Dutch Flemish Network for Recruitment and Selection Research

Program

16th Dutch-Flemish Research Meeting on Personnel Recruitment and Selection 2022

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Hosted by:

Dutch Flemish Network for Recruitment and Selection Research

16th Network Meeting on
Friday October 21 2022

Location: the Krook, Miriam Makebaplein 1, Gent, room 'De Blauwe Vogel'

Program:

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

09:45   **Welcome**

10:00   **Keynote: Prof. dr. Donald Truxillo** (Kemmy Business School, University of Limerick, Ireland and Portland State University -Emeritus)

Reconceptualizing the Applicant Experience: New Vocabulary for Describing Applicant Reactions

Organizations are showing increased interest in the applicant experience. The application process may be the first exposure a potential employee has to an organization, meaning that they have little other information for forming their impression of the employer. Research has shown that applicant reactions can affect a variety of outcomes such as intentions to recommend the employer, intentions to bring legal action, and actual job acceptance decisions. Gilliland's (1993) model, which has guided much of the applicant reactions literature for the last 30 years, was developed when hiring processes were relatively slow and paper-based; technological changes since then have transformed the applicant experience. This has left the field without a complete "vocabulary" for capturing how applicants experience the hiring process today.

In this presentation, I will review the existing, dominant applicant reactions models and the reasons applicant reactions matter. I will also identify some critical factors for applicants in today's selection environment, including privacy concerns and new technology (e.g., asynchronous video interviews), using these as a platform for how the applicant experience has changed and what factors may shape the experience today. My goal is to stimulate a discussion of how the field might add to the existing vocabulary and frameworks for describing the experiences of job applicants and their effects on organizational and individual outcomes.

Note: Part of the research in this presentation is based on National Science Foundation (NSF) Grant/Award # 1544535.

11:00   **Short coffee break**

11:15   **Dan Asfar** (Vrije Universiteit Amsterdam, NOA B.V.)

Individual Differences as Predictors of Refugees' Workforce Participation: An Integrative Approach

Finding employment is an important aspect of refugees' integration into their new host society. Previous research has identified several individual differences that are associated with refugees' quick and successful workforce participation. In the present study, we organize these individual differences into an integrative framework that constitutes four variable groups: impeding demographics, health- and family-related challenges, acquired human and social capital, and work-relevant traits. Using time-lagged data of recently arrived Syrian (n = 1867) and Eritrean (n = 844) refugees in the Netherlands, we examined the predictive validity of refugees' individual differences for their workforce participation (as studied by employment probability and longest employment duration). We also exploratorily examined relations between individual differences and refugees' highest hourly wage. The results showed that individual differences of each variable group (i.e., age, gender, physical health problems, pre-migration educational level, pre-migration work experience, local language proficiency, frequency of contact with natives, Extraversion, GMA, and work centrality) contributed to predicting some of the employment outcomes. Nationality, age, and gender moderated some of the effects of the other individual differences on workforce participation. The findings offer several important insights into refugees' workforce integration and provide implications for improving refugees' integration trajectories.

11:45   **Maaike Schellaert** (Ghent University – Faculty of Psychology)

LinkedIn-based Assessments: The Role of Applicants' Age, Warmth and Competence

Social media are widely used among HR professionals to screen job applicants and make initial hiring decisions (i.e., cybervetting), with LinkedIn as one of the most frequently used platforms. However, due to the limited information available on LinkedIn profiles, LinkedIn screening might be vulnerable to bias against underrepresented groups, including older applicants. Given the societal importance to retain older workers in the workforce, it is important to use unbiased tools during personnel selection. Nevertheless, studies on potential biases in LinkedIn screening are limited and findings are mixed. Building on the dual-process theory, this study investigated whether older applicants receive lower job suitability ratings based on their LinkedIn profile compared to equally qualified younger applicants. Further, we considered two contingencies that can enhance or mitigate bias against older applicants, namely recruiters' characteristics (i.e., warmth and competence stereotypes) and LinkedIn-specific information (i.e., recommendations signaling applicants' warmth and competence). Finally, we investigated whether counter-stereotypical information on applicants' LinkedIn profile can counteract the potential negative effect of age-based stereotypes on job suitability ratings. An experimental study among 372 HR professionals and recruiters using a within-subjects design showed bias towards older applicants based on their LinkedIn profile. Recruiters' positive attitudes about older workers' competence and applicants' recommendations signaling their competence buffered this effect. Theoretical and practical implications will be discussed.

12:15   **Djurre Holtrop** (Tilburg University)

A Field Experiment of Personality-Targeted Recruitment Strategies for Volunteers

We conducted a quasi-experimental field evaluation of a targeted recruitment program for volunteers. Our target group were the volunteer Scouts Leaders, who are responsible for coordinating and mentoring Scouts youth members. We designed demand-abilities and needs-supplies and recruitment messages that

attracted new volunteers who were high on conscientiousness, extraversion, and agreeableness. Our previous research had revealed that these were most strongly associated with Scouts volunteers' intentions to remain. We hypothesised that a targeted volunteer recruitment campaign would attract volunteers that are higher on these three traits, when compared to those attracted via 'business-as-usual'. The recruitment materials were developed by 1) extracting relevant quotes from interviews with Scouts Leaders and 2) collecting data on how accurate these quotes were, and 3) collecting data on how attractive these quotes were to people high on the targeted traits. The targeted recruitment intervention, "LeaderBuild", was assembled by incorporating the identified quotes into materials including: a brochure, posters, presentations, and a video. Scout Groups deployed the recruitment materials during LeaderBuild meetings, which were 40-minute, scripted presentations aimed at recruiting parents of youth members. During these meetings, parents were presented with all recruitment materials, watched a scripted presentation, and were invited to join as a volunteer. Prior to and during the 18 months following LeaderBuild's launch, we invited new recruits in the experimental and non-participating states to complete a personality questionnaire, n = 324 prior to LeaderBuild's deployment, and 462 after (response rate ≈ 20%, 51% female, Median age = 35-44 years). Preliminary analyses show that, following LeaderBuild's introduction, the volunteers recruited in the experimental branch were roughly equally extraverted, conscientious, and agreeable as those recruited prior (t(566) = -1.37, -0.73, and 0.75 respectively, all ns). Indicating that the targeted recruitment intervention was unsuccessful. On the positive, the LeaderBuild program facilitated the recruitment of 600 additional Scouts Leaders (i.e., 12% of the size of the volunteer base in the experimental state) in the 12-months following the launch.

12:45   **Lunch at the Krookcafé**

14:00   **Marthe Rys** (Ghent University – Faculty of Economy)

Employee Ambassadorship: Scale Development and Validation

Organizations worldwide are competing to acquire talent, as human capital is the main source of competitive advantage1. Due to shortages in the labor market, acquiring and retaining talent has not been evident. Researchers have proposed employer branding as a strategy to attract and retain talent. This strategy focuses on building an employer image and aims to transfer this image to current and potential employees. Employees can have an influential role in employer branding as they are the link between what is internally promoted and externally radiated to applicants. They can resonate the employer image to employees and applicants, and become employee ambassadors.
Despite the influential role of employee ambassadorship for the organization, this concept has received limited attention in research, which is in sharp contrast with the current organizational environment. Employee ambassadorship programs are nowadays exponentially implemented. However, this is not based on evidence, which can hold negative implications for organizations and employees. Therefore, we aim to get more theoretical insight into the topic by conceptualizing a common understanding of the concept and developing a reliable employee ambassadorship scale. By conceptualizing and establishing a scale, we intend to expand our understanding of the concept, but foremost we aim to encourage scientific insight in this research field. Ultimately, this will assist organizations in developing an evidence-based employee ambassadorship policy.
Based on Hinkin, Baumgartner and Weijters, and Podsakoff et al., we developed a five-phase methodology. In the first phase, we conceptualized employee ambassadorship and generated items based on the tripartite model of Hilgard. Based on the literature and Hilgard's model, we constructed a model of employee

ambassadorship on three dimensions: cognitive, affective, and behavioral. Afterward, we assessed this model and items in the second (sorting exercise, EFA), and third (CFA) phase. In the fourth and fifth phases, we will assess convergent, discriminant, nomological, and concurrent validity.

14:30   **Claudia Rooman** (Ghent University – Faculty of Psychology)

Burnout Reintegration Monitor: A Self-Assessment Measure for Work Resumption Quality after Burnout

Burnout research is often focused on prevention rather than return to work (RTW) afterwards. Yet, burnout often predicts long periods of sick leave so prevention alone proves insufficient (Ahola et al., 2009). Interest therefore grows in promoting successful RTW but focus mostly remains on how to minimize sick leave duration. The phase after RTW is considered much less because the reconnection to working life may create the impression that the burnout is history. Yet, many workers go through a long recovery process (Boštjančič & Koračin, 2014). Research is thus needed into the well-being of workers reintegrated after burnout absence (Rooman et al., 2021). The general aim of this study, therefore, was to develop and validate a the Burnout Reintegration Monitor (BRM), a measure that captures work resumption quality after burnout. Second, factors that determine quality of work resumption after burnout were identified that link back to the literature and theoretical models on the onset of burnout (i.e, JD-R model; Demerouti et al., 2001). In doing so, we develop a self-assessment tool that allows workers to evaluate and monitor the quality of their own reintegration trajectory after burnout (Lecours et al., 2021).

15:00   **Marvin Neuman** (Groningen University)

Bridging the Science-Practice Gap in Selection: Encouraging Evidence-based Assessment and Decision Making

In this talk, I will provide a brief overview of the findings of my PhD research on encouraging evidence-based assessment and decision making in practice. I will present the findings from a systematic review on interventions that encourage the use of evidence-based assessment and decision-making methods, and factors related to their use. Furthermore, I will present the results from empirical studies in which we investigated how decision-makers' algorithm use (mechanical prediction) can be encouraged, and whether this results in more valid predictions than holistic prediction. Specifically, we tested whether providing knowledge on evidence-based decision making could increase decision-makers' algorithm use and predictive validity. Moreover, we investigated whether decision makers are more likely to use algorithms when they retain autonomy, either by self-designing algorithms or by holistically adjusting the predictions of a prescribed algorithm. Lastly, we also investigated whether individual differences like conscientiousness and an intuitive decision-making style are related to algorithm use, judgment consistency, and predictive validity. Based on these studies, I will discuss practical implications and ideas for future research.

15:30   **Coffee break**

15:45   **Keynote: Prof. dr. Nathan Kuncel** (University of Minnesota, USA)

Retaining the Expert While Reducing Noise in Selection Decisions

The primary focus of selection and staffing research has been on developing and refining valid predictors. Yet how those predictors are combined can have a greater influence on decision quality. Unfortunately, the empirically best approach, using an algorithm, is generally the least acceptable approach to decision makers. A perfect decision making process that is ignored is less desirable than an improved process that is actually used. I will discuss a program of research that is focused on identifying approaches that improve decision quality while still being acceptable to decision makers.

16:45   **Closing remarks**

17:00   **Drinks at the Krook**

17:45   **Walking to restaurant Beiruti**

18:00   **Dinner at restaurant Beiruti (Voldersstraat 13, Ghent)**