

Programme 17th annual meeting Dutch-Flemish Network of Selection Research

Friday 20 October 2023

Hotel New York, Rotterdam

9.15h-9.45h	Coffee & tea
9.45h-10.00h	Welcome
10.00h-10.30h	Presentation Rob Meijer (University of Groningen) <i>Drenth (2008) "Psychology is it applied enough" revisited</i>
10.30h-10.50h	Joris Steinmann (Erasmus Medical Center Rotterdam) <i>The robustness of assessors' first impressions of ethnic minority and majority medical trainees</i>
10.50h-11.10h	Delphine van Muylem (Ghent University) <i>Mind the ad: Why ethnic minorities do (not) apply</i>
11.10h-11.30h	Coffee break
11.30h-11.50h	Lucas Dierickx (Ghent University) <i>Employer branding and employee well-being: The impact of a well-being policy on applicant attraction</i>
11.50h-12.10h	Karen Stegers-Jager (Radboudumc) <i>Look before you leap! Choosing and continuing medical school based on a realistic picture of the course and the medical profession</i>
12.10h-13.10h	Keynote Filip Lievens (Singapore Management University & Ghent University) <i>The chemistry between us: illuminating complementarity effects in assessment via moment-to-moment analyses</i>
13.10h-14.10h	Lunch break
14.10h-14.40h	Presentation Dimitri vd Linden (Erasmus University Rotterdam) <i>Overlap in trait measures and the general factor of personality</i>
14.40h-15.00h	Maaïke Schellaert (Ghent University) <i>Text- versus VR-based SJTs: The relation between age-related differences and stimulus format on applicant reactions and test performance</i>
15.00h-15.20h	Marvin Neumann (Vrije Universiteit Amsterdam) <i>New insights on improving decision making in personnel selection</i>
15.20h-15.35h	Tea Break
15.35h-15.55h	Ard Barends (Universiteit Leiden) <i>Pre-employment integrity screening in the Netherlands</i>
15.55h-16.15h	Djurre Holtrop (Tilburg University) <i>Personnel recruitment and selection practices in The Netherlands</i>
16.15-16.45h	Presentation Patrick Dunlop (Curtin University) <i>Generative AI use by Job Applicants</i>

16.45h-17.00h	Closing remarks
17.00h-18.00h	Drinks and walk to restaurant Afsana
18.00h	Dinner at restaurant Afsana

Abstracts

Drenth (2008) "psychology is it applied enough" revisited

Rob Meijer

University of Groningen

Inspired by Drenth (2008) in this talk I will sketch some of our ideas and experiences to improve selection decisions. Traditionally, personnel selection research has focused on predictor-criterion relations, often estimated under unrealistic conditions. I take the perspective – and I am not the first one - that an additional focus on the quality of decisions may be needed to supplement predictor validity. Furthermore, I call for less modesty in spreading robust research findings, and show how we further try to help professionals to focus on decision quality.

The robustness of assessors' first impressions of ethnic minority and majority medical trainees

Joris Steinmann

iMERR, Erasmus MC

Background: Imagine an ethnic minority medical student gets off to a poor start to their traineeship, but recovers him or herself and ends up performing well, or vice versa. Will assessors adjust their first impressions in the same way as for ethnic majority students? In this research we studied the role of first impressions and assessor bias in changing trainee performances in an attempt to unravel the not yet understood phenomenon of 'ethnicity-related underperformance'. This refers to the findings that medical students from ethnic minority groups perform less well when compared to their counterparts from ethnic majority groups and is particularly prevalent in workplace-based assessments (WBA).

Methods: This is a randomized, double-blinded, controlled, online experiment with an incomplete block design. We created 8 videos of changing medical trainee performances in the history-taking part of a consultation. 81 physicians (residents and specialists) watched four different videos each, two of ascending performances (poor start, good ending) and two of descending performances (good start, poor ending), each with one ethnic minority actress (Moroccan/Turkish) and one ethnic majority (Dutch) actress as trainee. Participants were asked to give their first impression rating after 60 seconds and a final rating after watching the remainder of the video (both on a scale from 1 to 10). We compared whether there were differences in first impression ratings, final ratings, and rating changes between ethnic groups.

Results: First, no significant differences in first impression ratings were found between ethnicities, neither for ascending, nor for descending performances. Second, the ethnic minority trainees received significantly higher final ratings than the ethnic majority trainees when looking at the ascending performances, but only when rated by residents. For the final ratings of descending performances, no significant differences were found. Third, rating changes between first impressions and final ratings were larger for the ethnic minority than the ethnic majority trainees, for both ascending and descending performances.

Conclusion: Our results do not show evidence of assessor bias in first impressions being the reason for the previously observed ethnicity-related underperformance. However, our finding that rating changes were larger for minority trainees than majority trainees could indicate that they are generally more scrutinized by assessors, which may affect them negatively.

When Job Ads Turn Ethnic Minorities Down: The Effects of Negative Metastereotypes and Wording

Delphine Van Muylem and Eva Derous

Department of Work, Organisation and Society, Ghent, Belgium

Ethnic minority job seekers might be mindful of the beliefs or stereotypes others have about the group(s) they identify with. These internalized beliefs are also called metastereotypes. For instance, people in ethnic minority groups seem to consider trait facets surrounding the integrity trait (HEXACO) as negative metastereotypes. Studies have already shown that the presence of such negative metastereotypes in person profiles of job ads has negative effects on job attraction and people's application decisions. Furthermore, how such personality requirements are worded may also be important. The Linguistic Category Model posits that adjectives imply stable characteristics, while verbs leave more space for temporal and situational variability. When negative metastereotypes are worded in a behavioural way (You keep your calm in stressful situations) people will be more likely to apply compared to dispositional wording (You are calm). The aim of the current study was to look at the effects of negative metastereotypes and wording in person profiles of job ads on job attraction and people from ethnic minority groups' application decisions. In an experimental study, we found that the presence of personality traits that are perceived as negative metastereotypes by ethnic minority job seekers indeed has negative effects on job attraction. We did not find a significant effect of wording on job attraction. When looking at application decisions, we found that qualified ethnic minority job seekers were not more likely to apply for a job when negative metastereotypes were worded in a behavioural way. Behavioural wording did not temper the negative effects of negative metastereotypes. Alternative explanations for this finding and further research will be discussed.

Employer branding and employee well-being: The impact of a well-being policy on applicant attraction

Lucas Dierickx

Ghent University

Talent shortages, an increasingly competitive playing field, and shifts in the expectations and preferences of job seekers and employees push organizations to (re)think how to attract, engage, and retain talented employees. At the same time, novel phenomena like "The Great Resignation" have seen employees quitting their jobs en masse, citing reasons such as work-life conflict and impaired physical and mental health. This evolution opens a challenge but also an opportunity for employers seeking to gain an advantage in the "War for Talent". In this study, we investigate how employers can communicate a well-being policy within recruitment materials in order to influence potential applicants' attraction. From signaling theory, we hypothesize that potential applicants make inferences about employer brand personality (in the form of perceptions of organizational warmth and competence) when evaluating a well-being policy, ultimately increasing perceived organizational attractiveness and application intentions. Moreover, we examine whether the content of the well-being policy matters and compare a) prevention vs. promotion policies and b) individual-level vs. organizational-level policies. Lastly, we investigate the moderating role of potential applicants' personality in the form of conscientiousness and neuroticism from different perspectives from person-organization fit theory – respectively supplementary and complementary fit. An experimental study among a sample of 368 Belgian employed potential applicants showed that overall, communicating a well-being policy had a positive effect on organizational attractiveness perceptions and application intentions, while perceptions of organizational warmth served as an explaining mechanism. Organizational-level well-being policies elicited higher application intentions compared to individual-level well-being policies, and this effect was mediated by both perceptions of

organizational warmth and competence. Finally, no support was found for the moderating role of potential applicants' personality. Practical implications and directions for future research will be discussed.

Look before you leap! Choosing and continuing medicine based on a realistic picture of medical school and the medical profession

Karen Stegers-Jager

Radboudumc Health Academy, Radboudumc

A successful "landing" in the first year begins with an informed and motivated choice for medical school. Unfortunately, many students start medical school with wrong expectations. Video-based situational judgment tests (SJTs) appear useful for a realistic 'job preview'. Therefore, we aimed to design and evaluate a video-based SJT for self-selection by prospective students and for coaching of first-year medical students by offering them a realistic picture of medical school and the medical profession.

Using subject matter experts interviews (n=6) and student questionnaires (n=131), 46 paper-based SJT scenarios were developed. Input from first-year students was gathered to develop four realistic response options per scenario. Two versions of 23 scenarios were created and pilot-tested with prospective students and with Master students ('experts'). Using pilot data regarding applicant perceptions and adverse impact, 15 scenarios were selected for the video-based SJT. Two SJT versions were developed: 1) an open-ended response format version, without feedback, for first-year students to prepare for a group coaching session; and 2) a rating format version for prospective students with feedback, for individual reflection. Afterwards, students completed a questionnaire regarding the usability of the SJT.

Prospective students were generally positive about the video-based SJT (7.99; n=259; scale 1-10). The majority considered the content clear and interesting, and thought it helped them to get a better picture of both medical school and the medical profession. Participants particularly liked getting to know unknown aspects of the profession and the option to compare their answers to those of 'experts'. First-year students were somewhat more critical of the open-ended version (6.73; n=144); mainly due to the timing in the curriculum and the lack of instant feedback. Nevertheless, the majority thought it offered them a better picture on the job and they particularly valued the scheduled discussion with classmates on the scenarios.

An SJT with realistic scenarios can help to better inform prospective and first-year students on the less well-known aspects of medical school and the medical profession. An adequate implementation could contribute to a better alignment between (the expectations of) prospective and enrolled students, the medical school and society's needs.

The Chemistry Between Us: Illuminating Complementarity Effects in Assessment via Moment-to-Moment Analyses

Filip Lievens

Singapore Management University & Ghent University

In light of their impact on workforce quality and diversity, talent acquisition and talent assessment are of pivotal importance for individuals and companies. In talent assessment and selection methods (e.g., interviews, role-play simulations), interpersonal interactions play a central role. Applicants' interpersonal skills are then typically assessed via single-point, retrospective assessor or self-ratings. Unfortunately, the assessment of interpersonal skills at such a broader, trait-like level fails to capture

the richness of how the interaction unfolds at the behavioral exchange level within a given assessment situation. In this presentation, I present a study that uses the lens of Interpersonal Complementarity Theory to advance our understanding of interpersonal dynamics in mini assessment center exercises (i.e., multiple, speeded role-plays) via a fine-grained examination of how behavior continuously unfolds. I also examine whether such complementarity effects (i.e., people's mutual adjustments to each other, and therefore their changes in behavior during an interaction) contain nondiagnostic (error-laden) information. I end by showing how multiple, speeded assessments can be validly and reliably used in various other domains and in university admission and large-scale employee selection.

Construct-Overlap in Trait Measures and the General Factor of Personality

Dimitri van der Linden

Erasmus University Rotterdam

A range of stand-alone psychological trait measures have been shown to considerably overlap with the Big Five (Bainbridge et al., 2022). Recognizing such construct overlap is essential for consolidation. In this presentation it is proposed, however, that the notion that many psychological scales are overlapping with the Big Five is valid, but incomplete. Accordingly, a key role herein of the General Factor of Personality (GFP) is suggested. The GFP emerges from the intercorrelations between specific personality traits and captures the socially desirable ends of these traits. It will be argued and shown that the GFP is highly correlated, and sometimes virtually identical, to a wide range of constructs in individual differences research. It will be postulated that the GFP provides a parsimonious explanation for the overlap between individual differences measures. This idea is discussed in light of the current debate on the GFP in which some scholars suggest the general factor to be largely substantive, whereas others consider it to reflect mainly artifact or bias. Depending on whether one adopts the substantive or artifact explanation of the GFP, ignoring the wide-spread presence of a common general factor in psychological measures may, respectively, either impede the development unifying theories of human behavior, or otherwise interfere with adequate measurement.

Age and SJT performance: The role of oculomotor symptoms, leadership experience, and stimulus format

Maike Schellaert, Janneke K. Oostrom & Eva Derous

Ghent University

Due to demographic changes in the workforce, older workers have to work longer to overcome shortages on the labor market. However, older individuals still experience age bias during personnel selection. Whereas existing studies on age discrimination during personnel selection mainly focused on disparate treatment (Fisher et al., 2017), little is known about underlying age-related differences (e.g., physical discomfort, leadership experience) that might trigger differences in test performance. Indeed, when getting older, physical age-related changes occur and older workers gain more work experiences, which might have an impact on selection test performance. Therefore, the first aim of this study is to investigate underlying age-related factors that might explain potential subgroup differences in test performance. More specifically, this study focuses on SJT performance. A valuable approach for understanding outcomes of selection procedures, is the modular approach of Lievens and Sackett (2017). According to this approach, a selection test consists of a specific combination of different test components (e.g., stimulus, response), which might affect test performance. Gaining insights into different test components that might affect bias is crucial to understand and potentially

reduce discrimination during the hiring phase. Therefore, this study aimed to investigate whether the stimulus format (i.e., paper-and-pencil vs. Virtual Reality [VR]- based stimulus format) of an SJT affects older vs. younger applicants' SJT performance. Presenting SJT scenarios within a virtual environment (i.e., VR-based stimulus format) might create more physical discomfort (e.g., oculomotor symptoms) compared to a paper-and-pencil based stimulus format and therefore disadvantage older applicants. At the same time, older applicants can experience advantages, stemming from more work experiences compared to younger applicants. The present study will therefore contribute to the literature on age bias and the use of VR in personnel selection. Results of a two-condition (stimulus format SJT: paper-and-pencil vs. VR-based) within-subjects design among 121 participants will be discussed.

Can You Tell Me Why? The Effect of Explainable Algorithms on Algorithm Use, Judgment Consistency, and Predictive Validity

Marvin Neumann

Vrije Universiteit Amsterdam

Combining information such as test scores and interview ratings algorithmically (mechanical prediction) results in more accurate performance predictions than combining such information in the mind (holistic prediction). In practice, however, decision makers often deviate from algorithmic predictions based on their holistic impression. This reduces judgment consistency and predictive validity, compared to strict algorithm use. One reason why decision makers deviate from algorithmic advice may be that algorithms typically do not explain their 'reasoning' as humans do, but merely output quantified advice. Therefore, we investigated in this online experiment (N = 1200) whether decision makers deviate less from algorithmic advice if an algorithm 'explains itself', and whether this increases judgment consistency and predictive validity. Participants predicted the job performance of 40 applicants based on their cognitive ability test scores, conscientiousness scores, and unstructured interview ratings. Participants either saw the applicants' information and numerical algorithmic advice only or numerical algorithmic advice plus a short explanation of the advice. Furthermore, we varied whether the algorithm's design was introduced before the prediction task in a neutral or narrative manner, and whether a participant's performance predictions defaulted to the algorithmic advice or not. We did not find support for most of our hypotheses, and effect sizes were generally very small. Participants deviated slightly less from the algorithmic advice and were more consistent when the algorithmic advice was their default answer. Furthermore, judgment consistency was slightly higher when the algorithm explained itself. Predictive validity was higher when participants' predictions defaulted to the algorithmic advice and when the algorithm explained itself. However, these effects were negligible, and they only occurred when controlling for the optimal validity that participants could have achieved in the prediction task. We encourage replications with more elaborate explanations, and prediction tasks where traditional, qualitative information is also available (CVs, actual interview impressions).

Pre-Employment Integrity Screening in The Netherlands

Ard Barends

Universiteit Leiden

Many organizations use pre-employment screening in their personnel selection procedures to assess the integrity of applicants. However, relatively little is known about this part of the personnel selection procedure. Therefore, the current exploratory project investigates what, why, and when pre-employment screening is used based on semi-structured interviews with public screeners,

commercial screeners, and employers operating in the Netherlands. The results show that pre-employment screening consists of a collection of different procedures such as requesting a certificate of conduct, a verification of the work history, open source intelligence gathering, and credit checks. Pre-employment screening aims to determine the general integrity of the candidate and the vulnerability of the individual to undue influence. Moreover, the exact pre-employment screening procedures tend to differ between jobs, even within a given sector, as the pre-employment screening is tailored to the risk of the job. Finally, pre-employment screening is commonly used after a candidate has been offered a position and most individuals subjected to pre-employment screening are cleared to work. Therefore, pre-employment screening is generally seen as an administrative process rather than a risk assessment procedure. This finding is striking as both the number of pre-employment screenings increased in recent years and organizations are also implementing in-employment screening and continuous screening for job incumbents. We discuss our findings in light of the signal-detection theory of criminal records screening as current practices may have intended (e.g., hiring low risk employees) and unintended consequences (e.g., missed hirings of suitable candidates or mis hirings of unsuitable candidates). However, the current findings are only applicable to the Dutch context given the international unique way in which criminal background information is handled and this may also influence how organizations deal with other aspects of pre-employment screening. Therefore, additional international research on pre-employment screening is required.

Personnel recruitment and selection practices in The Netherlands

Djurre Holtrop (d.j.holtrop@tilburguniversity.edu), Janneke Oostrom, Ruud Lathouwers
Tilburg University, The Netherlands

The landscape of personnel selection in the Netherlands is poised for potential change, especially with the proposed "Oversight equal opportunities in recruitment and selection" law and the emergence of Large Language Models. In anticipation of these changes and together with the professional publisher Rendement, we embarked on a comprehensive project to monitor the landscape's response to this legislation. Drawing from a diverse sample of 1,100 representatives, we investigated current recruitment and selection practices within their organizations. Our inquiries focused on the creation of job descriptions, publication of job advertisements, applicant assessment methods (including CVs, motivational letters, interviews, psychometric tests, and social media screening), the combination of assessment scores, and communication of decisions to applicants. This presentation will highlight key findings and outline our future research directions.

Improving Asynchronous Video Interview Experiences through Autonomy-Supportive Design: Choose-your-own-Interview!

Patrick D. Dunlop, Hayley I. Moore, Djurre Holtrop, Marylène Gagné
Future of Work Institute, Curtin University

In this presentation, I will share the results of two pre-registered experiments that aimed to enhance the candidate experience with asynchronous video interviews (AVI), using basic psychological needs theory (BTPN). AVIs are technology-mediated interviews, where candidates record responses to interview questions for later evaluation by a recruiter.

BTPN proposes that the satisfaction of three psychological needs, autonomy, relatedness, and competence, is essential for individuals' adjustment, flourishing, and wellbeing. The need for autonomy describes the need to experience volition and control over one's behaviors, as opposed to coercion or pressure. The need for competence describes the need to experience effectiveness and mastery. And the need for relatedness describes the need to feel connected to others, to feel care

and a sense of belonging. In both experiments, we focused on improving the support of the need for autonomy and competence or relatedness by introducing elements of choice into the AVI experience.

In study 1, we invited participants in the experimental condition to choose between two 'interviewers', "Jake" and "Steff", after being shown a short 'employee profile' of each. Participants then received questions in video format read out by their chosen interviewer. Control participants were randomly assigned to be interviewed by Jake or Steff. In addition to autonomy support, we hypothesized that relatedness would be improved by helping participant build a connection with a chosen employee. In Study 2, experimental participants could choose the order in which they would receive their interview questions, whereas control participants received the questions in a random order. In addition to autonomy support, we hypothesized that competence would be improved by this intervention participants could attempt easier questions before the difficult ones. The results suggested that affording choice of interviewer had a positive effect on applicant reactions, whereas the choice of question order appeared not to have any effect.