

and shared among employers who eventually rate the answers to each question. Although recorded interviews such as these offer a number of benefits to organizations, including increased efficiency and greater standardization across interviews, it is unclear how applicants view them. On the one hand, it may be easier for job hunters—especially those who are already employed—to squeeze in interviews after normal work hours. On the other hand, applicants may view the organization as impersonal, and the lack of face-to-face interaction, as well as an onsite visit, may make it difficult to assess person/organization fit. Thus, organizations might be better off using these types of interviews as initial, rather than final, screens.¹¹²

Evaluation

Traditionally, the employment interview was thought to have a low degree of validity. Recently, however, evidence for the validity of interviews (especially those that are structured) has been much more positive. In fact, one study found that it took three to four unstructured interviews to achieve the same validity as a single structured interview, which is a huge difference in time and resources.¹¹³ In addition, meta-analyses have suggested the following conclusions:¹¹⁴

1. The average validity of interviews is $\bar{r} = .37$.
2. Structured interviews are more valid ($\bar{r} = .31$) than unstructured interviews ($\bar{r} = .23$).
3. The literature on whether situational or experience-based interviews are more valid is not consistent. The largest meta-analysis found that situational interviews were more valid ($\bar{r} = .35$) than experience-based interviews ($\bar{r} = .28$). However, a more recent meta-analysis found the opposite.
4. Panel interviews may be *less* valid ($\bar{r} = .22$) than individual interviews ($\bar{r} = .31$).

Given the advantages of structured interviews, their lack of use is perplexing—whereas 99% of organizations indicate they use the interview in selection, only slightly more than half (55%) claim to use a structured interview. As one review concluded, “Structured interviews are infrequently used in practice.” Like all of us, selection decision makers show considerable inertia and continue to use the unstructured interview because they always have, and because they favor expediency over quality. Thus, a cycle of past practice generating continued use needs to be broken by changing the climate. The best way to do this is to educate decision makers about the benefits of structured interviews.¹¹⁵

Applicants tend to react very favorably to the interview, whether it is structured or not. Research suggests that most applicants believe the interview is an essential component of the selection process, and most view the interview as the most suitable measure of relevant abilities. As a result, applicants have rated the interview as more job related than any other selection procedure.¹¹⁶