

# MICRO ORGANIZATIONAL BEHAVIOR

## Chapter 3

# METHODS OF SELECTION

- INTERVIEWS

- is collection of information via the oral survey. Interview examines whether the candidate meets the selection criteria.
- certain personality characteristics are easier to identify
- a key tool in assessing candidate suitability
- It is very difficult to prepare questions very well and it needs lots of time

# Types of Interviews

- Unstructured Interview.
  - Involves a procedure where different questions may be asked of different applicants.
- Situational Interview.
  - Candidates are interviewed about what actions they would take in various job-related situations.
- Behavior Description Interviews.
  - Candidates are asked what actions they have taken in prior job situations that are similar to situations they may encounter on the job

# Types of Interviews

- Comprehensive Structured Interviews.
  - Candidates are asked questions pertaining to how they would handle job-related situations, job knowledge, worker requirements, and how the candidate would perform various job simulations.
- Structured Behavioral Interview.
  - This technique involves asking all interviewees standardized questions about how they handled past situations that were similar to situations they may encounter on the job.

# Types of Interviews

- Oral Interview Boards.
  - This technique entails the job candidate giving oral responses to job related questions asked by a panel of interviewers.
  - Each member of the panel then rates each interviewee on such dimensions as work history, motivation, creative thinking, and presentation.

# INTERVIEWS

- interviewers ask about the candidate:
  - Education,
  - training;
  - Work experience;
  - the reasons of output from the former employer;
  - Career aspirations, motivation;
  - Personality characteristics;
  - Communication and cooperation skills.

# INTERVIEWS

- Advantages:
  - useful for determining if the applicant has requisite communicative or social skills
  - interviewer can obtain supplementary information
  - used to appraise candidates' verbal fluency
  - can assess the applicant's job knowledge
  - can be used for selection among equally qualified applicants

# INTERVIEWS

- Advantages:
  - enables the supervisor and/or co-workers to determine if there is compatibility between the applicant and the employees
  - allows the applicant to ask questions that may reveal additional information useful for making a selection decision
  - the interview may be modified as needed to gather important information

# INTERVIEWS

- Disadvantages:
  - subjective evaluations are made
  - decisions tend to be made within the first few minutes of the interview with the remainder of the interview used to validate or justify the original decision
  - interviewers form stereotypes concerning the characteristics required for success on the job
  - research has shown disproportionate rates of selection between minority and non-minority members using interviews
  - negative information seems to be given more weight
  - not much evidence of validity of the selection procedure
  - not as reliable as tests

# Tests

- Tests provide information about:
  - personality,
  - intelligence,
  - interpersonal relations and
  - personal attitudes.
- Tests focus on details and on the graphic characteristics.
- Some of the tests are common and are used often.

# Biographical questionnaires

- It is provided (open, closed, or mixed type) a questionnaire about
  - The most important personal and professional biographies facts in particular aspects.
- It creates a relatively reliable, fast and low cost possibility to compare many candidates.
- It is very suitable for the initial selection of candidates.
- allows eliminating applicants who are unable to fill posts on the desired characteristics of biographies.
- part of people tend to say lies to pass the competition.
- There is a high subjective risk

# Personality tests

- questionnaire content-system claims on the personality and the way of behavior.
- investigate
  - motivation,
  - extroversion, and introversion,
  - stress,
  - aggression,
  - social skills and
  - interaction and many other features.

# Personality tests

- Advantages:
  - can result in lower turnover due if applicants are selected for traits that are highly correlated with employees who have high longevity within the organization
  - can reveal more information about applicant's abilities and interests
  - can identify interpersonal traits that may be needed for certain jobs

# Personality tests

- Disadvantages:
  - difficult to measure personality traits that may not be well defined
  - applicant's training and experience may have greater impact on job performance than applicant's personality
  - responses by applicant may be altered by applicant's desire to respond in a way they feel would result in their selection
  - lack of diversity if all selected applicants have same personality traits
  - cost may be prohibitive for both the test and interpretation of results
  - lack of evidence to support validity of use of personality tests

# Cognitive ability tests

- are used to measure an applicant's intellectual abilities:
  - problem solving, critical thinking, verbal and numerical reasoning, etc.
- are standardized pen-and-paper tests developed by psychologists
- Caution should be exercised when considering the use of such tests, as they may contain inherent biases,
  - racial, cultural, gender, socio-economic and other forms of bias.
- They should be developed, administered and scored only by accredited professionals.

# Cognitive ability tests

- Advantages:
  - typically are reliable and valid, especially with respect to verbal reasoning and numerical tests
  - there is generally a positive relationship between the test's validity and increasing job complexity
  - typically, combinations of aptitude tests have higher validities than individual tests
  - the ability to be administered to large groups means that many applicants can be tested simultaneously
  - Test scoring can be completed by computer scanning equipment.

# Cognitive ability tests

- Disadvantages:
  - differences between genders or diversity groups in abilities (e.g., knowledge of mathematics) may negatively impact on the scores of such groups.
  - non-minorities typically score one standard deviation above minorities which may result in adverse impact depending on how the scores are used in the selection process.

# Work sample tests

- are used to test applicants with tasks similar to those involved in the actual job.
- Work sample tests are based on the premise that the best predictor of future behavior is observed behavior under similar situations.

# Work sample tests

- Advantages:
  - high reliability and realism to the actual job
  - high content validity since the work samples are a sample of the actual work performed on the job
  - typically more favorably viewed by examinees than other types of assessment methods because of their close similarity to the actual job
  - difficult for applicants to mislead or falsify competency, which enhances the validity between the test score and performance on the job
  - work sample tests use equipment that is identical or similar to the actual equipment used on the job.

# Work sample tests

- Disadvantages:
  - may be costly to administer and replicate in a test environment
  - less effective at predicting performance on jobs where tasks typically take days or weeks to complete
  - less effective at measuring an applicant's aptitudes, thus restricting the test to measuring ability to perform the work sample and not more difficult tasks that may be encountered on the job

# References

- “ORGANIZATIONAL BEHAVIOR”(collected and edited by prof. dr. Štefan Ivanko) UNIVERSITY OF LJUBLJANA FACULTY OF PUBLIC ADMINISTRATION