more or less the same goal, namely to achieve the targets needed by the company and find and hire the right HR (Human Resources) to fill the positions needed by the company.

Meanwhile, subject III utilizes the recruitment and selection process to achieve the appropriate target in developing the company. In order to be able to carry out what the company wants to be able to develop more advanced, subject IV provides workers or employees who can meet the company's target criteria. Subject V thought that the process he did was to find candidates who would fill vacant positions, with people who had the necessary qualifications.

2. There is a decision that is close to the goal

There are several ways that the subject does in making decisions about the interviewed candidates. Finding professional and qualified employees is not an easy thing.

It is the company's obligation to evaluate new employees. For that, a recruitment process is needed to select applicants who want to join the company. As can be seen from the results of interviews with subject I, there are three things that are mandatory for him to make decisions during interviews with candidates, namely he will first assess a candidate through a conversation. Through the conversation, he will assess whether the candidate he is talking to can catch and understand the topic being discussed. Next, the subject will assess whether a candidate has high self-confidence, and finally the subject will assess it through a test.

Unlike the case with subject II, he chose to make decisions by prioritizing the assessment of the candidates' CVs. Because for this second subject, a candidate who has a good CV will reflect the personality of a candidate. In this study, there are also subjects who prioritize attitude, as found in subject III. He made a decision by looking at three important things in a candidate first, from a candidate's attitude. Second, from CV. For the CV itself, it has a special assessment such as certificates that have been obtained or achieved by the candidate. Lastly, from the way the candidate answered during the interview process.

Found different criteria that can be seen in the interview with subject IV, namely: the ability to work together in a team, can achieve the set targets, body language and good communication. Nonetheless, in practice, he himself still apply a trial period (training) first in order to see the actual performance of the candidate. If the candidate can pass the training period and pass then the candidate will become an employee in the company. Conversely, if they do not pass, new employees will be recruited according to the qualifications set by the company. Another thing is also found in subject V, where he tends to judge a candidate in the recruitment process referring to the results of psychological tests and interviews conducted.

b. Aspects of consideration

1. There is a consideration in recruiting employees

The way the subject considers a candidate in the interview process. To get employees who have good quality, a comprehensive assessment is needed, and this involves aspects of consideration, namely how the subject's decision is to consider a candidate during the interview process. On several subjects who have been interviewed they have various considerations. As can be seen from the results of interviews with subject I, he considers candidates based on criteria such as planning, strategy. Because for subject I, a candidate is needed, the company must be able to buy one get everything, meaning that here a candidate is one but can do others but in the appropriate capacity. For example, sales and marketing are actually different tasks. The marketing task is the team responsible for maintaining the brand image of a product or company. Meanwhile, sales sell company products and the targets set by the company are met. Marketing must be able to double as sales, and sales must be able to double as marketing. While in subject II, he will consider candidates based on their reasoning abilities, analytical skills, and the candidate's ability to solve a problem.

While in subject III, the candidate is more considered based on appearance. According to him, the appearance of the candidate is very important. Because for subject III, if the candidate has a good appearance before being interviewed, it means that the candidate who has a well prepared nature means that he can prepare everything well and neatly. While in subject IV, he considers a candidate who is the main one in terms of education. In some positions, of course, a minimum of high school graduates must be required. Then he also takes into account the experience in work, and the skills possessed, the candidate's attitude, grooming on his overall appearance, communication, and the enthusiasm of a candidate in getting the job. In terms of communication, the candidate must be able to master the topics asked in the interview, the candidate's experience in the world of work, and what his future plans for the company are is the final assessment of subject V when considering a candidate during the interview process.

2. There is a choice on the basis of logic and consideration

The way the subject considers a candidate based on logic. For companies, the recruitment process is one of the processes most important to find whether or not an applicant. This can minimize the selection of incompetent candidates. Where they cannot carry out their work according to their function. As found in the results of interviews with subject I, if there are candidates who ask for a salary higher than the standard salary which is a reference, then the subject will return it to the candidate being interviewed, will be trialled first for 3 months if the candidate is able, confident in himself can achieve the target requested by the company, the company will provide what the candidate wants. But if you don't do it in accordance with the company's provisions, the prospective employee will get a sanction that he can no longer work at the company. The same thing is also found in subject II, where he considers candidates who ask for a higher salary than expected by means of the

subject will also return to the interviewed candidate, if the candidate can get the target the company wants, then there will be a trial. The difference is that in this subject the trial was carried out for approximately 6 months. If the candidate is able and can provide what the company wants then it can be considered. Meanwhile, subject III will carry out the negotiation process first, and return it to the candidate, whether he wants to or not to join the company with the appropriate budget owned by the company. In subject IV, he will consider the candidate according to the company's budget if the candidate's desired salary does not exceed the company's standard it may be considered. Subject V will consider the candidate by looking again at how the candidate performs. If the candidate is able to meet the target at the level determined by the company, he will be given an appropriate salary, but if he is not able to achieve it, the subject will recruit new employees who can accept the standard salary given.

c. Assessment aspects

1. What to rate

Assessment and selection of one of the following criteria best. Employees are the most important asset in the success of a company. Then must choose the best through the selection of a prospective applicant. As found in the interview with subject I, according to him, experience is not too important to be assessed. And depending on the position occupied by an applicant. If an applicant is only an ordinary employee, it doesn't matter if he doesn't have experience, but it's different if the position occupied is a key position such as a manager. This is inversely proportional to subject II, for him experience is very important to be assessed. Because the company needs and prioritizes someone who has experience with good hard skills. This is also in line with the assessment of subject III, For him, experience is also very important to be assessed for prospective applicants, because the subject also views that a candidate must have skills. While in subject IV, experience is indeed an important thing to be assessed in the recruitment process for the company, but it is possible that the subject also provides new experience opportunities for new candidates, who may also have more enthusiasm to join the company. According to subject V, experience is also important for him and very necessary, but it depends on the position occupied by a candidate. If the level has reached senior, experience is important, but if the level is for jobs such as officers or staff, it doesn't really matter for the experience side.

2. Alternative chosen from the best

In the recruitment process, there will be an alternative selected or a special criteria that can be considered by a subject in determining his choice. As stated by subject I during the interview, gesture is a special criterion for the choice of subjects. For him, gesture is the alternative chosen by the subject in assessing and becomes a special criterion that makes the subject impressed in the recruitment process. Whereas in subject II, according to him, a candidate who can explore about himself, such as being able to know what his own strengths and weaknesses are, will be chosen from the best with competent criteria. In subject III the alternative chosen or the specific criteria is from how the candidate builds the current situation during the interview process. The third subject will judge from how the candidate can make the atmosphere of the interview process less tense but still in his direction. Meanwhile, the alternative IV subject chosen from the specific criteria is someone who is good looking. Such as his physical appearance, neatness, the way the candidate is groomed, and a good looking face. For subject IV this is a special matter to be assessed. In contrast to subject V, the alternatives chosen were based on specific criteria that were seen from the candidate's way of communicating, then his or her ability to achieve, also about his loyalty

while working in other companies, and how he interacted with other people. Such as his physical appearance, neatness, the way the candidate is groomed, and a good looking face.

Based on the results of the study, it was found that each subject had a different way of making decisions. This happens because of differences in the way interviewers make decisions in job interviews. It can be concluded that an interviewer in making decisions there are various kinds that must be assessed, namely: starting from the criteria, background experience, educational background and accurate biodata are all taken into consideration. This is in accordance with the statement described by Simamora (2004), which states that in the process of making decisions from applicants who best meet the selection criteria and available positions within the company, several categories are: education, work experience, medical tests, and personality.

In terms of experience, all subjects judge a candidate based on his experience, although some of the subjects said it depended on the position occupied. This is in line with what Purnamasari (2011) said, an employee who has high work experience will have an advantage in several ways, namely: knowing mistakes, understanding mistakes, what triggers the emergence of an error. To assess specific criteria, each subject assessed starting from gestures, how to explore themselves, the ability to build situations in the interview process, attractive physical appearance, grooming, a good-looking face, communication, achievement abilities, loyalty in work, and ways of interaction. to other people. This is in line with what La Rose (2003) said, A person's appearance can describe and reflect a person's personality, appearance also gives an impression to others which can reflect the personality that can be seen from words and actions. Meanwhile Hasibuan (2012) added indicators in the achievement assessment, namely: the skills and abilities of employees in developing creativity to complete work.

All subjects in the goal of recruiting employees to achieve the goals/targets to be achieved in recruiting employees show that they have the same goal, namely filling in the positions needed by the company, developing the company, and providing workers or employees who meet the company's target criteria, so that they can carry out what they are meant to be the company's desire to be able to develop and be more advanced. This is in line with what Rivai (2009) said, revealing that the recruitment process has the aim of accepting as many applicants as possible in accordance with the required qualifications.

Companies to attract candidates who have good and superior quality. In terms of salary, all subjects will consider a candidate who asks for a salary more than what has been determined by the standards of their respective companies. By providing a trial period of 3 months or even up to 6 months, if the candidate can pass or reach the probationary period, the company will provide it according to the agreement made with the candidate. The research of Ibrahim, et al., (2014), states that every company has a different selection process, in the implementation related to efforts to get the right one for the position needed, by helping the company achieve the targets that have been set, and related to financial conditions and employees required.

The thing that becomes a reference in conducting recruitment is the interview process when recruiting employees. With the interview process will show a candidate is eligible or not to continue to the next recruitment process. This is supported by the statement put forward by Noe et al (2010), in the selection process including interviews, a series of ability tests and personality inventories, recruitment implementation procedures as guidelines in its implementation so that it runs effectively and planned.

In this study, the researchers found that all subjects were still using traditional interview techniques, this could be seen from each subject only assessing the candidate from how the candidate answered the candidate's reasons for working in the company he was applying for,

the candidate's strengths and weaknesses, as well as CV clarification regarding the person's personality. according to company culture. According to Latham, et al., (1980), that traditional interview techniques only provide predictive questions. In this regard, traditional interview decision making will usually consider characteristics such as gender, ethnicity, or past experience (MacGarty, et al., 2002).

IV. Conclusion

Based on the results of the discussion carried out, it can be concluded that in making decisions in the job interview process, each subject interviewed has various considerations to recruit worthy employees to enter the company. For decision making that is close to the goal of each subject, things are seen starting from the conversation at the time of the interview, CV, attitude, and the results of psychological tests and interviews. In terms of consideration, various aspects such as: planning, strategy, reasoning ability, ability to solve a problem, appearance, education, skills, and attitude. There are also alternative ways of selecting subjects, namely from gestures, experience, physical appearance, candidates who can explore themselves, and how to communicate.

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