

Preliminary Program 18th Annual Meeting of the Dutch-Flemish Network for Selection Research

Friday October 18, 2024

Room S8 (Pavillion), Simon (S) Building, Tilburg University

09:30h – 10:00h	Coffee & Tea
10:00h – 10:10h	Opening Rob Meijer & Janneke Oostrom
10:10h – 11:10h	Keynote Using Vocational Interests to Enhance Performance and Diversity (Serena Wee)
11:10h – 11:35h	Perceived Fairness and Performance-Based Assessment: College Students' Perceptions of Assessment Methods (Sanjay van Buel)
11:35h – 12:00h	Comparing Implicit and Explicit Instruments for Measuring Employee Agility (Nathan Kaye)
12:00h – 13:20h	Lunch at 'Grand Café Esplanade'
13:20h – 13:45h	Ethnic Diversity Endorsement in Organizations: Development and Validation of the Ethnic Diversity Endorsement Scale (Delphine van Muylem)
13:45h – 14:10h	The candidate journey with its experiences: Introducing a new concept (Laurens Biesmans)
14:10h – 14:35h	On the Origins of an Implicit Trait Policy (Stijn Schelfhout)
14:35h – 14:50h	Break
14:50h – 15:15h	Balancing Accuracy and Acceptance of Algorithmic Hiring Decisions: Put the Human Touch into the Equation (Jacob Matic)
15:15h – 15:40h	Try Before You Buy: Does Allowing Decision Makers to Redesign Their Own Algorithm Reduce Algorithm Aversion and Improve Selection Decisions? (Felix Kerscher)
15:40h – 15:45h	Closing

16:00h – 17:00h **Drinks at Tilburg campus**

OR

16:15h – 17:15h **Inaugural address Marianne van Woerkom** in the Aula at the Copenhagen (C) Building, less than 10 minutes from conference room

18:00h – 21:00h **Dinner at 'De Burgerij'** (Noordstraat 87, 5038 EH Tilburg)

Travel to Tilburg University

Tilburg university is easily accessible by both public transportation and car. The meeting takes place at the Simon (S) building, circled in blue on the map below.

By train

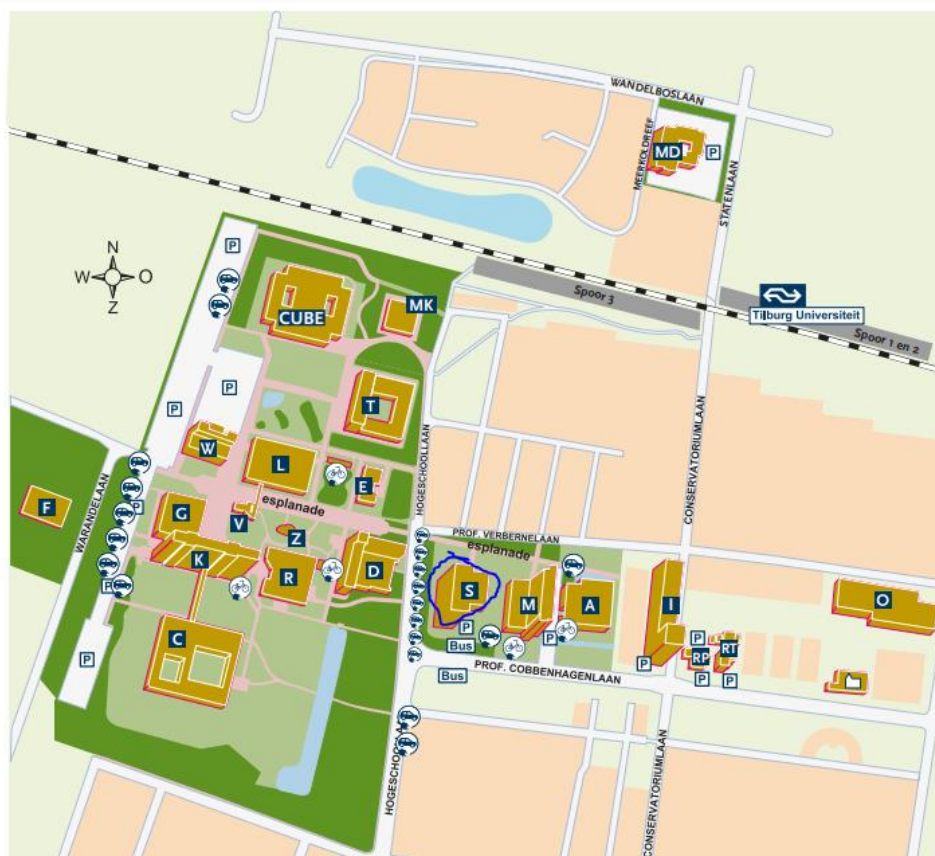
- From 'Tilburg University' train station, the S building is approximately a 10-minute walk.

Or

- From 'Tilburg (Central)' train station, take bus 4 to the bus stop 'Tilburg universiteit' (approximately a 10-minute bus ride).

By car:

- Free parking around the university and at the university's parking lots.
- For easy access to the S building, park at the Prof Coppenhagenlaan or the adjacent parking lots.



Abstracts

Keynote: Using Vocational Interests to Enhance Performance and Diversity (10:10h – 11:10h)

Serena Wee

University of Western Australia

Balancing diversity and job performance remains a key challenge for many organizations. This talk introduces a novel approach that uses vocational interests in the selection process to enhance both diversity and performance. By applying Pareto-optimal predictor weights, I show how organizations can move beyond the tradeoffs that sometimes exist between selecting for diversity and validity, to achieve superior outcomes in both areas. The talk draws on empirical results based on meta-analytic estimates, and will highlight two sets of scenarios where diversity gains can be made without compromising job performance validity. The discussion will explore the implications of using vocational interests—both vocational interests and disinterests—in hiring practices to simultaneously optimize on job performance and diversity.

**Perceived Fairness and Performance-Based Assessment: College Students' Perceptions of
Assessment Methods (11:10h – 11:35h)**

Sanjay van Buel¹, Karen Stegers-Jager², Marise Born¹, Janneke Oostrom³

¹ Erasmus University Rotterdam

² Radboud University

³ Tilburg University

Performance-based assessment (PBA), such as essays and presentations, is fundamental to students' professional skill development. It has been suggested that, in assessing these skills, PBA might not align with core values of fair assessment, such as transparent grading practices. A proposed solution is to structure these assessment methods, curbing the potential influence of irrelevant biasing factors on student outcomes. In this study we focused primarily on structure in both the assessment procedure and the way in which outcomes are determined.

Research on the impact of standardization on assessments suggest that students, especially those with a minority status, prefer standardized over more unstandardized assessments. However, these studies generally focus on assessments in the college admission process rather than the study program itself. To understand how university students perceive PBA, we examined how introducing standardization into PBA-related assessment methods impacted students' perceptions of procedural and distributive fairness, and how students' minority status affected these perceptions.

In a preregistered study, data on 387 university students were collected via an online survey. Participants were presented with three vignettes, each depicting a different degree of standardization, followed by items on various aspects of fairness. Results showed that students prefer standardized over unstandardized assessment methods. Both the degree of standardization and a student's minority status significantly impacted students' perceptions of assessment methods currently used in higher education. Ethnic minority and majority students showed similar response patterns on all perceived fairness aspects. Ethnic minority students did however consistently report lower scores, regardless of the degree of standardization.

These findings illustrate that greater acceptance of currently used assessment methods might be achieved by incorporating more structure. More research is nevertheless needed as to why ethnic minorities seem to perceive PBA as less fair compared to ethnic majority students.

Comparing Implicit and Explicit Instruments for Measuring Employee Agility (11:35h – 12:00h)

Nathan Kaye¹, Marise Born^{1,2}, & Janneke Oostrom³

¹ Vrije Universiteit Amsterdam

² Erasmus University Rotterdam

³ Tilburg University

A Partially Structured Attitude Measure (PSAM; Vargas et al., 2004) is a type of measurement instrument that aims to tap into implicit processes. Respondents are presented with a short vignette describing the behavior of a fictional other which they are then asked to rate on a target construct or attitude. According to the logic behind this type of measure, one's judgement of an other's behavior should draw on their own attitudes and traits. PSAMs measuring a variety of constructs and attitudes, such as honesty-humility and political orientation, have been validated among Western samples, however, there has yet to be any research into their validity in non-Western populations. While it has been suggested that people from individualistic cultures use themselves as reference points while judging the behavior of others, the same cannot be said about people from collectivistic cultures, who may be more inclined to judge behavior on the basis of cultural-level norms.

On the surface, PSAMs share numerous properties with single-response SJTs, which provide respondents with just one self-referential answer option to be rated per vignette. On a deeper level, PSAMs and SJTs differ in numerous ways, most notably the way in which they intend to capture attitudes or traits (i.e. implicitly vs. explicitly). We intend to take advantage of those surface level similarities to investigate their validity among different cultural groups.

In this presentation, I will discuss our plans to develop and validate a PSAM and a single-response SJT, and to compare their psychometric properties across cultures. Our measures will intend to capture employee agility, which we conceptualize as being made up of proactive agility and adaptive agility. The results of this study will hopefully give us more insights into the cultural appropriateness of these two alternatives to traditional self-report measures.

**Ethnic Diversity Endorsement In Organizations: Development and Validation of the Ethnic
Diversity Endorsement Scale (13:20h – 13:45h)**

Delphine Van Muylem¹, Annemarie Hiemstra², Stijn Schelfhout¹, & Eva Derous¹

¹ Ghent University

² Erasmus University Rotterdam

Despite increasing ethnic diversity in Europe, this is not always reflected in the labor market. Furthermore, ethnic discrimination in the workplace persists, adversely affecting both individuals and organizations. As effectively managing diversity offers competitive advantages, DEI policies are becoming more popular. However, evidence of their effectiveness remains mixed. A potential explanation could be individual employees' endorsement of ethnic diversity at the workplace. However surprisingly, no validated measure for this construct exists. Therefore, the current studies aimed to develop and validate the Ethnic Diversity Endorsement Scale (EDES). The scale was tested in Dutch-speaking samples. Study 1A involved item development and selection. Studies 1A and 1B assessed the scale's internal and external validity. EFA's and CFA's proved a one-factor model to be a good fit and the nomological network was supported. Hypothesized drivers of ethnic diversity endorsement indeed related to EDES. Study 2 found evidence for the nomological network extended with behaviors resulting from ethnic diversity endorsement. Finally, incremental validity was also proven to be good as the EDES predicts behaviors over and above individual characteristics. To conclude, EDES provides valuable insights into workers' intentions to support and collaborate with ethnically diverse coworkers, offering a promising tool for research and practice.

The candidate journey with its experiences: Introducing a new concept (13:45h – 14:10h)

Laurens Biesmans ¹, Diane Arijs ¹, Rein De Cooman ¹, & Yves Van Vaerenbergh ²

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² KU Leuven, Faculty of Economics and Business, Department of Marketing

Creating a positive candidate experience is a top but challenging priority for hiring organizations (TalentBoard, 2023). Despite decades of research on candidate reactions to selection procedures, many candidates still report negative experiences. Industry reports are unequivocal in that poor experiences lead to candidates dropping out from the selection process and spreading negative word-of-mouth (Maurer, 2023; Zhang & Feinzig, 2017; Zielinski, 2016). This conceptual paper contends that this ongoing challenge is due to academia's narrow lens in studying candidate reactions, caused by two key areas that warrant new perspectives.

First, we argue that current research focuses too heavily on individual touchpoints (e.g., interviews, assessments, feedback) in the hiring process, overlooking how their sequence and interrelatedness significantly shapes candidate reactions (Harland et al., 1995; Konradt et al., 2020; Rosse et al., 1994; Saks & Uggerslev, 2010). Responding to calls for approaches that take the process-related characteristics of the hiring process into account (Breugh, 2008; Collins & Stevens, 2005; Ryan & Huth, 2008), this paper introduces and conceptualizes the concept of the candidate journey. We draw from Gestalt psychology (Ariely & Carmon, 2003; Wertheimer, 1938) to explain why and how candidates rely on heuristics or “gestalts” to construct their overall experience rather than an equal-weighted average of all touchpoints.

Second, we posit that current theoretical lenses (e.g., justice or anxiety) are too narrow for understanding all the relevant experiences that candidates might have with hiring organizations. We extend McFarland et al. (2022) by introducing experience theory as an alternative theoretical perspective to studying candidate reactions and experiences. Drawing from customer experience research, we expand the multidimensionality of these experiences, to not only include cognitive and emotional, but also relational, bodily, and sensorial components (De Keyser et al., 2015; Lemon & Verhoef, 2016). This multidimensional view enriches existing theories and offers a more valid perspective to study the candidate journey, its antecedents, and outcomes.

On The Origins of an Implicit Trait Policy (14:10h – 14:35h)

Stijn Schelfhout ^{1,2} & Eva Derous ²

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Abstract: An implicit trait policy (ITP) on intercultural competence reflects a worker's self-beliefs regarding effectiveness of behavior in an intercultural work situation. A worker's ITP thus integrates the worker's competence on endorsement or selection of effective behavior like intensifying intercultural contacts and avoidance or rejection of ineffective behavior like discrimination. The present study researches to which extent selection and rejection have different origins by mapping worker data from a large Western European employment service (N = 3,310) onto the present study's updated ITP framework of intercultural competence. Results show that a worker's competence to avoid ineffective behavior like discrimination originates independently and partially different from the worker's ability to endorse effective behavior like intensifying intercultural contacts. These results also trend further towards two actual behavioral outcomes. For instance, both processes of effective selection and rejection of behavior are relevant for the worker's intensity of intercultural contacts. However, only rejection remains relevant for avoiding the display of discriminatory behavior in the future. Therefore, a work floor intervention to promote intercultural contacts needs a different approach than preventing discrimination, as both outcomes could originate differently. The results of the present study thus predict that the key to a successful work floor intervention resides in addressing the appropriate ITP origins in order to select or reject the targeted intercultural behavior.

Keywords: implicit trait policy, ITP, intercultural traits, intercultural competence, intercultural capabilities, intercultural effectiveness

Balancing Accuracy and Acceptance of Algorithmic Hiring Decisions: Put the Human Touch into the Equation (14:50h – 15:15h)

Jacob Matić, Marvin Neumann, Reinout de Vries, Felix Kerscher, & Franziska Linn
Vrije Universiteit Amsterdam.

Purpose: The aim of our studies was to investigate if two *autonomy affording algorithms* (AAAs), mechanical and clinical synthesis, resulted in higher predictive validity than purely holistic predictions (Kuncel, 2018; Neumann et al., 2022). In clinical synthesis, the decision maker can holistically adjust the valid prediction from an algorithm. In mechanical synthesis, the decision-makers holistic prediction is multiplied and algorithmically combined with other information (Sawyer, 1966). We drew on self-determination theory (Deci & Ryan, 2000) to investigate if using AAAs would result in more positive user reactions than strictly using a prescribed algorithmic procedure (Nolan, 2013; Nolan & Highhouse, 2014).

In two pre-registered studies (osf.io/gmy5x/?view_only=6c41d5034b184bcc9f4b510c143c36af), we asked participants to make job performance prediction to investigate:

1. The effects of AAAs on predictive validity and judgement consistency in personnel selection.
2. The effects of AAAs on decision-makers' perceived autonomy, competence, and intentions to use algorithmic procedures.
3. The relationship between decision-makers' conscientiousness and their weighting of applicants' conscientiousness

Methodology: Study 1 ($N = 261$) consisted of a one-factorial between-subject design with five conditions (holistic, clinical synthesis, self-designed mechanical synthesis, prescribed mechanical synthesis, and prescribed algorithm). Study 2 ($N = 610$) consisted of a 2 x 4 between-subjects design with eight conditions. Four conditions featured validity information (e.g., information on optimal applicant predictor weighting) and four conditions featured no validity information.

Results: In both studies, AAAs resulted in higher predictive validity than holistic predictions. Prescribed mechanical synthesis resulted in the highest predictive validity ($r = 0.34$ and $r = 0.39$), followed by self-designed mechanical synthesis. In Study 2, clinical synthesis resulted in lower predictive validity than prescribed mechanical synthesis ($d = -0.24$) and self-designed mechanical synthesis ($d = -0.33$), but higher predictive validity than holistic predictions ($d = 0.52$).

Theoretical and Practical Implications: Incorporating AEAPs into hiring processes can increase decision accuracy compared to pure holistic prediction. Moreover, decision makers prefer algorithmic decision-making procedures that enable them to retain autonomy, regardless whether it is clinical synthesis, self-designed mechanical synthesis, or prescribed mechanical synthesis. By incorporating these procedures, organizations can further reduce algorithm aversion while increasing decision accuracy and retaining decision makers autonomy.

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Try Before You Buy: Does Allowing Decision Makers to Redesign Their Own Algorithm Reduce Algorithm Aversion and Improve Selection Decisions? (15:15h – 15:40h)

Felix Kerscher, Marvin Neumann, & Nathan Kuncel

Vrije Universiteit Amsterdam

When making selection decisions professionals usually collect information (e.g., interview and CV impressions) and then combine it by thinking about it (holistic prediction), although combining information consistently using simple algorithms (mechanical prediction) leads to more accurate decisions. One reason for such algorithm aversion is that algorithmic decision making restricts decision-makers' autonomy. Even when decision makers can design algorithms themselves, they discount the advice from their own algorithm. One reason for this may be that participants are unpleasantly surprised by the prediction of their algorithm, i.e., that considering the applicant information they would have expected a different prediction from their algorithm. In an online experiment 900 participants with hiring experience predicted the job performance of 35 applicants based on test scores and interview ratings. We used a one-factor between-subjects design. In one condition participants combined the information holistically. In the other two conditions participants first built their own algorithm by choosing predictor weights. The algorithm then suggested job performance predictions, and participants could deviate from these predictions if desired. In one of these algorithmic conditions, participants could choose predictor weights only once, without the chance to redesign their own algorithm. In the other condition, participants could re-design their algorithm multiple times and experience how this affected the algorithmic prediction before starting the prediction task. We compared these two algorithmic conditions in terms of predictive validity, algorithm deviation, and judgment consistency.