Validity of Selection Procedures

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THE STRATEGIC VALUE OF SELECTION PRACTICES:
ANTECEDENTS AND CONSEQUENCES OF FIRM-LEVEL
SELECTION PRACTICE USAGE

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Key Terms

**Contingency Theory**: A means to understand the strategic use and value of selection practices across firms

**Competitive advantage**: A condition or circumstance that puts a company in a favorable or superior position
Measure

Sample:
- 413 firms South Korea
- Multi-year financial data sets

Measure:
- Operating profit/Total number of employees
- 11 selection practices
Purpose

- Selection practices relate to overall firm performance

- Internal environments moderate the selection-performance relationship
Contingency Model of Selection Practice

Selection Practices → Collective Turnover → Firm Performance
The Two-Way Interaction between Selection Practices and Environments on Firm Performance
Take Away Message

- Realize the value of selective hiring is diminished with turnover
  - Balance selection practices with turnover ratio
- The utility of selection practices only matters when individual performance differential matters
DO INTERVIEWERS SELL THEMSELVES SHORT?
THE EFFECTS OF SELLING ORIENTATION ON INTERVIEWERS’ JUDGMENTS

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Key Terms:

- **Selling orientation**: motivation to attract the other person to their product, themselves, their organization (in context of selection)

- **Predictive validity**: extent to which a selection device effectively screens for hiring by predicting hiring performance

- **Core self-evaluations**: a stable personality trait which encompasses an individual's fundamental evaluations about themselves (high = confident)
Class Question:

In an interview, has your interviewer ever tried to attract or sell you on their company?
Dual-purpose of Interviews!

1. Recruit
   Attract
   Sell

2. Select
   Evaluate
   Judge
2 Hypotheses

- Applicant Self-Rating of CSEs
- +/- Selling Orientation
- Interviewer’s Self-Rating of Applicant’s CSEs
Method for Study 1

- 64 participants
- 2 pre-surveys on CSE
- Mock interviews at laboratory
- Post-study survey CSE & manipulation checks
Measures

● Applicants self ratings of CSE
  ○ 12-item scale of CSE
● Contacts rating of applicants
● Interviewers ratings of applicants
● Selling orientation
  ○ 2-item scale & 3-item
FIGURE 1
Agreement Between Interviewers’ Ratings of Applicants’ Core Self-Evaluations and Applicants’ Self-Ratings of Core Self-Evaluations by Selling Orientation (Study 1).

- Low Selling Orientation
- High Selling Orientation

$t = 2.81, p < .01$
$t = -.74, p = ns$
Take Home message:

- Separate recruitment from selection
  - 2-part process
  - Have a note taker during interview
    - Interrater reliability
- Consider: Rise of internet and technology
- Reliability
Initial Investigation Into Computer Scoring of Candidate Essays for Personnel Selection

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Key Terms

**Reliability:** the degree to which the result of a measurement, calculation, or specification can be depended on to be accurate.

**Interrater Reliability:** the degree of agreement among raters.

**Accomplishment Records (AR):** candidates provide a narrative description of achievements that demonstrates a job competency.
Question:
Does anyone have a personal experience of answering an AR on a job application?
02 Describe how your education, training, and experience qualify you for the position of Human Services Program Planner. Include:

- Your degrees earned, and major fields of study.

- An overview of your professional and/or supervisory experience in program coordination, planning, development and/or evaluation.

For your professional and/or supervisory experience, list the employer/organization information, dates of employment, your job title, and supervisor’s/manager’s name and phone number. If you have no relevant education or experience, please write or type “None”.

Answer

03 Describe your most complex project for each area below that best demonstrates your background in:

a) planning
b) developing
c) implementing
d) reviewing
e) evaluating

...a social service, service delivery, community service or similar program. In your response, please describe in detail your role in the project, your responsibility and the extent of your involvement. For this experience, list the employer/organization information, dates of employment, your job title, and supervisor’s/manager’s name and phone number. If you have no relevant experience, please write or type “None”.

Answer
Research Questions

Research Question 1: Can a computer be programmed to demonstrate a level of reliability as those of a human rater?

Research Question 3: Can a computer be programmed to avoid Adverse Impact?

Research Question 4: What are the potential cost savings?
Methods

- Federal government employer receives >15,000 applications each year
- Sample of 41,429 AR’s over 6 years
- Candidates wrote 200-word narrative response to 6 AR’s

Program software → tested it (cross validate) → 3 Human Raters
Question

What factors go into Teamwork?
Figure 2. Illustration of a concept map for teamwork.
Results

- Computer score are as reliable as human raters
- Does not add to adverse impact → no gender cues
- Cheaper than 3 human raters → 60k vs 600k
Take Home Message

Companies should utilize the advancing in computer technology → **Artificial Intelligence** to score structured interviews for large scale initial screenings:

1. Higher reliability enables validity
2. Low levels of adverse impact
3. Cost effective
TRANSPARENCY OF ASSESSMENT CENTERS: LOWER CRITERION-RELATED VALIDITY BUT GREATER OPPORTUNITY TO PERFORM?

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Key Terms:

- **Assessment Centers (ACs):** selection devices in which assesseees are assessed on several dimensions during different exercises.

- **Transparency** is a degree to which applicants are informed about the behavioral dimensions that are being assessed in a selection procedure.

- **Validity** refers to whether or not the assessment method provides useful information about how effectively an employee will actually perform once hired for a job.

- **Criterion-Related Validity** is a meaningful relationship between how well people performed on the assessment and how well they subsequently performed on the job.
Research Design

- **Assessees:** 194 individuals currently applying for a job
  - **Men:** 104 and **Women:** 90

- **Assessors:** 73 psychology master’s students

- **Facilitators:** 3 industrial and organizational psychology master’s students

- **AC exercises:**
  - **Group Discussions:** 2 and **Presentations:** 2
Research Question:

Which Assessment Center is the most effective for identifying who will perform best on a job?
Figure 1: Interaction Effects of Transparency and Assessee’s Self-Promotion in Predicting Supervisor-Rated Task Performance
Take Home Message:

- Do not use ACs with transparent dimensions while predicting task-performance
- Randomize assessors, tests, assignments and other tools used in transparent ACs
- Use diversified pool of assessors in transparent ACs
Situation Assessment as an Ignored Factor in the Behavioral Consistency Paradigm Underlying the Validity of Personnel Selection Procedures

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Key Terms:

- **Behavioral Consistency Paradigm**: having the same behavior from the selection process as to future work behavior.

- **Situational assessment**: Individuals cognitive processes to decipher the performance criteria in evaluative situations.
Question:

1. Going into a selection process, can you assess what the interviewers are evaluating you on?

2. If you knew what you were being evaluated on will your behavior change?
Method:
● Participants were volunteers
● 124 individuals
● This was a simulated selection process
● All participants had limited work experience
Figure 1. Standardized parameter estimates of the hypothesized model. To simplify the figure, all error terms were omitted. AC = assessment center; Ana = analytical skills; Cre = creativity; Pre = presentation skills; Org = organizing; Per = persuasiveness; As = assertiveness; Con = consideration of others; Cog = cognitive ability; SA = situation assessment; P = item parcel; Perf = job performance. * p < .05.
Question:
What kind of jobs can you think of where assessing situational demand is important?
Take Home Message:

- Companies should use assessment of situational demands as part of the selection procedures when it’s necessary for the job. (example: recruiter, sales person)
  - Cost effective (you could skip the assessment center)
Team Take Away

- An organization needs to have structured, standardized, and job-relatedness in selection processes
  - Validity is a defense for adverse impact against litigation
- Modify selection practices to align with organization's strategy
- Utilize technology in the best way possible