

*Dutch Flemish Network for Recruitment and Selection Research*



## Program

# 12<sup>th</sup> Dutch-Flemish Research Meeting on Personnel Recruitment and Selection 2017

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**GASTHEER:**



## Dutch Flemish Network for Recruitment and Selection Research



12<sup>th</sup> Network Meeting on  
Friday October 20 2017

**Location:** Faculty of Psychology and Educational Sciences, H. Dunantlaan 2, Gent, room 1.3

**Program:**

**09:15** Arrivals, coffee & tea

**09:45** Welcome

**10:00** Cédric Velghe & Marijn Van Cauwenberghe (The VIGOR Unit)

*Development and validation of an automated implicit motivation test for personnel selection*

With recruitment, selection, counselling and certification, Selor supports talent management within the Belgian federal government. Selor specifically recruits and selects applicants for over 150 different government departments in Belgium. In doing so, the federal selection agency aims guaranteeing objectivity and equal opportunities for all applicants. One criterion Selor assesses is the applicants' job motivation. And although structured interviews are currently being employed, both Selor and its commissioning clients expressed the need for a more objective tool for measuring applicants' job motivation. Building on a systematic literature review, it was decided to develop an automated implicit motivation test (i.e., Picture-Story exercise). The Vigor Unit will report upon the development, validation and challenges they encountered when they started developing such an implicit motivation test.

**11:00** Short coffee break

**11:15** Karen Stegers-Jager (Erasmus University Rotterdam)

*Lessons learned from 15 years of non-grades-based selection for medical school*

Thirty years ago, it was suggested in the Edinburgh Declaration that medical school applicants could be selected not only on academic, but also non-academic, attributes. The main rationale behind extending medical school selection procedures with the evaluation of (non-academic) personal qualities is that this will lead to the selection of students who will perform better as a doctor than those who are selected on the basis of academic measures only. A second rationale is the expectation that this will lead to a representative health workforce as a result of reduced adverse impacts. The aims of this paper are (i) to describe what can be learned about the use of selection criteria other than grades from over 15 years of Dutch experience and (ii) to summarize current knowledge on the issue of an

adverse impact in relation to non-grades-based selection. A narrative review was undertaken of the (published) evidence that has resulted from non-grades-based school-specific selection procedures in the Netherlands and from recent explorations of the effect of the use of non-grades-based selection criteria on student diversity. The Dutch evidence is grouped into five key themes: the effect of participation in voluntary selection procedures, the assessment of pre-university extracurricular activities, the use of work samples, Dutch experiences with situational judgement tests and the effects of changing circumstances. This is followed by several lessons learned by medical schools that aim to increase their student diversity. Conclusion: Over the last 30 years, important steps towards reliable and valid methods for measuring non-academic abilities have been taken. The current paper describes several lessons that can be learned from the steps taken in the Dutch context. The importance of sharing evidence gathered around the globe and building on this evidence to reach our goal of predicting who will be a good doctor is acknowledged.

**11:45** Wendy E. de Leng (Erasmus University Rotterdam)

*Faking on a situational judgement test for medical school selection*

Situational Judgement Tests (SJTs) are increasingly used for medical school selection on non-academic attributes. Medical school selection comprises a high-stakes situation and is therefore susceptible to applicant faking. Research on SJT faking is limited. Additionally, most studies use a between-subjects design and involve SJTs which use 'pick-one' response instructions (i.e. select the best response option). In the present within-subjects study we examined faking on an SJT which required applicants to rate the response options. We administered an SJT to the same individuals twice (for research purposes only); during a coaching session and again during the actual medical school selection. Since the stakes were higher at the second occasion, we expected a stronger motivation to fake. We studied faking by examining extreme responding and difference scores. The SJT had knowledge-based instructions (i.e. what should you do) and was scored by calculating the squared distance from the average judgement of a reference group. In total, 317 respondents provided data on both occasions. Respondents used significantly more extreme rating points during the second occasion (61.5%) than the first occasion (52.6%). Additionally, respondents obtained a significantly worse score during the second occasion than the first occasion ( $t(316) = -2.06$ ,  $p = .040$ ,  $d = 0.12$ ; small effect). Even though knowledge-based instructions have been demonstrated to increase an SJT's resistance to faking, individuals responded differently (i.e. more extreme) when the stakes were higher. Interestingly, the results indicate that extreme responding does not produce a better score. Apparently, using more extreme rating points creates more distance between a respondent and the reference group resulting in a worse score. Scoring an SJT based on the distance between a respondent and a reference group might cancel out the potential benefits of faking. In the presentation we will elaborate on the meaning of these results.

**12:15** Susan Niessen (Groningen University)

*Predicting academic achievement in college admission procedures*

In this talk, I will provide a brief overview of the findings of my research about predicting academic performance in college admission procedures. I will discuss findings on predictive- and incremental validity, construct validity, applicant perceptions, and differential prediction of methods including curriculum-samples, high school-grades, and personality and motivation questionnaires. I will also

discuss if selective admission is worth the trouble at all within Dutch higher education. In brief, we found good predictive validity for high school grades and curriculum-samples. We found moderate predictive validity and substantial incremental validity for personality and motivation questionnaire scores, when obtained in a low-stakes context. When the same respondents completed them in a selection context, the validity was attenuated. We also found that a curriculum-sampling test 'tapped into' test-competence and conscientiousness, but we found no relationship with cognitive ability. If found at all, we found little differential prediction by gender for curriculum-sampling tests. In addition, applicants perceived interviews and curriculum-samples as the most favorable admission methods, and high school grades and lottery as the least favorable methods. It seems that these findings offer relevant guidelines for college admissions. However, given the often very high selection ratios in Dutch higher education, the utility of admission procedures is likely small.

**12:45**      **Lunch at the [Kantien](#)**

**14:00**      Rene Butter (HU University of Applied Sciences Utrecht)

*Psychometric validation of the Framework for Innovation Competencies Development and Assessment (FINCODA)*

The European Commission states that innovation is the main driver of economic growth in the EU. Accordingly, also within Universities of Applied Sciences, students should be supported in developing their innovation skills. Development of innovation skills does not stop at the university, but continues in the world of business. The FINCODA (Framework for Innovation Competencies and Assessment) barometer is a formative online self-assessment tool for students and professionals. The tool will raise awareness of what is needed to contribute successfully to applied innovation projects, teams or companies at several levels. It enables to shed more light on the learning effects for students and professionals of participating in innovation projects, teams or companies. It also facilitates the selection of innovators by enhancing structured behavioral interviewing. The instrument has an adequate reliability and validity. The FINCODA dimensions show positive and significant correlations with a self-rated innovation behavior, boss judgments and qualitative examples of innovation success.

**14:30**      Jan Pletzer (VU Amsterdam)

*Personality and workplace deviance: A meta-analysis*

We present a comprehensive meta-analysis of the relations between personality and workplace deviance. More specifically, we compared the validities of the Big Five domain scales with the HEXACO domain scales in predicting workplace deviance. By including 68 studies and 460 effect sizes, we found that HEXACO Honesty-Humility shows the strongest relation with workplace deviance, followed by Agreeableness (Big Five and HEXACO) and Conscientiousness (Big Five and HEXACO). Big Five Neuroticism (positively) and HEXACO Emotionality (negatively) also correlate with workplace deviance. HEXACO and B5 Openness to Experience and Extraversion show either non-significant or negligible correlations with workplace deviance. For the most part, these results support the conceptual differences between the Big Five and the HEXACO personality models. Importantly, none of the personality domain scales (Big Five and HEXACO) correlate differently with the two facets of workplace deviance (i.e., interpersonal and organizational workplace deviance). Based on a meta-analytic structural equation modeling analysis, we found that the HEXACO domain scales (24.9%)

explain more variance in workplace deviance than the Big Five domain scales (17.3%). Consequently, the HEXACO model appears to be somewhat more useful for researchers and practitioners when predicting and explaining levels of workplace deviance than the Big Five model. Theoretical and practical implications of the findings as well as limitations and future research ideas are discussed.

**15:00**            **Coffee break**

**15:30**            Gloria Ma (Erasmus University Rotterdam)

*Relating a wide array of personality traits with work outcomes among a Chinese sample: An agency-communion perspective*

This study investigated the relationships between a wide range of personality traits, varying from bright to dark traits, and work outcomes by using the framework of the Agency-Communion model. 523 Chinese employees were asked to fill out the personality questionnaire online. One week later, they were asked to fill out the work-related questionnaire online. Exploratory factor analysis (EFA) were conducted to plot all variables along Agency and Communion axes depending on their factor loadings and Confirmatory Factor Analysis (CFA) were used to confirm the model. Results showed that the communion dimension had a larger impact than the agency dimension in this Chinese sample. Bright personality and positive work outcomes were located in the high communion area, whereas dark personality and negative work outcomes were located in the low communion area. For personality and work outcomes in the low communion area, results also indicated that these constructs could be separated into two clusters. Narcissism, Machiavellianism, and Workaholism formed one cluster in the low communion/high agency quadrant, whereas the other dark personality traits (e.g., Detachment) and negative work outcomes (e.g., Exhaustion) were located in the low communion/low agency quadrant. Only self-report questionnaires were used in the current study. This study to our knowledge is the first to integrate dark and bright personality simultaneously into the Agency-Communion framework. Moreover, positive and negative work outcomes were also included into the framework to examine the relationships between this array of personality traits and outcomes in the work domain.

**16:00**            Malte Runge (Ghent University)

*Implicit power buffers the emotionality/counterproductive work behavior relationship*

Researchers have suggested that personality dispositions that capture negative emotions such as emotionality (HEXACO) or neuroticism (Five-Factor Model) may play an important role in explaining counterproductive workplace behavior (CWB) (Cullen & Sackett, 2003; Mount, Ilies, & Johnson, 2006). A recent meta-analysis (Berry, Ones, & Sackett, 2007), however, found limited evidence for a substantive correlation between emotionality/neuroticism and CWBs ( $\rho = .11$ ). In this study, we test the idea that the emotionality-CWB relationship is moderated by implicit power. Implicit power motivation is characterized by an implicit desire to help and influence others, to control the environment and the implicit desire to have a prestigious position in an organization. People high in implicit power may see the potential harm that CWBs could inflict on their position within the organization. CWB includes behaviors that are under volitional control (Barrick, Mount, & Judge, 2001), we suggest that employees with high implicit power/high emotionality will use volitional strategies to control hostile impulses and, thus, show lower CWB compared to individuals high in emotionality but low in implicit power motivation. We measured implicit power with the operant motive test and

emotionality with the HEXACO in a sample of 121 employees and let their supervisors rate employee CWBs. We tested our hypothesis using a moderated regression analysis. The interaction term for emotionality and implicit power predicting CWB was significant ( $\beta = -0.51$ ,  $t(112) = -3.72$ ,  $p < .001$ ). This analysis revealed that the effect of emotionality on CWB was stronger when implicit power was high than when it was low. The results support our hypothesis that implicit power buffers the effect of emotionality on CWB. A practical implication of this study is that considering emotionality and implicit power jointly in personnel selection may be a useful strategy especially for jobs in which CWB is critical.

- 16:30**      **Closing remarks**
- 17:00**      **Drinks in the city**
- 18:00**      **Diner at Het Pand**