



Enhancing Interview Experience Through Structured Interview Practice:
A Case Study of an Innovative Manufacturing Company

Juthamart Pattarasattayakorn

An Action Research Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Management
in Organization Development and Management
Faculty of Graduate School of Business
Assumption University
Academic Year 2014
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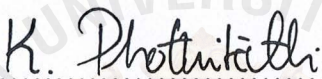
Juthamart Pattarasattayakorn

A large, faint watermark of the Assumption University of Thailand logo is centered on the page. The logo is circular, featuring a central shield with a cross and the letters 'DS'. Above the shield is a crown. The shield is flanked by two figures. Below the shield is a banner with the text 'LABOR OMNIA VINCIT'. The outer ring of the logo contains the text 'ASSUMPTION UNIVERSITY OF THAILAND' at the top and 'มหาวิทยาลัยอัสสัมชัญ' at the bottom, with 'SINCE 1969' in the center of the bottom arc.

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Action Research Title	Enhancing Interview Experience through Structured Interview: A Case Study of Innovative Manufacturing Company
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The Graduate School/Faculty of Graduate School of Business, Assumption University, has approved this action research as a partial fulfillment of the requirements for the Degree of Master of Management in Organization Development and Management.




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ABSTRACT

The main purpose of this study focused on enhancing interview experience through structured interview practice in the innovative manufacturing company. The interview practice comprised of interview planning which refers to job analysis, interview material which refers to set of interview questions, rating scale and evaluation form and interviewer's skill development which refers to interviewer's training. This study improved these variables to enhance interview experience in terms of interview question, interview flow, interview time and overall interview practice satisfaction. The study aimed to answer the research questions, hypotheses and test how ODI has the initial impact on the variables.

The respondents are seven (7) line managers, five (5) current staffs who were interviewed by unstructured interview and five (5) candidates who were interviewed by structured interview practice. The researcher gathered the data both of quantitative and qualitative from these respondents.

The results show that after ODI all variables of interview practice has a significant difference between unstructured (Pre-ODI) and structured interview practice (Post-ODI). The difference of interview planning, interview material and interviewer's skill development can lead to the difference of interview experience. As the results show that for the interviewer, the interview experience has a significant difference between unstructured (Pre-ODI) and structured interview practice (Post-ODI). On the other hand, for interviewee's perception, ODI has the initial impact with positive change but there was no significant difference between unstructured (Pre-ODI) and structured interview practice (Post-ODI). It can be implied that the ODI has higher impact to interviewer than interviewee.

The difference of interview practice which comprises of interview planning, interview material and interviewer's skill development can impact the difference of interview experience. The structured interview practice has positively changed more than the unstructured interview practice.

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CHAPTER 1

The Challenge, the Problems, the Potential for Change

This chapter demonstrates the general situations in fertilizer manufacturing in global, regional and national context. It includes an introduction to the problem, the objectives of the research, statements of the problem, research questions and hypotheses, scope and limitations, significance of the study and the definition of terms.

1. Introduction of the Study

A lot of companies spend too much time for interviewing, hiring and training new hires and sometimes they prove that these new hires are not the best choice which ends up with wasting a lot of time and money. Effective questioning throughout the interview process will reveal the candidates' ability to interact and communicate for revealing behaviors and information that will help the company to make better hiring decisions. (Dema, 2011)

The importance of new hire success is a high return on investment or ROI related to spending the time and effort, hiring the wrong person is a loss for company, department, and also the person that is hired, The hiring decisions can be directly related to success or failure for manager and company. Moreover, as a manager, learning how to hire the right people can be advantageous to the career. (Bloom, 2014)

The interview process can be extremely stressful. The effective interview practice will help raise the interviewer's confidence by demonstrating how best to prepare and develop the interview technique. (Now leaf search, 2014)

With long-running employer's market, it has forced candidates to be extra-prepared to win the job. They will be ready to show their accomplishments and sell themselves into the job interview. Moreover, they are disappointed and discouraged to experience interviewers who are not enough prepared, focused or trained to having an effective interview practice. It may likely "turn off" the candidate of choice from wanting to work with that manager or the company. (McDonald, 2011)

Dr. Rob Yueng who is an executive coach at leadership consulting firm said that when he runs the strategic interviewing training course, there are around 80% - 90% of managers who overestimate their ability and persist in asking an ineffective question such as " What are your

weaknesses?”. It is meaningless because they will say what the interviewer wants to hear. (Yueng, 2014)

This study focused on enhancing interview experience through structured interview practice.

1.1 Global Context of Organic Agriculture Industry

Organic agriculture is a worldwide growth industry that can be a profitable and sustainable business. Organics have expanded continuously during the last few years. Moreover, the industry experts are forecasting steady growth of nine percent or higher. (Huntrods, 2013)

The Centers for Disease Control and Prevention, 2013 estimates shows that about one billion pounds of pesticides active ingredients are being used annually in the country and over twenty thousand pesticides products are being marketed annually, which is adversely impacting the health of the consumers, and the environment. Therefore, the Organic foods which are produced concerning environment and animal friendly are gaining awareness in the country. Organic Trade Association 2012, estimates shows that about eighty one percents of families are purchasing organic food. (Helfer, 2013)

According to the increasing awareness of organic food trend and ecology friendly trend, they reduce the demand of chemical products and lead to the increasing demand of organic agriculture products. Hence, these impact to increasing organic fertilizer which is the root of supply chain. This high demand of organic products enables all related company of organic products to increase their opportunities for growth. IMC is an organic fertilizer manufacturing company so this also will be an opportunity for its business growth. With this rapid growth, the company needs to recruit and select a lot of new hires to join the company. Therefore, recruitment, selection and development process for new hire success are crucial steps to ensure that the company select the right candidate who can develop to be high performing employee for driving the organization to reach its goal.

1.2 Asian/Regional Context of Organic Agriculture Industry

According to the ASEAN Economic Community (AEC), the goal shall be regional economic integration by 2015. AEC will highly impact to the agricultural industry. It will expand the organic agriculture market and area in ASEAN. It is the opportunity to exchange the raw materials with each other to reduce the gap between supply and demand. Moreover, AEC will encourage to explore the new technology among the members. Thailand is the center of AEC such as transportation, distribution, high support of investment, high standard quality of fertilizer and also high technology of production (Zola, 2014). On the other hand, AEC challenge is there are more competitions within the market, thus the company needs to recruit and select the right candidate who can be a new hire success and develop to be high performing employee who will drive the organization for business survival and growth.

1.3 Thailand/National Context of Organic Agriculture Industry

The National Organic Agriculture Committee will present four strategies to develop Thailand as a center of organic agricultural products. All strategies will be focused on knowledge and innovation management of organic agriculture, developing the production of organic agriculture and supply chains, strengthening the marketing and standards of Thailand's organic agriculture products and engaging all related companies to work for developing Thailand's organic agriculture. Thai organic products are in high demand in the international market, but the market size is still relatively small. (Thailand.prd.go.th, 2014)

Ministry of Commerce reported that demand of organic fertilizer in Thailand is 543,807 tons per year. On the other hand, the supply is only 100,000 tons per year. (positioningmagazine, 2007)

Thailand has been supported by its government for all organic agriculture products because the mission of Ministry of Commerce is to promote provincial hub to regional hub and The National Organic Agriculture Committee set the strategies to develop Thailand as a center for the production, trade, and consumption of organic agricultural products. It expects to decrease import of the agriculture products from other countries and increase export to outside countries and also reducing chemical fertilizer for agriculture industry. Furthermore, Thailand is a market leader of organic fertilizer and agriculture products in Asia. Thus, these are opportunities of organic agricultural company for growing their business. This opportunity supports the

organization to select right candidate for new hire success who can develop to be high performing employee so that they can be the potential representative of IMC.

1.4 Innovative Manufacturing Company (IMC) Background

Innovative Manufacturing Company (IMC) was established in Thailand since December 2004. It is a small and medium enterprise or SME which have almost 200 staffs. There are one head office at Bangkok and two plants at Kanchanaburi. IMC is a fertilizer manufacturing company which aggressively growth.

1.4.1 Organizational Vision, Mission, Strategy and Goal

They expect to be listed in Market for Alternative Investment (MAI) in 2017. MAI is the Stock Exchange of Thailand for Small and Medium Enterprises (SMEs). It is a valuable source of long-term capital and it may raise funds to finance its expansion plans, enhance its competitiveness or establish an improved financial structure. Moreover, the listed company will have a positive public image for increasing creditability, bargaining power and reflecting to products and services. In addition, this listing will have tax privileges on dividends.

The core value is “Growth with innovation”. The vision of company is being one of innovative fertilizer manufacturers for Thailand’s agriculture. For the mission is developing fertilizer’s formula all the time which has more than 40 formulas, decreasing import from outside country, educating customers or agriculturist for increasing in production and higher yield in harvest. About the strategy, they have planned to distribute as one district one center so that sales and staffs are able to educate about the benefits and advantages of these innovative techniques to their customers closely. Moreover, they have planned to expand the factories at least 3X within two years for business’s survival and support customer’s demand.

1.4.2 Organizational culture

According to IMC is SME so they have very close relationship among the staffs. It is not only between staffs and staffs, but also staffs and leader. They have open system to share their opinion and ideas with each other in various channels such as in the meeting, company’s Facebook etc. They normally use informal communication together. They work as a family organization.

1.4.3 Organizational structure

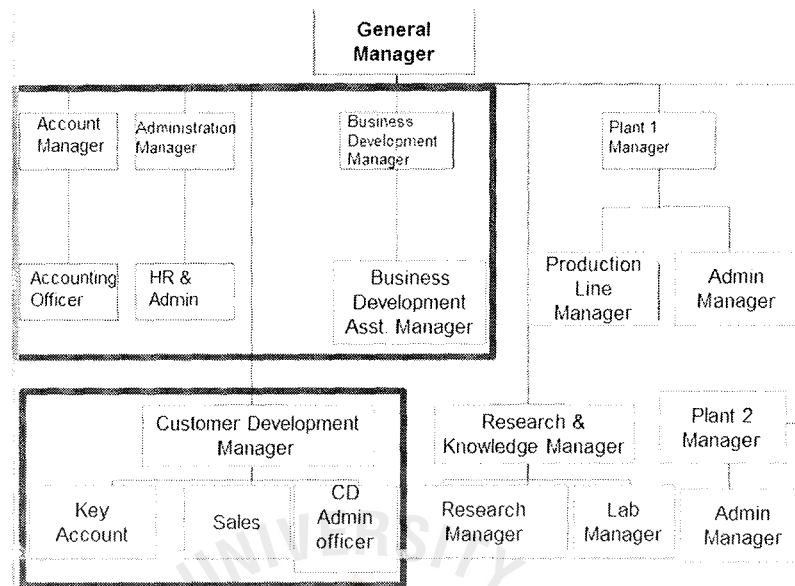


Figure 1.1 : Organizational Structure

Figure 1.1 shows the organizational structure of IMC. Because of IMC is small and medium business so the organization structure is the flat structure which is centralized. It is quite flexible to change faster than the larger ones. On the other hand, the authorization mainly comes from the leader so it is quite limited for the staffs to make any decisions.

1.5 Specific Section of this study

As organizational structure, there are one head office in Bangkok and two plants in Kanjanaburi province. This study focused on four departments at Head office in Bangkok which are Accounting Department, Administration Department, Business Development and Customer Development.

1.6 Current Situation of Innovative Manufacturing Company

The CEO of IMC informed that there was high rate of new hires who fail the probation because their performances were below the manager's expectation. Moreover, new hires could not be assigned any challenging job by their managers. And from the managers' view, these new hires had low tolerance and were not enthusiastic to work. Eventhough these new hires were interviewed and selected by these line managers but they found that the performance at the interview was not the same as performance on the job.

The current interview practice of the Innovative Manufacturing company is basically simple. There are only two steps for the candidates which are interviewed by human resources staff and direct line manager. The current interview practice and key challenging issues are shown in figure below.

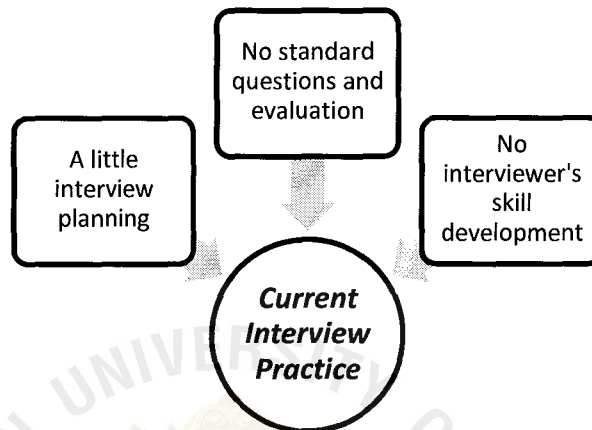


Figure 1.2 : Current Interview Practice at IMC

The rate of new hire failure was high because the performance was below expectation. The manager found that the performance at the job is not the same as the performance at the interview. Thus, the researcher focused on interview practice of this company and figure 1.2 shows the current interview practice of this company that there was a little planning before interview, there were no standard of questions and evaluation and also there was no interviewer's skill development.

1.7 SWOT and SOAR analysis

This study did not only analyze the company by applying SWOT but also analyze by SOAR model. SWOT analysis helps to clarify the general situations both of internal and external factors that impact to the company. After that the researcher applied SOAR analysis to understand the new aspects of these situations. SOAR model helps to change the weakness and threat to be opportunities and encourage to focusing on the aspiration and result.

<p>Strengths</p> <ul style="list-style-type: none"> • Staffs know and understand clearly about the company's goal. • They believe in leader's vision. • Close relationship among staffs • SME has flexible structure → easy to change. • They adapt to change. • Growth with innovation. (developed more than 40 formulas of fertilizer) • They know clearly about their R&R. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of high potential employees both of new and existing staffs to drive company for listing MAI. • SME cannot attract talent to join. • They do not have a sufficient HRD system. • Centralize structure. • There is only 40% of new hires success. • Too flexible and unstructured working process. → Uncontrolled and instability.
<p>Opportunities</p> <ul style="list-style-type: none"> • The most of fertilizer's manufacturing in Thailand (Competitors) has a few of fertilizer's formulas and do not focus on developing the new ones. • Fertilizer is the root of supply chain. • Healthy food trend → Increase demand of organic agriculture products → Increase organic fertilizer • Eco friendly → Decrease chemical product • AEC → exchange the raw material and technology among the members • Agriculture industry is supported from Thailand government 	<p>Threats</p> <ul style="list-style-type: none"> • Agriculturists (customers) have low education about new formulas of fertilizer. • The larger company has more privilege from financial institute.
<p>Aspirations</p> <ul style="list-style-type: none"> • Being one of innovative fertilizer manufacturing for Thailand's agriculture. • Keep developing innovative fertilizer's formula. • Decreasing import from outside country. • Supporting the agriculturalists for their highest productivity, they are backbone of the country. 	<p>Results</p> <ul style="list-style-type: none"> • To be listed in MAI within 2017. • Expanding the plant at least 3X within two years.

Figure 1.3 : SWOT and SOAR Analysis

From figure 1.3 presents as below;

1.7.1 Strengths

Because of SME, they have close relationship and communication among the staffs. It is not only close relationship between staffs and staffs but also management team and staffs. The staffs clearly know and understand the company's goal which is to be listed in MAI within 2017 and know clearly about their role and responsibilities. They believe in leader's vision so they adapt to change following their leader's vision and strategy. Moreover, this company has flexible and flat structure which can be changed more easily than the larger ones. Furthermore, the vision of this company is "Growth with innovation". They have been trying to developed the new formulas of organic fertilizer. Now there are more than 40 formulas.

1.7.2 Weaknesses

This company is SME so they cannot attract talent to join the company because talent or highly qualified candidates prefer to work at the larger or reputation company. Therefore, they lack high potential employees both of new and existing staffs to drive company for listing on MAI. The percentage of new hires success is on 40% of all new hires. Moreover, they have too flexible and unstructured working process which lead to uncontrolling and instable performance. They do not have systematic Human Resource Management. And they do not have any Human Resource Development program. There is no HR specialist who run the HR system accurately. Moreover, this company is a centralized structure which is controlled by the leader only so this company is growing up by leader instead of the system.

1.7.3 Opportunities

The most of fertilizer manufacturing in Thailand or competitors have a few of fertilizer's formulas and do not focus on developing the new ones. They keep trying to deliver the original formulas to customers so the productivity is not increasing. Furthermore, the fertilizer is the root of supply chain. The trend of eco friendly and healthy food awareness leads to the rapidly increasing demand of organic agriculture food so the demand of organic fertilizer is increasing aggressively as well.

AEC will help the members to exchange the raw material with each other for reducing the gap between supply and demand. Moreover, AEC will help the members to explore the new technology from other countries. Thailand is the center of AEC.

Thailand has been supported from its government for all organic agriculture products because the mission of Ministry of Commerce is to promote provincial hub to regional hub.

1.7.4 Threats

Agriculturists or customers have low education about the feature and benefits of new fertilizer's formulas. Moreover, the larger company has more privilege from financial institute.

1.7.5 Aspirations

The company's vision is "Being one of innovative fertilizer manufacturing for Thailand's agriculture." And the core value is "Growth with innovation" therefore they keep developing innovative fertilizer's formula in order to improve the productivity and decrease import from outside country. Moreover, they recognize that all agriculturalists are backbone of the country thus they desire to support the agriculturalists for their highest productivity. They keep educating the innovative fertilizer formulas to their customers continuously.

1.7.6 Results

The company's goal is to be listed on MAI within 2017 and expect to expand the plant at least three times within two years.

Although a weakness of this company is SME cannot attract talent who graduate from any reputable university with proven record of work experience, high technical skills and knowledge to join the company and most of applicants have moderate qualification. However, the company can select the candidate who has not only technical skills, knowledge and work experience but also has an aspiration that align with the company's aspiration.

The Aspiration of this company is to be one of innovative fertilizer manufacturing for Thailand's agriculture by developing the fertilizer's formulas continuously. Also they recognize that their value customers are an important part of country, thus they desire to support and educate them for their highest productivity. Thus the company need to require the new hires who align with this Aspiration. The new hires need to connect with others, be proud of their career, like sharing with these value customers and a crucial characteristic is creativity and ready to learn new things or adapt to change. Furthermore, the new hires need to have related educational background, sufficient technical skills and work experience for driving the company to be listed on MAI within 2017.

If the company can select these new hires, they can drive the company to reach its result which are listing on MAI and expanding the plant successfully. Then, they can increase the opportunity to respond to demand of organic agricultural products which enable the company to grow continuously. Moreover, these new hires can change the threat to be the opportunity by expanding education to more agriculturists.

Consequently, the recruitment and selection process of the company is critical to ensure that they select the right candidate for new hires success. One important tool in recruitment and selection process is interview process because it is a predictor of candidate's future performance and a way to see how candidates express themselves. Therefore, an effective interview process is a crucial step for selecting the right candidate to drive the company.

1.8 Research Objectives

According to the potential challenge for change, current situation and the context, the researcher found that interview practice is an effective selection tool for identifying and selecting the candidate. It is the first and crucial step for total hiring success. Hence, the objectives of this study are;

1.8.1 To determine the current situation of the company in terms of interview practice focusing on interview planning, interview material, interviewer's skill development and interview experience.

1.8.2 To identify, develop and implement appropriate ODI to establish structured interview practice focusing on interview planning, interview material and interviewer's skills development and interview experience.

1.8.3 To determine the initial impact of ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

1.8.4 To determine the difference between the pre & post ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

1.9 Statement of the problem

The main focus of the study is on enhancing interview experience through structured interview practice. A case study of Innovative Manufacturing Company (IMC).

1.10 Research Questions

Subsequent to the problem statements and the research objectives, the following are research questions:

1.10.1 What is the current situation of interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience?

1.10.2 What are the appropriate ODI that must be implemented to establish structured interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience?

1.10.3 What are the initial impacts of ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience?

1.10.4 What are the differences between pre & post ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience?

1.11 Hypotheses

To answer the above research questions, the following hypotheses were investigated:

Ho1 : There is no initial impact of ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

Ha1 : There is an initial impact of ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

Ho2 : There is no significant difference between pre & post ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

Ha2 : There is a significant difference between pre & post ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

1.12 Definition of Terms

Unstructured Interview Practice

It refers to a little interview planning before interview and using unstandard interview material. Interviewer does not use same questions for every candidate. Rating scale and evaluation are based on interviewer making decision. Moreover, there is no interviewer's skill development.

Structured Interview Practice

It refers to preparation and standardization of interview planning and interview material. It is also called competency-based interview or behavioural-based interview. There is a careful planning before interview which is job analysis to define job requirement and candidate's competencies before interview. For interview material, the same set of interview questions are provided for every candidate and questions are specifically designed based on job-related competencies. Moreover, the questions are asked to dig into the candidate's past experience. Interviewer uses standard rating scale and evaluation form. The training course is provided for developing the interviewer's skills.

Interview Planning

refers to a plan that interviewer prepares and do before interview practice. It means job analysis which is a task that analyzes before the interview. It is a method to define job description and competencies of candidate who will meet expectation and match with the job position.

Competency

refers to skill, knowledge and attitude or personal attribute of individual.

Interview Material

refers to set of questions, rating scale and evaluation form which are used for interview practice.

Interviewer's Skill Development

refers to method or way of developing interviewer in terms of interview skill to help them conduct an effective interview. There are training course and practicing of interview.

Interview Experience

refers to feeling of interviewer and interviewee after interview practice in terms of the interview questions to help to reveal each candidate's skill, knowledge and attitude which are related to job position, feeling comfortable with interview flow, ability to interview within the specified amount of interview time and level of overall interview practice satisfaction.

1.13 Significance of the Study

For the company

The company can develop to have an effective interview practice of its recruitment and selection for new hires' success. And the new hires' success can be developed to be a high potential employee of the company in order to drive the company for listing on MAI. Moreover, it can reduce waste from new hires failure.

For the human resource department

They can achieve KPI of recruitment and selection. And the work process will be standardized, controlled and more effective.

For the management team

They can have a standard to select and evaluate the candidates without bias and also have the ability to focus on the specific requirement. Moreover, it enables them to select the right candidate who can meet their expectation.

For the customer

They will gain more effective education about benefits of innovative fertilizer and knowledge about innovative agriculture techniques and tools from these new hires for the highest productivity.

1.14 Scope and Delimitation of the Study

This study focused on the management team, HR staffs and interviewee in four departments at head office only. The focus group could not represent the whole organization.

For Organization Development Intervention, the researcher provided the interview materials in blank form and train about how to use them only. The HR and the Manager gathered and implemented by themselves.

Basically, to evaluate level of interview effectiveness, it can be measured by the rate of new hire success. However, because of time limitation, the researcher could not wait until the end of probation, thus this study focused on how experience changed after interview practice.



CHAPTER 2

Review of Related Literature and Conceptual Framework

In this chapter the researcher reviewed literature related to the study; relevant literature included the important areas of interview practice, research and tool for an effective interview, organization as a system, organization development and change management in order to understand the related aspects of interview practice and be able to design organization development intervention.

Basically, the researcher reviewed a model of full loop recruitment, selection and development process for new hire in order to understand overview of end to end process. Then, it was narrowed down by specified critical area. Then, the researcher reviewed regarding the focused area particularly selection process and interview practice.

Later, the researcher reviewed the literature that demonstrated all related variables of interview practice. Reviewing this literature enables the researcher to understand all aspects of interview practice and develop the interview practice based on the former research.

For effective change, researcher also review the system model of Action Research process which are the theory of organization as a system, organization development and change management.

Finally, the researcher designed the conceptual framework and action research framework of this study.

2.1 System model of Action Research Process

Integration of Organization as a System, Organization Development and Change Management Model

The organization as a system means that everything is connected together. One thing can impact to another thing. And everything works together as a system. (Morgan, 2006). Every single part is related to be a cycle hence the interview process should be flow and has feedback in every loop for new hire success.

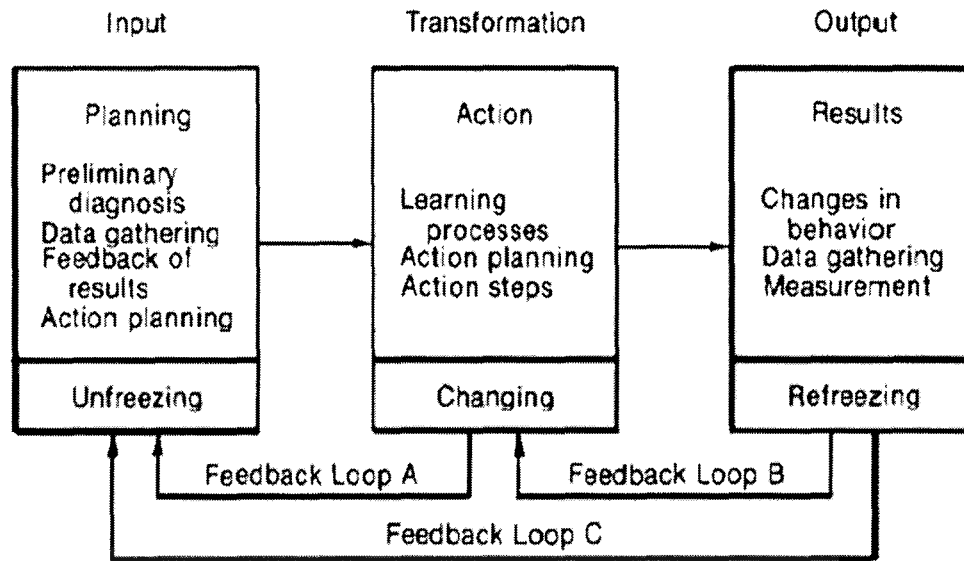


Figure 2.1 : System model of Action Research Process

Source : Kraus, W. A, (2013). The Impact of Culture on Organization Development, *ABAC ODI Journal*, Vol. 1, No. 1, 8-9

This figure summarizes the steps and processes of organization as a system, organization development and change management. It is described as a process cycle of change. The cycle begins with planning. This stage includes steps of diagnosis, data gathering, feedback of results, and action planning. As systems theory, this is the input phase which is the process of problem diagnosis. Thus in this study, this phase will be used for diagnosing the current situation and issue of interview process.

The second stage is the action, or transformation, phase. This stage includes actions relating to planning and implementing changes in the organization. The feedback at this stage would move via Feedback Loop A and would have the effect of altering previous planning to bring the ODI activities and tools into better alignment with change objectives. Following the ODI tools and activities which are interviewer training course, questioning guide and interviewee's tools, these action steps are carried out on the job as part of the transformation stage. It will be continuously used in the organization.

The third stage is the output, or results, phase. It includes actual changes in behavior and process resulting from the second stage implementation. Data are again gathered from the respondents so that progress can be determined. Minor adjustments of this stage can improve the

ODI tools and activities of second stage via Feedback Loop B. Major adjustments and reevaluations would return the OD project to the first, or planning, stage for basic changes in the program. This figure also illustrates the aspects of Lewin's general model of change which is unfreezing, changing and refreezing. As planning stage is a period of unfreezing, or problem awareness. The action stage is a period of changing, that put new forms of behavior in an effort to understand and cope with the system's problems. The results stage is a period of refreezing, in which new behaviors are tried out on the job and, if successful and reinforcing, become a part of the system. (Writework, 2009)

2.2 Basic overview of Recruitment, Selection and Development process

Recruitment, selection and development process are important to ensure candidate's performance and organizational positive outcomes. It is often mentioned that selection of new hire is not only to replace employees or add to a workforce but aims to choose the right person who can perform at a highest level and have a commitment (Ballantyne, 2009).

Pilbeam and Corbridge (2006) present an overview of potential positive and negative aspects of recruitment and selection process. The recruitment and selection process of new hire is fundamental of an organisation for getting it right. Inappropriate selection process can decrease organisational effectiveness, invalidate enhancement strategies, and can be the issues for managers who have to contact with unsuitable new hires.

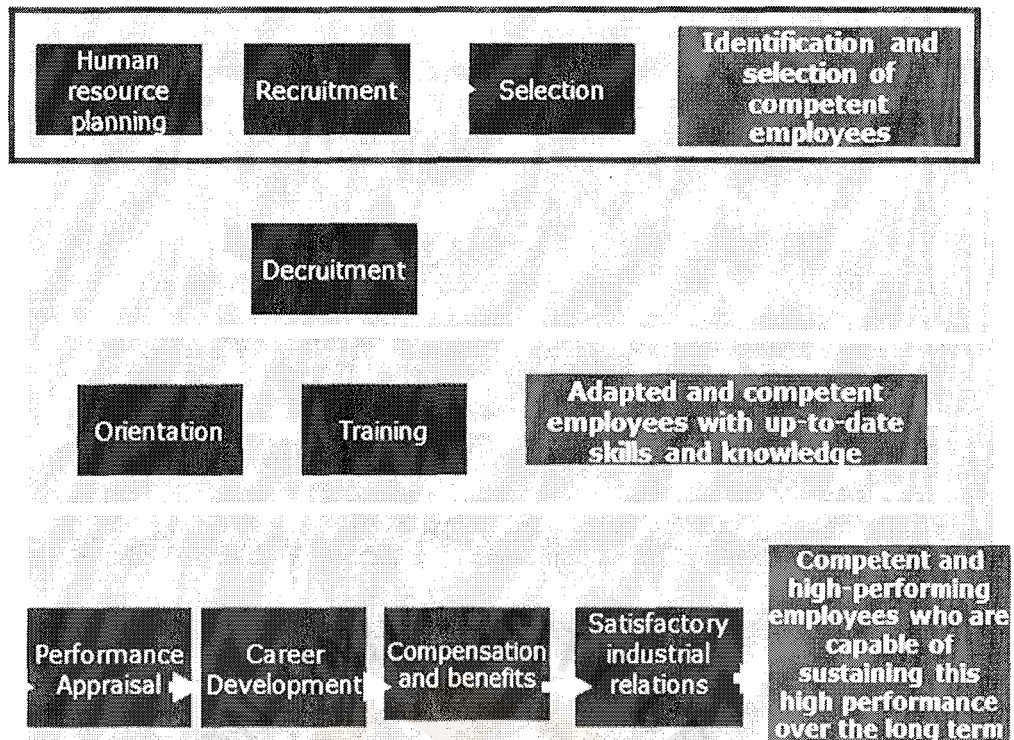


Figure 2.2 : Model of Recruitment, Selection and Development process

Source : Management (Robbins, Bergman, Stagg & Coulter, 2006)

Figure 2.2 demonstrates the overview of recruitment, selection and development process for new hire. There are three phases functioning for new hire. The first phase is started with human resources planning, recruitment and selection that they need to screen a pool of candidates, identify the qualified candidate and select the new hire who meet with the job requirement. After new hire selection, it will be the second phase that comprises of orientation and training. New hires need to be adapted to organizational culture and develop their skills and knowledge for work effectiveness. The last phase is performance appraisal, career development, compensation and benefit and satisfactory industrial relations which the organization has to evaluate, define and develop the new hire who is the high performing employee in order to sustain this high performance over the long term. If the organization can follow this full loop of recruitment, selection and development process, it will lead to new hire success. (Keeling and Kallaus, 1996)

Under the time limitation, this study concentrated on the recruitment and selection process only in order to identify and choose the individual who has best performance from the

pool of qualified candidates. And these new hires can be further developed to be the high potential employee of the organization.

2.2.1 Steps of Recruitment and Selection Process

Figure 2.3 shows a flow chart describing the step-by-step recruiting and selection process. There are four major steps as below;

1. Workforce Planning

The Human Resources trigger for workforce planning as there is staff vacancy, annual planning cycle and change in environment.

2. Preparing to Recruit

HR requests for approval to fulfil the vacancy or create new position following the workforce planning. Then, HR updates position description, advertise the job and prepare search plan.

3. Selection Process

After job advertisement, HR will appoint chair of selection committee to access, shortlist and interview the candidates. Then the committee has to write the selection report and submit all related documents to HR services.

4. Appointment

After selection, HR will offer the salary and benefit to the selected candidate. If they have mutual agreement, they will make an appointment for signing the employment contract.

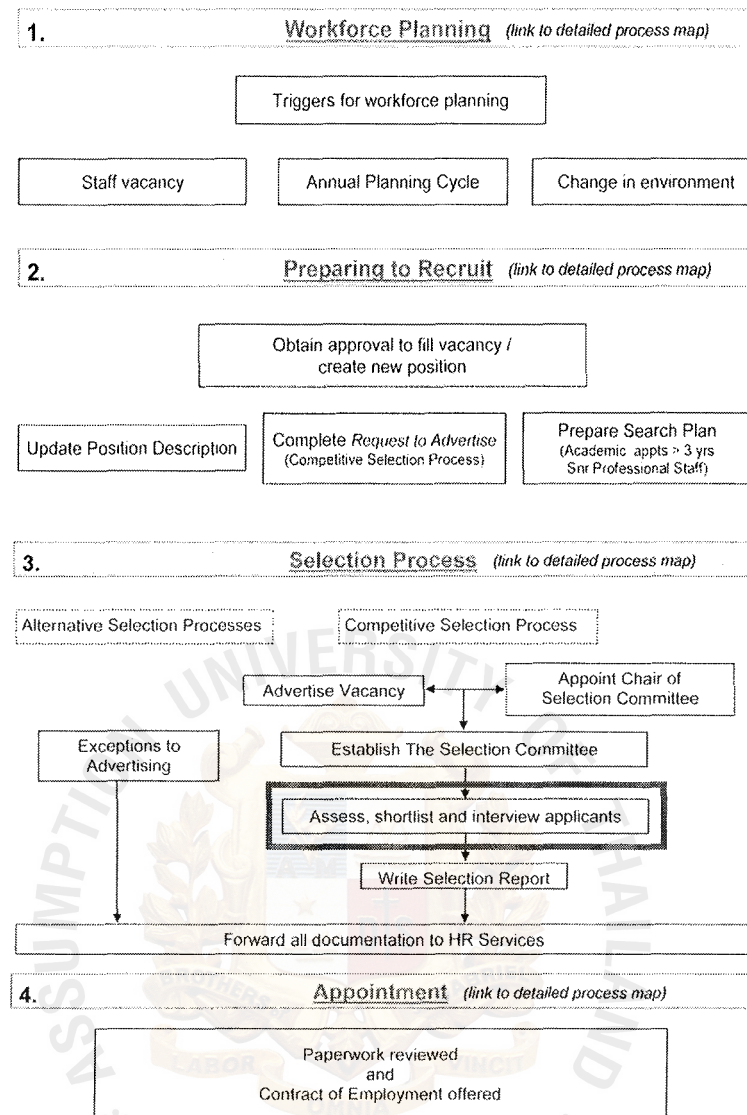


Figure 2.3 : Step of recruitment and selection process

Source : <http://www.hr.uwa.edu.au/policies/policies/selection>

(The University of Western Australia)

2.3 Effectiveness of selection method

Organizations with effective selection systems appear better able to identify and hire employees with the right skills and motivations to succeed in available positions as well as in the

organization. when the “right” employees are hired initially, they are more likely to be satisfied and remain with the company. Thus, by using a good selection system to hire qualified employees, organizations can reduce turnover, increase employee retention, and ultimately increase critical business outcomes. (Rioux and Bernthal, 1999)

Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization’s selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent. (Rioux and Bernthal, 1999)

An effective selection method is an important way that the interviewer be confident to make a decision for selecting as accurate, reliable and objective. The wrong decision becomes the financial costs to the organization. The cost of poor selection can be estimated around three times the official’s annual salary. (Division of Human Resources, Unicef, 2014)

An effective selection method is determined by how well it can predict an individual’s future performance. There is a research that shows that the most effective interviews have to be able to gather information of candidate’s past performance in order to predict the future performance. The characteristics of an effective selection method are high degree of structure, questions focused on job-related competencies and predetermined behavioral criteria to standard rating scale and evaluation. (Teoh, 2008)

There is a research that shows that structured interviews have more than twice as effective as unstructured interviews at predicting a future performance of candidates. (Maureen, 2005)

The Five key recruiting metrics that a lot of companies pay attention to use for an effective staffing process are time to fill, cost per hire, quality per hire, source of hire and applicant satisfaction. Each company can select to apply some of these metrics for improving the recruitment and selection process. In addition, to track and improve these metrics, the organization needs to take action for three things which are alignment, standardization and training the recruiter. (Moon & Li, 2012)

2.4 Importance of Interview

This study focused on the interview practice because it is the most popular tool used in the hiring process and the interview can be very helpful in providing the organization with information about a job candidate's skills and attitudes. (Brannick, 2010)

Furthermore, research by the U.S. Merit Systems Protection Board indicates that Interviews are an excellent tool in the selection process to identify the best candidates. (Source : www.psc-cfp.gc.ca adapted from the U.S. Merit Systems Protection Board, Washington D.C.)

Within total recruitment and selection process, the interview is the most important step because 95% of top global large organizations use interviews as a major part for candidate's assessment and the selection decisions are based on the interviews. Information from interview reveals about the candidate's experience and communication skills. The interview is one best selection method which plays a vital role for making decision at selection process. (Division of Human Resources, Unicef, 2014)

The hiring process can be costly for a company, especially in terms of executives' time. Hiring the wrong person is an even more costly mistake, so it is worth planning ahead and putting best practices in place to make sure that the interview process is as effective as possible. (Winston, 2014)

Conducting job interviews is an important part of a manager's duties. The interviewer wants to hire the right person, but identifying that person is difficult if the interviewer approaches the interview process without proper preparation. If the interviewer structures the interview process correctly and conducts the interviews uniformly, the interviewer will find the qualified candidates. (Metcalf, 1997)

Hires work best when both parties are happy. The interviewer does not want a successful applicant to take the job, only to discover that the position is not what the new hire wanted or expected. Use the interview as an opportunity to give a full picture of the job and its responsibilities. Encourage questions from candidates that will give them more information, and also allow you to see how astute each is in assessing a situation. (Winston, 2014)

Therefore, if the organization applies an effective interview process, it will be useful for selecting the right candidate. The effective interview process is the first crucial step for new hire success. And these new hire success will drive the organization to reach its goal.

2.5 Predictive Paradigm

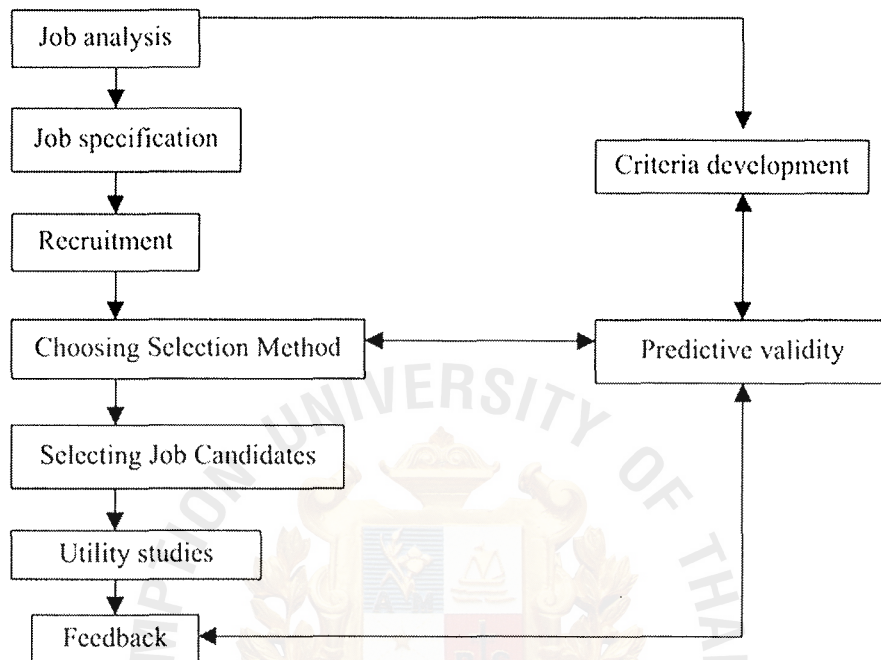


Figure 2.4: Predictive Paradigm

Source : Daniel Roque Gomes, José Gonçalves Neves, (2010) "Do applicants' prior experiences influence organizational attractiveness prediction?", Management Research: The Journal of the Iberoamerican Academy of Management, Vol. 8 Iss: 3, pp.203 – 220

For recruitment and selection process, choosing selection method influences predictive validity(Gomes and Neves, 2010). Thus, an appropriate selection method enables organization to predict in a right way.

2.6 Relation of Interview and Predictive Power

Interview	Description	Predictive Power
Unstructured Interviews (i.e. maybe I'll get lucky)	An unstructured interview involves a process whereby different questions may be asked of different applicants, at the interviewers' discretion (Arvey, Miller, Gould, & Burch, 1987).	<ul style="list-style-type: none"> • Unstructured interviews have lower predictive power than other types of interviews and other assessments. • Reliability is also a significant concern because the interview is not standardized leading to a wide range of possible results.
Situational Interview	The interviewer describes to the candidate a job-related scenario or situation and asks the candidate what he/she would do under the given circumstances. Interview responses are then scored using a scoring guide constructed by job experts.	<ul style="list-style-type: none"> • Other assessment alternatives have been proven to have higher predictive power.
Structured Behavioral Interview	Interviewees are asked standardized questions regarding how they have handled past situations that were similar to circumstances they may encounter on the job (Motowidlo, Carter, Dunnette, Tippins, Werner, Burnett, & Vaughn, 1992). Probing questions for additional details are also used. Responses are then scored using behaviorally anchored rating scales.	<ul style="list-style-type: none"> • Schmidt & Hunter (1998) found the validity of structured interviews to be significantly better than for unstructured interviews. • Research indicates that other selection procedures may have higher validities in relation to job performance (Hunter & Hunter, 1984; Motowidlo et al., 1992).

Figure 2.5 : Relation between interview type and predictive power

Source : <http://www.furstperson.com>

This figure demonstrates relation between interview type and predictive power. It shows that unstructured interview has lower predictive power than structured interview because questions are not standardized. Moreover, Schmidt and Hunter (1998) found that the validity of structured interview is significantly better than unstructured interview.

2.7 Unstructured Interview Practice

Unstructured interviews, also called normal interview or traditional interview, have the most relaxed and flexible rules. In this type, interviewers need only a checklist of topics to be covered during the interview. There is no order and no script. The interaction between the interviewer and interviewee is more like a conversation than an interview. (Santiago, 2009)

Unstructured interviews are no systematic analysis of job requirements, applicants are asked different questions in a disorganizaed manner, the questions are not always job-related,

answers are not scored in a systematic way and the interviewer does not formally prepare for the interview. (Personnel Psychology Centre and Assessment Oversight, 2014)

Unstructured interviews are most often used in ethnographies and case studies. They are best used when interviewers want to find information as much as possible about their topic. The benefits are unstructured interviews often can reveal the information from interviewee more than using structured interview. The interviewer and interviewee are not limited by the guideline or protocol. Data collection using unstructured interviews will be larger than structured interview. (Santiago, 2009)

2.8 Structured Interview Practice

Of the surveyed organizations 97 percent use structured interview practice or behavior-based interviews when selecting employees. The respondent organizations of this study are the reputable companies such as AIA, General Motor, Pizza Hut, Colgate-Palmolive etc. (Rioux and Bernthal, 1999)

Structured interview has interviewer related factors which are interviewer's training for using standard questions and rating scale, the same interviewer for all candidates and taking notes during the interview, were inconclusive. The factor of using a panel of interviewers does not contribute to validity, and may actually have a detrimental effect. (Huffcutt and Woehr, 1999)

Structured Interview is a systematic assessment method designed to measure job-related competencies of candidates. The candidates are asked about their behavior in the past experiences in order to predict their future performance. Structured Interviews ensure every candidate has equal chances to receive information and are evaluated accurately and consistently because every candidate is asked the same predetermined questions and evaluated using the same standard rating scale. This type of interview is popular because it is more personal than other assessment methods. (Assessment Oversight and the Personnel Psychology Centre, 2009)

In journal of assessment oversight and the personnel psychology 2009, it is also demonstrated that the characteristics of structured interview are based on a thorough

understanding and articulation of job requirements, all candidates are asked the same questions in the same order, questions are job-related and competency-based, answers are scored in a systematic way and the interviewer is trained in how to conduct structured interviews.

A research shows that structured interviews are twice as effective as unstructured interviews in predicting job performance. Unstructured interviews, where interviewers rely on unaided judgment, are subject to bias and may expose you to future complaints or challenges (Maureen, 2005). This study focused on comparison between unstructured and structured interview practice to understand how they work and how interview experience change after practicing structured interview.

U.S. Merit Systems Protection Board 2003 demonstrates the comparison between unstructured interview and structured interview in various aspects as below;

For development, the unstructured interview is very little, the factors evaluated by the interview board which questioning is spontaneous and not related to the job. On contrary, the structured interview normally plans for interview objectives and the role in appointment process. The interview questions are predetermined and linked to the job relevant criteria such as knowledge, skills, abilities, attitude, personalities etc.

For administration, the questions of the unstructured interview are different from one interview to the next for the same job which can little control and collect the information from candidates. It becomes extraneous information that can influence the direction of the interview. Moreover, the interviewer takes note as sketchy, disorganized or nonexistent. On the other hand, for the structured interview, each candidate will be asked the same questions which follow up questions can be controlled and collected appropriate information. The extraneous information is disregarded. Moreover, note-taking can be existed for candidate's details and information.

For Evaluation, there is no system for the unstructured interview. It can be guided and bias for evaluating interview responses. But for the structured interview, it has pre-developed, behavioural basis for evaluating interview responses.

The last aspect is interviewer training, for the unstructured interview has no formal training or instruction of interview process. For the structured interview, the interviewer will be provided with training and preparation of the effective interview process.

The website of Interview Skills Consulting company 2014 shows that structured interviews, also called competency-based interview or behavioral interview, are more systemic, each question targeted to specific skill or competency. Candidates are asked the questions based on their behavior in specific situations with concrete examples. The interviewers need to gather the information in depth about the candidate's skills and behavior.

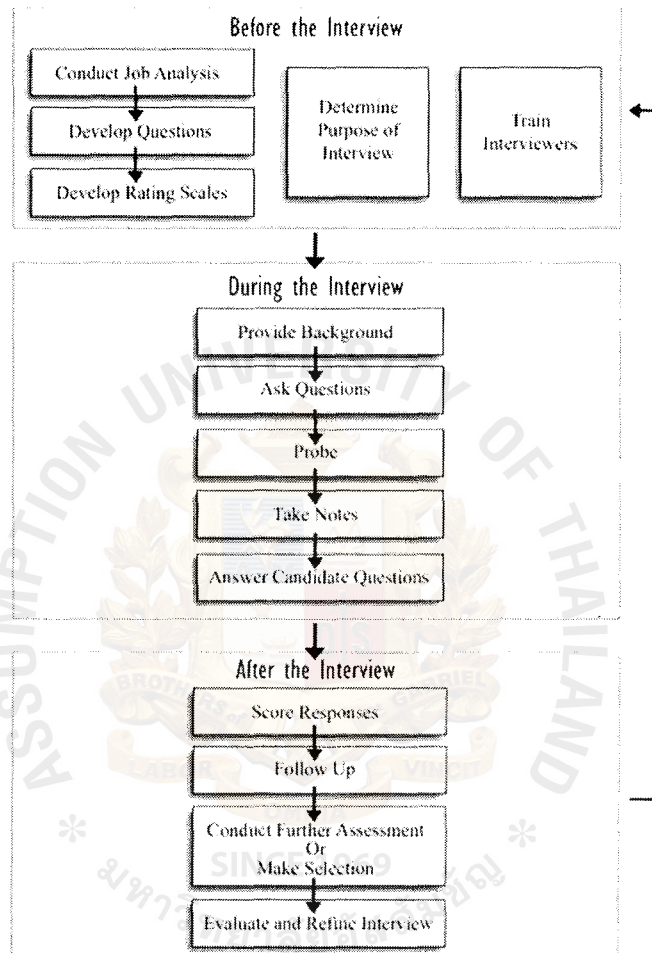


Figure 2.6 : The Structured Interview Process

Source : www.psc-cfp.gc.ca adapted from the U.S. Merit Systems Protection Board, Washington D.C.

Figure 2.6 states a model structured interview process, there are three major steps which comprise of before the interview, during the interview and after the interview.

Before the interview is the preparation process of interview. It starts from conducting a Job Analysis that interviewer needs to review the job description and selecting the critical

knowledge, skills and attitude before the position posting. Then, the interview needs to develop interview question which is good question related to job, focused on past behavior and open-ended. Moreover, rating scales for interviewee need to be developed to determine that interviewer evaluates candidates' responses appropriately. One last thing, interviewer needs to be trained about structured interview process which about knowledgeable of the job requirements and trained in effective questioning, documentation, evaluating answers, and applying the rating scales. During the interview, interviewer has to provide relaxing atmosphere and open rapport at beginning of the interview and also show respect to the candidate. Moreover, interviewer tries to use probes, open-ended questions and take notes until closing the interview that gives an opportunity to candidate for reflection and asking.

After the interview, interviewer has to score the response within 15 minutes, verify information with application, do reference checks and make selection. (U.S. Merit Systems Protection Board, Washington D.C., 2010)

2.9 Competency-Based Interview

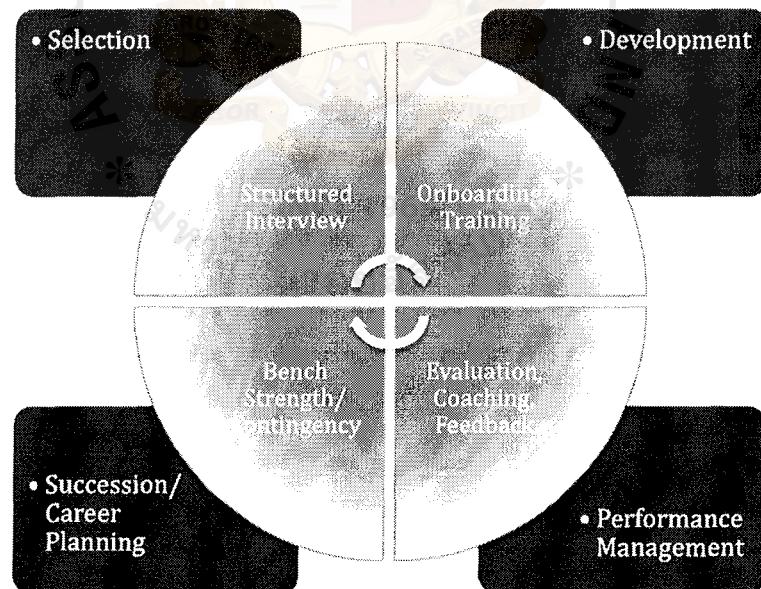


Figure 2.7 : Competency Model

(Source : <http://internalconsistency.com/2012/11/15/how-to-use-a-competency-model>)

Figure 2.7 shows how competencies are applied in various aspects which are recruitment and selection in order to structure the interview practice, learning and development to design appropriate training course, performance management to determine, evaluate and coach the employee. The last one is career development to promote and move within the company. (Internal Consistency, 2012)

Competency-Based Interviews are the interviews that each question is designed to test specific skills. If the answer is matched with predetermined competencies or behavioral criteria, the score will be marked accordingly. (Interview Skills Consulting Company, 2014)

This type of interviews are based on the ideas that past behavior is a predictor of future performance. Interview questions are designed to ask specific skill, competencies and characteristics which focused on job-related issues in the position. All candidates are asked the same questions in same order and the interviewer takes note for evaluating candidates. (United States Department of State Bureau of Human Resources, 2005)

2.10 Behavioral –Based Interview

Behavioral- based interview, in fact, is said to be fifty five percent predictive of future on-the-job performance, while traditional interviewing is only 10 percent predictive. It is also known as “competency-based interviews” or “targeted selection.” which focuses on questions that delve into candidate’s past behaviors. The candidates develop stories to illustrate that they have the necessary skills for the position and employer. (Career Service Center at University of Delaware, 2013)

A new survey by human resource consulting firm Development Dimensions International and web-based recruiting resource Electronic Recruiting Exchange (ERE) reveals what keeps successful organizations on top. Job interviews in which candidates describe specific examples of their skills: The survey reported that 94% of the organizations already use this kind of interview, which a variety of studies have shown is the form of interviewing that most accurately predicts future performance. In fact, according to the DDI/ERE survey, such "behavior-based interviewing" is so successful that nearly 40% of the organizations in the study are planning to do even more in the future. (Kennedy Information Inc, 2002)

A behavioral interview is the best tool you have to identify candidates who have the behavioral traits and characteristics you believe are essential for success in your open job. (Heathfield, 2012)

2.11 STAR Method

The STAR method is a structured manner of responding to a competency-based interview question by discussing the specific situation, task, action, and result of the situation that are described. (Career service center at university of Delaware, 2013)

Situation: Describe the situation or background that candidates were in. Provide the contexts. Where and When of the situation. The candidates must describe a specific event or situation, not a generalized description of what they have done in the past. Be sure to give enough details for the interviewer to understand. This situation can be from a previous job, from a volunteer experience, or any relevant event.

Task: Elaborate the challenge and expectation. What need to be done? And why?

Action: Detail the specific actions that candidates address the situation with an appropriate amount of detail. What did they do? How? What tools that they used? What specific steps did they take and what was their particular contribution? Be careful that they don't describe what the team or group did when talking about a project, but what they actually did. Use the word "I," not "we" when describing actions.

Result: Explain the outcome of their actions and taking credit for their behavior. What happened? How did the event end? What did they accomplish? What did they learn? Make sure that answer contains multiple positive results.

Ensure that candidates follow all parts of the STAR method. Be as specific as possible at all times, without rambling or including too much information. However, keep in mind that some examples that have a negative result such as "lost the game" can highlight the strengths in the face of adversity.

2.12 Job Analysis

Job analysis is an essential process to identify the related functions and duties of the position and the qualifications needed to perform the job. It can also differentiate the characteristics of employees which perform excellent, average or below-average. (Dessler, 2002)

Job description is an initial point of hiring process that helps to understanding job requirements which consist of job title, responsible to, responsible for, main purpose of job, job responsibilities and additional information about job (Alison Jago, 1997).

Job description is more like a blue print of the job, as it gives information about duties and responsibilities of the job expected from employees. They further explained that Job description is a basic tool in hiring employees as it gives details about expertise, knowledge and individual's physical requirement and characteristics needed for that position. (Herman, 1994)

2.13 Interview Material

One interviewer will serve as the chairperson, responsible for logistical arrangements and administrative functions, prior to the interviews, all interviewers should have and review: Interviewer's Guide, forms with competencies, definitions, and questions, individual rating forms with example responses (U.S. Office of Personnel Management, 2010)

2.14 Set of Interview Question

Personnel Psychology Centre and Assessment Oversight, 2014 describes that there are three main types of questions which are behavioral questions, situational questions and knowledge questions. Behavioral questions the candidates to describe past experience or events. Situational questions are the way to ask candidates in order to know what they would do in a hypothetical situation. And knowledge questions ask the candidates to demonstrate knowledge or skill that related to the job and required to perform successfully.

It is vital to prepare all the areas of questioning in advance. The interviewer can add more in, or go down a different route, depending on the information an interview turns up, but it does

ensure to cover all required information, and do not forget any important aspects. Tailor the questions to elicit responses that use concrete examples from the candidate's previous work history, such as, "Tell me about a time you... ." In general, these types of questions are more effective than hypothetical questions that allow a candidate to waffle without giving the substance. (Winston, 2014)

2.15 Rating Scale for Interview

For structured interview, the expected responses or answers will be assessed to be predetermined and applied consistently during the interview process. The interviewer uses rating scale to standardize the assessment process, maximize the consistency of evaluation across applicants and leads to valid assessment of qualifications, fair and equitable assessment for all applicants. The rating scale is based on competencies and behavioral indicator that the interviewer defines by job analysis. (Personnel Psychology Centre and Assessment Oversight, 2014)

The competencies and behavioral indicator define what each candidate needs to be successful and to contribute to company's vision, mission and values and whether he/she is matched with the job requirements or not. There are three key-points on performance rating scale which are under expectation, meet expectation and above expectation. This tool is used to demonstrate an image of candidates compared to interviewer's expectation. (Hecht, 2008)

If the interviewer is interviewing several candidates, it can be difficult to compare them in a fair and effective way. Using a rating scale to check off how well they answered each question allows the interviewer to make a direct comparison. It also serves as a way to remind the memory after a long day of interviewing. Then, the interviewer defines the bottom-line required skills and competencies of a successful candidate. Using an unbiased rating scale also somewhat allows to balance out the first impression of a candidate, which is often based on appearance alone, and may be misleading. (Winston, 2014)

2.16 Evaluation Form

Generally, interview evaluation is the process that assessed the candidates responses based on their qualifications or behaviours during the interview, evidence or what the candidate demonstrated and scope and depth of demonstrated behaviours. (Personnel Psychology Centre and Assessment Oversight, 2014)

Interviewer will record notes for each candidate during the interview in to an evaluation form. It is required to use as a guide for making final decision. This sheet will be a summary of the interview process. After the interviews have been completed, all Interview Evaluation Forms must be returned to HR to correlate and retain for feedback. Only one candidate can be recorded on one sheet so interviewer should make sure having enough sheets to cover the number of candidates for interviewing. The administrator looking after the vacancy will have already put the essential and desirable characteristics on each sheet. Where a selection method is used in the process and interviewers are involved, feedback on the candidates performance must be detailed on the record sheet under the desirable criteria that has been identified before the interview. For each candidate interviewer should also consider if they are appointable or not appointable, what order the candidates come in and specific reasons for these decisions. Interviewers can use the evaluation form to summarise their opinion for each candidate after the interview. The final decision and all discussions will, however, only take place at the end of the day, after all interviews. (Personnel Psychology Centre and Assessment Oversight, 2014)

2.17 Interviewer's skills Development

An important skill of interviewer is questioning skill. The website of mindtools describes about questioning skills for interviewer that questioning skills are many types of questioning methods which are open or close questions, funnel questions, probing questions and leading questions.

Closed question usually receives a single word or very short. The answer is "Yes" or "No". An open question asks about knowledge, opinion or feelings which have question words such as what, where, why, how etc. Open questions are good for developing an open conversation, finding out more details, finding out the other person's opinion, closed questions

are good for testing understanding and concluding a discussion. For funnel Questions, this type of question involves starting with general questions, and then scoping in on a point in each answer, and asking more details at each level. It's used by detectives taking a statement from a witness. These questions are good for finding out more details about a specific point. Asking probing questions is another strategy for finding out more details, giving an example and understanding a situation they have made. Sometimes, interviewers need additional information for clarifications so they need to use the 5 Whys method to ask in dept to the root of a problem or situation. Probing questions are good for gaining clarification to ensure that interviewer drawing information out of interviewee who are trying to avoid telling something. Leading questions try to lead the respondent to the way of thinking. They can do this in several ways with an assumption. Leading questions are good for getting the wanted answer but leaving the other person feeling that they have had a choice and closing a sale.

2.18 Interview Experience Survey

Measuring the recruiting process is important to confirm whether company is employing effectively or not. (Slezak, 2013)

The researcher reviewed some surveys of interview process evaluation which have been used to measure the process in order to understand and adapt the questions to this study in terms of interview experience.

The questions of recruiting process that have been used to measure the recruiting process are delivered to interviewer and interviewee. Sample of questions are how effective of the process at valuing the time, how effective of the process at explaining the job, overall, how satisfied with the process etc. (HR Leadership Council, 2011)

A lot of sources such as The County of San Luis Obispo, sample questionnaire website suggested one sample question of recruiting survey is “How satisfied were you with the overall recruitment process?” (The County of San Luis Obispo, 2014)

After completing an interview practice, it is critical to review and assess the structured interview process to specify strengths and areas for improvement. It is important for future

assessments. By accessing the interview practice, the interviewer can ensure that it continues to fulfill the organization's requirements, thereby resulting in effective hiring decisions.

Sample of questions for interview experience evaluation are; is the interview successful at predicting success on the job?, do the interview questions make useful job-related?, how are applicants performing on the interview? are different groups performing differently?, how do applicants perceive the interview (e. g. job relevance, fairness)?, how influential are the results of the interview in the final hiring decision?, are interviewers comfortable with the interview questions and process?, are interviewers applying the rating scales consistently?. Asking these questions and acting on the answers will help to ensure that the structured interview remains relevant and useful for the hiring process. (Assessment Oversight and the Personnel Psychology Centre, 2009)

All candidates should be considered for the same amount of time. Consider the following in determining anticipated interview length: introductions and instructions, responses to each question, an informal discussion about the position and for the candidate to ask questions, evaluating each candidate, including individual and consensus ratings (U.S. Office of Personnel Management, 2010)

2.19 Affinity Diagram

The affinity diagram is a tool for organizing ideas and qualitative data. It is a kind of management and planning tool. It groups data into categories. However, the affinity diagram was designed by Jiro Kawakita in 1960 and is sometimes called as the KJ Method. It is commonly used for project management to group large numbers of ideas from brainstorming or organize the answer from an interview, open-ended questions or other qualitative data for review and analysis. The process of affinity diagram has three steps which are recording each idea on cards or notes, look for ideas that seem to be related and sort cards into groups until all cards have been used. (Jiro, 1960)

2.20 Theretical Framework

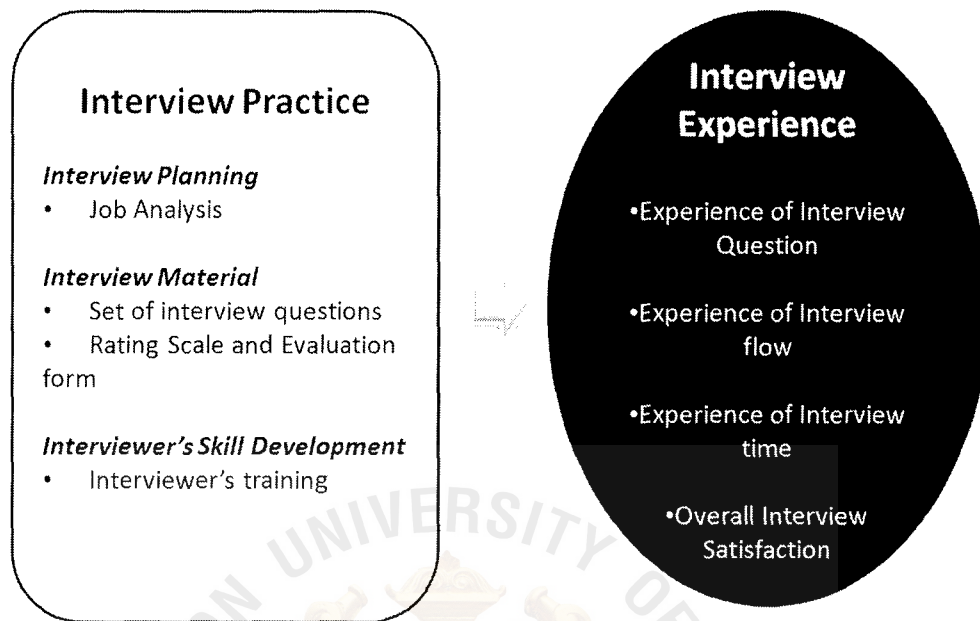


Figure 2.8 Theoretical Framework

The Theoretical framework comes from all related literatures which were reviewed. The researcher recognized that the major variables of interview practice are interview planning, interview material and interviewer's skill development. The interview planning refers to job analysis which interviewer needs to do before the interview. The interview material refers to set of interview questions that interviewer normally uses for every candidate. Moreover, interview material also refers to rating scale and evaluation form which are designed for making decision. One last thing is interviewer's training which is arranged for developing interview skill of interviewer. These variables lead to interview experience which are experience of interview question, experience of interview flow, experience of interview time and overall interview practice satisfaction.

2.21 Conceptual Framework

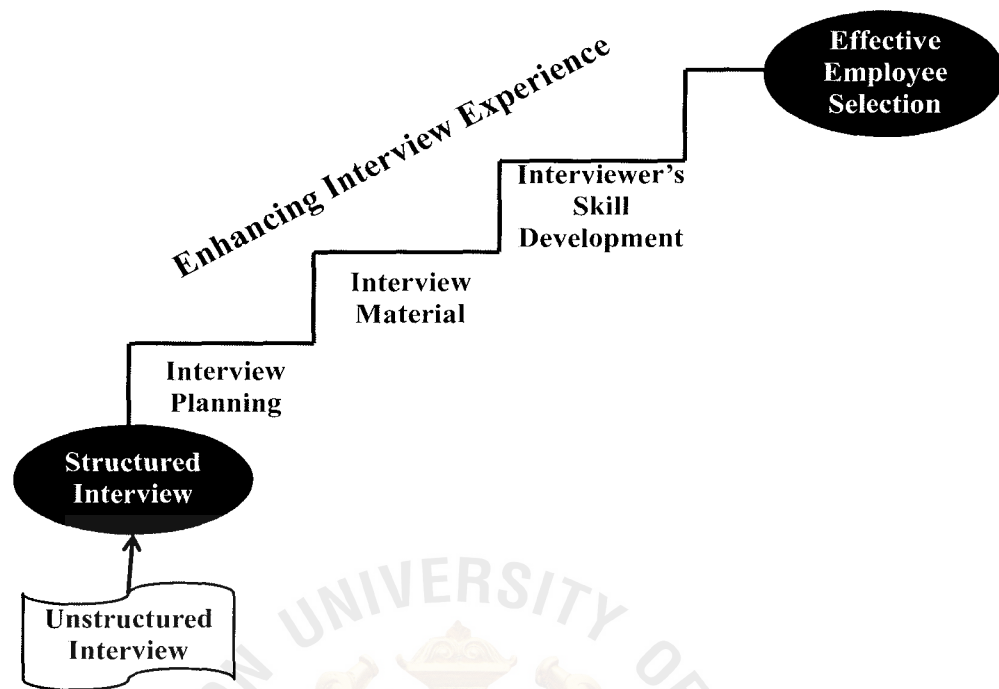


Figure 2.9 Conceptual Framework

This conceptual framework was designed based on the title of this study which is enhancing interview experience through structured interview practice and also based on the theoretical framework which demonstrated the major variables of interview practice. Therefore, the researcher designed the step of intervention regarding the variables of interview practice. It started from the unstructured interview practice. Then, the researcher implemented the structured interview practice which developed interview planning, interview material and interviewer's skill in order to enhance the interview experience. Finally, it led to establish an effective employee selection.

2.22 Action Research Framework

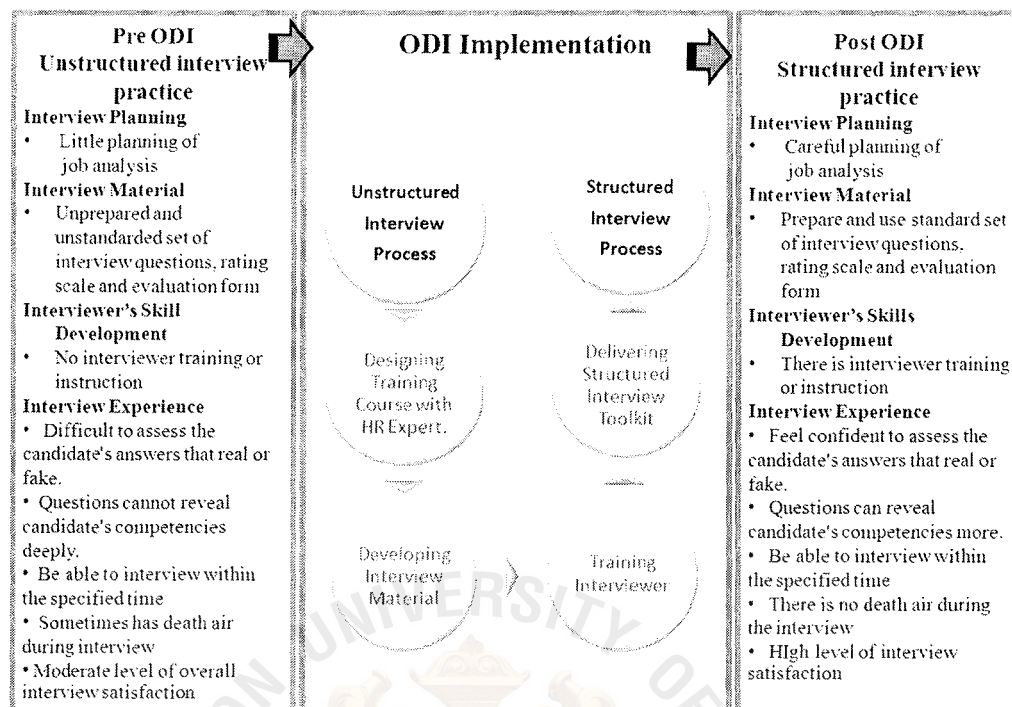


Figure 2.10 Action Research Framework

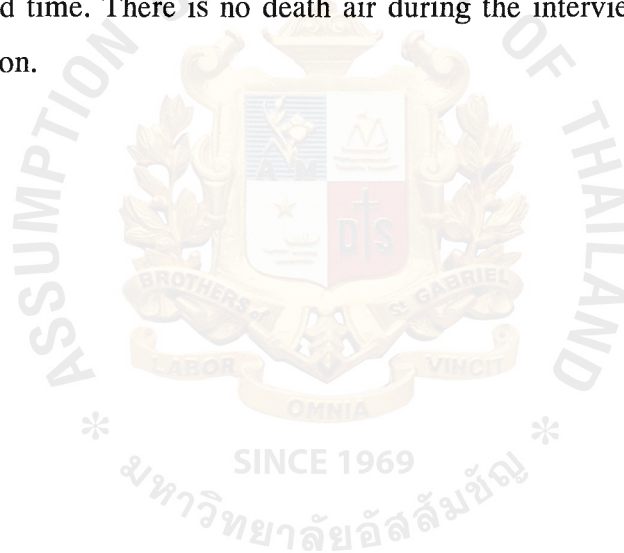
The Action Research Framework from figure 2.10 was provided to comprehend overview of this study.

For Pre ODI was shown current state of the organization which found that they use unstructured interview practice because they have a little planning of job analysis, no standard set of interview questions, rating scale and evaluate form and there is no interviewer's training or instruction to develop interview's skills. For their interview experience, they do not feel confident to analyze and evaluate skill, knowledge and attitude of each candidate because it is difficult to assess the candidate's answers if they are real or fake. The questions cannot reveal candidate's competencies deeply. They are able to interview within the specified time. For interview process flow, they feel that it is not totally smooth and there is some death air during the interview. There is moderate level of overall interview satisfaction.

For ODI implementation, it was focused on establishing structured interview practice. The researcher started designing training course for interviewer with an HR expert and also

creating structured interview toolkit to improve and standardize interview material for the interviewer. Then, conducting the training course called Pro-Interview training course to describe what, why and how to use structured interview toolkit for their interview practice. Moreover, this training course trained some interview techniques to develop the interviewer's skills. After that the structured interview guide toolkit was delivered to the interviewer.

For Post ODI was demonstrated desired state of the organization which they will use structured interview practice. They will have a careful planning of job analysis, prepare and use standard set of interview questions, rating scale and evaluate form consistently and there is interviewer's training or instruction to develop interview's skills. For there interview experience, they will feel more confident to analyze and evaluate skill, knowledge and attitude of each candidate. For interview process flow, they will feel that it is smoothly within amount of interview time. Questions can reveal candidate's competencies more. They are able to interview within the specified time. There is no death air during the interview and there is high level of interview satisfaction.



CHAPTER 3

Action Research Methodology

This chapter provides the methodology used in this study. The first part of this chapter states the action research design which demonstrates overview process of this study. The latter part of this study includes sampling process, instruments, data collection techniques and procedure and data analysis through this study.

3.1 Action Research Design

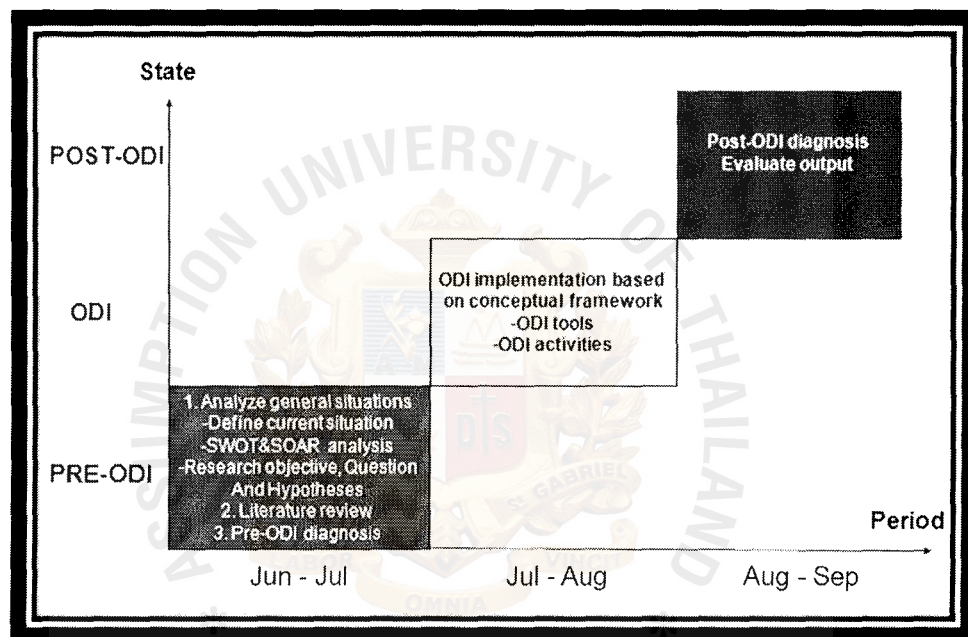


Figure 3.1 : Action Research Design

PRE-ODI

This state is the preparation process before intervention. It consists of general situations analysis, definition of current situations, SWOT and SOAR analysis, specify research objective, research question and hypotheses of this study, literature review regarding research topic and PRE-ODI diagnosis which include research design, sampling process, instruments, data collection techniques and procedure and data analysis.

ODI

The state of organization development intervention is the implementation step. The researcher will initiate ODI tools and conduct ODI activities throughout based on the conceptual framework of this study to structured interview practice. It focused on establishing structured interview practice. The researcher started designing training course for interviewer with a HR expert and also creating structured interview toolkit to improve and standardize interview planning and interview material for the interviewer. Then, conducting the training course which called Pro-Interview training course to describe what are structured interview toolkit and how to use them for their interview practice. Moreover, this training course will train some interview techniques to develop the interviewer's skills.

POST-ODI

This is the evaluation process after ODI. The researcher will diagnose Post-ODI and compare the results between Pre-ODI and Post-ODI regarding the research objectives.

3.2 The Sample or the Respondents

The Respondents	Pre-ODI	Post-ODI
HR Staffs	3	3
Line Managers	4	4
Current Staffs (Unstructured Interview)	5	0
Candidates (Structured Interview)	0	5
Total	12	12

Table 3.1 : Table of the Respondents

Respondents for Interview

Three HR staffs, four managers of Accounting Department, Administration Department, Business Development and Customer Development as interviewer. And the researcher will also interview ten interviewees which consist of five current staffs who were used unstructured interview practice and five candidates who will be used structured interview practice . They were interviewed in order to assess interview practice before ODI and after ODI.

Respondents for Questionnaire survey

Three HR staffs, four managers of Accounting Department, Administration Department, Business Development and Customer Development as interviewer. And the researcher will also interview ten interviewees which consist of five current staffs who were used unstructured interview practice and five candidates who are used for structured interview practice . They were distributed questionnaire in order to access the interview practice before ODI and after ODI.

3.3 Instrumentation

Interview Guide was developed by the researcher to conduct the interview of the respondents for identifying the interview practice of this organization.

Questionnaire

The researcher developed questionnaire in English and in Thai language on interview practice. The questions will be comprised of three parts:

Part 1 : General information of the respondents

Part 2 : Questionnaire survey related to interview practice

Part 3 : Open-ended questions related to interview practice

Reliability Test

As shown in the table below, the researcher tested the reliability of the questionnaire.

Table 3.2 : Reliability Test

Case Processing Summary			
		N	%
Cases	Valid	7	100.0
	Excluded ^a	0	.0
	Total	7	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.870	12

No. of question	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1	42.714	17.238	.875	.805
Q2	42.857	19.810	.731	.825
Q3	43.000	22.000	.291	.850
Q4	42.714	21.238	.236	.861
Q5	43.571	20.619	.613	.833
Q6	44.286	23.238	-.042	.884
Q7	44.571	20.952	.533	.838
Q8	43.000	19.000	.607	.830
Q9	43.714	19.571	.785	.822
Q10	43.000	17.667	.625	.830
Q11	42.857	19.810	.731	.825
Q12	43.857	19.810	.731	.825

Table 3.2 shows that the instruments has a reliability level of .848. The researcher delivered the questionnaire to twelve respondents who are the managers and have the interview experience.

3.4 Data Collection Techniques and Procedure

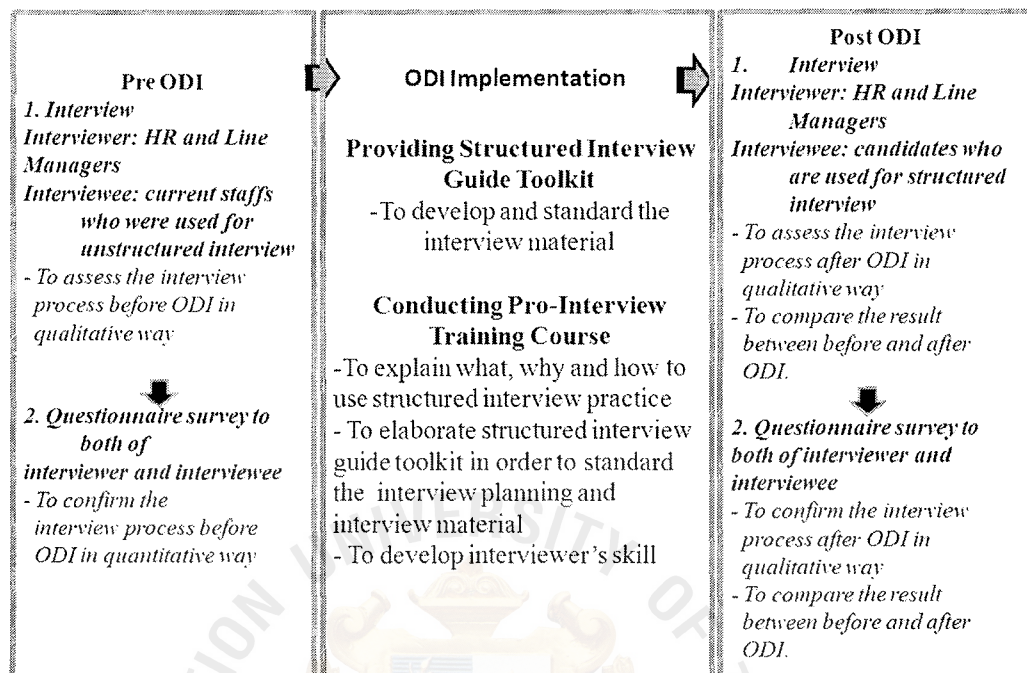


Figure 3.2 : Data Collection Techniques and Procedure

For Pre-ODI and Post-ODI use the same techniques and procedure for data collection so that they could be compared to see the results after ODI state. Three techniques are used in this study which comprise of;

Interview

The researcher interviewed HR staffs, managers and current staffs who were used unstructured interview practice to assess the interview practice before ODI and interview HR staffs, managers and candidates who are used structured interview practice to assess the interview practice after ODI in qualitative way.

Survey

The questionnaire survey was delivered to all respondents in order to assess the job interview practice before and after ODI in quantitative way.

3.5 Data Analysis

3.5.1 Qualitative Data Analysis

Raw Data from interviews and open-ended questions will be analyzed using affinity diagram. The affinity diagram was used for grouping the raw data into the categories of each variable.

3.5.2 Quantitative Data Analysis

Data from questionnaire survey with a rating scale of 1-6 (strongly disagree to strongly agree) will be analyzed using Statistic tools which are Mean and Standard Deviation.

Hypotheses will be tested to determine the initial impact of ODI using T-test.

3.6 Action Research Plan

Action Research Plan		May				June				July				August				September			
No.	Action	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1. Proposal																					
1.1	Writing Proposal																				
1.2	Submit and present proposal with advisor																				
1.3	Revise proposal after received feedback																				
1.4	Present and submit the final proposal with committees																				
1.5	Review more literatures that related to the revised topic																				
1.6	Revise the conceptual framework and instruments																				
1.7	Revise the instruments and review more literatures based on conceptual framework																				
1.8	Pre-Test the instruments																				
2. Pre-ODI																					
2.1	Launch and collect questionnaire to 3 hr staffs and 4 lne managers																				
2.2	Launch and collect questionnaire to 5 current staffs who were interviewed before ODI																				
2.3	Interview 3 HR staffs (1 HR assistant manager and 2 HR officers)																				
2.4	Interview 1 Accounting Manager																				
2.5	Interview 1 Administration Manager																				
2.6	Interview 1 Customer Development Manager																				
2.7	Interview 1 Business Development Manager																				
2.8	Interview 5 current staffs who were interviewed before ODI																				
2.9	Data Analysis																				
3. ODI																					
3.1	Intiate structured interview toolkit : To imrove and standardize the interview material																				
3.2	Conduct Pro-Interview Training Course																				
3.2.1	Job Analysis Workshop : To tran the interviewer on how to do job analysis																				
3.2.2	Training Structured Interview : To clarify what, why and how to use the structured interview and how to use the structured interview toolkit																				
3.2.3	ST-A-R Role Play : To practice by using the structured interview technique																				
3.3	Implement on using structured interview toolkit and using ST-A-R method for interview																				
4. Post-ODI																					
4.1	Launch and collect questionnaire to 3 hr staffs and 4 lne managers																				
4.2	Launch and collect questionnaire to 5 current staffs who were interviewed before ODI																				
4.3	Interview 3 HR staffs (1 HR assistant manager and 2 HR officers)																				
4.4	Interview 1 Accounting Manager																				
4.5	Interview 1 Adminstration Manager																				
4.6	Interview 1 Customer Development Manager																				
4.7	Interview 1 Business Development Manager																				
4.8	Interview 5 candidates who were interviewed after ODI																				
4.8	Data Analysis																				
4.9	Writing and Adjusting the report																				
5	Present the data with committes																				

Chapter 4

Presentation, Analysis and Interpretation of Data

This chapter demonstrates the analysis and interpretation of data which were gathered from survey and interview of respondents. The data are shown relating to the research objectives, research questions and research hypotheses.

The presentation of analysis and interpretation of data are classified into Pre-ODI and Post-ODI phases. Hypotheses are determined to see the initial impact of ODI using the statistic hypothesis test.

4.1 Demographic Profile of the Respondents

This study gathered data both of interviewer and interviewee therefore there are different demographic of respondents as below.

4.1.1 The demographic profiles of the respondents who are interviewer are shown in the table 4.1 as below.

Table 4.1 : The demographic profiles of respondents who are interviewers comprised of gender, age, work experience and department.

Gender of Participants	Frequency	Percent
Female	2	28.57
Male	5	71.43
Total	7	100.00

Age of Participants	Frequency	Percent
20-25 years old	2	28.57
26-30 years old	1	14.29
31-35 years old	0	0
36 -40 years old	2	28.57
More than 40 years old	2	28.57
Total	7	100.00

Work Experience	Frequency	Percent
0-6 months	1	14.29
7 months – 1 year	0	0
> 1 year < 3 years	1	14.29
More than 3 years	5	71.43
Total	7	100.00

Department	Frequency	Percent
Accounting	1	14.29
Administration	4	57.13
Customer Development	1	14.29
Business Development	1	14.29
Total	7	100.00

Table 4.1 presents the demographic profiles of respondents who are interviewers related to gender, age, year of service and department. The total number of respondents who are interviewer were seven (7). There are three (3) HR staffs and four (4) line managers. Two of them were female or 28.57 percent and five of them were male or 71.43 percent.

Two of them were in the age of 20 – 25 years old or 28.57 percent. There were two respondents in the age of 36 – 40 years old and two respondents were more than 40 years old. One of them was in the age of 26 – 30 years old or 14.29 percent.

Five of them had year of service more than 3 years or 71.43 percent. One of them had year of service in the range of 0 – 6 months and one of them had more than 1 year but less than 3 years.

Most of them were in administration department which were 4 or 57.13 percent because three of them are in HR and HR is under administration department. The rest of them worked in accounting, customer development and business development department.

4.1.2 The demographic profiles of the respondents who are interviewee are shown in the table 4.1 as below.

The researcher evaluated the interview experience of interviewee as well as interviewer. The interviewee for pre-ODI refers to current staffs who were interviewed before implementing ODI and interviewee for post-ODI refers to candidates who were interviewed after ODI.

Table 4.2 : The demographic profiles of respondents who are interviewee comprised of gender, age, work experience and department.

Gender of Participants	Frequency (Current Staffs)	Percent	Frequency (Candidates)	Percent	Total Frequency	Total Percent
Female	2	40.00	1	20.00	3	30
Male	3	60.00	4	80.00	7	70
Total	5	100.00	5	100.00	10	100

Age of Participants	Frequency (Current Staffs)	Percent	Frequency (Candidates)	Percent	Total Frequency	Total Percent
20-25 years	3	60.00	4	80.00	7	70
26-30 years	1	20.00	1	20.00	2	20
31-35 years	1	20.00	0	0	1	10
36 -40 years	0	0	0	0	0	0
More than	0	0	0	0	0	0
Total	5	100.00	5	100.00	10	100

Work of Experience	Frequency (Current Staffs)	Percent	Frequency (Candidates)	Percent	Total Frequency	Total Percent
0-6 months	1	20.00	2	40.00	3	30
7 months – 1	2	40.00	2	40.00	4	40
> 1 year < 3	1	20.00	1	20.00	2	20
More than 3 years	1	20.00	0	0	1	10
Total	5	100.00	5	100.00	10	100

Department	Frequency (Current Staffs)	Percent	Frequency (Candidates)	Percent	Total Frequency	Total Percent
Accounting	1	20.00	0	0	1	10
Administrationon	1	20.00	0	0	1	10
Customer Development	2	40.00	3	60.00	5	50
Business Development	1	20.00	2	40.00	3	30
Total	5	100.00	5	100.00	10	100

Table 4.2 presents the demographic profiles of respondents who are interviewee related to gender, age, work experience and department that they applied for. The total number of respondents who are interviewer were ten (10). There are five (5) current staffs and five (5) candidates. Three of them were male or 30 percent and seven of them were male or 70 percent.

Majority of them were in the age of 20 – 25 years old or 70 percent. There were two respondents in the age of 26 – 30 years old or 20 percent and one respondents in age of 31 – 35 years old or 10 percent.

Three of them had work experience in the range of 0 – 6 months or 30 percent. 40 percent or four of them had work experience in the range of 7 months – 1 year. Two of them had work experience more than seven months but not over one year. One of them had work experience more than one year but not over three year.

Most of them applied for customer development department which were 5 or 50 percent. Three of them applied for business development department or 30 percent. The rest of them applied for accounting and administration department.

4.2 Respondent's perception on interview planning, interview material, interviewer's skill development and interview practice in current situation (Pre-ODI)

This phase demonstrates the data collection from survey and interview with all respondents. The researcher applied the statistic tools which are mean and standard deviation to analyze quantitative data from survey and applied affinity diagram to categorize the raw data from interview and open-ended questions and put them into the table in order to understand clearly.

Question 1 : What is the current situation of interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience?

4.2.1 Quantitative data analysis on interview planning, interview material, interviewer's skill development and interview experience (Pre-ODI)

This part shows the analysis of the quantitative data from survey on interview planning, interview material, interviewer's skill development and interview experience. The researcher applied mean and standard deviation to analyze the raw data. An adjective description is used to indicate the data in accordance with the mean score.

Table 4.3 : The adjective description for indicating the data

Adjective Description	
Item	Range
Strongly disagree	0 – 1.00
Disagree	1.01 – 2.00
Slightly Disagree	2.01 – 3.00
Slightly Agree	3.01 – 4.00
Agree	4.01 – 5.00
Strongly Agree	5.01 – 6.00

Table 4.3 presents the adjective description to indicate the quantitative data in accordance with the mean. It can be interpreted that if the mean score falls into any range of this table, the adjective description is indicated to that mean score level.

Table 4.4 : Overall respondent's perception on interview planning, interview material, interviewer's skill development and interview experience in current situation (Pre-ODI)

Variables	Mean	Std. Deviation	Adjective Description
Interview Planning	4.50	.58	Agree
Interview Material	3.89	.45	Slightly Agree
Interviewer's Skill Development	3.50	.58	Slightly Agree
Interview Experience (Interviewer)	3.93	.57	Slightly Agree
Average of Mean and SD for Interviewer	3.94	.40	Slightly Agree
Interview Experience (Interviewee)	4.60	.58	Agree
Average of Mean and SD for Interviewee	4.60	.58	Agree

According to the research question number one that focused on the current situation of interview planning, interview material, interviewer's skill development and interview experience, the table 4.4 demonstrates the statistic description to specify the respondent's perception level based on rating six points scale.

Table 4.4 demonstrates the mean and standard deviation of interview planning, interview material, interviewer's skill development and interview experience. The result presents that the respondent's perception on interview planning is in the description of agree level. The mean and standard deviation are 4.50 and 0.58, respectively. For interview material, the result shows that the respondent perceive on interview material is in the level of slightly agree which mean and standard deviation are 3.89 and 0.45 respectively. For interviewer's skill development, the result shows that it falls into the level of slightly agree which mean and standard deviation are 3.50 and 0.58, respectively. Furthermore, for interview experience, the researcher delivered the questionnaire both of interviewer and interview to assess from their lenses. The result shows that the interview experience of interviewer is in the level of slightly agree. The mean and standard deviation are 3.93 and 0.57, respectively.

Overall, the mean and standard deviation of interviewer's perception on interview planning, interview material, interviewer's skill development and interview experience are 3.94

and 0.40 respectively. The mean falls into the level of slightly agree. On the other hand, the perception of interviewee on interview experience is in the level agree which mean and standard deviation are 4.60 and 0.58 respectively. The mean falls into the level of agree accordingly.

4.2.1.1 Respondent's perception on interview planning in current situation (Pre-ODI)

Table 4.5 : Overall respondent's perception on interview planning (Pre-ODI)

Interview Planning	Subject	Mean	Std. Deviation	Adjective Description
Job Analysis	I analyze job requirement and define the candidate's qualification before interview.	4.57	.79	Agree
Job Analysis	I define the candidate's skill, knowledge and attitude for this position before interview.	4.43	.53	Agree
Interview Planning (Pre-ODI)		4.50	.58	Agree

Table 4.5 presents the mean and standard deviation of interview planning which has subvariable of job analysis. The result shows that the average mean is 4.50 and standard deviation is 0.58. The adjective description is agree. It indicates that the interviewer has job analysis before interview practice.

4.2.1.2 Respondent's perception on interview material in current situation (Pre-ODI)

Table 4.6 : Overall respondent's perception on interview material (Pre-ODI)

Interview Material	Subject	Mean	Std. Deviation	Adjective Description
Set of Interview Question	I prepare a list of questions before interview.	4.29	.49	Agree
Set of Interview Question	I use the same set of questions for every candidate.	4.57	.79	Agree
Rating scale and Evaluation Form	I use standard rating scale to evaluate each candidate consistently.	3.71	.49	Slightly Agree
Rating scale and Evaluation Form	I use standard evaluation form to help me for making decision.	3.00	.82	Slightly Disagree
Interview Material (Pre-ODI)		3.89	.45	Slightly Agree

Table 4.6 presents the mean and standard deviation of interview material which has subvariables of set of interview question and rating scale and evaluation form. The result shows that the average mean is 3.89 and standard deviation is 0.45. The adjective description is slightly agree. It indicates that the interviewer has some set of interview questions and standard rating scale and evaluation form for their interview practice. Especially in the question of standard evaluation form, the result shows that mean and standard deviation are 3.00 and 0.82, respectively. The adjective description is slightly disagree. It is interpreted that they have negative level in terms of the evaluation form.

4.2.1.3 Respondent's perception on interviewer's skill development in current situation (Pre-ODI)

Table 4.7 : Overall respondent's perception on interviewer's skill development (Pre-ODI)

Interviewer's Skill Development	Subject	Mean	Std. Deviation	Adjective Description
Interviewer's Training	I am trained to develop my interviewer skill.	2.71	.49	Slightly Disagree
Interviewer's Training	I practice to ask questions as professionally.	4.29	.76	Agree
Interviewer's Skill Development (Pre-ODI)		3.50	.58	Slightly Agree

Table 4.7 presents the mean and standard deviation of interviewer's skill development which has subvariable of interviewer's training. The result shows that the average mean is 3.50 and standard deviation is 0.58. The adjective description is slightly agree. It indicates that the interviewer has some of interview training to develop their interview skill. Especially, in the question of interviewer's training, the result shows that mean and standard deviation are 2.71 and 0.49 respectively. The adjective description is slightly disagree. It is interpreted that they have negative degree in terms of the interviewer's training.

4.2.1.4 Respondent's perception on interview experience in current situation (Pre-ODI)

Table 4.8 : Overall respondent's perception on interview experience (From Interviewer)

Interview Experience	Subject	Mean	Std. Deviation	Adjective Description
Experience of Interview Question	My questions can reveal each candidate's skill, knowledge and attitude that related to job.	3.57	.53	Slightly Agree
Experience of Interview flow	I feel comfortable with the current interview process. It works smoothly.	4.29	.95	Agree
Experience of Interview time	I interview within the specified amount of interview time.	4.43	.53	Agree
Interview Satisfaction	Overall, I am satisfied with this interview practice.	3.43	.53	Slightly Agree
Interview Experience of Interviewer (Pre-ODI)		3.93	.57	Slightly Agree

Table 4.8 presents the mean and standard deviation of interview experience of interviewer. The subvariables are experience of interview question, experience of interview flow, experience of interview time and overall interview satisfaction. The result shows that the average mean and standard deviation of interview experience of interviewer are 3.93 and 0.57, respectively. The adjective description is slightly agree. As can be seen in this table, it indicates that the interviewer has level of experience of interview question and overall interview practice satisfaction less than experience of interview flow and interview time.

Table 4.9 : Overall respondent's perception on interview experience (From Interviewees or current staffs)

Interview Experience	Subject	Mean	Std. Deviation	Adjective Description
Experience of Interview Question	The questioning helps me to reveal my skill, knowledge and attitude that related to the job.	4.20	.45	Agree
Experience of Interview flow	I feel comfortable with the interview process. It works smoothly.	5.00	.71	Agree
Experience of Interview time	The interview is controlled within the specified amount of interview time.	4.80	.84	Agree
Interview Satisfaction	Overall, I am satisfied with the interview practice of this company.	4.40	.55	Agree
Interview Experience of Interviewee (Pre-ODI)		4.60	.58	Agree

Table 4.9 presents the mean and standard deviation of interview experience of interviewee or current staffs who were interviewed before ODI . The subvariables are experience of interview question, experience of interview flow, experience of interview time and overall

interview satisfaction. The result shows that the average mean and standard deviation of interview experience of interviewee are 4.60 and 0.58, respectively. The adjective description is agree. In this table, it indicates that the interviewee has high level of of interview experience.

4.2.2 Qualitative data analysis of interview planning, interview material, interviewer's skill development and interview experience (Pre-ODI)

This part demonstrates the qualitative data analysis which were gathered from interview and open-end questions of the respondents on interview planning, interview material, interviewer's skill development and interview experience before ODI. The researcher applied the affinity diagram as a tool to categorize the raw data and put them into a table for clear understanding.

4.2.2.1 Result of Interview and Open-Ended Question based on Affinity Diagram (Pre-ODI)

The result of qualitative data was gathered from interview and open-ended question of twelve (12) respondents who were three (3) HR staffs, four (4) line managers from accounting department, administration, customer development and business development and (5) five current staffs of these four departments who were interviewed before ODI. These data was categorized based on the affinity diagram to analyze the data. There were three steps of the affinity diagram. Firstly, the researcher listed all raw data from the interview and open-ended questions from the respondents. Then, the data was grouped into the same categories based on each variable. Lastly, the researcher summarized the data of each group.

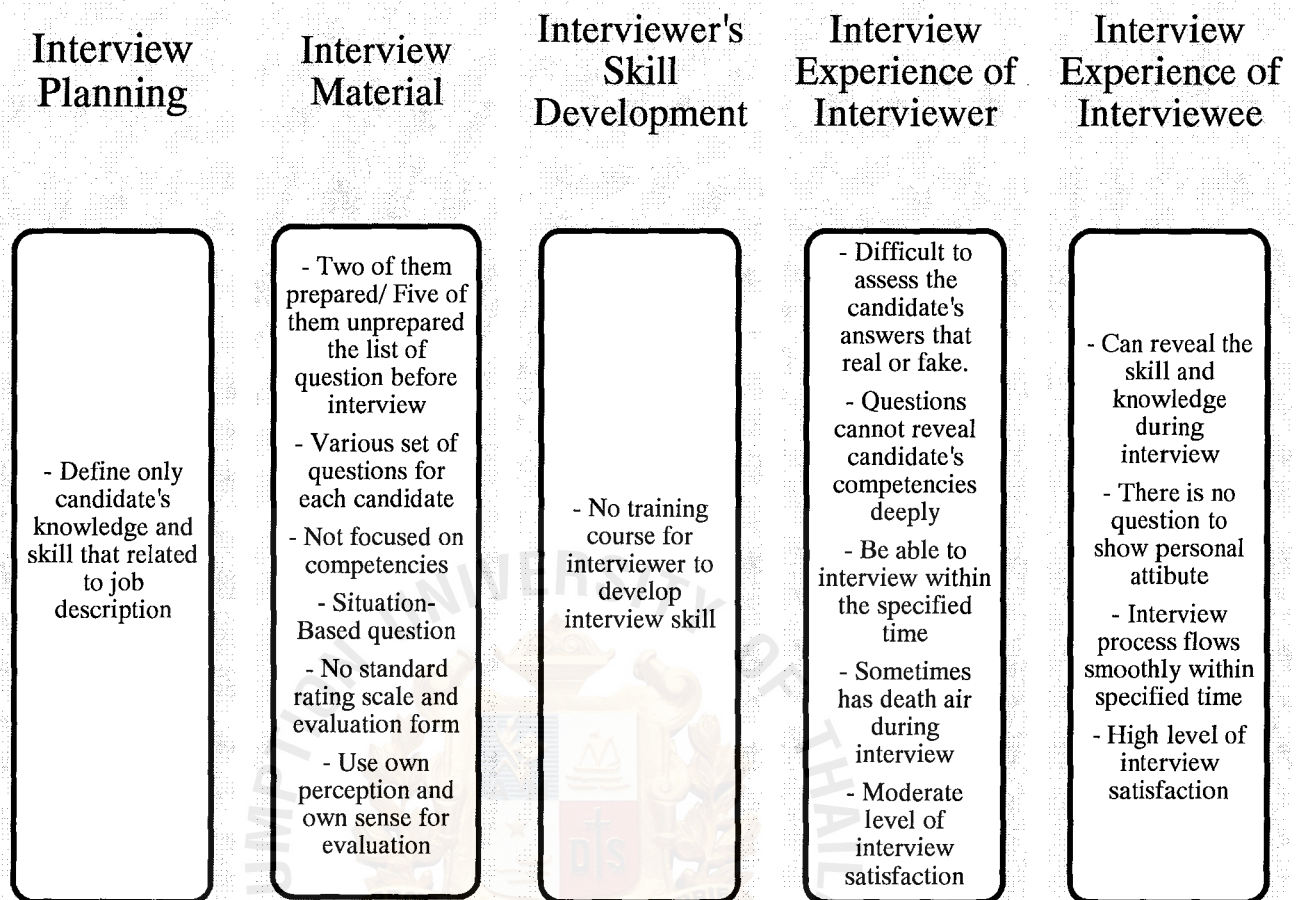


Figure 4.1: Result of Interview and Open-Ended Questions based on Affinity Diagram (Pre-ODI)

Figure 4.1 shows the result of qualitative data from interview and open-ended questions from both of interviewer and interviewee. For seven (7) respondents who are interviewers, the respondents were asked about their current interview practice focusing on interview planning, interview material, interviewer's skill development and interview experience.

For interview planning which focused on job analysis, all of seven (7) respondents who are interviewers informed that before interview, they defined only skills and knowledge that were related to job description such as education background, work experience, computer skills. The result shows that they did not identify any attitude or personal attribute that were related to the job position, so it can lead to misfit candidates in terms of attitude for the job position.

For interview material which focused on set of interview questions, rating scale and evaluation form, the researcher found that two (2) of respondents who are interviewers always prepared the list of interview questions for the interview. There are five (5) of them who never prepared the list of interview questions but they asked questions in accordance with the candidate's resume. All of respondents who are interviewers asked using various sets of questions depending on each candidate. The questions were not focused on competencies that related to job description. They used situation-based question for interview. The example of questions that they normally used were; what is your strong point and weak point?, if you face with a difficult customer, how will you handle?, why do you apply for this position? etc. Furthermore, they asked about general information of candidate such as family, hobby, life style etc. Additionally, for rating scale and evaluation form, all of respondents who are interviewers informed that they do not have standard rating scale and evaluation form to access the candidates. They used their own perceptions and own senses for evaluation. One respondent informed that she had to call to one of senior manager for helping her selection. The result shows that they normally used general questions and situation-based question to ask without any standard rating scale and evaluation form so it can be the problem that they cannot reveal clearly about candidate's competencies and lead to wrong decision making.

For interviewer's skill development focused on interview's training, the result shows that seven (7) of respondents who are interviewers informed that there is no training course for developing interview skills and they never attend any course regarding interview skill before.

For interview experience, the researcher gathered data (12) twelve respondents both of interviewer and interviewee to understand various lenses. This variable was focused on experience of interview question, experience of interview flow, experience of interview time and overall interview satisfaction. The result shows that seven (7) of respondents who are interviewer feel difficult to assess the candidate's answers if they are real or fake, their questions cannot reveal candidate's competencies deeply, sometimes there is death air during interview because they cannot recall the questions. However, for interview time, all of them informed that they were able to interview within the specified amount of interview time at one hour per each candidate. Then, the researcher asked them for rating the overall of their current interview practice satisfaction which are low, moderate and high, they rated at moderate level.

Furthermore, the researcher also interviewed five (5) of respondents who are interviewee or current staffs that were interviewed before ODI. The questions focused on interview experience only in terms of experience of interview question, experience of interview flow, experience of interview time and overall interview practice satisfaction. The result shows that these five interviewees thought that the questions can reveal their skill and knowledge during interview, there is no question to show personal attribute, interview process flows smoothly within specified time and they rated at high level of overall interview practice satisfaction.

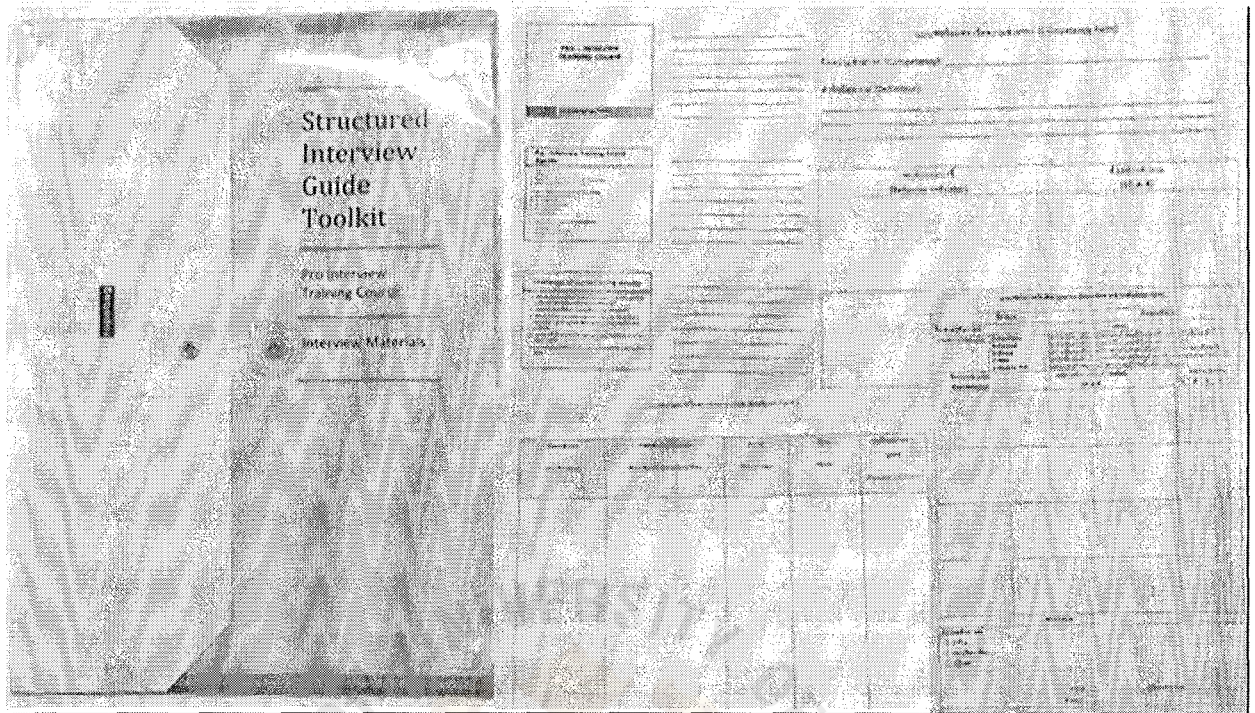
According to the unstructured interview definition refers to there is a little interview planning or job analysis, use unstandardized interview material and there is no interviewer's skill development. The data analysis both of quantitative and qualitative presents that the current interview practice or Pre-ODI of the respondents have unstructured interview because they had job analysis based on skill and knowledge only, they used unstandardized interview material both of set of interview questions and rating scale and evaluation form and they do not have any interviewer's training course.

4.3 Organization Development Intervention (ODI)

For this part, the researcher demonstrates the ODI tool and activities and also answer the research question number two.

Question 2 : What are the appropriate ODI that must be implemented to establish structured interview practice focusing on interview planning, interview material and interviewer's skills development?

4.3.1 Structured Interview Guide Toolkit



Objective : To develop and standardize the interview planning and the interview material for interviewer based on structured interview practice

Participants : 3 HR staffs

4 Line Managers from accounting, administration, customer development and business development department

1 Research and Development Manager

4 Sales Supervisors (Bangkok and Upcountry Territory)

The researcher initiated and delivered the structured interview guide toolkit for the participants who attended the Pro Interview Training Course. It consisted of the Pro Interview Training Course Handouts and samples of 20 popular competencies in competency form, Job Analysis Form, Competency Form which had competency definition, key behavior, and sample of ST-A-R questions. In addition, it also comprised of Evaluation Form or Interview Form within this toolkit.

This toolkit was used as the interview guide for the interviewer to prepare and standardize their interview practice for the structured interview.

4.3.2 Pro-Interview Training Course

Objective : To explain what, why and how to use structured interview practice, to elaborate structured interview guide toolkit and recommend some interview tips and techniques

Participants : 3 HR staffs

4 Line Managers from accounting, administration, customer development and business development department

1 Research and Development Manager

4 Sales Supervisors (Bangkok and Upcountry Territory)

Date : August 11, 2014 **Time** : 13.00 – 17.00

Agenda :

13.00 – 14.00 : Part1: Introduction

- Challenge of current hiring process
- Relationship of the Interview to the Total Hiring Process
- Importance of Structured Interview Practice

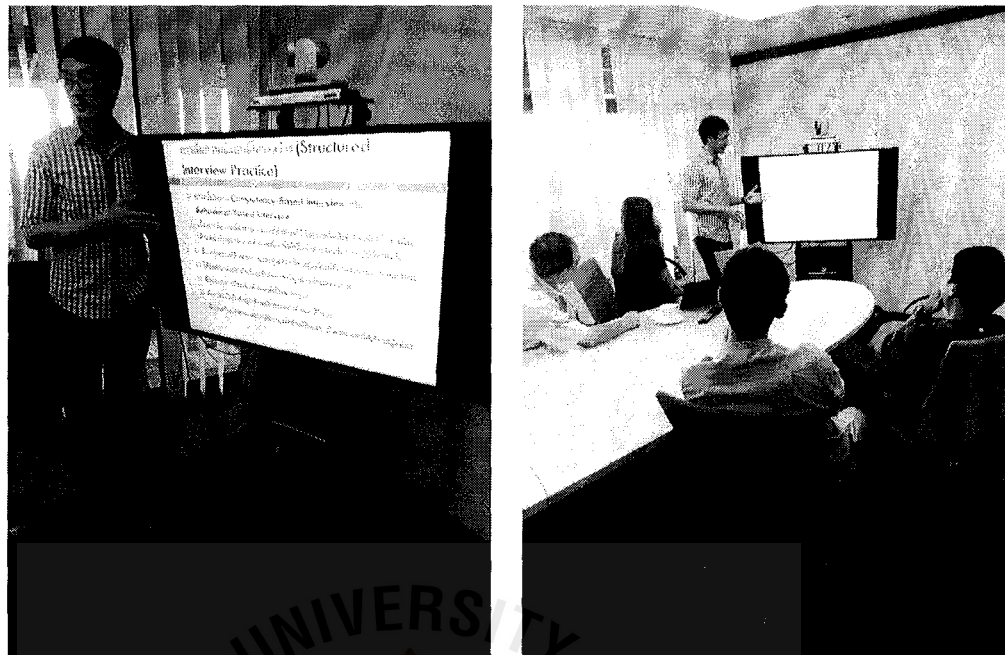
14.00 – 16.00 : Part 2: Structured Interview Guide Toolkit Workshop

- Job Analysis Form Guide
- Competency Form Guide
- ST-A-R Method
- Rating Scale and Evaluating Form Guide

16.00 – 17.00 : Part 3: Interview Practice Exercise

- Probing Technique
- ST-A-R Role Play
- Reflection

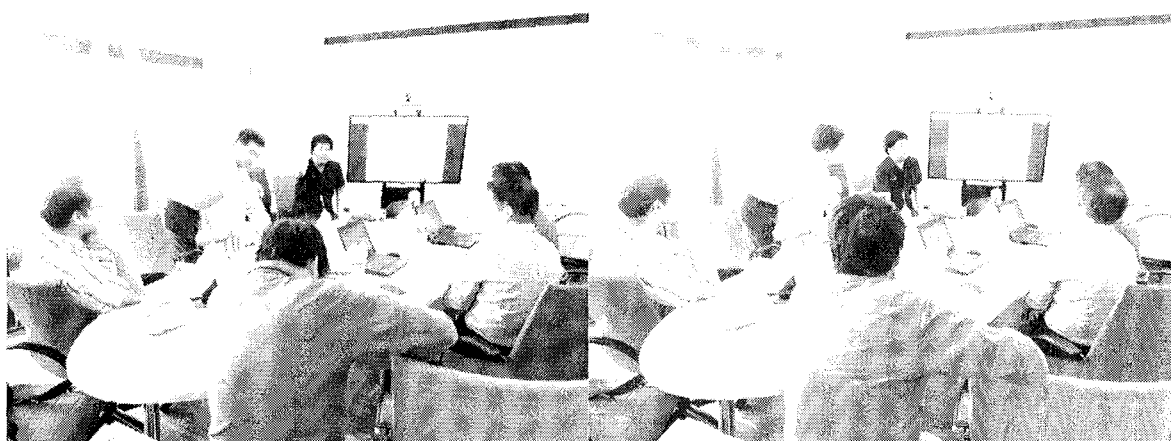
4.3.2.1 Part 1 : Introduction



The trainer is a HR manager from a high reputation manufacturing company in Thailand. He has worked and experienced in recruitment and selection department at head office for more than eight years. His current company uses structured interview practice. The researcher asked him for training the Pro Interview Training Course with structured interview practice and also sharing his experience of structured interview practice in actual.

This course was held on August 11, 2014 from 13.00 to 17.00 at the company's meeting room. The trainer started training with challenge of current hiring process, relationship of the Interview to the Total Hiring Process and importance of Structured Interview Practice to let the participants understand why they need to be trained and applied the structured interview practice or competency-based interview practice.

4.3.2.2 Structured Interview Guide Toolkit Workshop

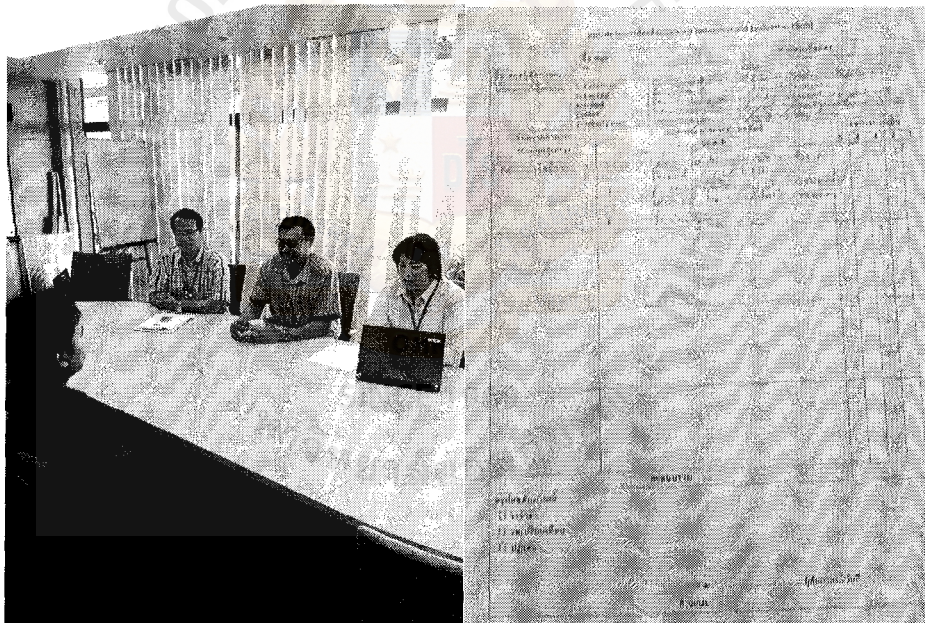
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After introduction part, the trainer presented the structured interview guide toolkit to the participants and elaborate on each form. He started explaining about competency definition which consists of knowledge, skill and attitude or personal attribute based on Iceberg Model. Then, he elaborated about Job analysis form and let the participants define one of their vacant job position, job description and related knowledge, skill and attitude or personal attribute based

on job analysis form. The participants explored the job description and created job-related knowledge, skill and attitude in the specified position. Then, the trainer let the participants divide into two groups and encouraged them to share their job analysis among the group and commented each other.

After completing the job analysis form, the trainer explained about the competency form to the participants. He demonstrates 20 samples of popular competencies that were defined based on competency form. Then, the trainer encouraged the participants to create competency form in accordance with the job analysis form. The competency form comprises of competency's definition, key behavior and ST-A-R sample question. Finally, the trainer let them divide into groups again to share their details in competency form and comment on each other.

4.3.2.3 ST-A-R Role Play



After completing the competency form, the trainer showed the evaluation form to help the interviewer to take note, summarize overall interview, rate scale based on key behavior and make decision. Then, the trainer encouraged the participants to divided into three groups to do role play. Each group had four members who were assigned in different roles as interviewer, interviewee and two observers. The person who played as interviewer role had to select only two core competencies from the competency form, practice the interview by using ST-A-R questions,

probing techniques, 5W, 1H and rating scale based on competency form and rate scale by using evaluation form. The person who played as interviewee role needed to pretend as a candidate in that specified position. The other two participants played role as the observer. After finishing each interview, they needed to switch the role until all group members played as the interviewer. At the end of the course was reflection session. The trainer let all participants share their opinion about this course.

The researcher as facilitator of this course observed that all participants understood clearly about the structured interview guide toolkit. Because after each workshop, they shared their results with the group and other members clarified and commented each other to complete each individual form. Especially for the senior managers, they can share their comments and linked to sample of real case during the class, it helped other participants to understand easily. For the reflection session, the middle manager and junior manager who attended this course presented that they appreciated this course because they just had a few experiences of interview. Sometimes they cannot analyze the answer of candidate and do not feel confident to evaluate and select the candidate. They needed to call and ask other managers to help for evaluation. From this course, they know that the preparation with structured material is the key important thing. They can apply these toolkit for every candidate. Moreover, this course helped them to practice and understand how to ask questions and go deeper. Before this course, they prepared the interview questions but during the interview there was some death air because they do not know the techniques of how to ask and go deeper. After this course, they have the guide questions and will use 5W and 1H to gather more information.

4.3.3 Intervention Limitation

The final approved data from job analysis and competency form of the company are kept confidential which are gathered and completed all forms by HR team. They cannot reveal and give all completed forms to the researcher because of the company's policy. However, to make sure that the participants understand all forms clearly the researcher and the trainer facilitated them within the class, observed the draft version during the workshop and also observed their reflection after workshop. In addition, the company cannot allow the researcher to attend during the real interview time thus the researcher cannot observe their actual interview practice in actual. However, the researcher can observe their interview practice from the role play and

collect the result after intervention with both of interviewer and interviewee by survey and interview after their interview practice.

Furthermore, because of time constraint, the researcher can plan and go to collect the data from candidates only one day which HR cannot make an appointment with the candidates of all four departments. On that day, there were candidates who were interviewed in customer development and business development department only. However, the data collection of interviewee can be collected as expected which is five respondents.

4.4 Respondent's perception on interview planning, interview material, interviewer's skill development and interview experience (Post-ODI)

This phase demonstrates the data collection from survey and interview with all respondents. The researcher applied the statistic tools which are mean and standard deviation to analyze quantitative data from survey and applied affinity diagram to categorize the raw data from interview and open-ended questions and put them into the table in order to understand clearly.

Question 3 : What are the initial impacts of ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience?

4.4.1 Quantitative data analysis on interview planning, interview material, interviewer's skill development and interview experience (Post-ODI)

This part shows the analysis of the quantitative data from survey on interview planning, interview material, interviewer's skill development and interview experience after implementing ODI. The researcher applied mean and standard deviation to analyze the raw data. An adjective description is used to indicate the data in accordance with the mean score.

Table 4.10 : Overall respondent's perception on interview planning, interview material, interviewer's skill development and interview experience after implementing ODI (Post-ODI)

Variables	Mean	Std. Deviation	Adjective Description
Interview Planning	4.93	.35	Agree
Interview Material	4.68	.47	Agree
Interviewer's Skill Development	4.43	.45	Agree
Interview Experience (Interviewer)	4.82	.53	Agree
Average of Mean and SD for Interviewer	4.73	.40	Agree
Interview Experience (Interviewee)	5.00	.61	Agree
Average of Mean and SD for Interviewee	5.00	.61	Agree

According to the research question number three that focuses on the initial impact of ODI on interview planning, interview material, interviewer's skill development and interview experience, the table 4.10 demonstrates the statistic description to specify the respondent's perception level based on rating six points scale after implementing ODI.

Table 4.10 demonstrates the mean and standard deviation of interview planning, interview material, interviewer's skill development and interview experience after implementing ODI. The result presents that the respondent's perception on interview planning is in the description of agree level. The mean and standard deviation are 4.93 and 0.35, respectively. For interview material, the result shows that the respondent perceive on interview material is in the level of agree which mean and standard deviation are 4.68 and 0.47, respectively. For interviewer's skill development, the result shows that it falls into the level of agree which mean and standard deviation are 4.43 and 0.45, respectively. Furthermore, for interview experience, the researcher delivered the questionnaire both of interviewer and interview to assess from their lenses. The result shows that the interview experience of interviewer is in the level of agree. The mean and standard deviation are 4.82 and 0.53, respectively.

Overall, the mean and standard deviation of interviewer's perception on interview planning, interview material, interviewer's skill development and interview experience after implementing ODI are 4.73 and 0.40, respectively. The mean falls into the level of slightly agree.

On the other hand, the perception of interviewee on interview experience is in the level agree which mean and standard deviation are 5.00 and 0.61, respectively. The mean falls into the level of agree accordingly.

To clearly understand on the current interview practice after implementing ODI, the researcher categorized the statistic data based on the study which are interview planning, interview material, interviewer's skill development and interview experience.

4.4.1.1 Respondent's perception on interview planning after implementing ODI (Post-ODI)

Table 4.11 : Overall respondent's perception on interview planning (Post-ODI)

Interview Planning	Subject	Mean	Std. Deviation	Adjective Description
Job Analysis	I analyze job requirement and define the candidate's qualification before interview.	5.00	.58	Agree
Job Analysis	I define the candidate's skill, knowledge and attitude for this position before interview.	4.86	.38	Agree
Interview Planning (Post-ODI)		4.93	.35	Agree

Table 4.11 presents the mean and standard deviation of interview planning which has subvariable of job analysis. The result shows that the average mean is 4.93 and standard deviation is 0.35. The adjective description is agree. It implied that the interviewer has job analysis in order to define candidate's skill, knowledge and attitude related to the job description before interview practice.

4.4.1.2 Respondent's perception on interview material after implementing ODI (Post-ODI)

Table 4.12 : Overall respondent's perception on interview material (Post-ODI)

Interview Material	Subject	Mean	Std. Deviation	Adjective Description
Set of Interview Question	I prepare a list of questions before interview.	4.57	.79	Agree
Set of Interview Question	I use the same set of questions for every candidate.	4.71	.49	Agree
Rating scale and Evaluation Form	I use standard rating scale to evaluate each candidate consistently.	4.57	.79	Agree
Rating scale and Evaluation Form	I use standard evaluation form to help me for making decision.	4.86	.69	Agree
Interview Material (Post-ODI)		4.68	.47	Agree

Table 4.12 presents the mean and standard deviation of interview material which has subvariables of set of interview question and rating scale and evaluation form. The result shows that the average mean is 4.68 and standard deviation is 0.47. The adjective description is agree. It implied that after implementing ODI, the interviewers use set of interview questions, standard rating scale and standard evaluation form for interview practice.

4.4.1.3 Respondent's perception on interviewer's skill development after implementing ODI (Post-ODI)

Table 4.13 : Overall respondent's perception on interviewer's skill development (Post-ODI)

Interviewer's Skill Development	Subject	Mean	Std. Deviation	Adjective Description
Interviewer's Training	I am trained to develop my interviewer skill.	4.43	.53	Agree
Interviewer's Training	I practice to ask questions as professionally.	4.43	.53	Agree
Interviewer's Skill Development (Post-ODI)		4.43	.45	Agree

Table 4.13 presents the mean and standard deviation of interviewer's skill development which has subvariable of interviewer's training. The result shows that the average mean is 4.43 and standard deviation is 0.45. The adjective description is agree. It implied that after implementing ODI, they have the interviewer's training for interviewer's skill development.

4.4.1.4 Respondent's perception on interview experience after implementing ODI (Post-ODI)

Interview Experience	Subject	Mean	Std. Deviation	Adjective Description
Experience of Interview Question	My questions can reveal each candidate's skill, knowledge and attitude that related to job.	4.57	.53	Agree
Experience of Interview flow	I feel comfortable with the current interview process. It works smoothly.	5.00	.82	Agree
Experience of Interview time	I interview within the specified amount of interview time.	5.00	.58	Agree
Interview Satisfaction	Overall, I am satisfied with this interview practice.	4.71	.76	Agree
Interview Experience of Interviewer (Post-ODI)		4.82	.53	Agree

Table 4.14 : Overall respondent's perception on interview experience from Interviewer (Post-ODI)

Table 4.14 presents the mean and standard deviation of interview experience of interviewer. The subvariables are experience of interview question, experience of interview flow, experience of interview time and overall interview satisfaction. The result shows that the average mean and standard deviation of interview experience of interviewer are 4.82 and 0.53 respectively. The adjective description is agree. As shown in this table, it implied that after implementing ODI, they feel good about the interview experience after implementing ODI in terms of interview questions, interview flow, interview time and overall interview practice satisfaction.

Table 4.15 : Overall respondent's perception on interview experience from Interviewees or candidates (Post-ODI)

Interview Experience	Subject	Mean	Std. Deviation	Adjective Description
Experience of Interview Question	The questioning helps me to reveal my skill, knowledge and attitude that related to the job.	4.60	.55	Agree
Experience of Interview flow	I feel comfortable with the interview process. It works smoothly.	5.00	1.00	Agree
Experience of Interview time	The interview is controlled within the specified amount of interview time.	5.40	.55	Strongly Agree
Interview Satisfaction	Overall, I am satisfied with the interview practice of this company.	5.00	.71	Agree
Interview Experience of Interviewee (Post-ODI)		5.00	.61	Agree

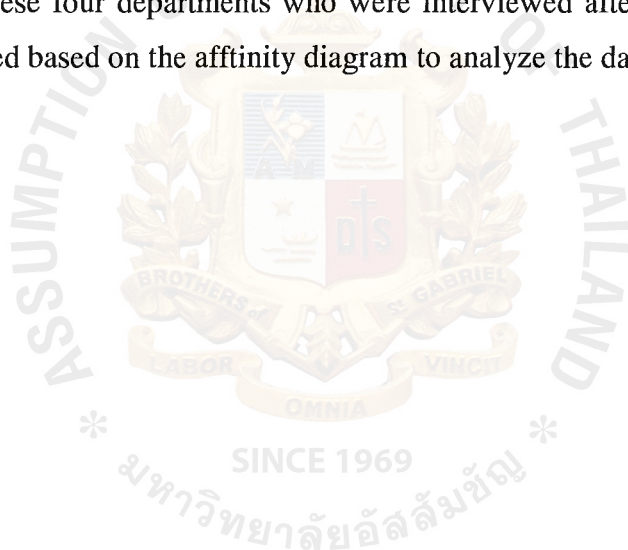
Table 4.15 presents the mean and standard deviation of interview experience of interviewee or candidates who were interviewed after ODI . The subvariables are experience of interview question, experience of interview flow, experience of interview time and overall interview satisfaction. The result shows that the average mean and standard deviation of interview experience of interviewee are 5.00 and 0.61, respectively. The adjective description is agree. As shown in this table, it implied that after implementing ODI , they have good experience for interview questions, interview flow, interview time and overall interview practice satisfaction.

4.4.2 Qualitative data analysis of interview planning, interview material, interviewer's skill development and interview experience (Post-ODI)

This part demonstrates the qualitative data analysis which were gathered from interview and open-ended questions of the respondents on interview planning, interview material, interviewer's skill development and interview experience after implementing ODI. The researcher applied the affinity diagram as a tool to categorize the raw data and put them into a table for clearly understanding.

4.4.2.1 Result of Interview and Open-Ended Question based on Affinity Diagram (Post-ODI)

The result of qualitative data was were gathered from interview and open-ended question of twelve (12) respondents who were three (3) HR staffs, four (4) line managers from accounting department, administration, customer development and business development and (5) five current staffs of these four departments who were interviewed after implementing ODI. These data was categorized based on the affinity diagram to analyze the data.



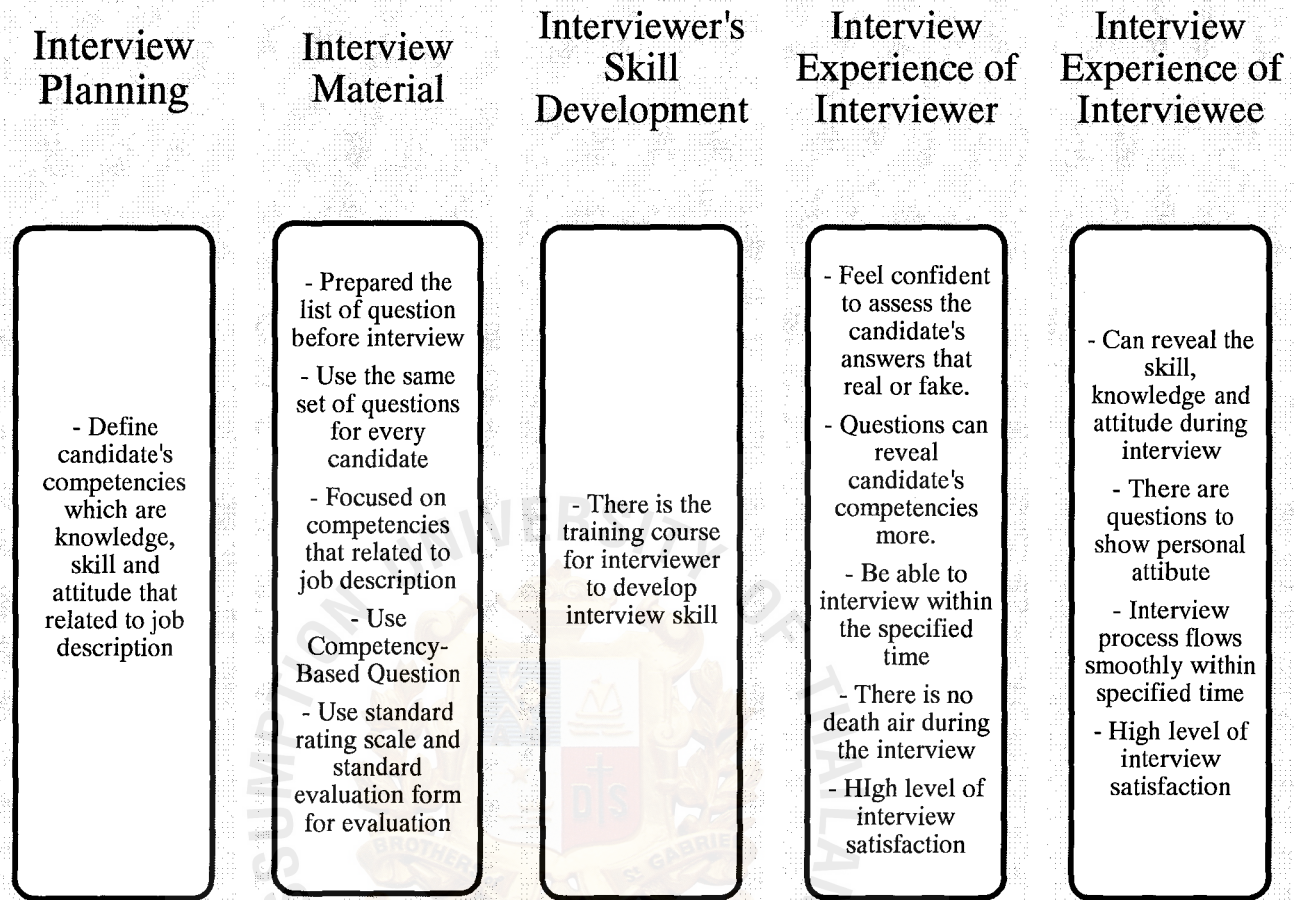


Figure 4.2: Result of Interview and Open-Ended Questions based on Affinity Diagram (Post-ODI)

Figure 4.2 shows the result of qualitative data from interview and open-ended questions from both of interviewer and interviewee. For seven (7) respondents who are interviewers, the respondents were asked about their interview practice focusing on interview planning, interview material, interviewer's skill development and interview experience.

For interview planning which focused on job analysis, all of seven (7) respondents who are interviewers informed that before interview they defined all required competencies which are skills, knowledge and attitude that related to job description by using job analysis form. They

said that they know clearly what competencies of candidate that match with the job position and they need.

For interview material which focused on set of interview questions, rating scale and evaluation form, the researcher found that they prepare the list of interview questions before interview and use the same set of questions for every candidate in the same job position based on competency form. They said that the ST-A-R questions or competency-based questions encourage them to focus on job-related competencies. Furthermore, the key behavior from competency form helps them to have standard rating scale for each candidate. They can defend and have reasons to explain with the management team about their decision making. They also use evaluation form to take note and help to analyze before making decision.

For interviewer's skill development focused on interview's training, the result shows that seven (7) of respondents who are interviewers informed that they prefer to attend the training course for developing interview skills and they also practice to ask with ST-A-R method in real situation. One (1) respondent showed that he bought a book of competency-based interview with competency dictionary to learn more and leave it at HR department.

For interview experience, the researcher gathered data (12) twelve respondents both of interviewer and interviewee to understand various lenses. This variable focused on experience of interview question, experience of interview flow, experience of interview time and overall interview satisfaction. The result shows that seven (7) of respondents who are interviewers feel confident to assess if the candidate's answers are real or fake, questions can reveal candidate's competencies more than before, they still can interview within the specified time, there is no death air during the interview because they have a list of questions to ask and also use 5whys technique for asking candidates. They rated the scale of overall interview practice at high level of satisfaction.

Furthermore, the researcher also interview five (5) of respondents who are interviewees or candidates that were interviewed after implementing ODI. The questions focused on interview experience only in terms of experience of interview question, experience of interview flow, experience of interview time and overall interview practice satisfaction. The result shows that these five interviewees thought that the questions can reveal the skill, knowledge and attitude during interview, there are questions to show personal attribute, interview process flows

smoothly within specified time and they rated the scale at high level of overall interview practice satisfaction.

After interview, the result shows that there is the initial impact of ODI to interviewer for all variables which are interview planning, interview material, interviewer's skill development and interview experience. On the other hand, for interviewee, there is an initial impact that they can present their attitude or personal attribute during the interview.

According to the structured interview definition, there is a careful interview planning or job analysis, use standardized interview material and there is interviewer's skill development. From the data analysis both of quantitative and qualitative presents that the interview practice after implementing ODI or Post-ODI, the respondents used structured interview because they had job analysis based on job-related competencies which are skill, knowledge and attitude, they used standardized interview material from structured interview toolkit both of set of interview questions and rating scale and evaluation form and they have the interviewer's training course to develop their interview skill.

There were some comments from the interviewer about the competency-based interview. One of them said that for ST-A-R question, it is good for the candidate who has some work experience but it is difficult to apply to the fresh graduated candidate because they have a little of past experience and cannot show the situation clearly. Moreover, one respondent said that some of competencies are difficult to identify such as diligence because everyone can show the situation that they are diligent. It is easy to answer but it is not easy to analyze and access if it is a real or fake answer.

4.5 Hypotheses Test

As stated in chapter one, this study has two hypotheses which focused on the initial impact of ODI and difference between pre and post ODI on interview practice focusing on interview planning, interview material, interviewer's skill development and interview experience.

4.5.1 Hypothesis 1

Ho1 : There is no initial impact of ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

Ha1 : There is an initial impact of ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

4.5.1.1 The statistical mean and standard deviation between pre ODI and post ODI on interview practice focusing on interview planning

This part answers hypothesis 1 and research question number 3 which is what are the initial impacts of ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

Table 4.16 : Difference of Mean and Standard Deviation between pre ODI and post ODI on interview planning

Subject	Number	df	Pre-ODI		Post-ODI		Mean
			Mean	SD	Mean	SD	
Interview Planning	7	6	4.50	.58	4.93	.35	-0.43

Table 4.16 shows the difference of mean and standard deviation between pre ODI and post ODI on interview planning. The analysis represented that the respondents who are the interviewers perceived the difference between pre ODI (Mean : 4.50, SD : 0.58) and post ODI on interview planning (Mean : 4.93, SD : 0.35) which is 0.43 different. It is confirmed that there is an initial impact of ODI on interview planning.

4.5.1.2 The statistical mean and standard deviation between pre ODI and post ODI on interview practice focusing on interview material

Table 4.17 : Difference of Mean and Standard Deviation between pre ODI and post ODI on interview material

Subject	Number	df	Pre-ODI		Post-ODI		Mean
			Mean	SD	Mean	SD	
Interview Material	7	6	3.89	.45	4.68	.47	-0.79

Table 4.17 shows the difference of mean and standard deviation between pre ODI and post ODI on interview material. The analysis represented that the respondents who are the interviewer perceived the difference between pre ODI (Mean : 3.89, SD : 0.45) and post ODI on interview material (Mean : 4.68, SD : 0.47) which is 0.79 different. It is confirmed that there is an initial impact of ODI on interview material.

4.5.1.3 The statistical mean and standard deviation between pre ODI and post ODI on interview practice focusing on interviewer's skill development

Table 4.18 : Mean and Standard Deviation between pre ODI and post ODI on interviewer's skill development

Subject	Number	df	Pre-ODI		Post-ODI		Mean
			Mean	SD	Mean	SD	
Interviewer's skill development	7	6	3.50	.58	4.43	.45	-0.93

Table 4.18 shows the difference of mean and standard deviation between pre ODI and post ODI on interviewer's skill development. The analysis represented that the respondents who are the interviewer perceived the difference between pre ODI (Mean : 3.50, SD : 0.58) and post ODI on interviewer's skill development (Mean : 4.43, SD : 0.45) which is 0.93 different. It is confirmed that there is an initial impact of ODI on interviewer's skill development.

4.5.1.4 The statistical mean and standard deviation between pre ODI and post ODI on interview practice focusing on interview experience of interviewer

Table 4.19 : Difference of Mean and Standard Deviation between pre ODI and post ODI on interview experience of interviewer

Subject	Number	df	Pre-ODI		Post-ODI		Mean
			Mean	SD	Mean	SD	
Interview Experience of Interviewer	7	6	3.93	.57	4.82	.53	-0.89

Table 4.19 shows the difference of mean and standard deviation between pre ODI and post ODI on interview experience of interviewer. The analysis represented that the respondents who are the interviewers perceived the difference between pre ODI (Mean : 3.93, SD : 0.57) and post ODI on interview experience (Mean : 4.82, SD : 0.53) which is 0.89 different. It is confirmed that there is an initial impact of ODI on interview experience of interviewer.

4.5.1.5 The statistical mean and standard deviation between pre ODI and post ODI on interview practice focusing on interview experience of interviewee

Table 4.20 : Mean and Standard Deviation between pre ODI and post ODI on interview experience of interviewee (current staffs and candidates)

Subject	Number	df	Pre-ODI		Post-ODI		Mean
			Mean	SD	Mean	SD	
Interview Experience of Interviewee	10	9	4.60	.58	5.00	.61	-0.40

Table 4.20 shows the difference of mean and standard deviation between pre ODI and post ODI on interview experience of interviewee. The analysis represented that the respondents who are the interviewees perceived the difference between pre ODI (Mean : 4.60, SD : 0.58) and post ODI on interview experience (Mean : 5.00, SD : 0.61) which is 0.40 different. It is confirmed that there is an initial impact of ODI on interview experience of interviewee.

4.5.2 Hypothesis 2

Ho2 : There is no significant difference between pre & post ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

Ha2 : There is a significant difference between pre & post ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

This part answers hypothesis 2 and research question number four which is 1.9.4 What are the differences between pre & post ODI on interview practice focusing on interview planning, interview material, interviewer's skills development and interview experience.

4.5.2.1 The statistical hypothesis test (T-Test) between pre and post ODI on interview planning, interview material, interviewer's skill development and interview experience

Table 4.21 : The statistical hypothesis test (T-Test) between pre and post ODI on interview planning, interview material, interviewer's skill development and interview experience

Subject	Pre-ODI		Post-ODI		Mean	t	Sig. (2-tailed)
	Mean	SD	Mean	SD			
Interview Planning, Interview Material, Interviewer's skill development and Interview Experience of Interviewer	3.94	.40	4.73	.40	-.79	-6.52	.001*
Interview Experience of Interviewee	4.60	.58	5.00	.61	-0.40	-2.36	.078

Table 4.21 shows the statistical T-Test between pre and post ODI on interview planning, interview material, interviewer's skill development and interview experience of interviewer. The analysis represented that the respondents perceived the difference between pre ODI (Mean : 3.94, SD : 0.40) and post ODI (Mean : 4.73, SD : 0.40) which was 0.79 different. It is shown that there is significant difference of t-critical 2 tailed at level of $0.005 = 0.001$. Therefore, the statistical analysis confirmed that this is significant difference between pre ODI and post ODI on interview planning, interview material, interviewer's skill development and interview experience of interviewer.

For interviewee, the analysis represented that the respondents perceived the difference between pre ODI (Mean : 4.60, SD : 0.58) and post ODI (Mean : 5.00, SD : 0.61) which was 0.40 different. It is shown that there is no significant difference of t-critical 2 tailed at level of $0.005 = 0.078$. Therefore, the statistical analysis confirmed that this is no significant difference between pre ODI and post ODI on interview experience of interviewee.

4.5.3 Comparison of Pre-ODI and Post-ODI or Unstructured Interview and Structured Interview Practice

This part shows the results in comparison between pre ODI and post ODI and the initial impact of ODI on interview planning, interview material, interviewer's skill development and interview experience.

Table 4.22 : The average paired sample T-test, Mean and Standard Deviation of the difference between Pre-ODI and Post-ODI on interview planning

Subvariable	Question of Interviewer	Pre-ODI		Post-ODI		Mean	t	Sig. (2-tailed)
		Mean	SD	Mean	SD			
Job Analysis	I analyze job requirement and define the candidate's qualification before interview.	4.57	.79	5.00	.58	-.43	-1.441	.200
Job Analysis	I define the candidate's skill, knowledge and attitude for this position before interview.	4.43	.53	4.86	.38	-.43	-2.121	.078
Interview Planning		4.50	.58	4.93	.35	-.43	-2.521	.045*

Table 4.22 demonstrates the average paired sample T-Test, Mean and Standard Deviation of the difference between Pre-ODI and Post-ODI on interview planning. The result shows that the respondent's perception towards interview planning has been changed 0.43 positively from the pre-ODI.

Table 4.23 : The average paired sample T-test, Mean and Standard Deviation of the difference between Pre-ODI and Post-ODI on interview material

Subvariable	Question of Interviewer	Pre-ODI		Post-ODI		Mean	t	Sig. (2-tailed)
		Mean	SD	Mean	SD			
Set of Interview Question	I prepare a list of questions before interview.	4.29	.49	4.57	.79	-.28	-1.000	.356
Set of Interview Question	I use the same set of questions for every candidate.	4.57	.79	4.71	.49	-.14	-.420	.689
Rating Scale and Evaluation Form	I use standard rating scale to evaluate each candidate consistently.	3.71	.49	4.57	.79	-.86	-3.286	.017*
Rating Scale and Evaluation Form	I use standard evaluation form to help me for making decision.	3.00	.82	4.86	.69	-1.86	-4.596	.004*
Interview Material		3.89	.45	4.68	.47	-.79	-4.085	.006*

Table 4.23 demonstrates the average paired sample T-Test, Mean and Standard Deviation of the difference between Pre-ODI and Post-ODI on interview material. The result shows that the respondent's perception towards interview material has been changed 0.79 positively from the pre-ODI.

Table 4.24 : The average paired sample T-test, Mean and Standard Deviation of the difference between Pre-ODI and Post-ODI on interviewer's skill development

Subvariable	Question of Interviewer	Pre-ODI		Post-ODI		Mean	t	Sig. (2-tailed)
		Mean	SD	Mean	SD			
Interviewer's Training	I am trained to develop my interviewer skill.	2.71	.49	4.43	.53	-1.71	-9.295	.000*
Interviewer's Training	I practice to ask questions as professionally.	4.29	.76	4.43	.53	-.14	-1.000	.356
Interviewer's Skill Development		3.50	.58	4.43	.45	-.93	-7.120	.000*

Table 4.24 demonstrates the average paired sample T-Test, Mean and Standard Deviation of the difference between Pre-ODI and Post-ODI on interviewer's skill development. The result shows that the respondent's perception towards interviewer's skill development has been changed 0.93 positively from the pre-ODI.

Table 4.25 : The average paired sample T-test, Mean and Standard Deviation of the difference between Pre-ODI and Post-ODI on interview experience of interviewer

Subvariable	Question of Interviewer	Pre-ODI		Post-ODI		Mean	t	Sig. (2-tailed)
		Mean	SD	Mean	SD			
Experience of Interview Question	My questions can reveal each candidate's skill, knowledge and attitude that related to job.	3.57	.53	4.57	.53	-1.00	-4.583	.004*
Experience of Interview flow	I feel comfortable with the current interview process. It works smoothly.	4.29	.95	5.00	.82	-.71	-1.698	.140
Experience of Interview time	I interview within the specified amount of interview time.	4.43	.53	5.00	.58	-.57	-2.828	.030*
Interview Satisfaction	Overall, I am satisfied with this interview practice.	3.43	.53	4.71	.76	-1.29	-3.576	.012*
Interview Experience of Interviewer		3.93	.57	4.82	.53	-.89	-3.673	.010*

Table 4.25 demonstrates the average paired sample T-Test, Mean and Standard Deviation of the difference between Pre-ODI and Post-ODI on interview experience of interviewer. The result shows that the respondent's perception towards interview experience of interviewer has been changed 0.89 positively from the pre-ODI.

Table 4.26 : The average paired sample T-test, Mean and Standard Deviation of the difference between Pre-ODI and Post-ODI on interview experience of interviewee

Subvariable	Question of Interviewee	Pre-ODI		Post-ODI		Mean	t	Sig. (2-tailed)
		Mean	SD	Mean	SD			
Experience of Interview Question	The questioning helps me to reveal my skill, knowledge and attitude that related to the job.	4.20	.45	4.60	.55	-.40	-1.633	.178
Experience of Interview flow	I feel comfortable with the interview process. It works smoothly.	5.00	.71	5.00	1.00	.00	.000	1.000
Experience of Interview time	The interview is controlled within the specified amount of interview time.	4.80	.84	5.40	.55	-.60	-2.449	.070
Interview Satisfaction	Overall, I am satisfied with the interview practice of this company.	4.40	.55	5.00	.71	-.60	-2.449	.070
Interview Experience of Interviewee		4.60	.58	5.00	.61	-.40	-2.359	.078

Table 4.26 demonstrates the average paired sample T-Test, Mean and Standard Deviation of the difference between Pre-ODI and Post-ODI on interview experience of interviewee. The result shows that the respondent's perception towards interview experience of interviewee has been changed 0.40 positively from the pre-ODI.

Table 4.20 -4.24 shows the difference between Pre-ODI or unstructured interview practice and Post-ODI or structured interview practice focusing on interview planning, interview material, interviewer's skill development and interview experience. The result shows that the respondent's perception towards interview practice has been changed positively after implementing ODI. It can present the comparative between unstructured and structured interview practice.

4.5.4 Summary of Hypotheses Testing Result

From table 4.20 – 4.24, it presents the paired sample t-test on interview planning, interview material, interviewer's skill development and interview experience of Pre-ODI and Post-ODI. They can be interpreted for the results of the hypotheses as following details;

According to the part of interview planning which refers to job analysis, the statistic shows the average means of pre-ODI and post ODI were 4.50 and 4.93, respectively with the difference of 0.43. The significant number is 0.045 which is less than the significant level of 0.05. **It can be interpreted that ODI has as initial impact on interview planning and there was a significant difference between pre ODI and post ODI on interview planning.**

For the variable of interview material which is comprised of two subvariables; set of interview questions and rating scale and evaluation form. The statistic shows the average means of pre-ODI and post ODI were 3.89 and 4.68, respectively with the difference of 0.79. The significant number is 0.006 which is less than the significant level of 0.05. **It can be interpreted that ODI has as initial impact on interview material and there was a significant difference between pre ODI and post ODI on interview material.**

For the variable of interview material which is comprised of two subvariables; set of interview questions and rating scale and evaluation form. The statistic shows the average means of pre-ODI and post ODI were 3.89 and 4.68, respectively with the difference of 0.79. The significant number is 0.006 which is less than the significant level of 0.05. **It can be interpreted that ODI has as initial impact on interview material and there was a significant difference between pre ODI and post ODI on interview material.**

For the variable of interviewer's skill development which means interviewer's training. The statistic shows the average means of pre-ODI and post ODI were 3.50 and 4.43, respectively with the difference of 0.93. The significant number is 0.000 which is less than the significant level of 0.05. **It can be interpreted that ODI has as initial impact on interviewer's skill development and there was a significant difference between pre ODI and post ODI on interviewer's skill development.**

For interview experience of interviewer which means experience of interview questions, interview flow, interview time and overall interview practice satisfaction. The statistic shows the average means of pre-ODI and post ODI were 3.93 and 4.82, respectively with the difference of 0.89. The significant number is 0.10 which is less than the significant level of 0.05. **It can be interpreted that ODI has as initial impact on interview experience of interviewer as well as there was a significant difference between pre ODI and post ODI on interview experience of interviewer.**

For interview experience of interviewee which means experience of interview questions, interview flow, interview time and overall interview practice satisfaction. The statistic shows the average means of pre-ODI and post ODI were 4.60 and 5.00, respectively with the difference of 0.40. The significant number is 0.78 which is more than the significant level of 0.05. **It can be interpreted that ODI has as initial impact on interview experience of interviewee but there was no significant difference between pre ODI and post ODI on interview experience of interviewee.**

Based on tables 4.20 – 4.24 regarding hypotheses testing result that **for interviewer there was the initial impact of ODI on interview planning, interview material, interviewer's skill development and interview experience as well as there was a significant difference between pre-ODI and post-ODI on interview planning, interview material, interviewer's skill development and interview experience.** Therefore, it brought the result to **reject HO1 and accept HA1 and reject HO2 and accept HA2.** However, for interviewee, the result shows that there was the initial impact on interview experience but there was no significant difference between pre ODI and post ODI on interview experience so it brought the result to **reject HO1 and accept HA1 and accept HO2 and reject HA2.**

CHAPTER 5

Summary, Conclusion and Recommendations

This chapter contains three parts which are summary, conclusions and recommendations.

5.1 Summary

Table 5.1 : Summary of Quantitative Result

Subject	Pre-ODI		Post-ODI		Mean	t	Sig. (2-tailed)	Result to HO
	Mean	SD	Mean	SD				
Interview Planning	4.50	.58	4.93	.35	-.43	-2.521	.045*	Reject
Interview Material	3.89	.45	4.68	.47	-.79	-4.085	.006*	Reject
Interviewer's Skill Development	3.50	.58	4.43	.45	-.93	-7.120	.000*	Reject
Interview Experience of Interviewer	3.93	.57	4.82	.53	-.89	-3.673	.010*	Reject
Interview Experience of Interviewee	4.60	.58	5.00	.61	-.40	-2.359	.078	Reject HO1 Accept HO2

Table 5.1 presents the summary of quantitative results from both interviewer and interviewee. The table shows the comparison between Pre-ODI which is unstructured interview practice and Post-ODI which is structured interview practice. The perception towards interview planning is increased by 0.43. The perception towards interview material is improved by 0.79. The perception towards interviewer's skill development is improved by 0.93. These three variables can lead to improve interview experience of interviewer and interview by 0.89 and 0.40, respectively.

Furthermore, the table also shows the significant number of interview planning, interview material, interviewer's skill development and interview experience of interviewer which were less than the significant level of 0.05. On the other hand, there was no significant number of interview experience of interviewee. Therefore, it can be implied that **ODI has initial impact on interview practice focusing on interview planning, interview material, interviewer's skill development and interview experience of interviewer and there was a significant difference**

between unstructured and structured interview practice from interviewer's perception. However, ODI has initial impact on interview experience of interviewee but there was no significant difference between unstructured and structured interview practice from interviewee's perception.

5.2 Conclusion

This study started from the company's problem which has high rate of new hire failure. These new hires could not pass the probation because their performance was below expectation. Thus the research focused on an opportunity which was increasing the rate of new hire success. Then, the researcher began reviewing the literature about the full loop for new hire success and narrowed down into more specific area. The first step of overall process for new hire success is recruitment and selection process. The researcher started to focus on the selection method because an effective selection method enables organization to identify the right candidate's skill, knowledge and attitude for increasing the business outcome. (Rioux and Bernthal, 1999) The researcher found that the interview is one best selection method which plays a vital role for making decision at selection process. (Division of Human Resources, Unicef, 2014) Moreover, the researcher also discovered that of the surveyed organizations 97 percent use structured interview practice or behavior-based interviews when selecting employees. The respondent organizations of this study are the reputable companies such as AIA, General Motor, Pizza Hut, Colgate-Palmolive etc. (Rioux and Bernthal, 1999)

The Pre-ODI was unstructured interview practice which was a little planning of job analysis, no standard interview material and no training course for interviewer's skill development and Post-ODI was structured interview practice. The results show that ODI has initial impact on interview practice and there was a significant difference between unstructured and structured interview practice in terms of interviewer's interview planning, interview material, interviewer's skill development and interview experience. But there was no significant difference between unstructured and structured in terms of interviewee's interview experience.

The researcher designed ODI implementation to establish structured interview practice in order to compare between unstructured and structured interview practice The researcher started designing training course for interviewer with an external HR expert and also creating structured interview guide toolkit to improve and standardize interview planning and interview material for the interviewer. Then, conducting the training course which was called Pro-Interview training

course to describe what are structured interview toolkit and how to use them for their interview practice. Moreover, this training course will train some interview techniques to develop the interviewer's skills.

After ODI implementation, the interview practice was structured by competency-based interview. The result shows that after implementing the structured interview guide toolkit and Pro-Interview Training Course can improve the interview practice in terms of interview planning, interview material and interviewer's skill development. These variables lead to improve the interview experience.

For interview planning which was focused on job analysis, the researcher found that after implementing ODI, the interviewer defined job description and job-related competencies which covered all knowledge, skill and attitude before the interview. There was a significant difference between unstructured (Pre-ODI) and structured interview practice(Post-ODI).

For interview material which was focused on set of interview questions, rating scale and evaluation form, the result shows that ODI which prepared and standardized the interview questions, rating scale and evaluation form has positive change and impact on interview material. There was a significant difference between unstructured (Pre-ODI) and structured interview practice(Post-ODI).

For interviewer's skill development which was focused on interviewer's training, the result shows that it has the lowest score of Pre-ODI and the highest score of different score between Pre-ODI and Post-ODI. Moreover, there was a significant difference between unstructured (Pre-ODI) and structured interview practice(Post-ODI). It can be interpreted that ODI has initial impact on interviewer's skill development.

Referring to these three variables which have a significant difference between unstructured (Pre-ODI) and structured interview practice(Post-ODI), the difference of interview planning, interview material and interviewer's skill development can lead to the difference of interview experience. As the result shows that for the interviewer, the interview experience has a significant difference between unstructured (Pre-ODI) and structured interview practice(Post-ODI). On the other hand, for interviewee's perception, ODI has the initial impact with positive change but there was no significant difference between unstructured (Pre-ODI) and structured interview practice(Post-ODI). It can be implied that the ODI has higher impact to interviewer than interviewee.

The difference of interview planning, interview material and interviewer's skill development can impact to the difference of interview experience. The structured interview practice has positively changed more than the unstructured interview practice.

5.3 Recommendations

This part is consisted of recommendation for the studied organization and recommendation for the further researcher in the specified area.

5.3.1 Recommendations for the organization

After implementation of structured interview practice, the researcher received good feedback from the respondents especially in terms of interviewer. All variables were changed positively after ODI. However, there were some limitations during the study such as time constraint. It would be useful for the company to continue implementing the ODI tool and activity after the end of the study. There are a few recommendations to the company as below;

1. This study focused on four departments at head office only. It would be beneficial to the organization to cover the structured interview practice for all departments of the company.
2. HR team and line managers should keep momentum of using, improving and updating the structured interview guide toolkit appropriately.
3. Senior managers can arrange the training course and share their experience to develop the interviewer's skills for middle manager and junior manager.
4. The HR and line managers should evaluate the new hire performance who were interviewed by structured interview practice to make sure that this selection method enables them to select the right candidate.
5. The HR and line managers can develop and train the new hires based on the competency form. It enables them to analyze that which competency is needed to develop.

5.3.2 Recommendation for further research

Based on the research findings, the researcher would recommend for the further research as following points;

1. Plan more time to collect data both of qualitative and quantitative data from the interviewees who were interviewed by all focused departments.
2. The further research can select some tool for evaluating the recruitment process such as using five key recruiting metrix.
3. Study other assessment methods to evaluate some competencies which are difficult to analyze such as phycology test.
4. Evaluate the structure interview practice is more impact to the interviewer's perception. From the interviewee is not highly impact to the interview experience.



EPILOGUE

Firstly, I decided to study in MMOD at Assumption University because I would like to learn about OD tools and theory for my career development. But after studied, I understand clearly that OD starts from myself at individual level. OD encourages people to draw their potential out and then expand to other levels which are team, department, organization and society. OD is not the course for Human Resources only but it is the best course for everyone.

Actually, before this class I have ever heard a lot about belief, can do attitude or positive thinking. I have just known the concept of them but never applied them to my real life because they are the subjective so it is difficult to buy in. But after I have studied MMOD at Assumption University, I have discovered that if I believe in something and focus on learning it, I am able to see the new experiences finally. I can expand my comfort zone with new dialogue. From this new way of thinking, I started trying to change from a bad event to be a good experience. Every problem can be a great opportunity.

Furthermore, MMOD program makes me realize that everything works as a system. They connect with each other. It enables me to have a system thinking as well as thinking step by step. Especially in this action research, I organized and designed the study from the beginning to the end as a system. For MMOD 6805, I have learnt many valuable things from this class. It enables me to see a holistic view of action research, crystallize the concept to be my milestone, define the independent variables and dependent variables first and make it simple so that I can enhance and expand other topics based on this concept. I think the core concept of study is the most important thing.

Finally, knowledge from this course is not only value to myself but also value to others. Every class that I am interested and discover the precious concept, I always share with others such as my close friends, colleagues and managers. Hopefully, this knowledge can inspire them to have a new way of seeing world the same as I have already experienced.

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Appendix A : Questionnaire for Interviewer

Questionnaire to evaluate the interview practice of Innovative Manufacturing Company

Part I Demographic

Instruction Please kindly circle on the appropriate number on each line to indicate how much you agree or disagree with each of the following statement

Gender : ☐ Female ☐ Male

Age : ☐ 20-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ More than 40

Department : ☐ Accounting ☐ Administration

☐ Customer Development ☐ Business Development

Year of ☐ 0-6 months ☐ > 6 months < 1 year

Service : ☐ > 1 year <3 years ☐ > 3 years

Part II Opinion

Level of Opinion 1. Strongly disagree 2. Disagree 3. Slightly disagree

 4. Slightly agree 5. Agree 6. Strongly agree

No.	Questions	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
The Interview Practice		1	2	3	4	5	6
1	I analyze job requirement and define the candidate's qualification before interview.	1	2	3	4	5	6
2	I define the candidate's skill, knowledge and attitude for this position before interview.	1	2	3	4	5	6
3	I prepare a list of questions before interview.	1	2	3	4	5	6
4	I use the same set of questions for every candidate.	1	2	3	4	5	6
5	I use standard rating scale to evaluate each candidate consistently.	1	2	3	4	5	6
6	I use standard evaluation form to help me for making decision.	1	2	3	4	5	6
7	I am trained to develop my interviewer skill.	1	2	3	4	5	6
8	I practice to ask questions as professionally.	1	2	3	4	5	6

No.	Questions	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
The Interview Practice		1	2	3	4	5	6
9	My questions can reveal each candidate's skill, knowledge and attitude that related to job.	1	2	3	4	5	6
10	I feel comfortable with the current interview process. It works smoothly.	1	2	3	4	5	6
11	I interview within the specified amount of interview time.	1	2	3	4	5	6
12	Overall, I am satisfied with this interview practice.	1	2	3	4	5	6

Part III Open-ended Question

Instruction Please answer the question following your opinion.

1. In your opinion, how an effective interview practice should be? What are the benefits of interview effectiveness?

2. Could you share to us how do you feel about your experience of the current interview practice? Why?

4. In your opinion, which skill that you need to develop for an effective interview practice?

5. Other comments

Thank you very much for your time.

แบบสอบถามเพื่อประเมินประสิทธิภาพในกระบวนการสัมภาษณ์งานของบริษัท

ส่วนที่ 1 – ข้อมูลส่วนตัวของผู้ตอบแบบสอบถาม (กรุณาทำเครื่องหมาย "√" ในช่องที่ตรงกับข้อมูลส่วนตัวของท่าน)

ตำแหน่ง : แผนก :

ระยะเวลาที่อยู่ในตำแหน่ง : ☐ 0-6 เดือน

☐ มากกว่า 6 เดือน แต่ไม่เกิน 1 ปี

☐ มากกว่า 1 ปี แต่ไม่เกิน 3 ปี

☐ มากกว่า 3 ปี

ส่วนที่ 2 – แบบสอบถามเกี่ยวกับกระบวนการสัมภาษณ์งาน

กรุณาทำเครื่องหมาย "√" ในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด

ระดับความคิดเห็น 1. ไม่เห็นด้วยอย่างยิ่ง 2. ไม่เห็นด้วย 3. ค่อนข้างไม่เห็นด้วย 4. ค่อนข้างเห็นด้วย 5. เห็นด้วย 6. เห็นด้วยอย่างยิ่ง

ข้อ	คำถาม	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ค่อนข้างไม่ เห็นด้วย	ค่อนข้างเห็น ด้วย	เห็นด้วย	เห็นด้วย อย่างยิ่ง
กระบวนการสัมภาษณ์งาน		1	2	3	4	5	6
1	ก่อนการสัมภาษณ์ ท่านมีการกำหนดคำบรรยายลักษณะงาน (JD) และคุณสมบัติของผู้สมัครที่เหมาะสมกับแต่ละตำแหน่งงานนั้น	1	2	3	4	5	6
2	ก่อนการสัมภาษณ์ ท่านมีการกำหนดทักษะ ความรู้ ทักษะของผู้สมัครที่เหมาะสมกับตำแหน่งงานที่สัมภาษณ์นี้	1	2	3	4	5	6
3	ก่อนการสัมภาษณ์ ท่านมีการเตรียม List ของคำถามที่จะใช้สำหรับผู้ถูกสัมภาษณ์ทุกคน	1	2	3	4	5	6
4	ในตำแหน่งงานเดียวกัน ท่านใช้ชุดคำถามที่เหมือนกันกับผู้ถูกสัมภาษณ์ในตำแหน่งนั้น ทุกคน	1	2	3	4	5	6
5	ท่านมีเกณฑ์การให้คะแนนสำหรับผู้ถูกสัมภาษณ์ทุกคน เป็นไปอย่างเท่าเทียมกันและมีมาตรฐาน	1	2	3	4	5	6
6	ท่านใช้แบบฟอร์มการประเมินผลที่มีมาตรฐานเพื่อช่วยในการตัดสินใจเลือกผู้สมัคร	1	2	3	4	5	6
7	ท่านได้รับการฝึกอบรมด้านการพัฒนาทักษะการสัมภาษณ์งานจากบริษัทของท่าน	1	2	3	4	5	6
8	ระหว่างการสัมภาษณ์ ท่านสามารถปฏิบัติและถามคำถามผู้สมัครได้อย่างมืออาชีพ	1	2	3	4	5	6
9	คำถามของฉันทัน ช่วยให้ผู้ถูกสัมภาษณ์แสดงออกถึงความรู้ ความสามารถ และทัศนคติที่เกี่ยวข้องกับตำแหน่งงานได้อย่างเต็มที่	1	2	3	4	5	6
10	ท่านรู้สึกว่าการสัมภาษณ์นี้เป็นไปอย่างราบรื่น ไม่ติดขัด และดำเนินไปอย่างต่อเนื่อง ตลอดการสัมภาษณ์	1	2	3	4	5	6
11	ท่านสามารถควบคุมเวลาที่ใช้ในการสัมภาษณ์งาน ให้เป็นไปตามที่กำหนดไว้ได้	1	2	3	4	5	6
12	โดยรวมแล้ว ท่านรู้สึกพอใจกับกระบวนการสัมภาษณ์ของท่าน	1	2	3	4	5	6

ส่วนที่ 3 คำถามเปิด

โปรดตอบคำถามตามความคิดเห็นและประสบการณ์ของท่าน

1. ท่านคิดว่า การสัมภาษณ์งานที่มีประสิทธิภาพควรเป็นอย่างไร และการสัมภาษณ์งานที่มีประสิทธิภาพนั้น มีประโยชน์อย่างไร

2. จากความคิดเห็นของท่าน ท่านมีความรู้สึกอย่างไรต่อกระบวนการสัมภาษณ์งานของท่านในปัจจุบัน เพราะเหตุใด

3. ในความคิดของท่าน ท่านต้องการพัฒนาด้านใดบ้าง เพื่อให้การสัมภาษณ์งานมีประสิทธิภาพมากยิ่งขึ้น

4. คำแนะนำเพิ่มเติม

ขอบคุณที่สละเวลาในการตอบแบบสอบถาม



Appendix B : Questionnaire for interviewee

Questionnaire to evaluate the interview practice of Innovative Manufacturing Company

Part I Demographic

Instruction Please kindly circle on the appropriate number on each line to indicate how much you agree or disagree with each of the following statement

Gender : ☐ Female ☐ Male

Age : ☐ 20-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ More than 40

Department : ☐ Accounting ☐ Administration

☐ Customer Development ☐ Business Development

Work ☐ 0-6 months ☐ > 6 months < 1 year

Experience : ☐ > 1 year <3 years ☐ > 3 years

Part II Opinion

Level of Opinion 1. Strongly disagree 2. Disagree 3. Slightly disagree

 4. Slightly agree 5. Agree 6. Strongly agree

No.	Questions	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
The Interview Practice		1	2	3	4	5	6
1	The questioning helps me to reveal my skill, knowledge and attitude that related to the job.	1	2	3	4	5	6
2	I feel comfortable with the interview process. It works smoothly.	1	2	3	4	5	6
3	The interview is controlled within the specified amount of interview time.	1	2	3	4	5	6
4	Overall, I am satisfied with the interview practice of this company.	1	2	3	4	5	6

Part III Open-ended Question

Instruction Please answer the question following your opinion.

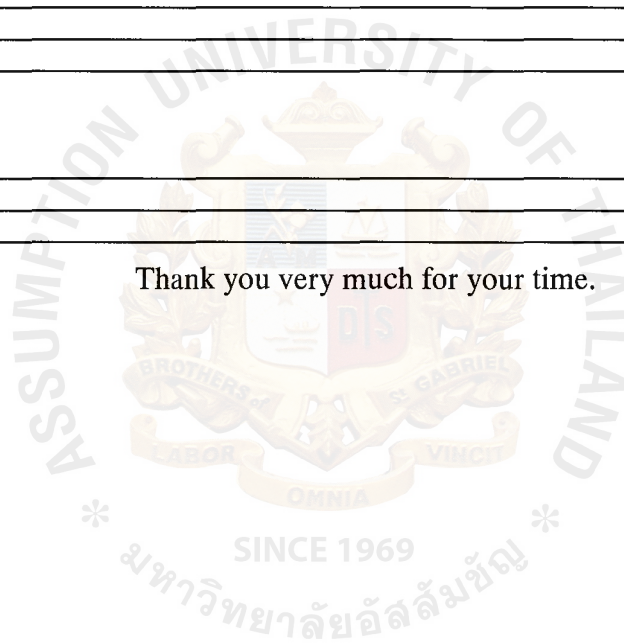
1. In your opinion, how an effective interview practice should be? What are the benefits of interview effectiveness?

3. Could you share your interview experience that was the most effective? What is the benefit of the effective interview practice?

4. In your opinion, what would you like to suggest this company to enhance the interview practice?

5. Other comments

Thank you very much for your time.



แบบสอบถามเพื่อประเมินประสิทธิภาพในกระบวนการสัมภาษณ์งานของบริษัท

ส่วนที่ 1 – ข้อมูลส่วนตัวของผู้ตอบแบบสอบถาม (กรุณาทำเครื่องหมาย "✓" ในช่องที่ตรงกับข้อมูลส่วนตัวของท่าน)

สัมภาษณ์ในตำแหน่ง : แผนก :

ประสบการณ์ทำงาน : ☐ 0-6 เดือน ☐ มากกว่า 6 เดือน แต่ไม่เกิน 1 ปี
☐ มากกว่า 1 ปี แต่ไม่เกิน 3 ปี ☐ มากกว่า 3 ปี

ส่วนที่ 2 – แบบสอบถามเกี่ยวกับกระบวนการสัมภาษณ์งาน

กรุณาทำเครื่องหมาย "✓" ในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด

ระดับความคิดเห็น 1. ไม่เห็นด้วยอย่างยิ่ง 2. ไม่เห็นด้วย 3. ค่อนข้างไม่เห็นด้วย 4. ค่อนข้างเห็นด้วย 5. เห็นด้วย 6. เห็นด้วยอย่างยิ่ง

ข้อ	คำถาม	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	ค่อนข้างไม่ เห็นด้วย	ค่อนข้างเห็น ด้วย	เห็นด้วย	เห็นด้วย อย่างยิ่ง
	กระบวนการสัมภาษณ์งาน	1	2	3	4	5	6
1	ระหว่างการสัมภาษณ์ ผู้สัมภาษณ์สามารถปฏิบัติและถามคำถามท่าน อย่างมีอาชีพ	1	2	3	4	5	6
2	คำถามของผู้สัมภาษณ์ ช่วยให้ท่านได้แสดงออกถึงความรู้ ความสามารถ และทัศนคติที่เกี่ยวข้องกับตำแหน่งงานได้อย่างเต็มที่	1	2	3	4	5	6
3	ท่านรู้สึกว่าการสัมภาษณ์นี้เป็นไปอย่างราบรื่น ไม่ติดขัด และดำเนินไป อย่างต่อเนื่อง ตลอดจนการสัมภาษณ์	1	2	3	4	5	6
4	เวลาในการสัมภาษณ์งาน อยู่ภายในระยะเวลาที่กำหนดไว้	1	2	3	4	5	6
5	โดยรวมแล้ว ท่านรู้สึกพอใจกับกระบวนการสัมภาษณ์ของบริษัทนี้	1	2	3	4	5	6

ส่วนที่ 3 คำถามเปิด

โปรดตอบคำถามตามความคิดเห็นและประสบการณ์ของท่าน

1. ท่านมีความรู้สึกอย่างไรต่อกระบวนการสัมภาษณ์งานของบริษัทนี้

3. ท่านคิดว่า การสัมภาษณ์งานที่มีประสิทธิภาพควรเป็นอย่างไร และการสัมภาษณ์งานที่มีประสิทธิภาพนั้น มีประโยชน์อย่างไร

4. ในความคิดของท่าน ท่านแนะนำว่า ผู้สัมภาษณ์ควรพัฒนาด้านใดบ้าง เพื่อให้การสัมภาษณ์งานมีประสิทธิภาพมากยิ่งขึ้น

5. คำแนะนำเพิ่มเติม

ขอบคุณที่สละเวลาในการตอบแบบสอบถาม



Appendix C : Interview Guide

Interview Guide for Interviewer

1. Could you share to us how do you feel about the current interview process of your company?
2. Please describe your current interview practice. What you normally do before the interview, during the interview and after the interview.
3. Please share with me what do you normally do before the interview. How to know that who will match with the job position?
4. In your opinion, how do you feel about your interview question and how questions should be? Please give some examples of your interview questions.
5. Please share to me about your current rating scale and evaluating for each candidate. How to do these process and how do you feel about them?
6. In your opinion, how do you feel about your interview flow and amount of interview time?
7. Please describe the important skills of interviewer. Which skills do you need to develop?
8. For overall interview practice satisfaction, please rate the scale at low, moderate or high level.

Interview Guide for Interviewee

1. Could you share to us how do you feel about the current interview process of this company?
2. From the interview questions, could you reveal your knowledge, skills and attitude to the interviewer? How?
3. In your opinion, how the interview steps and amount of interview time should be?
4. Please describe the important skills of interviewer. Which skills do you recommend them to develop?
5. For overall interview practice satisfaction, please rate the scale at low, moderate or high level.

แนวทางคำถามที่ใช้สำหรับ ผู้สัมภาษณ์

1. จากประสบการณ์การสัมภาษณ์งานของคุณ คุณมีความรู้สึกละเอียดอย่างไรต่อกระบวนการสัมภาษณ์งาน แนวทาง และวิธีที่คุณใช้อยู่ในปัจจุบัน
2. โปรดอธิบายถึงกระบวนการสัมภาษณ์งานที่คุณใช้อยู่ในปัจจุบัน ตั้งแต่ก่อนสัมภาษณ์ ระหว่างสัมภาษณ์ และหลังสัมภาษณ์
3. โดยปกติ ก่อนการสัมภาษณ์ คุณทำอะไรบ้าง และคุณมีวิธีในการวิเคราะห์ผู้สมัครที่จะเหมาะสมกับตำแหน่งงานนั้นๆได้อย่างไร
4. กรุณายกตัวอย่างคำถามที่คุณมักใช้ในการสัมภาษณ์งาน และคิดว่า คำถามที่ดีควรเป็นอย่างไร
5. คุณมีวิธีการให้คะแนนผู้ถูกสัมภาษณ์อย่างไร และประเมินผลเพื่อคัดเลือกผู้สมัครที่เหมาะสมที่สุดอย่างไร
6. ในความเห็นของคุณ ขั้นตอนการสัมภาษณ์งานของคุณเป็นอย่างไร และระยะเวลาที่เหมาะสมสำหรับการสัมภาษณ์ควรเป็นเท่าใด
7. ทักษะที่สำคัญของผู้สัมภาษณ์ควรมีอะไรบ้าง และคุณคิดว่า คุณอยากจะพัฒนาทักษะด้านใด
8. ถ้าให้คะแนนโดยรวมต่อกระบวนการสัมภาษณ์งานของคุณ คุณมีความพึงพอใจในระดับใด ต่ำ กลาง หรือ สูง

แนวทางคำถามที่ใช้สำหรับ ผู้สัมภาษณ์

1. คุณมีความรู้สึกละเอียดอย่างไรต่อกระบวนการสัมภาษณ์งาน แนวทาง และวิธีการสัมภาษณ์งานของบริษัทนี้
2. จากการสัมภาษณ์คุณสามารถแสดงความสามารถทั้งทางด้านความรู้ ทักษะ และทัศนคติ ที่เกี่ยวกับงาน ได้อย่างเต็มที่ หรือไม่ อย่างไร
3. ในความเห็นของคุณ ขั้นตอนการสัมภาษณ์งานควรเป็นอย่างไร และระยะเวลาที่เหมาะสมสำหรับการสัมภาษณ์ควรเป็นเท่าใด และของบริษัทนี้ เป็นอย่างไร
4. ทักษะที่สำคัญของผู้สัมภาษณ์ควรมีอะไรบ้าง และคุณคิดว่า คุณอยากจะพัฒนาทักษะด้านใด
5. ถ้าให้คะแนนโดยรวมต่อกระบวนการสัมภาษณ์งานของบริษัทนี้ คุณมีความพึงพอใจในระดับใด ต่ำ กลาง หรือ สูง

Appendix D : Structured Interview Guide Toolkit




แบบฟอร์มการวิเคราะห์งาน (Job Analysis Form)

ตำแหน่งงาน (Job Position)	งานหลัก/กิจกรรมหลัก (Key Result Areas/Activities)	ความรู้ (Knowledge)	ทักษะ (Skills)	คุณลักษณะเฉพาะ บุคคล (Personal Attributes)

แบบฟอร์มแสดงขีดความสามารถ (Competency Form)

ขีดความสามารถ (Competency): _____

คำจำกัดความ (Definition):

พฤติกรรมบ่งชี้ (Key Behavior)	ตัวอย่างคำถาม (ST-A-R)
	

แบบฟอร์มการคัดเลือกบุคลากร (Interview and Evaluation Form)

ชื่อสกุล-		ตำแหน่งที่สมัคร			
ชื่อสกุลผู้สัมภาษณ์-			แผนก		
เกณฑ์การให้คะแนน	4=Excellent 3=Good 2=Fair 1=Poor	มีความชัดเจน เห็นภาพ พอใจกับคำตอบที่ผู้สมัครหยิบยกมามาก มีความชัดเจน เห็นภาพบ้าง พอใจกับคำตอบที่ผู้สมัครหยิบยกมาในระดับพอใช้ ไม่ค่อยชัดเจนและเห็นภาพเท่าที่ควร พอใจกับคำตอบที่ผู้สมัครหยิบยกมาไม่มากนัก ไม่สามารถเล่าเหตุการณ์ /สถานการณ์ที่เกิดขึ้นได้อย่างชัดเจน			
ขีดความสามารถ (Competency)	เหตุการณ์ผลลัพธ์-การกระทำ- ST-A-R			ผลการประเมิน	
			4	3	2
			1		
คะแนนรวม					
สรุปผลสัมภาษณ์ <input type="checkbox"/> ว่าจ้าง <input type="checkbox"/> รอเปรียบเทียบ <input type="checkbox"/> ปฏิเสธ					
ลงนาม.....วันที่/ผู้สัมภาษณ์.....					
ตำแหน่ง.....					

