

# The Impact of Competency-Based Interviews on Employee Selection Results

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**Abstract.** Competency-based interviews have become crucial due to the shift in companies' need to recruit talent who are not only technically proficient but also excel in behavior (soft skills). The impact is an increase in the quality of selection results, allowing new employees to directly contribute to productivity and organizational goals. Research generally shows that competency-based interviews improve the quality of recruitment outcomes and employee performance compared to traditional methods. Overall, implementing competency-based interviews results in a more resilient, skilled, disciplined workforce, and higher job satisfaction. Competency-based interviews have a very positive and significant impact on employee selection results. This method results in more objective recruitment, improves person-job fit, enhances long-term performance, and strengthens the company's core competencies.

**Keywords:** Interview, Competence, Employee, Performance, Company.

## A. INTRODUCTION

Traditional interviews are often subjective and less able to predict future performance because they focus more on past experience in a CV than actual abilities (2023, 2021). Modern companies need methods that are capable of assessing not only hard skills, but also soft skills and behavioral suitability (cultural fit) to ensure that candidates are truly capable of working effectively (Patricya & Samiyah, 2025).

Competency-based recruitment has become one of the most effective methods in the modern recruitment world (Wahyudi et al., 2025). Not only focusing on the candidate's experience and education, but this method places more emphasis on abilities and skills that are relevant to the job to be faced (Firda & Gunawan, 2023). Through this approach, companies can ensure that accepted candidates have the right potential to grow within the company and make significant contributions.

In a competitive business world, companies not only need employees who meet basic qualifications, but also those who are able to innovate and adapt quickly to change (Wahyudi, 2023). Competency-based recruitment offers a number of advantages that can improve the quality of recruitment and optimize company performance (Chafizh Hizbulloh et al., 2025). By identifying the key competencies required for a position, companies can ensure that the selected candidate truly possesses the appropriate skills for the job. This reduces the risk of placing an unsuitable employee, which can impact team and company performance.

One of the main challenges in recruitment is the bias that can influence hiring decisions (Arfin, 2022). Competency-based recruitment reduces subjectivity by providing a more objective assessment of a candidate's skills and abilities relevant to the job, rather than just looking at their experience or background (Patricya & Samiyah, 2025). Candidates who are accepted based on their competencies are more likely to feel like a good fit for the job and company culture (Batubara & Chaerul, 2024). This will increase job satisfaction and reduce turnover rates, as they feel more empowered and valued in the organization.

By assessing a candidate's competencies, companies can identify areas that need further development. This not only helps in the recruitment process but also in planning career development and training programs for employees (Hadi et al., 2022).

To successfully implement competency-based recruitment, companies need to follow these steps:

1. Identify the Required Competencies.

The first step in competency-based recruitment is to identify the competencies required for each position. These competencies can be divided into two main categories:

- Technical Competencies: The skills and knowledge required to perform job-specific tasks, such as software expertise, data analysis, or other skills relevant to the field of work.
- Non-Technical Competencies: Interpersonal skills, leadership, communication skills, teamwork, and problem-solving skills.

It is important to detail these competencies clearly so that they can be used as benchmarks during the selection process.

2. Create a clear job description

Once the required competencies have been identified, the next step is to develop a job description that outlines the competencies expected of the candidate. A good job description should include the primary duties, required competencies, and expected performance standards (Kirom, 2024).

A clear job description not only helps attract the right candidates, but also provides a clear picture of the company's expectations of potential employees.

3. Using Competency-Based Interview Methods.

Competency-based interview method is a way to assess whether a candidate has the competencies required for the position (Fajar Apriliya et al., 2024). In this interview, the interviewer will ask questions that ask the candidate to provide concrete examples from their experience that are relevant to the competencies being sought.

4. Competency Test through Tests or Simulations

In addition to interviews, tests or simulations can also be used to more objectively assess candidate competency. These tests can take the form of technical skills tests, case studies, or simulations of work situations the candidate will encounter (Inaya et al., 2024). For example, for a project manager position, the simulation might include tasks to plan a project within a specific timeframe with a limited budget.

This test provides a clearer picture of how candidates will face real challenges in the workplace.

5. Assess Fit with Company Culture

One important aspect of competency-based recruitment is assessing a candidate's fit with the company culture. Non-technical competencies, such as the ability to work in a team or adapt to a changing environment, are crucial for creating alignment between employees and the company.

Companies can use values, and culture-based interview techniques to assess the extent to which candidates have attitudes and values that align with the company.

By selecting candidates who have the right competencies, companies can improve the overall performance of the team (Mujibi & Azmy, 2024). Competent employees tend to be more efficient and effective in carrying out their duties (Rahayu et al., 2024). Competency-based recruitment helps companies select candidates who truly fit the job and company culture, making them more likely to stay long-term (Firda & Gunawan, 2023). By understanding the required competencies, companies can plan more targeted skills development that aligns with employee needs. Companies that implement competency-based recruitment processes tend to

have a good reputation in the job market because they are considered fair and objective in their selection process (Patricya & Samiyah, 2025).

In an increasingly competitive workplace, having solid competencies is a key factor in every employee's success. These competencies encompass a variety of skills, knowledge, and attitudes needed to perform tasks effectively and efficiently (Nursalim & Anshori, 2024). Every employee needs to possess basic competencies to perform their duties. These core skills are crucial for achieving career success and accomplishments. Core competencies encompass the skills each individual must possess to fulfill their responsibilities in their field of work and position (Darmadi, 2015).

Competence can also be defined as the combination of knowledge, skills, and attitudes that a person possesses to effectively carry out a task or job. This encompasses various aspects, from technical skills to interpersonal and leadership abilities (Lestari et al., 2022). Jack Gordon, author of the book *Developing High-Achieving Managers*, explains that core competencies consist of six elements: knowledge, understanding, abilities, values, attitudes, and interests. These six aspects can be divided into two main categories: personality competencies and professional competencies.

Employee competence plays a very important role, because it contributes significantly to individual success and the success of the organization as a whole (Rahayu et al., 2024). Employees with superior competencies are usually more productive, more creative, and more adaptable to changes in the work environment (Handayani Kristin, 2024). Employee competency provides various significant benefits to companies, such as increasing productivity, encouraging innovation, and improving service quality. Employees with strong competencies are typically more engaged in their work, more flexible in the face of change, and more likely to contribute to the achievement of organizational goals (Fandika et al., 2024).

The ability to recognize, analyze, and solve problems is one of the most needed competencies in the world of work (Sulistyanto et al., 2021). Employees who are able to face challenges and create innovative solutions are invaluable assets to a company. The ability to think creatively allows someone to generate fresh ideas and unconventional approaches. This skill is crucial for driving innovation and solving problems in ways never before imagined.

The ability to work in a team and collaborate with others is a key competency for achieving shared goals. Employees who contribute in a collaborative work environment are typically more efficient and productive (Elok Kemala Motik et al., 2024). Good literacy skills include the ability to read, write, and understand information accurately. This is crucial for interpreting data, conveying ideas, and making informed decisions. The ability to communicate effectively with others is also one of the most important competencies in the workplace. Employees who can convey ideas clearly and persuasively, while also possessing good listening skills, will become skilled communicators in an organization (Latifah & Muksin, 2020).

Self-management skills are one of the keys to success in the workplace. This skill encompasses good time management, proper prioritization, and the ability to effectively face challenges. Employees with strong self-management typically demonstrate higher productivity and are better able to cope with work pressure. In a dynamic, ever-changing work environment, a willingness to continuously learn is crucial. Employees with a positive learning attitude tend to adapt more easily to change and are able to continuously improve their professional competencies.

Emotional intelligence also plays a crucial role, namely the ability to recognize, understand, and manage emotions wisely. This includes empathy for others, good stress management, and effective communication. Individuals with high levels of emotional

intelligence tend to be more adept at building healthy work relationships and resolving conflicts constructively.

## B. METHODS

This study employs a mixed-methods approach to examine the impact of competency-based interviews (CBI) on employee selection outcomes, particularly in predicting future job performance. The quantitative component uses an explanatory survey design to measure the influence of CBI as an independent variable on selection outcomes such as employee performance, productivity, and job satisfaction as dependent variables. Data are collected through structured questionnaires and analyzed using multiple linear regression with SPSS, including validity and reliability testing to determine the significance and strength of relationships among variables.

To complement the quantitative findings, a qualitative descriptive approach is applied through in-depth interviews, document analysis, and direct observation of the interview process. Informants are selected using purposive sampling, focusing on HR managers, recruiters, and employees recruited within a specific time period who are directly involved in or affected by the selection process. Qualitative data are analyzed using the Miles and Huberman framework, data reduction, data display, and conclusion drawing, to identify implementation patterns, challenges, and perceived effectiveness of competency-based interviews, particularly in assessing behavioral, technical, and non-technical competencies using the STAR method.

## C. RESULTS AND DISCUSSION

Based on research results, competency-based interviews (CBI), often called Behavioral Event Interviews (BEI), have a positive and significant impact on employee selection outcomes. This method has been proven to be more accurate in predicting future performance than traditional interviews.

BEI focuses on past behavior as an indicator of future behavior, thus helping to identify truly competent candidates. This method ensures candidates possess skills, expertise, and behaviors relevant to the needs of the position being applied for. Competency-based selection has been proven to increase productivity and job satisfaction because selected employees align with the job requirements.

By using a structured framework, this interview reduces subjectivity and interviewer bias compared to conventional methods. Candidates are asked to provide concrete examples of past experiences (using the STAR method: Situation, Task, Action, Result), which provide tangible evidence of their competence. Accurate selection through a competency approach reduces the risk of wrong hires, thereby lowering employee turnover rates. While requiring intensive initial preparation, this method reduces the long-term costs of wrong hires. BEI can explore soft skills such as communication, problem-solving, adaptability, and teamwork. Helps identify candidates who align with the company's core values and culture.

Competency-based interviews, often called Behavioral Event Interviews (BEI), require candidates to provide concrete examples of their past behavior. Research shows that past behavior is the best indicator of future performance. This results in more accurate selection results because HR assesses not only what candidates say (potential) but also what they have actually done (proven competency). Employees selected through competency-based selection demonstrate faster adaptation to changes in technology and work systems. These employees tend to be more productive and innovative because they possess competencies that align with the company's needs.

Competency-based selection often incorporates behavioral (affective) elements that align with the company's values. This produces employees who are not only technically proficient but also possess a work ethic that aligns with the organization's culture, thereby reducing employee turnover. Despite its positive impact, implementing CBI requires additional time and expense to train the HR team (interviewers) to formulate and ask appropriate questions. Furthermore, there is a risk that interviewers who lack the necessary skills to elicit information can result in suboptimal interview results.

#### D. CONCLUSION

The use of competency-based interviews is driven by the need to improve recruitment effectiveness. The impact on selection results is the production of staff with more appropriate technical and behavioral competencies, ultimately improving the organization's overall performance. Competency-based recruitment is a highly effective approach to ensuring companies select candidates with the right abilities and skills for the job. With this method, companies can not only improve employee quality but also create a more productive, innovative, and harmonious work environment. By identifying required competencies, developing clear job descriptions, and using competency-based selection methods, companies can improve the effectiveness of their recruitment process and select the best talent who will lead the company to greater success.

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