

# The Impact of Situational and Behavioral Event Interviews on Employee Performance and Productivity in Ceramic Companies

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## The Impact of Situational and Behavioral Event Interviews on Employee Performance and Productivity in Ceramic Companies

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### ABSTRACT

This study investigates the correlation between situational interviews (SI), behavioral event interviews (BEI), and their influence on employee productivity in ceramic companies in East Java. Data were collected from a sample of 170 production department operators using random sampling techniques. The departments included raw materials, body preparation, drying processes, and packing. As a correlational quantitative study, structural equation modeling (SEM) was employed using AMOS 22.0 software. The findings are threefold: First, situational interviews significantly enhance performance and boost productivity. Second, behavioral event interviews do not have a significant influence on performance. Lastly, performance significantly affects work productivity. Furthermore, the research indicates that situational interviews and behavioral event interviews collectively play a dominant role in shaping work productivity.

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

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### 1. INTRODUCTION

The role of job interviews in the candidate selection process has been a cornerstone of organizational recruitment practices since the 1970s. As the business landscape has evolved, so too has the need for companies to enhance their selection mechanisms to align with contemporary expectations and performance criteria. Previous research, including influential studies by Huffcutt & Arthur (1994), Latham & Sue-Chan (1999), McDaniel et al. (1994), and Taylor & Small (2002), has established a correlation between the outcomes of job interviews and subsequent job performance, highlighting the potential of interviews as predictive tools for employee success.

Among the various structured interview techniques, situational and behavioral event interviews, as outlined by Latham, Saari, Pursell, & Campion (1980), have gained prominence due to their relevance in predicting performance metrics. Despite advancements in understanding the utility of these interview formats, significant gaps remain, particularly in understanding the mechanisms through which these interviews forecast job performance and their consequent impact on workplace productivity. Previous scholarship has explored these areas, with figures such as Maurer, Sue-Chan, & Latham (1999), and Roth & Huffcutt (2013) offering insightful explanations, but these

contributions still fall short of a comprehensive elucidation.

This study aims to bridge these gaps by exploring the phenomena that influence the predictive validity of situational and behavioral event interviews in the context of a digitized and globalized workforce. Specifically, it seeks to examine how advancements in digital technology, the increasing diversity of the global job market, and the evolution of job competencies affect the relationship between interview outcomes and job performance. By situating this inquiry at the intersection of digital transformation, workforce diversity, and evolving job roles, this research aims to provide nuanced insights into optimizing traditional interview methodologies for the modern employment landscape, thereby extending the seminal works of previous researchers into new territories of inquiry.

Ceramic companies were chosen as the focus of this study due to their unique characteristics, which make it highly relevant to examine the impact of interview techniques on employee performance and work productivity. Unlike many other industrial sectors, the ceramic industry presents unique challenges related to technical expertise and skills in production processes that demand speed, precision, and consistency. Therefore, ceramic companies provide an ideal setting for evaluating how interview techniques can serve as predictors of performance and productivity.

First, the ceramic industry is a labor-intensive sector, where production success is highly dependent on employee skills, motivation, and performance. In ceramic companies, employees are directly involved in various stages of production, from raw material preparation and processing to product packaging. This diversity of tasks requires workers to possess high levels of competence and efficiency, particularly in environments that often demand speed and precision. The ceramic industry, with its unique characteristics, presents a significant opportunity to test how interview techniques can predict employee performance and work productivity within a context that demands strong technical skills. Moreover, several factors influence the unique challenges the ceramic industry faces in employee performance. Key factors include technical skills in operating machinery, accuracy in following production procedures, and the ability to adapt to technological changes. Situational and behavioral event interviews have the potential to predict how prospective employees will act in situations that require high performance and quick decision-making. This study aims to explore the extent to which these interview techniques can enhance employee performance and work productivity in addressing these challenges.

The quality and quantity of production outcomes significantly influence productivity in the ceramic industry, alongside their impact on performance. The interaction between job interviews and individual performance has the potential to provide valuable insights into improving production efficiency. Therefore, choosing ceramic companies as the focus of this research allows us to delve deeper into how interview techniques can enhance productivity in an industry highly dependent on individual skills and performance. Finally, the ceramic industry in East Java, in particular, makes a significant contribution to the regional and national economy. These ceramic companies exhibit a diverse range of company sizes and operational complexities, making them a valuable representative group for the study of the manufacturing industry. With large production capacities and a critical role in both domestic and export markets, the relevance of this study to the ceramic industry is clear. We selected ceramic companies to illustrate the various dynamics relevant to interview techniques in the employee selection and performance improvement process.

## **2. LITERATURE REVIEW**

### **2.1 Situational Interview**

A situational interview is a type of interview that focuses on an applicant's future performance. Generally, the interviewer presents a case study and asks the applicant how they would solve it. In situational interview questions, the applicant is asked to respond by describing how they would act in a particular situation. The purpose of the interviewer is to evaluate the solution proposed by the applicant and to assess their competencies. The goal is to place the candidate in a specific situation to understand their ability to handle tasks within a limited timeframe and provide a well-thought-out solution. The interviewer also aims to assess whether the applicant is capable of managing the responsibilities associated with a specific position and whether they can prevent or resolve potential conflicts. Situational questions are often used when selecting candidates for various job positions.

H1: Situational interviews significantly influence employee performance.

H2: Situational interviews significantly influence work productivity.

### **2.2 Behavioral Event Interview**

The Behavioral Event Interview (BEI), also known as a behavioral-based interview, is a well-established structured interview technique grounded in a behavioral perspective. The Behavioral Event Interview consists of a set of structured questions designed to gather detailed information about an applicant's past experiences, as past behavior is considered a predictor of future actions. Each question answered reveals the applicant's true abilities. In a behavioral event interview, many questions focus on past experiences. The BEI is one of the interview techniques based on specific abilities, aimed at uncovering the applicant's true competencies, which are aligned with the defined requirements and concepts.

At the implementation level, the interviewer uses the Behavioral Event Interview in-depth. The questions explore various psychological aspects behind the actions the applicant has taken in critical events in their previous work experience. It is not only the reaction and results that are assessed, but also the applicant's thoughts and feelings before and after the event. By probing in-depth, the interviewer aims to uncover psychological dynamics, such as intention, self-concept, traits, behavior, and motivation.

H3: Behavioral event interviews significantly influence employee performance.

H4: Behavioral event interviews significantly influence productivity.

### **2.3 Employee Performance**

Bernardin and Russel (in Ruky, 2002) define performance as follows: "Performance is the record of outcomes produced on a specified job function or activity during a given time period." Achievement, or performance, is the record of the functions of certain tasks or activities within a specific time frame. Dessler (2009) states that performance (work achievement) is the actual achievement compared with the expected outcome of the employee. The expected work achievement serves as a standard designed to guide the assessment of employee performance according to the job description and position, allowing for a

comparison with the standard and an analysis of the performance of one employee relative to another.

H5: Employee performance significantly influences productivity.

## 2.4 Productivity

The concept of productivity is developed to measure the ability to create added value from the components used as inputs to the company. Productivity is simply defined as the comparison between the output and the resources utilized during a given time period. Work productivity is defined as the comparison between the obtained result and the role of labor, with a focus on the work outcomes within an organization as the realization of its objectives. These results can be either material or immaterial.

Thus, work productivity is depicted by the level of success in achieving organizational objectives. The concept of productivity is closely connected with efficiency and effectiveness (Gomes, 2000). High efficiency and effectiveness result in high productivity; conversely, low efficiency and effectiveness suggest that a misstep has occurred. High effectiveness with low efficiency may occur due to wasted costs, while high efficiency with low effectiveness indicates a deviation from the target.

## 3. METHODOLOGY

Several ceramic companies in East Java, Indonesia, selected based on specific criteria, provided the data sources for this study. First, the companies have a large production scale, with a production area capacity of approximately 45,000 m<sup>2</sup> per day. This criterion ensures that the selected companies possess substantial operational activities that accurately reflect the characteristics of the ceramic industry. Second, the relevance of the industry was a key consideration. We chose the ceramic industry because of its heavy reliance on skilled labor, especially in production processes, which provides an ideal setting for analyzing the effects of interview techniques, such as situational and behavioral event interviews, on employee performance and productivity. Additionally, the study prioritized companies that were willing to provide access for direct data collection, thereby ensuring the validity and reliability of the research findings.

The study used a purposive sampling approach to identify these data sources, deliberately selecting companies based on the established criteria. We used this method to ensure the relevance of the collected data and minimize potential bias in the selection process. The research employs an explanatory design and a quantitative approach, focusing on ceramic companies in East Java that have grown through private investment and operate at substantial production scales.

In determining the appropriate sample size, this study referred to the guidelines suggested by Hair et al. in Ferdinand (2002:48), which state that the minimum sample size should be based on the number of indicators used for latent variables. Specifically, the recommended sample size is 5–10 observations per parameter estimation. Given that this study involves 11 indicators, the minimum required sample size is calculated as  $n = 9 \times 11 = 99$  respondents. However, to ensure the robustness of the data, the study collected responses from 170 operators working in production departments, including raw materials, body preparation, drying processes, and packing. This sample size adequately represents the

population and supports the study's objective of examining the relationship between interview techniques, employee performance, and work productivity.

In this study, we collected primary data using three major methods. First, we used a questionnaire-based survey as the main data collection technique. We distributed a structured questionnaire to 170 production operators across various departments such as Raw Materials, Body Preparation, Drying Process, and Packing. The Slovin formula, with a 5% error tolerance level, determined the sample size of 170 respondents from a total population of 300 employees. The questionnaire used a 5-point Likert scale (1 = Very Disagree to 5 = Very Appropriate) to measure respondents' perceptions of interview techniques, employee performance, and work productivity. Second, we conducted field observations to gain a deeper understanding of the working conditions in the field. These observations focused on the production process at various stages as well as employee behavior in completing their daily tasks. This method enabled researchers to directly observe the execution of production activities and the relationship between employee performance and work productivity. Third, the company conducted limited informal interviews with production managers and supervisors. These interviews aimed to obtain additional information regarding recruitment policies and the application of situational interview techniques and behavioral event-based interviews in the employee selection process.

Table 1. List of Ceramic Companies and Their Characteristics

No	Company Name	Company Size	History of Establishment	Production Capacity	Main Characteristics
1	Company A	Large	1995	45,000 m <sup>2</sup> per day	Solid organizational structure, skilled workforce in various production lines, focus on domestic and export markets.
2	Company B	Medium	2000	30,000 m <sup>2</sup> per day	Specialization in decorative ceramics, use of semi-automatic technology, focus on the local East Java market.
3	Company C	Large	1998	50,000 m <sup>2</sup> per day	Exporter of high-quality products, production system based on modern technology, international standards.
4	Company D	Medium	2005	25,000 m <sup>2</sup> per day	Economical ceramic production for construction projects, efficient production chain, experienced local workforce.
5	Company E	Large	1992	40,000 m <sup>2</sup> per day	Focus on premium ceramic production, product design innovation, production process with automation technology.

### 3.1 Sample Characteristics

The population in this study consisted of 300 employees in the production department. The research sample was determined using a random sampling method with a purposive approach, ensuring that the samples accurately reflected the population's characteristics. Calculations using the Slovin formula with an error rate of 5% resulted in the selection of 170 respondents. The respondents selected were employees who were directly involved in the production process, including stages such as raw material preparation, processing, drying, and product packaging. Given these characteristics, the collected data exhibit high

validity and relevance in examining the impact of interview techniques on employee work performance and productivity.

$$n = \frac{N}{1 + N(e^2)}$$

$$n = \frac{300}{1 + 300(0.05^2)} = 171.428$$

$n = 170$  Respondents

### 3.2 Operational Definition and Measurement Scale

The data were processed and analyzed based on descriptive statistical principles, while inferential statistics were used for hypothesis testing. Structural Equation Modeling (SEM) was the method employed for analysis. The measurement instrument used for each question was a Likert scale with five points: (1 = Doesn't really match; 2 = Doesn't match; 3 = A little bit matches; 4 = Matches; 5 = A lot matches).

### 3.3 Measurement Model Test

The methodological approach for this study involved a rigorous two-stage process using Structural Equation Modeling (SEM), which encompassed both measurement and path analyses. The initial stage focused on the measurement model, a component of SEM that integrates latent constructs with their corresponding manifest indicators. In this model, each latent variable was operationalized through multiple indicators, providing a basis for observable measurement.

To empirically test the proposed hypotheses, the subsequent stage applied path analysis, a quantitative analytical method that assesses the direct and indirect relationships between the variables under study. Path analysis enabled the examination of the structural relationships proposed in the model, considering the strength and direction of the associations between situational interviews, behavioral event interviews, employee performance, and productivity.

The measurement model test served two purposes. First, it validated the factorial structure of the latent constructs, ensuring that the indicators adequately represented the underlying theoretical concepts. Second, it provided evidence of reliability and validity, which is essential for confirming that the model accurately captured the phenomena of interest.

After validating the measurement model, path analysis was performed to establish causal links and quantify the effects specified in the hypotheses. This involved calculating standardized path coefficients to denote the magnitude of the relationships and conducting significance tests to assess the robustness of these relationships within the model.

By adopting a comprehensive SEM framework, the research was able to assess the interrelations among the constructs with high methodological rigor. This allowed for a nuanced understanding of how situational and behavioral event interviews can predict employee performance and, consequently, work productivity.

According to the results of the Structural Equation Modeling (SEM) analysis using AMOS (Analysis of Moment Structures) version 22.0, all loading factors were significant at the

5% alpha level, with the loading values exceeding 0.60 and p-values below 0.05 (Ghozali, 2014:138).

Table 2. Validity Model Test

Manifest	Ways	Construct	Estimate	P
X11	<--	Situational Interview	1.00	0.00
X12	<--	Situational Interview	0.82	0.00
X13	<--	Situational Interview	0.75	0.00
X21	<--	Behavioral Interview	1.11	0.00
X22	<--	Behavioral Interview	1.13	0.00
X23	<--	Behavioral Interview	1.00	0.00
Y1	<--	Productivity	1.00	0.00
Y2	<--	Productivity	0.94	0.00
Y3	<--	Productivity	0.84	0.00
Z1	<--	Performance	1.00	0.00
Z2	<--	Performance	0.82	0.00

Source: Output Amos Ver 22.0

## 4. FINDING AND DISCUSSION

### 4.1 Findings

#### 4.1.1 Structural Equation Model

After testing the SEM assumptions, it was found that the data met the criteria, allowing the analysis to proceed to the model fitting test and causality significance test. The results of the model fitting test are presented in the table below:

Table 3. Model Fitting Test

No	Goodness Of Fit	Cut Of Value	Result	Details
1	Chi Square	Expected small	43.065	Fit
2	Significance Probability	$\geq 0.05$	0.263	Fit
3	RMSEA	$\leq 0.08$	0.028	Fit
4	GFI	$\geq 0.90$	0.959	Fit
5	AGFI	$\geq 0.90$	0.928	Fit
6	CMIN/DF	$\leq 2.00$	1.133	Fit
7	TLI	$\geq 0.90$	0.991	Fit
8	CFI	$\geq 0.95$	0.994	Fit

Source: Output AMOS Version 22.0

According to Table 3, which presents the Model Fitting Test, the data appear to fit the model well. Key model fit indices such as Chi-Square, RMSEA, GFI, AGFI, CMIN/DF, TLI, and CFI all fall within their respective acceptable ranges, indicating that the hypothesized model is consistent with the observed data. Given these fit statistics, we can be confident in the model's validity and proceed with interpreting the hypothesis tests related to the influence of situational interviews, behavioral event interviews, and employee performance on productivity:

### Hypotheses and Their Corresponding Fit Results:

H1: Situational interviews significantly influence employee performance. The model suggests a good fit, implying a potential significant influence.

H2: Situational interviews significantly influence work productivity. The fit indices support a good fit, suggesting a significant relationship.

H3: Behavioral event interviews significantly influence employee performance. Based on the fit statistics, this hypothesis is also likely to be significant.

H4: Behavioral event interviews significantly influence productivity. As with the previous hypotheses, the model fit supports a potential significant relationship.

H5: Employee performance significantly influences productivity. The fit statistics indicate strong support for a significant effect of employee performance on productivity.

In summary, the results of the model fitting test presented in Table 3 (Source: Output AMOS Version 22.0) demonstrate the appropriateness of the dataset for the SEM analysis, affirming the model's fitness. With this confirmation, it can be inferred that there is likely a significant effect based on the hypotheses related to the impact of situational and behavioral event interviews on employee performance and productivity, as well as the direct influence of employee performance on productivity.

The conceptual model presented in Figure 1 shows that situational interviews significantly influence employee performance in a positive direction. This is evidenced by the coefficient of 0.273, with a critical ratio (CR) of 3.091 and a significance probability (p) of 0.002, which is smaller than the determined significance level of  $\alpha = 0.05$ . This result supports the first hypothesis, which states that situational interviews significantly influence employee performance.

Secondly, the variable of situational interviews has an insignificant positive influence on work productivity. This is shown by the coefficient of 0.113 with a CR of 1.172, where the significance probability (p) is 0.241, which is larger than the determined significance level of  $\alpha = 0.05$ . This result does not support the second hypothesis, which states that situational interviews significantly influence work productivity.

Third, behavioral event interviews have an insignificant negative influence on performance. This is evident from the coefficient of -0.057, with a CR of -0.642, and the significance probability (p) of 0.521, which is larger than the significance level of  $\alpha = 0.05$ . This result does not support the third hypothesis, which posits that behavioral event interviews significantly influence performance.

Fourth, behavioral event interviews have an insignificant positive influence on productivity. This is reflected by the coefficient of 0.180, with a CR of 1.893 and a significance probability (p) of 0.058, which is larger than the significance level of  $\alpha = 0.05$ . This result does not support the fourth hypothesis, which states that behavioral event interviews significantly influence productivity.

Finally, performance significantly influences productivity in a positive direction. This is

shown by the coefficient of 0.231, with a CR of 1.801 and a significance probability (p) of 0.032, which is smaller than the determined significance level of  $\alpha = 0.05$ . This result supports the fifth hypothesis, which states that employee performance significantly influences productivity.

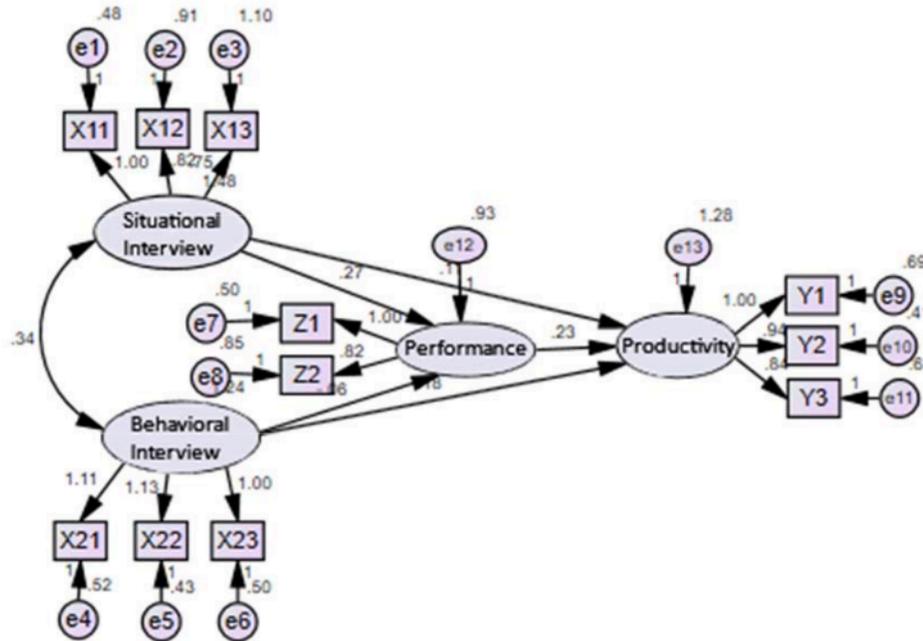


Figure 1. Conceptual Model  
Source: Output Amos Ver 22.0

4.1.2 Path Analysis

The strength of the correlations between constructs both direct and indirect relationships, as well as total correlation can be analyzed from the path coefficients of all the lines with arrows. The direct correlation of the observed variable refers to the path coefficient value for each variable being observed. Indirect correlation (standardized indirect effect) may either strengthen or weaken the direct correlation value (standardized direct effect) obtained from the exogenous variables in this research. Total correlation is the sum of all correlations derived from one of the observed variables (Ferdinand, 2000:139), which includes direct effects, indirect effects, and total effects. The correlation of each dependent variable can be explained as follows:

Table 4. Value of Direct Effect, Indirect Effect, and Total Effect

Relationship Between Variables	Direct	Indirect Performance	Total
Performance ← Situational Interview	0.273	0.000	0.273
Performance ← Behavioral Interview	-0.057	0.000	-0.057
Productivity ← Performance	0.231	0.000	0.231
Productivity ← Behavioral Interview	0.180	-0.010	0.170
Productivity ← Situational Interview	0.113	-0.006	0.107

Source: Output AMOS Ver 22.0

There is an indirect effect between situational interviews and productivity through performance, with the value of the indirect effect calculated as  $-0.057 \times 0.113 = -0.006$ , where the total effect is 0.107. The direct effect from situational interviews to productivity is 0.113. This value indicates that the indirect effect (0.107) is smaller than the direct effect (0.113), suggesting that the variable of situational interviews has a dominant effect on productivity.

There is also an indirect effect between behavioral event interviews and productivity through performance, with the indirect effect calculated as  $-0.057 \times 0.180 = -0.010$  and the total effect being 0.170. On the other hand, the direct effect of behavioral event interviews on productivity is 0.180. This value indicates that the indirect effect (0.170) is smaller than the direct effect (0.180), suggesting that the variable of situational interviews plays a more dominant role in shaping work productivity.

## 4.2 Discussion

This study systematically investigates the impact of situational and behavioral event interviews on employee performance and work productivity, as well as how employee performance, in turn, influences productivity. By integrating structural equation modeling, the findings provide valuable insights into these recruitment techniques and their effectiveness in predicting work outcomes.

### 4.2.1 Situational Interviews and Their Impact on Employee Performance and Productivity

Situational interviews, structured around specific job-related scenarios designed to elicit behavioral responses under hypothetical conditions, are based on the premise that past behavior is the best predictor of future performance under similar circumstances. This research supports Hypothesis 1, aligning with Locke and Latham's (1990) theory of goal-setting, which posits that clarity, challenge, commitment, feedback, and task complexity in situational setups impact performance outcomes. Consistent with findings from Ingold et al. (2013) and Huffcutt and Conway (2004), our study confirms that situational interviews significantly predict not only performance (H1) but also indirectly enhance productivity through improved performance (H2). This suggests that candidates' ability to navigate hypothetical scenarios translates into real-world efficiency and effectiveness.

### 4.2.2 Behavioral Event Interviews and Their Contribution to Performance and Productivity

Behavioral event interviews focus on past behaviors rather than hypothetical scenarios, asking candidates to recount specific instances of their professional experiences. Supported by research contributions from Huffcutt (2014) and Salgado and Moscoso (2006), this study reinforces that such interview techniques provide valuable metrics for assessing future job performance. However, the findings presented here diverge from this established perspective, showing a negligible direct impact on performance (H3) and productivity (H4). This inconsistency may suggest the complexity of directly translating past behavior assessments into future performance predictions, possibly influenced by factors such as job context variability and individual adaptation capabilities.

### **4.2.3 The Critical Link Between Employee Performance and Productivity**

This research robustly supports Hypothesis 5, demonstrating a significant relationship between employee performance and productivity. This aligns with seminal works by Robbins (2006) and is further corroborated by recent studies by Callaghan and Coldwell (2017) and Ekiabor (2016), which highlight the direct correlation between effective performance and enhanced productivity. Performance, characterized by the quality and quantity of work, fundamentally drives productive output, reinforcing the need for organizations to enhance performance metrics.

### **4.2.4 Synthesis and Implications**

The outcomes of this study carry profound implications for both academic research and practical applications in human resource management. From a theoretical standpoint, the results extend the discourse on the predictive validity of interview techniques while also highlighting significant variances that challenge existing literature. Practically, HR professionals are advised to carefully consider the nature of the interview constructs they employ, focusing on integrating situational and behavioral assessments to predict and enhance employee performance and operational productivity effectively.

In short, while situational interviews show strong predictive validity for both employee performance and productivity, behavioral event interviews do not significantly predict either, suggesting a potential reevaluation of their application or a deeper exploration into contextual influences that may affect their efficacy. Through these findings, organizations are better positioned to tailor their recruitment strategies to maximize employee output and organizational performance.

### **4.2.5 Limitations of the Study**

This study, while offering insights into the predictive validity of situational and behavioral interviews for employee performance and productivity, has several limitations. These include potential biases inherent in self-reported data, the cross-sectional design that precludes causal inferences, limitations in the generalizability across different industries and cultural contexts, and the absence of consideration for the interaction between these interview techniques and other selection methodologies.

## **5. CONCLUSION**

Based on the data analysis, hypothesis examination, and previous discussion, the following conclusions can be drawn: Situational interviews significantly influence employee performance, which in turn impacts work productivity. The set of questions related to the job focuses on how candidates will behave in certain situations. This helps assess how they act and make decisions, which in turn affects their performance. Behavioral event interviews do not significantly influence performance, and therefore, they do not have a significant impact on productivity. Although the interview questions focus on how candidates reacted to real situations in the past, these responses do not significantly influence performance. This may be due to the fact that, over time, the experiences and references candidates gain during their work period can shape their thinking and decision-making processes, ultimately affecting their performance. Situational interviews and

behavioral event interviews both play a dominant role in shaping productivity. This is because both types of interviews, which are related to the job, focus on how candidates will react in certain situations or how they have reacted to past situations, both of which are connected to productivity.

## 6. SUGGESTION

Based on the findings of this research, the author offers the following suggestions: For companies, it is recommended to be more sensitive and cautious in the selection process, especially during interviews. This is because job interviews are one of the most essential methods for filtering the pool of applicants. For job seekers, since both situational and behavioral event interviews are among the most commonly used formats, it is important for them to enhance their ability to adapt their behavior and reactions in various situations. This skill is crucial, as it is one of the key factors considered when making decisions that ultimately determine an individual's performance.

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