This review of literature of behavior-based interviewing and gamification in the employee selection process. The purpose of the paper is threefold. First, the paper provides a review of the literature including numerous studies conducted on behavior-based interviews to attempt to identify the best way to interview. Second, the paper provides a review of the literature concerning gamification in interviews to attempt to identify the best methods of applying gamification in interviewing. Finally, the paper will attempt to establish guidelines for employers to use as they implement behavior-based interviews and gamification into their selection process. The general consensus in the literature is that behavior-based interviews are designed to elicit specific answers from candidates which are more useful and instrumental in the selection process. Similarly, gamification principles are used to intensify interviewees’ interest in the company and deepen their engagement in the selection process. This review recognizes themes in the literature among various studies that illustrate that behavior-based interviewing and gamification have grown tremendously in their applications as methods of employee selection. There is a general positive perception and favorable attitudes toward behavior-based interviews and gamification from employers.

Introduction

- Problems with recruitment and interview process: questions asked better help in self-evaluation because candidates preplan answers; recruiters believe that they can judge candidate against job requirements.
- When Gamification is coupled with recruitment it is often termed as recruitmentainment. Gamification can be integrated in recruitment process covering quizzes around industry challenges, company related quests, behavioral quizzes. Gamification personalizes and adds a fun element to the whole boring recruitment process. It encourages the candidate to engage with the company by providing simulated work environment and recruiters also check candidates’ aptitude, creative thinking and problem solving capabilities.
- Gamification’s tool, commonly known as “serious games”, has the potential to unearth the on-the-job performance of the candidate by providing him with a simulated platform of the job. It also helps in unveiling actual behavior and capabilities of the candidate.
- For example, Siemens introduced Plantsville – that puts the player in the shoes of the plant manager at Siemens. Tom Warney, head of marketing and communications, sees it as a tool to incur interest among the youth for working with manufacturing industry. This was helpful for the company as well, because a player who has spent hours in virtually running a factory would perform better in real terms as he is already familiar with the whole process. It simulates the work environment for the candidate making it easier for him/her to be more productive and also the company gets insight of the prospects that whether they will be able to survive the work pressure.

Introduction of any new technology or process involves risk. Hence, planning any game for recruitment process needs proper analysis and requires constant monitoring. Few points are to be considered before incorporating Gamification in recruitment process.

- Consider goals: Before we plan to include Gamification in any process of the company, it is important to have clear goals about why we need Gamification and what we want to measure as a result. The elements of Gamification are usually accountable for example likes and shares. But here the vital thing to understand is what our ultimate goal is that is if we want to create a buzz or it is for brand awareness or is it for encouraging talents to go through the career sites and explore opportunities.
- Engaging: When Gamification is involved in recruitment, it should inspire the candidates to engage with the organization’s career sites and social media profile. The content should be simple, interactive and entertaining, but must always include the principles of Gamification. Surveys and page ratings are few examples that can be used to increase the interaction level of the site. Also the Gamification should be planned in a way that it had access to multiple candidates’ touchpoint across different geographical areas.
- Unveil the real candidate: Involving in Gamification generates data, in form of performance in the game and feedback. The game must be designed in a way that it enables the employer to understand more about the potential candidate, or the player. This would help the employer in the process of elimination and now the employer is more informed about the selected ones also.
- Informative: The game should not only engage the player or the candidate, it must not only benefit the recruiter but also must provide the player with the insights of the organization.
- Getting rid of “fashionable” image: Introducing gamification to a career site adds a high level of innovation and uniqueness, but in its fashionable personification organizations find it difficult to maintain long term engagement. Thus companies need to make a game which stimulates long term engagement.
- Different games for different approach: One must always remember, “No two games are alike”. Companies must approach recruiting and selection based serious games differently than they approach serious games for other management processes like learning, training and development.
- Security issues: In games, there is lot of scope to game the game; hence a great need for security arises to create serious games for hiring purposes. While in training environment if the player cheats, he ultimately cheats himself as they are missing learning opportunities but when it comes to hiring.

References