

These hoops were made for jumping

Applicant Reactions to Selection Cues

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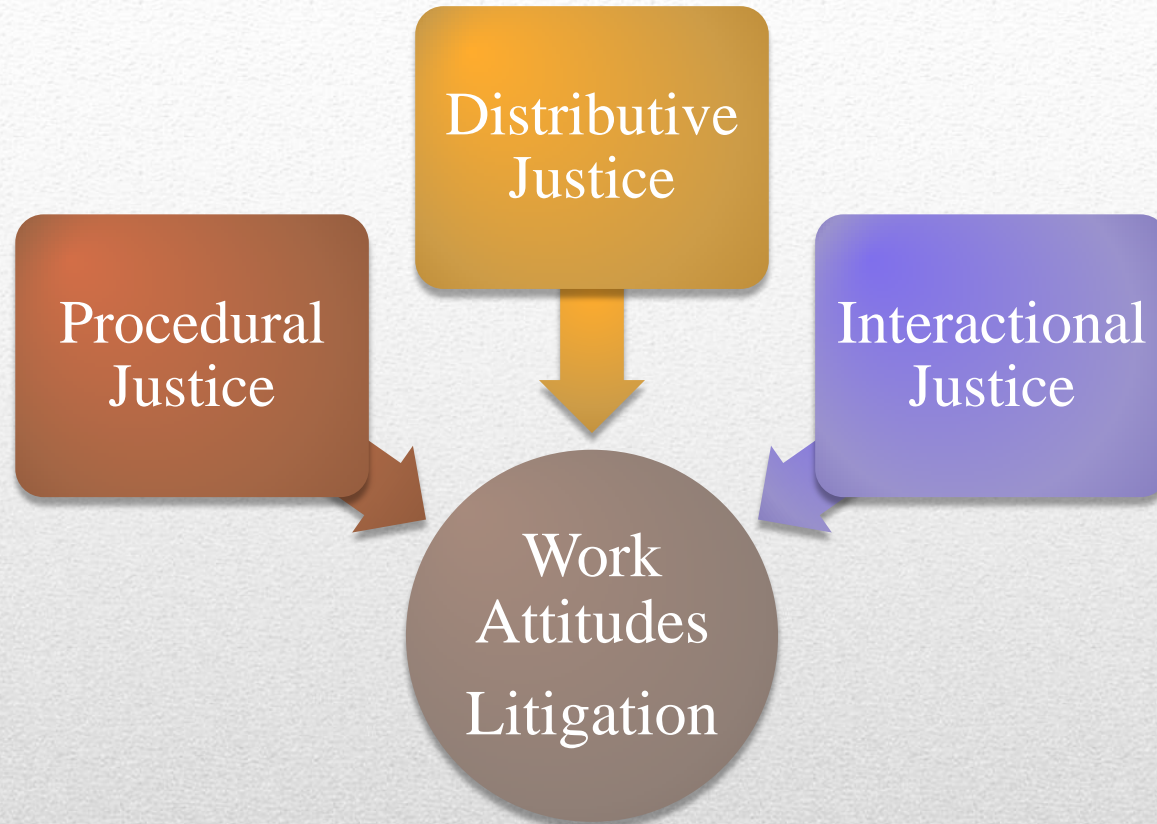
THEORETICAL BACKGROUND

- Theory on Organizational Justice
 - Judgments about perceived justice in employment actions and decisions has an impact on several employee satisfaction and behavior outcomes
- Types
 - Procedural Justice
 - Distributive Justice
 - Interactional Justice
- Has been applied to many aspects of employment, including selection

Organizational Justice

- Perceptions of fairness of selection procedures leads to important organizational and individual outcomes
- Procedural Justice
 - Job-relatedness of the tool
 - Explanation for the use of the tool
 - Interpersonal treatment of applicants
- Distributive Justice
 - Equity/Equality of outcomes
- Interactional Justice
 - Treatment during the process

The Selection Process



Gilliland's Model (Simplified)

- Intent to Apply
- Applicant Withdrawal
- Satisfaction with the Selection Process
- Organizational Attractiveness
- Job Acceptance Intentions
- Intentions to Recommend Organization to Others
- Job Acceptance Decisions
- Legal Challenges
- Later Job Performance and Satisfaction
- Applicant Performance on Selection Tools

Outcomes Impacted by Justice Perceptions

- Practices are viewed as fair when:
 - They are perceived as job relevant
 - Applicants feel they can demonstrate their abilities

Fairness in Practice

- Job Selection Tools in Job Ads influence applicants opinion about the organization (Highhouse & Hoffman, 2001)
- Job Ads act to pre-socialize the applicant, cueing them about organizational culture and values (Anderson, 2001)
- Applicants perceive selection tools, such as credit checks, less favorably when they do not see them as being face valid (Muhn & Nielsen, 2008)
- Face to face interviews are perceived as most favorable (Reeve & Schultz, 2004)

Beyond Organizational Justice

Business

- Attracting Applicants

Ethical

- Impact on Candidate

Legal

- Discrimination Claims

Selection Concerns

CURRENT STUDY

- When presented with a rationale for the use of a job selection tool, applicants will report higher ratings of:
 - *Intentions to apply*
 - *Fairness of the tool*
 - *Overall organizational attractiveness*

Hypotheses

- University students were given nine (9) fictional job advertisements with the following selection cues:
 - In-person interview
 - Written test
 - No Selection tool
- Job Ads were written to mimic online job board and using titles and job descriptions to match the student's major

Study

Colanden, Inc. is seeking applicants for the position of Project Engineer

Responsibilities for this position include planning, coordinating, and directing activities for engineering projects. Colanden, Inc. is looking for eligible candidates to join our company. With branches all over the world, we are able to offer multiple office locations, competitive products, full and part time opportunities and compensation packages that are competitive within the industry. This position requires a Bachelor's Degree in Engineering or a related field. No previous work experience is required.

Contact Information:

info@colanden.com

Sample Ad



Job Ads without
Rationales
(Control)



Job Ads with
Rationales
(Experiment)



Study Design

The results of this test have been show to predict success for employees. (written test)

Face-to-face interviews are the best way to assess applicants' qualifications for this position. (in-person interview)

Rationale Wording

Fairness of Selection Tool (1 item)

Intent to apply (1 item)

Organizational Attractiveness (5 items)

Measures



RESULTS

- 67 undergraduate students
- 44 Business/22 Engineering Students
- 73% Female
- 71% White, 20% African American,, 9% Asian
- Mean Age: 21.7
- 86% reported “some college”
- 39% were currently seeking employment
- Mean years of work experience: 2.1
- Mean Grade Point Average: 3.0

Sample

A mean comparison (t-test) was performed to determine if the experimental and control groups differed significantly on the measures of intent to apply, fairness, and organizational attractiveness.

Analysis

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ATTRACT	Equal variances assumed	1.353	.249	-1.736	61	.088	-9.66937	5.56993	-20.80714	1.46840
	Equal variances not assumed			-1.778	59.800	.080	-9.66937	5.43800	-20.54773	1.20899
INTENT	Equal variances assumed	.658	.420	-0.869	61	.388	-1.28398	1.47733	-4.23808	1.67012
	Equal variances not assumed			-0.875	60.580	.385	-1.28398	1.46802	-4.21988	1.65193
FAIR	Equal variances assumed	.001	.974	-2.553	61	.013	-3.05071	1.19512	-5.44050	-.66092
	Equal variances not assumed			-2.550	59.196	.013	-3.05071	1.19635	-5.44443	-.65699

Output

- When presented with a rationale for the selection tool
 - Level of intentions to apply were not significantly impacted (Hypothesis 1)
 - *Perceived fairness was significantly higher* (Hypothesis 2)

There was a significant difference was found in the perceived fairness of the selection tool between the groups that received the rationale (M= 3.4) and those that did not (M=2.88), $t(63) = -2.674$, $p = .013$, two tailed.

- Organizational attractiveness was not significantly higher (Hypothesis 3), but preliminary testing showed a trend towards increased organizational attractiveness

Outcome

Rationale

The diagram consists of a dark brown rounded rectangle at the top containing the word 'Rationale'. A dark brown arrow points downwards from the bottom center of this rectangle to a dark brown circle below it. The circle contains the text 'Perception of Fairness'.

Perception
of Fairness

Our Model

- Applicant fairness perceptions influence litigation and future job outcomes such as job satisfaction
- Providing a written rationale for the job tool used in selection increased applicant's fairness perceptions
- Overall feelings of fairness did not impact intent to apply. Regardless of the fairness perceptions, applicants intended to apply for the position.

Practical Takeaway

- **Small Sample**
 - Plan to expand research to include more applicants
- **Student Sample**
 - College graduates are future job applicants
 - Matched job to major to increase realism
 - Matched job qualifications of entry-level applicants

Limitations

- Look at fairness perceptions of administrative hurdles, such as credit checks and drug screening
- Increase sample size to follow up on potential trend on organizational attractiveness
- More of the why's? If the perception of fairness was diminished, why would an applicant still intend to apply? Is this economy related? Are there individual differences to consider?
- Manipulations on what to include in the rationale

Future Research

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Questions and Comments
