Program

15th Dutch-Flemish Research Meeting on Personnel Recruitment and Selection 2021

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Host:

Dutch Flemish Network for Recruitment and Selection Research

Groningen, September 2021

We like to welcome you all to the 15th Dutch-Flemish meeting on Recruitment and Selection research in Groningen on Friday October 15th at the Van Swinderen Huys, which is located close to the city center.

Some practicalities:

- Recommended hotels are:
  - Hampshire Hotel – Groningen City
  - Asgard Hotel

- Please find the program details below. The abstracts are at the end of this document.
- Please find links to the routes and maps to the van Swinderen Huys at the end of this document.
- Please mind that a valid covid entry pass (QR code) is required by the van Swinderenhuys and the dinner location.
- In case you are not familiar with the COVID-19 rules and regulations in the Netherlands, you can find them here.

We are looking forward to seeing all of you on October 15!

Cordially,

Rob Meijer, Rijksuniversiteit Groningen
Marise Born, Erasmus Universiteit Rotterdam
Susan Niessen, Rijksuniversiteit Groningen

Dutch Flemish Network for Recruitment and Selection Research

15th Dutch-Flemish Network Meeting
Friday October 15st 2021

Location: van Swinderen Huys (Glazen zaal), Oude Boteringestraat 19

Program in brief

09.45 --- Arrivals, coffee & tea ---

10.00 --- Opening ---

10.15 Dan Asfar - The normative judgment test of honesty-humility: a novel implicit instrument

10.45 Tom Junker - Predicting the long-term performance of junior researchers using personality scales

11.15 --- Coffee break ---

11.45 Keynote presentation: Marjolein Fokkema (Leiden University)

12.45 Aylin Koçak - What are they looking at? Older applicants' attention patterns to metastereotypes in job

13.15 --- Lunch break ---

14.15 Sophie Bouland-van Dam - Learning agility: Scale development and leadership intervention study

14.45 Nadine Janssen – (Title follows)

15.15 Senne Letouche - Exploring psychological network analysis as a new tool for understanding organizational culture

15.45 -- Coffee break –

16.00 Jarno Vrolijk – Transversality of worker qualities

16.30 Tom Bergkamp - How can soccer performance be predicted validly and reliably?

17.00 --- Closing ---

17.15 Drinks

18.00 Dinner – Brasserie Midi (5 minutes walk from the train station)

Directions to [het van Swinderen Huys](#)

Oude Boteringestraat 19, 9712 GC Groningen

Arriving **by train** at central station Groningen: [Walk](#) for about 15 minutes.

Arriving from the **Hampshire Hotel**: [Walk](#) for about 10 minutes.

Arriving from **Asgard Hotel**: [Walk](#) for about 10 minutes.

Arriving **by car**: The building has no parking facilities of its own. Visitors are advised to use the general [parking facility Ossenmarkt](#). From the Ossenmarkt, it is a 5-minute walk. Cross the nearest bridge and walk straight into the Oude Boteringestraat. The building is on your left-hand side (number 19).

Abstracts

10.15 Dan Asfar
The normative judgment test of honesty-humility: A novel implicit instrument

Implicit instruments to measure attitudes and personality have received increased attention from organizational scholars in recent years. One novel implicit paradigm is the partially structured attitude measure, which assesses individuals' attributes through their judgments of hypothetical persons described in vignettes. Based on this paradigm, we developed the Normative Judgment Test to assess the personality trait of Honesty-Humility (the NJT-H). In two studies among employees (N = 230 and N = 124), we examined the NJT-H's construct- and criterion-related validity. In both studies, the NJT-H was significantly and positively related to Honesty-Humility, and not meaningfully related to the other five HEXACO traits. Furthermore, the NJT-H was negatively related to counterproductive work behavior and positively related to organizational citizenship behavior and task performance, as measured through self-ratings (Study 1) and supervisor ratings (Study 2). The NJT-H also explained unique variance in these outcomes above and beyond Honesty-Humility as well as the six HEXACO traits. Altogether, these findings provide initial evidence of the practical value of the NJT-H in organizational contexts.

10.45 Tom Junker
Predicting the long-term performance of junior researchers using personality scales

The aim of the present study was to predict the long-term performance of junior researchers, who completed a contextualized personality instrument – the "Ph.D. Personality Questionnaire" (PPQ) – during their doctoral studies between 2007 and 2010. The PPQ scores could be matched to scholarly impact data obtained from Elsevier's SciVal database for 180 participants at the end of 2019. For 201 participants it could be verified whether they had completed their doctoral degree by that time. Results of dominance analyses indicated that "impact inside the field", as indicated by a higher h-index and the percentage of publications in top journals, was best predicted by research drive (i.e., enactment of achievement striving). The former candidates' "impact beyond the field", as indicated by research interdisciplinarity and academic-corporate collaborations, was best predicted by networking (i.e., enactment of extraversion). Lastly, it appeared that both traits are double-edged swords because they simultaneously related to a lower chance of obtaining the doctoral degree. While research drive and networking may lower the chance of obtaining the doctoral title in the short-term, they seem to pay off in the long-term in terms of objective research impact. Our findings contribute to debates on the pluralist conceptualization of scholarly impact and the prediction of multidimensional performance criteria using personality scales. We discuss the implications of our findings for the selection and long-term career development of (junior) researchers.

11.45 **Keynote speaker: Marjolein Fokkema**
Machine learning: Something old, something new, something borrowed, nothing blue

Machine learning (ML) is by now a familiar buzzword in all fields of empirical research. Opinions vary on what exactly is machine learning, and how it differs from statistics. I would prefer to avoid making the distinction altogether. The techniques that make for effective machine learning, like regularization, ensembling and cross validation, have been known in the field of statistics for long. Also, these techniques were already beneficially applied in the field of psychological assessment, long before neural networks, support vector machines or random forests were even invented. In this talk, I would like to provide a short introduction to the main methods in ML. My aim is to connect these newer methods to more traditional statistical methods we are already familiar with (e.g., mixed-effects regression, Rasch models). I will present example applications of ML methods from psychological assessment. Along the way, we will encounter the strengths of what ML techniques specifically have to offer: the flexibility to capture non-linear associations, and the ability to deal with (very) large numbers of predictor variables. Furthermore, we'll look at the trade-off between interpretability and accuracy, which may be particularly relevant to psychological science in general, and recruitment and selection psychology in specific.

12.45 **Aylin Koçak**
What are they looking at? Older applicants' attention patterns to metastereotypes in job ads

Despite the war for talent, unemployment is high for older (≥ 50y) people. Although (lack of) human capital and hiring discrimination may explain unemployment to some extent, few studies considered whether older job seekers might self-select out early in the application process. This study considered whether stereotyped requirements in job ads discourage older applicants. Given that stereotypes may unconsciously shape older applicants' attitudes, this study also considered underlying cognitive processes by testing whether older applicants allocate more early attention to stereotyped information in job ads and whether stereotyped information is better recalled than other information. An experimental eye-tracking study (N = 56) showed that older applicants were significantly less attracted to job ads with negatively metastereotyped requirements, significantly more early attention was allocated to negative metastereotypes and older applicants showed a significantly better recall for negatively metastereotyped requirements in job ads. Findings are in line with expectations and indicate that organizations must carefully consider which requirements to place in job ads, since olderaged stereotypes may have an attention grabbing affect for older applicants. These negatively metastereotyped requirements in job ads might also occupy older applicants' working memory and might decrease their attraction to the job. The present study adds to the recruitment literature in that it uncovered cognitive processes underlying stereotypes in job ads, thereby also shifting from a focus on recruiters' decision-making to the decision-making within older job seekers themselves. This has -to the best of our knowledge- not been investigated before.

14.15 Sophie Bouland-van Dam
Learning agility: Scale development and leadership intervention
study

Practitioners frequently assess learning agility in their leadership selection and development programs. Although academics consider learning agility a key concept signaling future leader effectiveness, there is no consensus in the literature about what learning agility exactly comprises and, consequently, how to measure it. Indeed, prior studies have failed to clearly conceptualize learning agility *and* to empirically clarify its dimensions. Furthermore, practitioners have developed different learning agility measures that are restricted by copyright protection and therefore inhibit the accumulation of scientific knowledge. Using a deductive conceptual approach and established scale development and validation procedures, we developed a new learning agility scale with the aim to stimulate more academic learning agility research. Currently, we are starting a leadership intervention study in which we examine the predictive validity of learning agility among a field sample of leaders. We will present and discuss our initial scale development results and current study design. Subsequently, we will compare our initial study findings with the current learning agility literature and outline our future research directions.

14.45 Nadine Janssen
The price of convenience? Inconsistent response behavior in
unsupervised online general mental ability tests

Introduction: During the COVID-19 pandemic companies shifted from proctored towards unproctored internet testing for employee selection. In this high-stakes test situation, the unstandardized test conditions and the opportunity to cheat on unproctored tests could introduce response inconsistencies that threaten the test validity. To investigate cheating most previous studies have compared proctored vs unproctored test scores of fixed-form cognitive ability tests, resulting in mixed findings. Studies using statistical methods (e.g., differential item functioning, person-fit statistics) to investigate cheating by examining item responses on more cheat-resistant tests are scarce. Compared with fixed-form tests, computerized adaptive tests (CATs) prevent cheating by reducing the risk of item pre-knowledge. As CATs are more secure, further research is needed to investigate cheating on proctored vs unproctored CATs by examining inconsistencies in individual-level item responses.
Objectives: The current study contributes to the literature by using person-fit statistics to detect response inconsistencies, in a cognitive ability CAT across real-world low- (career advice) and high-stakes (employee selection) test situations. We hypothesize that more inconsistent response behavior occurs in unproctored than in proctored testing, particularly in high-stakes test situations.
Design: In a natural experiment with a 2x2 design ($N>496$ per condition) participants complete a validated general mental ability CAT. Person-fit statistics (CUSUM and normed G) are calculated. Data collection is ongoing.
Preliminary results: The person-fit statistics indicated a similar level of response inconsistencies in proctored vs unproctored tests in career advice vs employee selection situations ($N=172$ per condition).
Conclusions: These preliminary results suggest that unproctored testing does not introduce more response inconsistencies in a general mental ability CAT

compared to proctored testing. Still, independently of test conditions, 1-8% of the responses were flagged as inconsistent. Person-fit statistics could be implemented in practice to detect inconsistent responses to safeguard the validity of individual test scores in all test conditions.

15.15 **Senne Letouche**
Exploring psychological network analysis as a new tool for understanding organizational culture

The topic of organizational culture has generated substantial interest among both researchers and practitioners over the last 40 years. In the context of recruitment and selection in particular, the idea of 'selecting for culture fit' remains a topic of vivid discussion (Barrick & Parks-Leduc, 2019). On the one hand, arguments are made that culture fit is beneficial (e.g., for retention); on the other hand, hiring for culture fit has been said to be rather problematic in the long term, for instance by undermining diversity within organizations (Elfenbein & O'Reilly, 2007). Putting this debate aside, the general objective of this contribution is to investigate one fundamental aspect of culture that has remained largely unexplored until now. Specifically, although organizational culture is typically defined as an "interconnected system" or a "fuzzy set" of shared culture elements (e.g., Schein, 1985), theory and research on the nature of these connections between various culture elements is generally lacking. Instead, the vast majority of organizational culture studies to date focuses on summarizing (reducing) culture in terms of a limited set of (latent) dimensions which are subsequently used as predictors or moderators of different organizationally relevant phenomena (e.g., organizational attractiveness; Lievens & De Soete, 2011). Our study opens up an alternative perspective on the study of organizational culture by focusing on the patterns of relationships between individual culture elements. For this purpose, we introduce psychological network analysis (Borsboom & Cramer, 2013) into this literature. The network approach conceptualizes psychological constructs as networks of related observable variables. We start our analysis on a conceptual level by discussing the different modes through which individual culture elements can be interconnected. From there, we proceed to test psychological network models of organizational cultures using secondary data collected in different organizational settings.

16.00 **Jarno Vrolijk**
Transversality of worker qualities

Considering a perpetually changing labor market consisting of thousands of occupations that each impose a unique set of evolving requirements upon their incumbents, a fundamental challenge lies in the generation and compilation of valid job information. Indeed, even relatively static taxonomies designed to capture worker qualities (such as the O*NET and ESCO) need constant revision to ensure they adequately and accurately reflect the demands that occupations and jobs place on workers. We propose a measure to study the so-called transversality of worker qualities and demonstrate its usefulness in identifying trends and semantic changes in the labor market. Lastly, we build a case for transversality as a basis for updating existing ontologies and taxonomies.

16.30 Tom Bergkamp
How can soccer performance be predicted validly and reliably?

For the past four years, my PhD project has focused on methods that may optimize performance predictions in team sports, particularly in soccer. In this presentation I will summarize the main findings of the different studies that I conducted throughout this project. Specifically, I will discuss some methodological issues in traditional soccer selection (i.e. talent identification) research, such as the absence of a continuous, in-game soccer performance criterion, the use of low-fidelity predictors, and the absence of the base rate. Moreover, I will discuss results of several empirical studies, including the value of signs vs. samples and the use of unstructured-holistic vs. structured-mechanical approaches on the reliability and predictive validity of performance predictions. Throughout this presentation, I will emphasize what differentiates high-level soccer from other selection contexts, such as personnel selection and selection in higher education.