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**The Role of Culture in Organisational and Individual Personnel
Selection Decisions**

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This thesis is submitted for the degree of PhD

Abstract

The present consensus in the literature is that the traditional personnel selection paradigm is flawed and as a consequence, it has not readily been adopted into practice (Cascio & Aguinis, 2008). This disparity between research and practice has particularly been attributed to researchers' lack of awareness of the complex variables impacting organisational decision-making processes (Herriot & Anderson; 1997; Hodgkinson & Payne, 1998); the conceptualisation of scientific selection along a continuum based strictly on criterion validity indices (Hough & Oswald 2000; Borman, Hanson & Hedge, 1997) and a lack of clarity on the role of culture in selection research (Ryan, McFarland, Baron & Page, 1999; Moscoso & Salgado, 2004). In an attempt to identify the impact of these variables on personnel selection decisions, this thesis examines the landscape of what is generally viewed as scientific personnel selection by taking the discussion to a setting that is atypical of those normally represented in the selection research literature. The current scheme of research utilises samples from Jamaica to examine the role of culture in individual and organisational selection decisions. In so doing, studies throughout this thesis aim to challenge the assumption of universality espoused by the traditional psychometric paradigm in the measurement and understanding of personnel selection outcomes.

Through a series of 6 studies quantitative, qualitative and experimental methods were adopted to determine the influence of cultural, internal and external factors on organisational decisions to utilise criterion-based selection techniques, applicant's decisions to pursue a job and selector decisions in a simulated managerial task. Findings revealed: a) Jamaica's colonial history, worker-manager relationships and worker expectations influenced perceived personnel challenges, selection decisions and the likelihood of Jamaican organisations using criterion-based selection techniques; b) the cultural history necessitated a fit-based approach to selection and preference for techniques such as structured interviews, references and application forms; c) as represented by a multidimensional perceptual map, factors influencing Jamaican selection decisions are most similar to countries characterised by moderate power distance and masculinity indices (Australia and Canada) and most divergent to cultures characterised by extremely low individualism, high power distances and high long-term orientation (Taiwan and China); d) job and organisational factors influencing applicants' decisions to apply varied across cultures and applicant performing ability. Compared to UK graduates, higher-performing Jamaican applicants were more confident when

applying to jobs emphasising performance although they preferred applying to jobs emphasising fit; e) for higher-performing Jamaican applicants, overall perceptions of structured interviews mediated the attractiveness of pay in their decision to pursue a job; f) framing and information order may mediate the process and outcomes of decisions rather than act as predictors of choices in and of themselves; and g) Jamaican selectors make attributions about a candidate's suitability based on perceptions of both functional and psychosocial consequences. Fit-based factors are given priority as fit with the organisation and team is cognitively weighted as better indicators of effective performance.

Findings from all six studies emphasise the role of culture in individual and organisational personnel selection decisions and indicate 'scientific' personnel selection is more fit-based and culturally determined than previously suggested. It is therefore proposed that the dominant paradigm of personnel selection be reconceptualised from a psychometric emphasis to an attitudinal-cognitive-behavioural theoretical perspective which takes into account the impact of cultural and social variables on selection decisions. The implications of this alternate approach are discussed in relation to organisational, selector and applicant selection decisions and tackling future selection research agenda.

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Dedication

To Ramón

“Life is one big road with lots of signs. So when you riding through the ruts don't complicate your mind. Flee from hate, mischief and jealousy. Don't bury your thoughts, put your vision to reality”.

Wake Up and Live, Survival Bob Marley 1979.

Chapter 1

Evaluating Approaches to Personnel Selection: The Role of Culture in Modern Selection Decisions

"400 years and it's the same, the same philosophy. I've said its four hundred years, look, how long and the people they still can't see..."

'400 Years', Catch a Fire, Bob Marley & The Wailers (1973).

1.1 Introduction

Although the validity of personnel selection techniques has been well documented, researchers lament the lack of integration between selection research evidence and organisational practice. Two potentially problematic issues contributing to this phenomenon stem from the conceptualisation of scientific selection along a continuum based on criterion validity and inconclusive evidence on the variability of organisational selection practice across cultures. The importance of both these issues has been further highlighted by the changing structure and ways of working that currently affect modern organisations. Against this backdrop, this course of research aims to examine the landscape of what is generally viewed as scientific personnel selection by taking the discussion to a setting that is atypical of those normally represented in the selection research literature. Whilst it does not attempt to provide definitive answers to an issue so vast in scope, the current scheme of research offers an illustrative example of the role of culture in both individual and organisational personnel selection decisions and therefore challenges the assumption of universality espoused by the traditional criterion-based paradigm in the measurement and understanding of personnel selection outcomes.

In order to address this aim, the literature review first explores the dominant theoretical paradigms governing personnel selection research with specific attention being given to their documented methodological and measurement limitations. This will be followed by a discussion of the variability of cross-cultural research on employee selection and a critique of the evidence for both organisational and applicant behaviours. External environmental factors and their associated impact on changing ways of working, changing organisational structures, the measurement of skills and competencies, and setting the agenda for future selection research are then explored. This is followed by an overview of the proposed research which stresses the value of culture and integrated

theoretical perspectives to the future understanding of personnel selection decisions. The chapter concludes with a series of questions which form the basis of this thesis.

1.2 Theoretical Approaches to Personnel Selection: Literature Review

In presenting a rationale for the inclusion of culture and integrated theoretical models to the analysis of selection, the literature review begins with a presentation of the objectivist-psychometric approach followed by a review of the subjectivist-social approach as traditional frameworks of capturing selection experience. The reviews are particularly focused on highlighting shortcomings of both approaches and are intended to provide the reader with an insight into how future understanding of realistic selection behaviours and the factors that facilitate their respective outcomes will be restricted with a strict adoption of these approaches. Selection as a decision-making framework is then presented. This is accompanied by a discussion of integrative models that can be applied to enrich the debate on personnel selection in general and cross-cultural selection practice in particular. Here, the Theory of Planned Behaviour is proposed as an effective socio-cognitive framework for understanding the relationship between culturally determined variables and their impact on selection decisions. This is done to underline both the pertinence and feasibility of using models emphasising cognitive, attitudinal and behavioural components to more robustly capture the complexity of personnel selection decisions in modern organisations.

“We have not adequately preached the virtues of our best selection methods to the heathen... the habits of ages, and the exhortations of the charlatans, have more influence than science”

(Guion, 1989, p. 113)

1.2.1 The Objectivist-Psychometric Approach

The traditional paradigm driving Industrial, Work and Organisational (IWO) Psychology, and by extension personnel selection research is based on the predictable nature of jobs, with easily defined and measured competencies and homogeneity of workforce characteristics (Lievens, Van Dam & Anderson, 2002; Herriot & Anderson, 1997). As such, the fit between the job incumbent and the job itself (person-job fit) was paramount. As a consequence, measurement of performance has been identified as the key criterion in prediction models, resulting in a theoretical and methodological emphasis on *outcome*. Termed the Objectivist-Psychometric approach, this has been the dominant force in organisational research initiatives as evidenced by the dissemination of research in academic and practitioner-based literature (Hough & Oswald, 2000).

An examination of the literature reveals four precepts governing the Objectivist approach (Guion, 1997; Hodgkinson & Payne 1998; McCourt, 1999; Robertson & Makin, 1986). The first rests on an assumption of universality where IWO Psychology is perceived as a pure science, with easily

identified variables measured in equations to predict a behavioural outcome. In order to cement its association within a positivist space, objectivity and impersonality represent the second precept whereby selection methods are viewed as neutral predictors of work performance and recruiters viewed as impersonal and rational observers. The third precept emphasises individual performance, resulting in person-job fit being the key mode of assessment. Finally, the fourth precept addresses the measurability of variables which assumes: a) individual differences are stable and predictable; b) candidates have clear insight into their abilities and as such are able to clearly articulate their skills; and c) social factors such as motivation play no role in the assessment process. As a consequence of these tenets, discourse on personnel selection techniques particularly in meta-analytical studies (Barrick & Mount, 1991; Schmidt & Hunter, 1998; Roth, Bobko, McFarland & Buster, 2008; Schmidt, Ones & Hunter, 1992) and subject reviews (Borman, Hanson & Hedge, 1997; Breaugh & Starke, 2000; Dunnette & Hough, 1994; Hough & Oswald, 2002; Schmidt & Hunter, 1998; Viswesvaran, Deller & Ones, 2007) have traditionally been captured using a continuum framework based on technique validity indices of job performance and potential.

One seminal work often cited in validity-power discussions is the review of selection method validity by Robertson and Smith (2001). The authors: a) present the evolution of personnel selection as a prescribed system consisting of detailed job analysis, identified psychological attributes, design of appropriate selection methods, and evaluation of techniques; b) address problems with measuring performance as a criterion despite acknowledgement of the broadening of the concepts of job performance to include contextual and citizenship behaviours rather than just production criteria; and c) identify researchers' confidence in selection technique validities as the most significant change in the personnel selection debate. As shown in Table 1.1, the inter-relationship among these three factors has been captured using a continuum framework whereby selection methods such as cognitive ability tests, integrity tests, personality tests, work sample tests and structured interviews are classified as more accurate determinants of job performance (whether used in combination or independently) and techniques such as unstructured interviews, biodata, references, interests, job experience, graphology and years job experience are presented as less accurate measures of job performance and potential.

However, despite researchers' increased confidence in the validity of selection methods and the broadening of performance as a criterion, the present consensus is that the traditional selection paradigm is flawed, and as a consequence, it has not readily been adopted into practice (Aguinis & Pierce, 2008; Cascio & Aguinis, 2008; De Wolff, 1993; Herriot, 1989; 1993; 2002; Herriot & Anderson, 1997; McCourt, 1999; Derous & De Witte, 2001). In a recent review of the progression of the discipline, Cascio and Aguinis (2008) conducted a content analysis of 5780 articles published in the

Journal of Applied Psychology (*JAP*, N=4329) and Personnel Psychology (*PPsych*, N=1451) between January 1963 and May 2007. They found the main topical area published during that period was on methodology and psychometric related issues for both *JAP* (940; 21.71%) and *PPsych* (298; 20.54%). This suggests that applications of the psychometric paradigm and its associated continuum classification of personnel selection measurement remain a focal point of debate in organisational research.

Table 1.1: Documented validity indices of selection methods for training criteria and overall job performance

Training Criteria	Validity	Overall Job Performance
Cognitive Ability Tests	.65	Cognitive Ability & Integrity tests
	.63	Cognitive Ability & Structured Interviews
	.60	Cognitive Ability & Work Sample
	.56	
	.54	Work Sample
	.51	Cognitive Ability
	.51	Structured Interview
	.48	Job Knowledge Test
	.41	Integrity Tests
	.40	Personality Tests
Integrity Tests	.38	
Interviews –all types	.37	Assessment Centres
Conscientiousness	.35	Biodata
Biodata	.31	Conscientiousness
References	.30	
Years Education	.26	References
Interests	.23	
	.20	
	.18	Years Job Experience
	.10	Years Education
	.10	Interest
	.02	Graphology
Years Job Experience	.01	

Adapted from Robertson & Smith (2001) pg, 443

1.2.2 Criticisms of the Objectivist-Psychometric Approach

There are a number of criticisms that can be made about the traditional objectivist paradigm governing selection research. Key limitations identified are: 1) problematic criterion and overall methodology; 2) limited modes of performance assessment; and 3) dominance of North American orientation.

1.2.2.a Problematic Criterion and Overall Methodology

Drenth and Heller in 2004, argued that “the strict positivistic, quantitative tradition, which often deals with reduced and abstract models of reality, seems inadequate for providing insight into the concrete, contextual complexity of organisational decisions”(pg. 601). While Herriot and Anderson

(1997) prophesied 'gloom and doom' if adherence to the classical psychometric model of measurement persists in organisationally-based research as such an approach is increasingly becoming 'maladaptive to the environment' (p. 2). Ramsay and Scholarios (1999) endorsed this viewpoint by suggesting that the fixed gaze of psychometrics was limited as the psychometric approach to assessment assumes a universal agreement on organisational performance criterion whereby the aim is to align an individual's potential.

As early as 1976, the relevance and impact of organisational research was criticised when Argyris argued that IWO Psychology is oblivious to the environment and its impact on people and organisations and this could only be addressed by adopting qualitative methods to enrich understanding. In 2000, Symon, Cassell and Dickson challenged the strictly positivist and quantitative approach dominating the IWO Psychology landscape, suggesting that a limited research approach impedes practical applications. Drenth and Heller (2004) later highlighted the limitations of the traditional quantitative approach to research and practice of the field, and as a way forward, suggested that an extension of methods, a broadening of the type of problems to be addressed and a stronger integration with associated disciplines are needed to ensure the usefulness and application of future IWO Psychology. Similarly, Rousseau (1997) suggested that new employment relations bring new meanings to old dependent variables, as there are new distinctions among core, peripheral and contingent workers. This in turn has created a need to re-examine the issue of a pure positivistic stance as sole quantitative techniques reduce our ability to accurately measure constructs as well as define emerging behaviours relevant to today's workplace (Hough & Oswald, 2000; Johnson, Beuhring, Cassel & Symon, 2006).

Secondly, a key aim of IWO Psychology is to influence practice. For this influence to be effective, it needs to be perceived as relevant by key organisational stakeholders. Drenth and Heller (2004) and later Cascio and Aguinis (2008) disputed the relevance of the discipline as our attempts to define, investigate and to manage problems are not integrated enough. They further argued that fragmented detailed laboratory studies make little contribution to understanding the intricate and multifaceted realities that the decision-maker faces. Consequently, the lone positivist research paradigm obstructs the ability of IWO Psychologists to influence practice and promote knowledge in modern organisations faced with dynamic ways of working, advanced forms of managing information and the impact of external factors on day to day processes. For example, it has been suggested that a consequence of globalisation has been an incursion of diversity and cross-cultural related issues never before experienced by organisations (Ely & Thomas, 2001). This has created a need to re-assess previous stipulated positions on individual and group differences, definition of competencies and manifestations of work-based behaviours and interactions. Culture, within the context of research,

can therefore provide much insight into the conceptualisation and exhibition of competencies and understanding of different approaches to addressing the lack of integration between research and practice. Baba (1995) posited that in order to be able to predict the transference of practice from one culture to another, research practice must move away from the traditional organisational structure and embrace managerial and philosophical differences in business practice. He proposed that cross-cultural research paves the way for multiple levels of analysis as one can obtain an understanding of political, economic and social implications. It is, therefore, faulty for us to assume that such multifarious group differences and work-orientations can be sufficiently captured with quantitative approaches alone.

In light of this documented discrepancy between research and practice, Anderson, Herriot and Hodgkinson (2001) concluded that traditional IWO Psychology research promotes divergence in the academic and practitioner wings of the discipline. They argued that this divergence will likely result in irrelevant theory as well as invalid practice. For them, four distinct types of research influence findings in the discipline (See Table 1.2). First, **Popularist Science** is characterised by high practical relevance and low scientific robustness. Research of this nature tend to emphasise popular topics such as 'emotional intelligence' while providing little validity evidence. **Pragmatic Science** on the other hand, is defined by both high levels of practical relevance and methodological rigor. This approach to research is championed by the authors as the hallmark of investigations in the discipline as it fosters long term theoretical development supported by valid research evidence. The third category, **Pedantic Science**, consists of studies that are methodologically precise and theoretically sound but lack contributions to practice. Fourthly, **Puerile Science** encapsulates studies driven by weak research methods and limited practical relevance.

Based on this typology and the criticisms made in subject reviews, traditional IWO Psychology research can be categorised as pedantic in relation to its impact on modern organisational practices. Aguinis and Pierce (2008) suggested one key reason for this lack of integration between research and practice rests on organisational decision-makers' perception of academic research as abstract, rather than practical, useful and applicable to their jobs and needs. If one were to examine these arguments through philosophical lens, it could be argued that complex, 21st century work behaviours now present an epistemological quandary of measurement and probability. On one hand, an absence of measurability implies weakness of statistical techniques (Taleb, 2005) thereby limiting our ability to establish relationships and predictable methods. While on the other hand, an absence of measurability paves the way for knowledge discovery, utilisation of inter- and intra-disciplinary research methodologies and analytical techniques, thereby encouraging a broader understanding of the interplay of factors in the workplace. These criticisms suggest that approaches with

underpinnings of complete variable manipulation and control within static environmental settings: a) limit our ability to understand the effects of changes to the structure and nature of work; b) are insufficient to capture the dynamism of modern competencies and their associated behavioural indicators thereby restricting our ability to create models to predict future work-based behaviour; and c) jeopardise the validity and viability of the discipline as a whole as there is a lack of integration between practice and research outputs. In light of this, one could even go a step further to argue that adherence to a true positivist approach impugns the very foundations of epistemology and the advancement of knowledge and truth.

Table 1.2: Types of research in IWO Psychology identified by Anderson, Herriot and Hodgkinson (2001).

		Low	High
<p>“Cut-point” Indicators</p> <ol style="list-style-type: none"> The study adds to knowledge with appropriate design rigor The study is grounded upon relevant theory and past empirical findings “So what next” (for reason) questions are adequately addressed Selection researchers find the study valuable 	High	<p>Popularist Science</p> <ul style="list-style-type: none"> Research into current issues of practical import in selection but which lacks scientific rigor “Popularist” findings and in the longer- term beliefs emerge with dubious evidential bases Worst manifested as “junk science” and as such may actively mislead selection practices in organisation Examples- in house “validations” of proprietary measures of ungrounded but psychometric constructs. <p>1</p>	<p>Pragmatic Science</p> <ul style="list-style-type: none"> Research into current issues of practical import grounded upon methodologically rigorous designs Appropriate blend of theory and empiricism present in individual studies Implications for practice and generalizability of findings considered in depth Positive (eg. Salgado & Anderson, 2000) or negative (eg. Sackett & Klimoski, 1984) findings published regardless Examples meta-analyses of selection method operational validity, cultural differences in selection method use, adverse impact studies, etc. <p>2</p>
		<p>“Cut-point” Indicators</p> <ol style="list-style-type: none"> The study adds to knowledge with practical implications. The study is grounded upon current issues in HRM/selection “So what” questions are adequately addressed Selection practitioners find the study valuable 	Low

Adapted from Anderson, Herriot & Hodgkinson (2001) pg, 394

1.2.2.b Limited Modes of Performance Assessment

In contrast to the predictable nature of the jobs of yesteryear, the multifaceted and transnational nature of modern jobs has given rise to an emphasis on *process*. As a result, person-job fit is no longer sufficient to solely determine job success. Rather, an assessment of person-team (P-T) and person-organisation (P-O) fit is mandatory to accurately predict job performance as organisations now need to assess the cultural and social fits between employees and work environments (Herriot & Anderson, 1997). Cascio and Aguinis (2008) championed the practical relevance of the measurement of multiple outcomes in order to narrow the practitioner-researcher divide endemic to IWO Psychology. Herriot and Anderson (1997) have also emphasised the need for a paradigmatic 'wake-up call' within selection research and have even suggested that the dominant Objectivist paradigm is 'curtailing selection psychologists' responses to organisational changes by emphasising such limited modes of performance assessment.

However, arguments endorsing multiple modes of assessment, due in large part to the unpredictable nature of modern organisations, have been made from as early as the 1980s. Pondy (1982) for example, proposed that ongoing changes and the emergence of many unknown variables within organisations are likely to complicate objectives, functions and systems thereby compounding ambiguity of information. March and Sutton (1997) suggested that variations in cognitions will increase given ambiguity facing many organisations, which by extension complicates any decision task. This they contend elucidates the need for multiple modes of assessment. While Schneider (1987) and later Schneider and Bowen (1994) concluded that a decision-model based on isolated candidate criteria may only be sufficient for selection in jobs with easily identifiable performance indicators. However, such a model loses relevance for interactive and dynamic jobs based on shifting demands (de Wolff, 1993).

With the evolution of the structure and function of organisations, adherence to a strict psychometric approach to the measurement of work-based phenomena has been criticised for being too reductionist as relationships between multiple measures of performance now need to be rigorously observed (Meyer & Gupta, 1994). Similarly, Schmitt, Pulakos, Nason and Whitney (1996) argued that a better understanding of unreliable criterion variance is needed to examine biases in construct measurement with James, Demaree, Muliak and Ladd (1992), proposing that criterion range restriction or enhancement may be a legitimate phenomenon affecting today's organisation, and not just a statistical artefact. As such, the measurement of performance as a unidimensional, unrelated construct limits our ability to understand realistic organisational behaviours, examine the process of individual decisions and find explanations for the lack of integration between research evidence and practice. In addition, with modern organisations being increasingly complex, there is a greater need

for multiple-levels of analysis with both a macro and micro concentration (Anderson and Herriot, 1997). As a consequence of these changes, Rousseau (1997) proposed that new employment relations bring new meanings to old dependent variables, as there are new distinctions among core, peripheral and contingent workers. This has created a need to re-examine the issue of a pure positivistic stance.

Certainly, the advancement of technology in the workplace, the changing nature of work, labour shortages and globalisation have brought with them an ongoing evolution of skills in demand and allied difficulties with assessment (Cascio, 1995). Therefore, approaches with underpinnings of complete variable manipulation and control within static environmental settings are not sufficient to capture the dynamism of competences and their associated behavioural indicators. In their review of developments in personnel selection, Sackett and Lievens (2008) identified an improved understanding of the criterion domain and criterion measurement, clearer understanding of new predictor methods, constructs and the relationship between predictors and criteria, and improved identification of features that moderate or mediate predictor-criterion relationships as crucial steps necessary to improve selection. As a way forward, proposed strategies they highlighted were: the measurement of old constructs with new methods; improving the measurement of constructs underlying selection methods particularly those related to social phenomena that may influence individual differences; increasing the context of existing selection procedures to facilitate conceptualisation of predictors outside of the traditional continuum framework; and ensuring more systematic management of assessment conditions to reduce response distortion and improving structure.

1.2.2.c Dominance of North American Research

A third key limitation of the traditional selection approach relates to the dominance of North American selection research as evidenced by US-based authorship dominating key publication journals such as *Journal of Applied Psychology* and *Personnel Psychology* (Cascio & Aguinis, 2008). Hough and Oswald (2000) asserted that the veracity of culturally transferred selection findings is questionable as validities of selection techniques may not generalize to international sites as different criterion may be socially constructed and have distinct behavioural indicators. Similar opinions were expressed by Easterby-Smith, Malina and Yuan (1995), Lawler, Jain, Ratnam and Atmiyanandana, (1995) and Von Glinow, Drost and Teagarden, (2002) who all concluded that a misfit between selection theoretical approaches and cultural orientations to work result in impracticable suggestions. Research by Schuler (1993) and later Ryan, McFarland, Baron and Page (1999), have found evidence which supports cultural variability in selection practice while evidence on cultural variability in applicant behaviours remain inconclusive (Moscoso & Salgado, 2004; Schinkel, van Dierendonck & Anderson, 2004; Steiner & Gilliland, 1996). For Ryan et al (1999), a

survey of 300 organisations (manufacturing, finance, health care, services and retail) in 20 countries revealed a modest portion of variance in staffing practices can be explained by cultural differences across nations. Based on these findings, the authors argued that attempts to implement standardized selection worldwide practices may prove difficult beyond the known problems of establishing test equivalence and adaptability of interview materials.

Secondly, from a consortium of ten countries and geographical regions, research evidence points to the role of culture in both the convergence and divergence of key HR functions including selection (Von Glinow, Drost & Teagarden, 2002). For factors influencing hiring decisions, similarities between Australia and Canada were attributed to a Commonwealth heritage while a Confucian culture was noted to influence similarities in Japan, South Korea and Taiwan. Despite its conceptual relevance however, conclusions drawn from this large scale survey were based on comparisons of mean ratings of factors influencing current and future hiring decisions from HR managers predominantly in the manufacturing sector.

Additional evidence of the role culture plays in the variability in work practices can be found from the seminal GLOBE project (House, Javidan, Hanges & Dorfman, 2002) and Hofstede's studies (1980; 1991). From findings from 60 countries, House et al (2002) developed a conceptual model emphasising the role of culture in national differences in leadership and expectations of leadership behaviours. Their proposed interactionist perspective highlighted: a) the influence of societal cultural values and practices on organisational culture, practices and leadership behaviours; b) societal cultural and organisational characteristics influence the process by which people share implicit theories on leadership; c) strategic organisational characteristics (size, technology, environment) affect organisational culture and practices and d) relationships between strategic organisational characteristics, organisational culture and practices is moderated by cultural forces. By substituting personnel selection decisions for leadership behaviours, this model can readily be adapted to research examining the role of culture in selection decisions and empirical investigations aimed at identifying alternate conceptualisations of 'scientific' selection practice.

Hofstede (1980), using research from 74 countries, proffered a systems approach to cultural research by emphasising that all elements contained within a system should be eligible for analysis as elements within the national, individual, group, or organisational levels are relevant. Hofstede (1980) argued that cultural and organisational practices varied based on: a) **Power Distance Index (PDI)** - the extent to which the less powerful members of organisations and institutions, like the family, accept and expect that power is distributed unequally; b) **Individualism and Collectivism (IDV)** - the degree to which individuals are integrated into groups; c) **Masculinity (MAS)** - the distribution

of roles between the genders to which people in a society put different emphasis on work goals and assertiveness as opposed to personal goals; and d) **Uncertainty Avoidance Index (UAI)** – a society's tolerance for uncertainty and ambiguity. Despite critiques of Hofstede's work (Sondergaard, 1994; Smith, Dugan & Trompenaars, 1996), there is evidence supporting the proposed dimensions. For example, utilising Hofstede's framework, Baba (1996) and later Sui Pheng and Yuquan (2002), found cultural differences in traditional organisational structures, managerial differences and differences in employment and psychological contracts. They identified cultural differences in risk management, while Ngowi (1997) proposed cultural differences in organisational and team orientation to innovate.

Thirdly, culture may also play a role at the applicant level as research on the impact of selection methods on job applicants remains inconclusive. In recent studies, Bertolino and Steiner (2007) found Italian students had positive reactions to work sample tests, resumes and written ability tests. Nikolaou and Judge (2007) found Greek students had more positive reactions to psychometric tests than employees. Moscoso and Salgado (2004) found Spanish and Portuguese applicants rated interviews, resumes and work sample tests most favourably while Anderson and Witvliet (2007) found interviews, work sample tests and resumes were most popular among Dutch candidates. Similarly, research identifying the negative impact of specific measures on the likelihood of a candidate applying may also play a role in an organisation's decision to adopt specific techniques (Barber & Roehling, 1993). Intelligence tests, for example, have been found to be too abstract and create apprehension in candidates (Steiner & Gilliland, 1996); irrelevant to the job (Salgado & Anderson, 2002) and unfair to certain ethnic groups (Chan, Schmitt & DeShon; 1997; Outtz, 2002; Steele & Aronson, 1995). Conversely, work sample tests are perceived as fair by applicants (Callinan & Robertson, 2002) and create less adverse impact for ethnic minorities while promoting applicant self-selection (Schmitt & Mills, 2001).

As a result of such variability in findings, research in the field has been criticised for the under-representation of cultural work orientations, expectations and beliefs resulting in a misfit between selection technique decisions and country and organisational requirements (Aycan, Kanungo, Mendonca, Yu, Deller, Stahl, & Kurshid, 2000; Easterby-Smith, Malina & Yuan, 1995) with limited or virtually no research in Latin America, the Caribbean and Africa. Additionally, with findings indicating cultural variability in selection practice at both the organisational and applicant levels, there is the suggestion that the very notion of scientific selection practice being strictly defined in relation to criterion validity evidence may not extend across cultures. Hsu and Leat (2000) for example, challenged the use of traditional Human Resource Management (HRM) models when applied to emerging economies and as a way forward suggested modifications of established theories to improve practical significance and research robustness. If varying cultures perceive similar skills

differently (Aycan, et al 2000; Easterby-Smith, Malina & Yuan, 1995), and use of selection techniques are measured along socially-constructed criteria (Hough & Oswald, 2000; Hsu & Leat, 2000; Huo, Huang & Napier, 2002), then organisational perceptions of selection technique validity and factors influencing selection practice may also be socially determined.

With identified changes in work behaviours, organisational structures and skills measurement, external and cultural factors therefore have an impact on future personnel selection research. Rousseau (1997) argued that the shift in work paradigm, from industrial to knowledge-oriented, has changed the very meaning of organisations to encompass a more process-oriented framework as evidenced by increased attention to social psychological group-level phenomena such as social networks, managerial cognition, and information processing. She further maintains that the shift to more flexible ways of working introduces new components to existing organisational research topics while giving new meaning to established concepts. As a consequence future research efforts will need to be addressed with a broader domain of theoretical frameworks, multiple criteria measures and more fluid concepts. The remedy to these problems Boudreau, Sturman and Judge (1994) assert, is the future investigation of organisational, managerial and candidate actual decisions during the selection process.

1.2.2.d Challenges to Personnel Selection Research

Anderson and Herriot (1997) Anderson, Lievens, van Dam and Ryan (2004) proposed five key areas incremental to the trajectory of future selection research. These areas represent deficits in the selection literature stemming from micro-level analyses, utilisation of unitary criteria, dominance of North American theoretical slants, scientific segregation of process and outcome, and the underlying presumption that research and practice are discrete considerations. Firstly, they identified **Selecting for Change** which focuses on changes in organisational work behaviours resulting from external global factors, changing work behaviours and organisational structures that influence a shift from a stable, uni-level criterion space to a changeable, multi-level criterion space. As a consequence, future research is challenged by newly created jobs (Nicholson & West, 1988), emerging forms of psychological contracts (Rousseau, 1998), emerging competencies and knowledge, skills and attitudes (Keep & Mayhew, 1999; Payne, 2000), team-based working (Herriot & Anderson, 1997; Lievens, van Dam & Anderson, 2002), thereby creating a need for future-oriented job analyses. Secondly, **International Generalizability of Research Findings** address findings from meta-analytical studies that have provided evidence for cultural variability across selection practice and outcomes (Salgado & Anderson, 2002; Salgado, Anderson, Moscoso, Berta and de Fruyt, 2003). Herriot and Anderson (1997) and later Newell and Tansley (2001) proposed that establishing international generalizability of research findings will be challenging as differences in culture, socio-

economics, HRM practices and recruitment and appraisal were potential moderators of selection systems. For Herriot and Anderson (1997): a) **Universal Generalizability** occurs when the magnitude of effect sizes hold true across all countries, with cultural moderators and mediators being inconsequential; b) **Restricted Generalizability** occurs when the direction and magnitude of effect sizes hold true across countries within specific geographic boundaries; c) **Moderated Generalizability** occurs when moderated effects hold true across industries, organisations and other job families within a country; d) **Country Specificity** effects are specific and generalizable to a single country with international comparisons of effect sizes produce random, inconsistent and divergent findings either in direction or magnitude; and e) **Organisational Specificity** effects hold true for a specific organisation only either across countries, in the case of multi-national corporations, or within a single country but do not generalize to other organisations.

The third challenge identified was **Multi-level Selection**, which addresses the need to measure multiple levels of fit in light of fluidity of skills and organisational demands. Whereas the classic model of selection focuses solely on person-job fit as the job is predictable and clearly specified. However, person-team and person-organisation fit are more multi-faceted, chaotic and subject to construal differences. Anderson, Lievens, van Dem & Ryan (2003), further emphasised the impact of interaction effects as fit across the three domains can be complimentary, contradictory or neutral. Fourthly, **Applicant Decision-making in Selection Processes** highlights the importance of the role of the applicant in selection outcomes. According to Herriot and Anderson (1997) only an estimated 1% of research have examined applicant decision-making. They emphasise this is a particularly noticeable imbalance given that both selectors and assessors reach outcome decisions. They contend that selection processes always involve bilateral decisions regardless of the labour market and as such selection methods act as 'affectors' not merely predictors of performance (Anderson & Ostroff, 1997). As a way forward, they encouraged future research to validate proposed models of applicant behaviours and reactions such as those by Rynes (1993), Schuler (1993), Iles and Robertson (1997) and Ryan and Ployhart (2000). While, for the final challenge (**Construct Validity and Adverse Impact**), Herriot and Anderson (1997) surmise that theoretically-driven construct validation has tended to take second place to pragmatically-driven research issues. This has had an apparent impact on establishing criterion-related validity, the pervasive disjuncture between theory and practice, and the lack of understanding of the 'whys' of predictor efficacy.

1.3 The Subjectivist-Social Approach

In view of the failure of the strict psychometric approach to develop clearly articulated and scientifically robust models of organisational and individual selection behaviours across cultures, the subjectivist-social approach has been proffered. Writings in the social psychological tradition, for example, conceive of selection as having similar underpinnings to socialisation whereby both aim to identify and integrate effective employees (Anderson, 2001; Anderson & Ostroff, 1997; Herriot, 1989). Selection as a social process has therefore been suggested as a complementary approach to the traditional Objectivist view (Anderson & Ostroff 1997; Anderson et al 2004; Derous & DeWitte 2001; Herriot & Anderson 1997).

One argument for this position rests on Social Identity Theory (Tajfel & Turner 1986), which argues that people tend to classify themselves and others into social categories that are defined by prototypical characteristics abstracted from members. Simply, we are attracted to those who are most like us. Organisational culture, commitment, person-team (P-T) fit and person-organisation (P-O) fit, rest heavily on this classification (Ashforth & Mael, 1989). This approach to selection not only sees organisations selecting applicants, but applicants selecting the organisation that has congruent values, beliefs, work-orientations and goals (Schneider 1987), all of which are integral components of culture. There is a distinct bi-directional aspect to the selection process not previously addressed with the objectivist approach. This in turn represents a more accurate reflection of reality.

Two variants of this perspective are apparent. The first is to be found in the individual emphasis on the social process as prescribed by Anderson (2001). He argued that the social process of selection is evident by way of its impact on individuals as: a) all selection methods have socialisation impact; b) the degree of impact varies; c) significant individual differences exist between applicants' perceptions of the impact of methods; and d) there is sub-group variability in impact on applicants (Gilliland, 1995; Iles & Robertson, 1997; Murphy, 1986; Ployhart & Ryan, 1998; Robertson, Iles, Gratton & Sharpley, 1991; Rynes, 1993; and Wanous, Poland, Premack & Davis, 1992). However, Cooper-Thomas and Anderson (2005) later presented an organisational viewpoint of the 'selection as socialisation' perspective by characterising organisational socialisation as the process by which a new employee is accepted from outsider to 'integrated and effective insider' and occurs once and organisational boundary has been crossed. Organisational socialisation, they argued may result in the emergence of new or developed employee knowledge, skills, attitudes and other abilities (KSAO's). The authors championed future research to adopt this stream of thinking with the suggestion that there could be negative outcomes of organisations not socialising employees

(Wanous & Collela, 1989) and socialisation being particularly important in capitalising on social processes and meeting individual expectations (Anderson & Ostroff, 1997).

The second variant of the social psychological approach is to be found within Herriot's (2002) conceptualisation of selection as an integrative process whereby both the function and perception of the self play a key role in the identity established with a group (organisation or team) as selection is classified as: a) a two-way interactive and inter-subjective process unlike the singular perspective inherent in the objectivist-psychometric tradition; b) the first episode in the employment relationship rather than the hurdle which facilitates the socialisation process; and c) a relationship from which either party may withdraw. This, too, captures important elements inherent in the understanding of culture while emphasising the pertinence of examining factors influencing selection decisions at both the individual and organisational levels.

Despite its strengths however, a key criticism of the social psychological orientation within personnel selection is the lack of research embracing such a perspective (Anderson, 2001; Anderson & Ostroff, 1997; Herriot, 1989; 2002), with limited previous research slanted towards demonstrating the negative impact of social processes on objective decision-making (Dipboye & Wiley, 1977). Although this approach successfully accounts for the social, no consideration has been given to the filtering of these attitudes and perceptions through cognitive processes which result in measurable behavioural outcomes. In addition, both variants of this approach contain remnants of the psychometric paradigm with the underlying assumption that components relating to the social are discrete, easily observable, operate in isolation and therefore easily measured.

This by no means implies the objectivist approach is obsolete, but that alternative perspectives must be considered in order to sufficiently capture true representations of modern work-based behaviours and selection processes. Secondly, although research on personnel selection techniques is extensive (Anderson, 1998; Dunnette, 1995; Salgado et al, 2003; Schmidt et al, 1992; Smith & Robertson, 2001), there is a general disinterest in practical relevance in favour of scientific objectivity. In order for this disinterest to be addressed, research needs to adopt perspectives that are perceived by decision-makers as relevant to their jobs and needs. Thirdly, criterion-based models have often resulted in much variance that has previously been unaccounted for or attributed to error that may be explained by either alternate theoretical or methodological approaches. This, therefore, makes an inclusion of culture to the understanding of selection decisions important in order to encourage a more aligned fit between current selection research outputs and practice as well as more robust explanations for cross cultural divergence of selection behaviours.

With documented limitations of the psychometric approach and its emphasis on performance as the key criterion, and a lack of utilisation of the subjectivist perspective among researchers, the challenge is to identify theoretical and methodological approaches that promote the rigor of science whilst increasing the relevance of findings. To this end, the next section presents alternate approaches to capturing selection experience and re-conceptualises personnel selection as a decision-making task influenced by variables internal and external to a specified unit of analysis (the organisation or individual). In so doing, this approach emphasises the importance of variables that may influence a decision-maker's choice regarding a targeted selection outcome (for example use of higher criterion-based methods or selecting for person-job fit) rather than strictly focusing on a decision-maker's knowledge or utilisation of a targeted outcome.

“Unfortunately, there are concerns with effective implementation of the scientist-practitioner model because there is a serious disconnect between the knowledge that academics are producing and the knowledge that practitioners are consuming”

(Cascio & Aguinis, 2008, p. 1062)

1.4 Personnel Selection as Decision-making

At its crux, employee selection is the science of good decision-making, choosing the best method, the best indicator of performance and the best candidate for a job. Yet, despite this construct and procedural similarity, empirical work on decision-making in personnel selection is lacking (Hodgkinson, 2003; Imus & Ryan, 2005). Research on selection techniques has been prolific with studies examining the criterion validity of techniques (Borman, Hanson & Hedge, 1997; Breaugh & Starke, 2000; Robertson & Smith, 2001; Schmidt & Hunter, 1998), their associated utility and social artefacts (Hough & Oswald, 2000; Schuler, 1993; Shuler, Farr & Smith, 1993), and taxonomic and measurement-related issues (Salgado, Viswesvaran & Ones, 2001; Schmidt, Ones & Hunter, 1992). However, despite much attention in this domain there is limited research on how organisations make decisions regarding the use of selection approaches (Born & Scholarios, 2005; Ones, Viswesvaran & Dilchert, 2005; Ramsay & Scholarios, 1999; Schmitt & Chan, 1998). Against this backdrop, the following section examines personnel selection as a decision-making activity and presents theoretical approaches that encapsulate this framework.

1.4.1 Organisational and Selector Decision-making in Personnel Selection

In conceptualising personnel selection as a decision-making activity, the cognitive psychology literature can be used to identify theoretical frameworks underpinning the decision-making process. Theoretical frameworks within the decision-making literature have traditionally been split along two distinct arms - normative versus descriptive, with the former emphasising a rational and structured approach to making decisions (utility theory) and the latter detailing how complex decisions are

made in realistic settings (bounded rationality). Utility theory is a normative approach to decision-making and is predicated on the principle of how decisions *ought* to be made. Normative approaches adopt a rational framework whereby decisions are viewed as choices between alternatives made by an informed and rational decision-maker who utilises implicit tradeoffs to make a decision (Hsee, Lowenstein, Blount & Bazerman, 1999; Plous, 1993). As a result of the underlying principle of rationality, three key limitations of the application of utility theory within organisations have been identified.

Firstly, there is the assumption that within organisational contexts decisions are explicit, specified and job relevant with the decision-maker possessing all relevant candidate information, (Boudreau, 1988; Judge & Ferris, 1994; and Plous, 1993). This assumption subsequently results in incomplete representations of how organisational and individual decisions are made (Corner, Kinicki & Keats, 1994). Despite this, strengths of utility analysis have been espoused particularly in relation to practice and theory linkages. Boudreau (1988) for example, contended that use of the utility framework potentially enhances links between theories and findings of IWO Psychology research and decisions of managers. Conversely, Herriot and Anderson (1997) argued that use of utility theory within the assessment spectrum has traditionally been aimed at emphasising the benefits of organisations adopting more reliable and valid selection techniques. As a result, some IWO Psychologists are preoccupied with formulaic expressions and deductions of utility analysis which subsequently produces 'pedantic' research, rendering scientific inquiry into the use of selection techniques useless. However, in rebuttal Boudreau (2001) and later Boudreau and Ramstad (2001) and Rowold and Mönninghoff (2005) contended that a utility analysis framework provides a new direction for integration between science and IWO Psychology in the understanding of HR decisions of managers.

Secondly, applications of utility theory to organisational contexts are limited in relation to the measurement of realistic work-based criteria. Rohan (1972) argued that utility analysis was crippled in its inability to equate investment in people with their competence, while Rhode and Lawler (1973) asserted that employees do not qualify as assets because they are not normally bought and sold. In a study of 143 managers, Latham and Whyte (1994) found applications of utility theory reduced managerial support for implementing a valid selection procedure and warned industrial organisational psychologists against utilising this approach when making human resource policy decisions. Judge and Ferris (1992) also criticised the use of utility analysis in organisations as the approach assumes managers rely on rational analyses in the management of organisations whereas in reality, decisions are often influenced by political variables based around the notion of a candidate's fit with an organisation or role. Similarly, research by Mintzberg (1989) found that formal techniques

of planning and analysis have little effect on managerial decision-making thereby rendering the assumption of complete knowledge of variables influencing a decision useless. Walsh (1995) added to the debate by noting that there was a growing concern that top-down information processing can limit a decision-maker's ability to understand their environment and compromise the quality of their choices. These findings suggest that the assumption of predictability inherent in utility analysis mirrors those found in the objectivist-psychometric research orientation and as a consequence the value of the utility approach to organisational research is questionable.

Thirdly, Lyle and Thomas (1988) critiqued the validity of organisational decisions generated through utility analysis by contending that such a framework does not necessarily improve an organisation's ability to anticipate, understand or formulate problems as social psychological factors like power, team-work and credibility are generally ignored or under-valued. Mason and Mitroff (1981) and later Stubbart (1989), rejected the use of the utility approach in organisations, citing that the managerial cognition literature assumed decision-makers are 'information processors' with infinite amounts of time, information processing and absorption skills. They concluded that as environmental complexity and ambiguity were the most fundamental challenges facing managers, a rational approach was unable to capture accurate organisational decision-making. Hoopes (2003) for example, suggested that too much choice in industry specific factors and attention-constrained agents force firms to focus their attention on nearby competition. While Thorngate (1988), based on a study of senior manager recruitment at IBM, contended that a constraint on choice results in selection being influenced by a peripheral characteristic as candidates have similar ability levels based on identified job criteria. As a way forward, it has been suggested that models emphasising the role of multiple variables and the ambiguity of information analogous to organisations can assist decision-makers in overcoming drawbacks of rationality by providing a simplified, structured framework whereby a number of options may be considered (Dyer, Fishburn, Steuer, Wallenous & Zionts, 1992; Ha & Haddawy, 1997; Huber, 1974).

1.4.1.a Judge and Ferris' (1992) model of Selection Decision-making

In proposing a fit-based approach to employee selection decision-making, Judge and Ferris (1992) contended that the rational approach to selection decision-making is restricted by assumptions of clearly defined, specified and job relevant criteria as well as limited consideration of external environmental factors impacting the process. As a result, they proposed a model that combined the rational and political approaches to selection decision-making and argued that applicant similarity in goals and values should result in higher ratings of candidate suitability. They posited that "the quantity and quality of external hires (in flows) affect performance evaluations, promotions and developmental mobility of employees (through flows) as well as the desirability and necessity of

terminating existing employees” (p. 219). For them, the most important factor influencing decision-makers’ judgements was the perception of applicant fit. As shown in Figure 1.1, the staffing decision-maker context, decision criteria and systems of accountability combined with external environmental influences and internal organisational influences and philosophies, all have an impact on the three key components of staffing decisions.

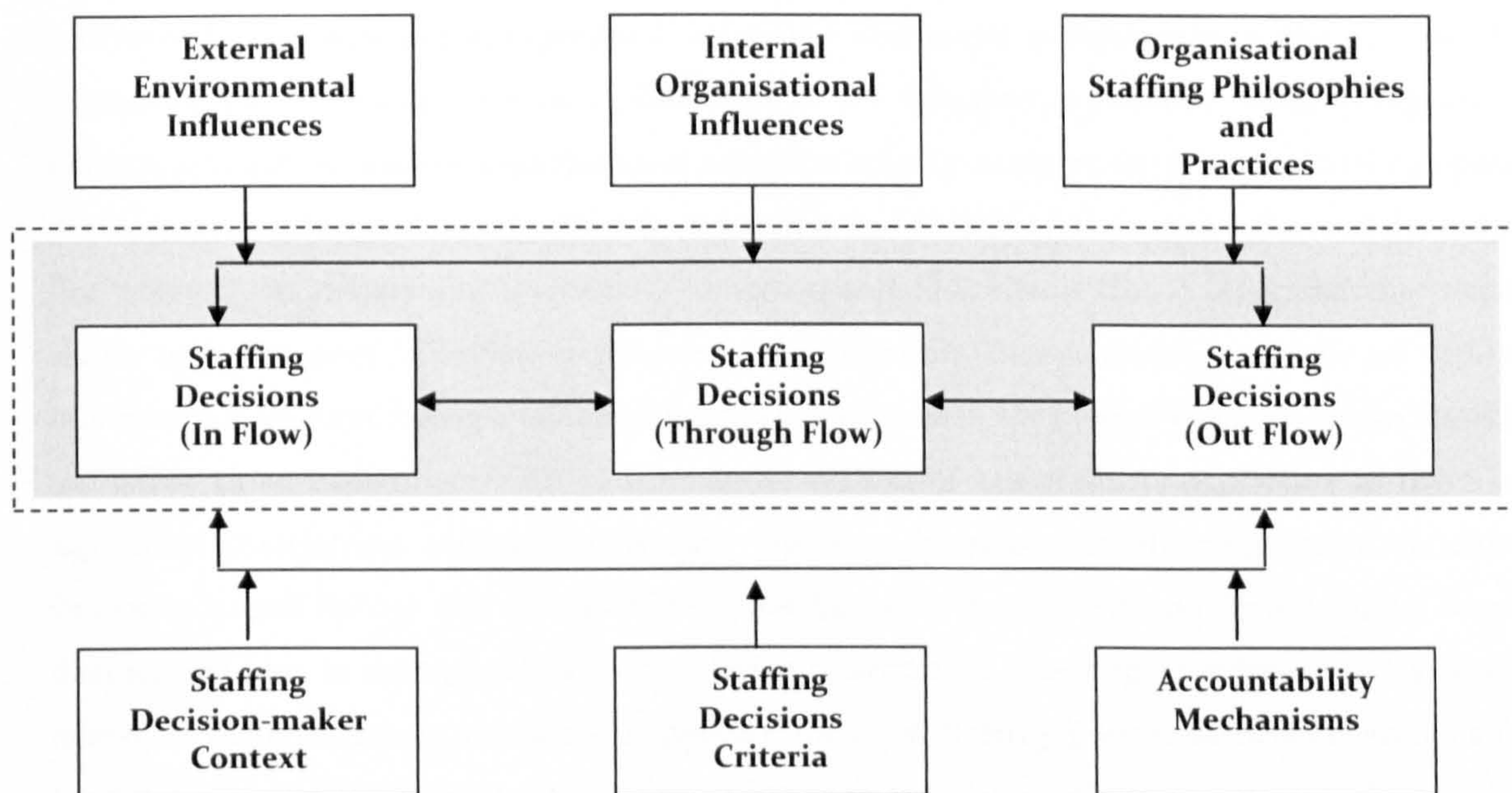


Figure 1.1: Judge and Ferris’ (1992) model of selection decision-making

Despite inclusion of key internal and external factors influencing selection decisions, the theory inherently assumes that selection decisions are predominantly driven by selector perceptions of applicant fit irrespective of the weight each factor carries. As a result it is estimated that selection decision-making will either be rationally or politically derived. However, given the literature on heuristics and flaws in information processing, perceptions of fit may be based on inconsistencies in the way people experience information and perceive the environment (Hambrick & Snow, 1977). Secondly, while notions of candidate similarity in goals and values have also been previously articulated (Schneider, 1987), the theory does not make mention of the selection of candidates based on potential ability as is generally discussed in commentaries about the psychometric tradition thereby restricting conclusions that may be made about the model’s transferability to the measurement of frequently cited performance criteria. In addition, while organisational staffing policies may be known variables, external environmental influences and their associated effects are unpredictable. Decision-makers may therefore be driven by this uncertainty and as a consequence may adhere to a more adaptive or decisive approach (Mason & Mitroff, 1981). Finally, if the quality and quantity of the labour pool are key in-flows of staffing decisions, this may result in a tyranny of

choice that is manifested in avoidance decision-making. This inadvertently gives the illusion of selection based upon fit as decision-makers attempt to maintain the status quo as new problems are viewed as indicators of managerial incompetence (Janis & Mann, 1977).

1.4.1.b Ramsey and Scholarios' (1999) model of Selection Decision-making

Ramsey and Scholarios (1999) presented a similar approach to the analysis of selection decision processes by emphasising interpersonal, relational and social components of the process. They contended that micro and macro explanations of the selection experience better encapsulates a realistic account of modern organisational selection activity. Support for this relational component of selection decision-making has come from a number of studies on the social aspects of the process. For example, in researching interviews, Anderson and Shackleton (1990) identified the range of errors in interviewer information processing, as assessors demonstrated a variety of errors in impression formation. Using a modified Brunswik lens model, they found evidence of the 'similar to me effect' in an experiment with 38 interviewer ratings of 330 graduate applicants as there were significant correlations between interviewer outcome decisions and their ratings of candidates' similarity to self ($r=.05$) and ratings of personal liking ($r=.64$). Singer and Sewell (1989), found a distinct age bias in managerial decisions. Using a simulated selection exercise, findings revealed managers preferred hiring a young job applicant for a low status job while students favoured an old candidate for the high-status job. However, findings for biases of other applicant characteristics (gender, appearance, ethnicity) have been inconclusive. Schmitt (1976) reviewed the literature on factors influencing selector decisions in interviews and cited examples of attitude and racial similarities (Rand & Wexley, 1975), gender similarity (Cohen & Bunker, 1975), interviewer experience and type of information (Carlson, 1967). Marlowe, Schneider & Nelson (1996) examined biases among managers in a financial institution and found more favourable ratings for more attractive candidates with less attractive female candidates rated least favourably regardless of the managerial experience of the selector. However, research by Connor, Walsh, Litzelman and Alvarez (1978), found no support for biases in selector decision-making. Whereas, Wexley, Sanders and Yukl (1973) found evidence for contrast effects in interviewing and concluded that perceptions of a candidate were influenced by the quality of the preceding candidate.

Similar results have been obtained for assessment centres. Russell (1985) found assessor perceptions of candidate behaviours were primarily influenced by problem solving and interpersonal skills. They concluded that selector judgements do not coincide with assessment centre developers' assumptions of how assessors use information. Dewberry and Jordan (2006) found that assessment centre wash-ups undermine the validity of the selection process as selection decisions were influenced by selector biases and perceptions of selector power. Research by Anderson, Payne, Ferguson and Smith (1994)

revealed that assessors categorised information differently depending on the source of the data; used both observational and psychometric information in their decision-making; and utilised information in each source sparingly in their decision-making strategy. Gaugler and Rudolph (1992) also found contrast effects based on the quality of the group a candidate was assessed in as ratings of a candidate were influenced by variations in performance of other applicants.

1.4.1.c Born and Scholarios' (2005) model of Selection Decision-making

Born and Scholarios (2005) presented a perspective of selection decision-making that is conceptually different to that propounded by Judge and Ferris (1992). In conceptualising the employment process as a “system of sequential, independent decisions on what to do with one or more individuals” (p. 271), they contend that the major two decisions involved in the selection process are the initial screening of a candidate and the decision to accept or reject a candidate. In a three-stage process, they suggest that at the first stage of the process, decision-making concerns “the way assessors process information to rate applicants in the employment interview and the assessment centre” (p.272). It is at this stage that the influence of cognitive biases, contrast effects and cognitive load are prominent. As justification for stage one, the authors criticise previous research in the area for the continued dependence on decision-makers’ ability to recall candidate information despite evidence of poor validity (Stevenson, Busemeyer & Naylor, 1990), as well as the underutilisation of realistic methodologies and indices of screening decisions. The second stage addresses the use of mechanical or judgemental (clinical) approaches to making predictions. They found mechanical predictions based on combined objective data such as interview ratings and biographical data to be more predictive, as clinical predictions are prone to human errors (heuristics and illusory correlations). For stage two, a particular shortcoming of earlier research efforts identified is the emphasis placed on making a prediction with no accompanying focus on the process of choosing among several courses of action.

Finally, stage three explores the decision to accept or reject a candidate. The authors argue that though critical and contrary to the underpinnings of the psychometric approach, the accuracy of the prediction of which candidate will be the best performer in the job is not the only factor of importance. The percentage of candidates that are accepted, the base rate and the number of potentially successful applicants are also key considerations. As Figure 1.2 reveals, the model is depicted as a series of overlapping layers with the decision-maker, the organisational context and the broader environment. Selection decisions are therefore influenced by interactions between these layers. The model highlights the social process of decision-making and captures the choices of a range of parties involved in the process.

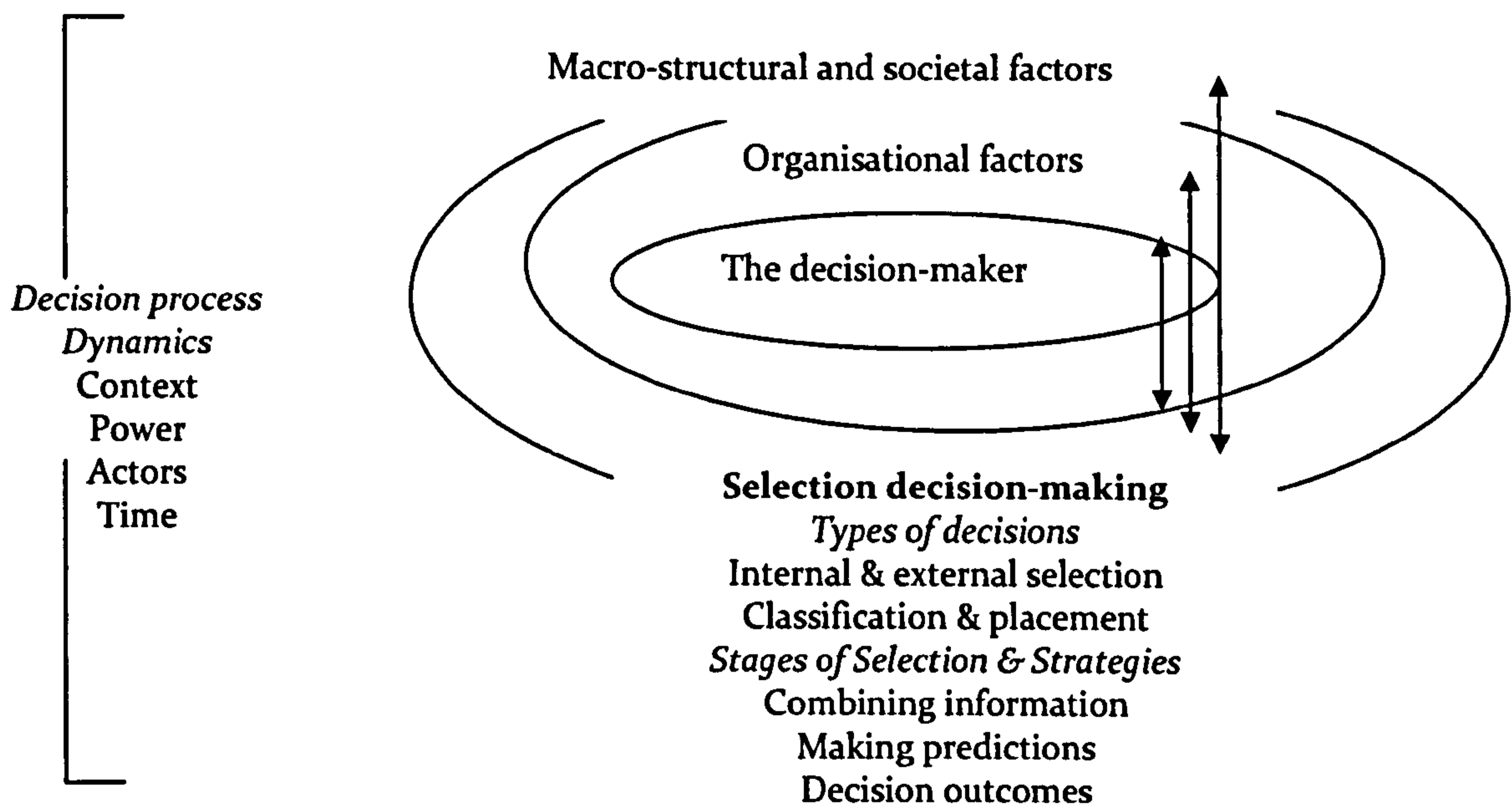


Figure 1.2: *Born and Scholarios' (2005) multi-level selection decision-making model*

The model contributes to the selection decision-making literature by; a) stressing the impact of individual cognitive and affective processes to complex decision-making; b) championing the relevance of a bounded rationality approach to organisational decision-making as decision-makers may not act in maximizing ways for the organisation; and c) identifying the influence of environmental and cultural factors on selection decisions. However, despite their recognition of the need to take a systematic approach to selection decision-making, their perspective is restricted by the assumption of direct interaction effects between external, organisational and individual factors and does not sufficiently discuss the main effect of each of the key variables on selection decisions. For example, the authors highlight legislation having an impact of fairness and equality statutes on selection approaches chosen by decision-makers. However, existing legislation and policy may also limit the quality and quantity of the candidate pool due to quota specifications, as is often the case of affirmative action practiced in the United States (Card & Krueger, 2004; Holzer & Neumark, 2000). Secondly the model, though valid, is inherently prescriptive as the connections between components and their influence on decision outcomes and making predictions lack clarity. Thirdly, the model, although it could, does not address the application of varying decision-making approaches within the same company based in different countries (i.e. different legislative, economic and political frameworks) while having the same functional objective. This, therefore, makes it difficult to determine the applicability of the model to organisations operating with a multinational focus or within a multicultural space.

1.4.1.d Theory of Planned Behaviour and Reasoned Action

A fourth socio-cognitive theory that can be applied to the personnel selection context is the Theory of Planned Behaviour (TPB) proposed by Ajzen and Fishbein (1980). TPB rests on the assumption that individuals are rational and make systematic use of information available to them. Extrapolated to occupational settings, researchers continue to assume that practitioners will make rational decisions to use higher criterion-based selection techniques (cognitive ability tests, assessment centres, personality tests, work sample tests, structured interviews, biodata and integrity tests) based on validity evidence provided, as an increasingly robust legislative framework and a more discerning applicant pool (Drenth & Heller, 2004). Unfortunately, with the exception of applicant job search behaviours (Caska, 1998; van Hooft, Born, Taris & van der Flier, 2004; Van Rhyn & Vinokur, 1992) and applicant attraction to organisations (Chapman et al, 2005; Hooft, Born, Taris & Van der Flier, 2006a;b), there has been limited application of TPB within personnel selection research particularly in identifying motivation of organisations to utilise higher criterion-based selection methods.

The TPB aims to predict and understand motivational influences on behaviour and identify how and where to target strategies for changing behaviour. The theory argues that the most important determinant of an individual's or group's behaviour, is *intent*. Whereby, intention to perform the behaviour is a combination of *attitudes* toward performing the behaviour and how significant others perceive the behaviour (*subjective norm*). Attitudes toward the behaviour include *behavioural beliefs*, *evaluations of behavioural outcomes*; *subjective norm*; *normative beliefs* and the *motivation to comply*. All these are mediated by how difficult the behaviour is perceived to be, as well as the individual's or group's perception of how successfully they can perform the activity (*perceived behavioural control*). Ajzen and Fishbein (1980) argued that people considered implications of their actions before engaging in a given behaviour. Figure 1.3 details the components of the TPB.

In light of the documented discrepancy between research evidence and practice, it has been a major oversight by industrial organisational psychologists to not examine factors motivating organisations and selectors in personnel selection using the TPB framework as the model could facilitate the identification of factors influencing behaviours. Secondly, with attitude, cognition and behaviour being assessed by the model, the TPB offers a multi-level measurement of key selection components not readily facilitated by either a strict objectivist or subjectivist approach while simultaneously promoting methodological rigour. Thirdly with behavioural intent considered the key component in behaviour, the TPB readily lends itself to measurement of the processes involved in and impacting decision-making. Fourthly, the emphasis placed on attitudes to understanding human behaviours readily facilitates the examination of the role of cultural factors in selection decision-making and could pave the way forward to identify underlying factors in cultural variability in practice.

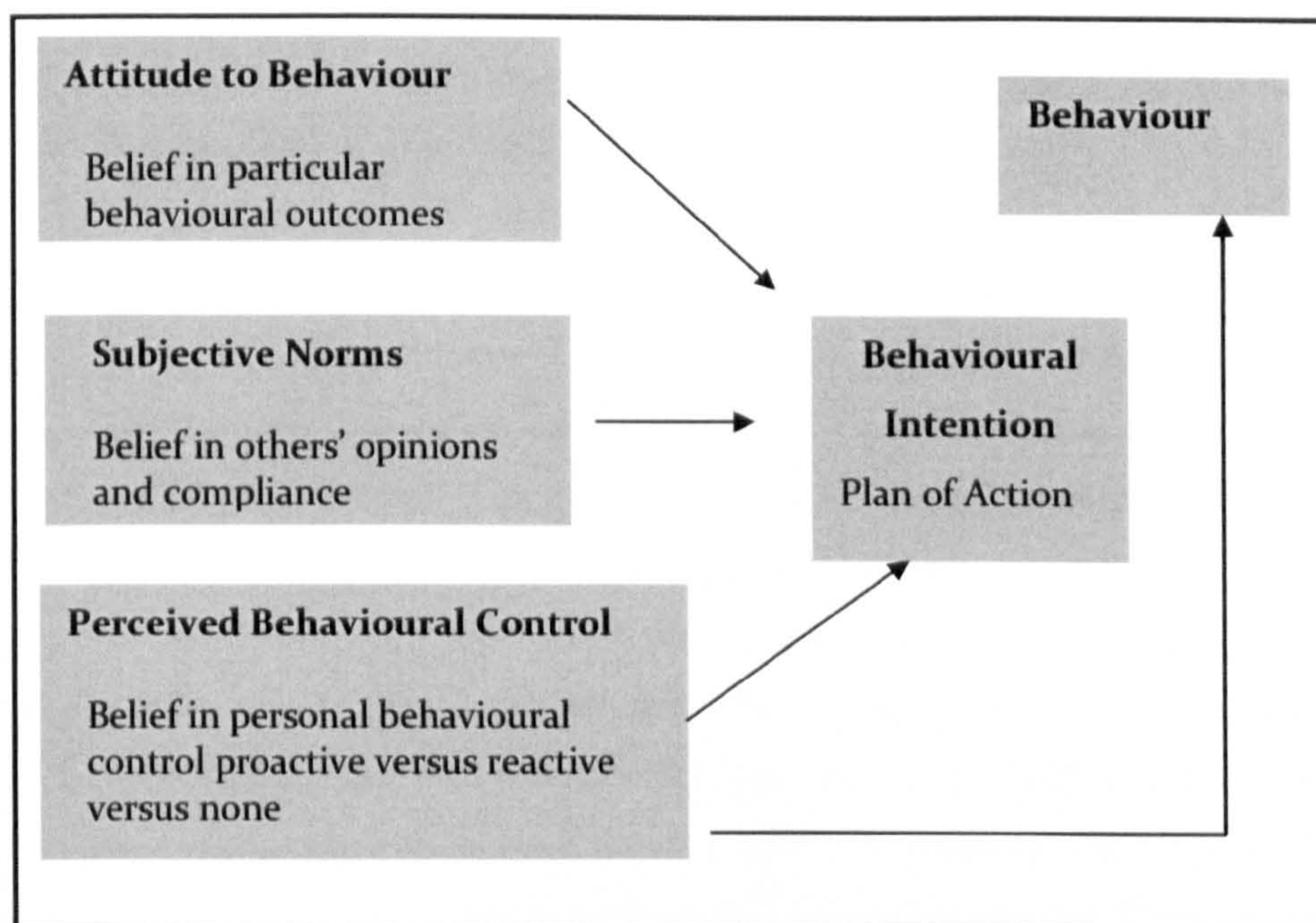


Figure 1.3: Conceptual framework of Theory of Planned Behaviour by Ajzen and Fishbein (1980)

With the process and outcome of selection decisions being crucial to both practical utility and scientific rigor, it is necessary that future research utilise more decision-making theoretical frameworks. This is particularly warranted on the grounds that selection decision-making is: a) important to identifying factors influencing organisational use of criterion-based selection techniques across countries; b) a powerful basis to determine an organisation's ability to attract highly skilled applicants; and c) a theoretically valuable medium to improve both selector and applicant information-processing abilities. This also implies that psychological theories encapsulating both social and cognitive components are better positioned to robustly examine organisational, selector and applicant selection behaviours within environments characterised by change.

With the conceptualisation of organisational and selector behaviours within a decision-making framework, the next section takes the discussion further by reviewing the literature on applicant decision-making.

1.4.2 Applicant Decision-making in Personnel Selection

Research demonstrating the significance of the candidate's experience of the selection process has been predominantly shaped by findings in the early nineties when work was still considered fairly stable and predictable (Gilliland, 1993; 1995; Iles & Robertson, 1989; Robertson, Iles, Gratton & Sharpley 1991; Shuler, 1993). Relative to traditional construct and criterion validity, studies in personnel selection, empirical work on applicant perspectives, particularly applicant decision-

making in personnel selection, are in their nascent stages. However, in light of the social and negotiation components characterising new selection practice, research examining decision-making behaviours of job applicants is needed.

Earlier research on the applicant's role in the selection process focused on their perceptions of selection techniques. Gilliland (1993) found that characteristics of the assessment experience influenced applicant perceptions of both the fairness of the selection process (procedural justice) as well as selection decisions (distributive justice). Gilliland contended that applicant perceptions of organisations were value-driven and as such perceptions of fairness played a role in the decision to accept or refute a job offer, satisfaction on the job, and employee self perceptions. Truxillo, Steiner and Gilliland (2004) later made the distinction between applicant perceptions of both hard (offer acceptance, legal challenges, job performance and job satisfaction) and soft (satisfaction with process, test taking motivation) selection outcomes, emphasising the importance of applicant perceptions to many facets of organisational behaviour and effectiveness. These findings significantly propelled research on applicant perceptions in the field with organisational justice theory research linking test-taker attitudes to both test motivation and performance (Arvey, Strickland, Drauden & Martin, 1990; Chan & Schmitt, 2004; Lievens, De Corte & Brysse, 2003). Research has also utilised both arms of organisational justice theory as criterion measurements culminating in Van Vianen, Taris, Scholten, and Schinkel's (2004) demonstration of applicant fairness perceptions developing at different stages of the selection process.

Later research aimed to identify the impact of applicant reactions to the selection process on their decisions. Research by Iles and Robertson (1989), Robertson, Iles, Gratton and Sharpley (1991) and more recently Hausknecht, Day and Thomas (2004), found assessment processes and decisions have an impact on candidates' attitudes to organisations and applicant decisions to stay in the job. Schuler, Farr and Smith (1993), posited that situational factors such as relevant information about the task, characteristics of the organisation and transparency of selection processes influenced job applicants' reactions to selection. On the other hand, reactions to specific selection techniques have been documented to be negative. Intelligence tests, for example, have been found to be too abstract and create apprehension in candidates (Steiner & Gilliland, 1996), to be irrelevant to the job (Salgado & Anderson, 2002) and unfair to certain ethnic groups (Outtz, 2002). Conversely, work sample tests have been found to be perceived as fair to applicants (Callinan & Robertson, 1978) and create less adverse impact for ethnic minorities while concomitantly promoting applicant self-selection (Schmitt & Mills, 2001).

The relationship between culture and applicant behaviours has been suggested by both the variability of findings on cross-cultural applicant behaviours and arguments put forward by researchers. In recent studies, Bertolino and Steiner (2007) found Italian students had most positive reactions to work sample tests, resumes and written ability tests. Nikolaou and Judge (2007) found Greek students had more positive reactions to psychometric tests than employees. Moscoso and Salgado (2004) found Spanish and Portuguese applicants rated interviews, resumes and work sample tests most favourably while Anderson and Witvliet (2007) found interviews, work sample tests and resumes were most popular among Dutch candidates and argued that cultural differences moderate applicant perceptions of selection methods. Bell, Wiechmann and Ryan (2006) introduced the concept of 'justice expectations'. They suggested that candidate expectations prior to testing were significantly related to their perceptions of organisational justice as well as their motivational, affective and behavioural outcomes measured after testing. They emphasised the importance of direct experience, indirect influences and other beliefs as antecedents of justice expectations in selection. This implies that culture and its off shoots of cognitions, attitudes and behaviours prior to engaging in the selection process could have a significant effect on selection technique effectiveness (criterion validity), organisational and team-based relationships (employment contracts) as well as applicants' attitudes to future assessment initiatives. This further emphasises the constraints of the objectivist approach and positions multi-dimensional perspectives such as the Theory of Planned Behaviour as a critical theoretical framework to assess future applicant behaviours.

A number of theoretical explanations for applicant reactions and decisions have been suggested. Derous and de Witte (2001), for example, championed the Social Process Model of Selection and argued that as a process, selection is at least dual in nature and as such, the voice of the applicant is as important as organisational wants and demands. This approach was also endorsed by Herriot (2001) who contended that selection is the beginning of the socialisation process into an organisation and as such the selection process has an impact on candidates. In line with a social thrust, Rynes (1993) examined applicant behaviours from a marketing perspective and concluded that applicant experiences of the selection process serve as advertising and PR mechanisms which may influence an organisation's ability to attract investors, customers and future workers.

Ployhart and Harold (2004) presented an alternate explanation when they suggested that reactions to selection are guided by an attributional process. Termed the Applicant Attribution-Reaction Theory (AART), they argued that applicants' affective, behavioural and cognitive reactions such as fairness, test perceptions, test performance and motivation are driven by attributional processes. Ergo, fairness and perceptions are consequences of attributional processing rather than explanatory factors in applicant behaviour. A latent principle of attribution theory is determining whether an

event was a function of situational or dispositional factors. However, AART assumes an outcome (criterion) has already occurred. Whilst the theory can successfully address questions such as 'why did I not receive a job offer'; 'how come the organisation has not informed me of the decision'; and 'how come I scored so low on the cognitive tests; the theory does not provide sufficient insight into the process utilised to facilitate an outcome, nor the interaction effect of situational and dispositional factors on outcomes.

Unlike previous research, Murphy and Tam (2006) adopted a multi-stage approach to understanding applicant behaviours regarding application withdrawal, offer acceptance and rejection. Barber and Roehling (1993) suggested that job seekers' decisions to apply for a job have critical consequences at both the individual and organisational levels. While, Barber, Wesson, Roberson and Taylor (1999) noted that the study of decision processes of applicants have focused on job choice decisions rather than other earlier decisions such as decision to apply. This, they argued, was a result of job choice decisions being mutually exclusive, whereas at earlier points they are not, whereby one could feasibly apply to all jobs encountered. In their meta-analytical study Chapman, Uggerslev, Carroll, Piasentin and Jones (2005) utilised the TPB as a framework to understand applicant behaviours across four selection outcomes: job pursuit intentions; job-organisation attraction; acceptance intentions; and job choice. They found that predictors of job choice varied depending on the criterion used. For job pursuit intentions, type of work, and organisation image were the strongest predictors with pay, compensation and advancement playing less of a role in job pursuit. For job-organisation attraction, perceived work environment, organisational image were the strongest predictors of acceptance intentions being organisational characteristics. There were no significant predictors of job choice. With effect sizes of job and organisational characteristics with job pursuit intentions being consistent with previous findings on estimation rankings found by Turban, Eyring and Campion (1993). Chapman et al (2005) proposed that applicants appear to have some degree of accurate insight into their decision-making processes. Van Hooft, Born, Taris, Van der Flier (2006a;b) tested the validity of the theory of reasoned action in the context of job application and found no ethnic differences in job application intent between Dutch ethnic minorities and the majority, while male job search attitudes were more strongly related to application intent. Bretz and Judge (1998), successfully measured applicant attraction using hypothetical recruiting organisations, however, a key limitation of the study was that it did not account for the likelihood of applying in the first place. These findings emphasise the importance of researching applicant decisions to opt into the selection process in light of the value of highly-skilled employees to organisations.

As depicted in Table 1.3, there have been a vast range of theoretical approaches utilised to explain and predict applicant decision-making. Despite this, examination of factors influencing applicant

choices of job adverts, the relationship between candidate perceptions of selection methods and decisions to apply to a job, and decision-making strategies adopted when faced with multiple or conflicting options continue to represent key areas that selection research needs to address.

Table 1.3: Theoretical approaches to applicant decision-making utilised in personnel selection research

Theory	Key Premise(s)	Noted Findings in IWO Psychology Research
<p>Self-Selection Paradigm (Barnard 1938)</p>	<ul style="list-style-type: none"> ▪ Perception of fit with an organisation's culture, values and ways of working encourage an applicant to self-select themselves into the assessment process 	<ul style="list-style-type: none"> ▪ Corporate image influenced applicant self-selection (Belt & Paolillo 1982; Gatewood & Gowan, 1993) ▪ Specificity of applicant qualifications reduced response of unqualified applicants (Mason & Belt, 1986) ▪ Applicant Type A personality Bretz, Ash & Dreher (1989) ▪ Advert aesthetics influenced quality of applicant (Kaplan, Aamodt & Wilk, 1991) ▪ Flat organisational structures influenced candidates (Turban & Keon, 1993) ▪ Quality of applicant is moderated by negative information (Bretz & Judge, 1998) ▪ Self-selection influenced applicants decisions to pursue alternate options as well as accept or decline offers (Ryan, Sacco, McFarland & Kriska, 2000) ▪ Challenging work, flexibility, pay and fast track systems attract applicants (Trank, Rynes & Bretz, 2002)
<p>Theory of Planned Behaviour and Reasoned Action (Ajzen & Fishbein; 1980)</p>	<ul style="list-style-type: none"> ▪ A candidate's intention to apply to a job is a combination of attitudes towards applying, how significant others perceive them applying and their beliefs about the process 	<ul style="list-style-type: none"> ▪ Predictors of job choice vary depending on the criterion used (Chapman, Uggerslev, Carroll, Piasentin & Jones, 2005) ▪ No ethnic differences in application intent in the Netherlands but there is a stronger relationship between attitudes and application intent for males than females (Hooft, Born, Taris & Van der Flier, 2006a;b)
<p>Attraction-Selection-Attrition Hypothesis (ASAH) (Schneider, 1987)</p>	<ul style="list-style-type: none"> ▪ Organisations and applicants are mutually attracted to similar values. The more aligned these values the more likely applicants will decide to remain in a company 	<ul style="list-style-type: none"> ▪ Perceptions of fit are influenced by organisations' pursuit of candidates (Rynes, Bretz & Gerhart, 1991) ▪ Linked to principles of person-job, person-team, and person-organisation fit (Turban & Keon, 1993) ▪ Organisations seek employees with similar backgrounds, characteristics and orientations (Ployhart, 2006)

Table 1.3 (cont'd): Theoretical approaches to applicant decision-making utilised in personnel selection research

Theory	Key Premise(s)	Noted Findings in IWO Psychology Research
Image Theory (Beach, 1990)	<ul style="list-style-type: none"> ▪ A decision-maker is constrained by three knowledge structures or images an image of how things should be; an image of the goals that must be pursued to satisfy that first image and image of the behaviour ▪ Decisions are made in stages whereby a screening stage enables options to be rejected if they are incompatible with those images 	<ul style="list-style-type: none"> ▪ Applicants with more positive perceptions of selection are more likely to view an organisation favourably and have stronger intentions to accept job offers (Hausknecht, Day, Thomas, 2004) ▪ Applicant with higher expectations of justice had higher pre-test motivation and more positive job acceptance and recommendation intentions (Bell, Wiechmann, Ryan, 2006)
Social Process Model of Selection Derous & Witte (2001) Herriot (2001)	<ul style="list-style-type: none"> ▪ Selection is at least a dual process ▪ Selection is the beginning of the socialisation process and has an impact on applicants 	<ul style="list-style-type: none"> ▪ Underutilised in IWO Psychology research (Derous & de Witte, 2001; Herriot, 2001) ▪ Organisational socialisation is context driven and socialisation within organisations is influenced by more variables than learning (Cooper-Thomas, Anderson, 2006)

With the lack of consensus on the best theoretical approach to understand applicant behaviours and documented applicant experience being confined to North America and select countries in Europe, the role of culture in applicant selection decisions remains inconclusive. Therefore, further research needs to examine applicant experience in unique cultural settings with particular emphasis on choice during the selection process and factors that influence the decision to pursue a job. With 84% of companies in the UK reporting difficulties in recruiting and attracting key staff the main recruitment problem (Chartered Institute of Personnel Development, 2007), there is further justification for the examination of applicant decisions to opt into the selection process.

1.5 Summary of Theoretical Approaches to Personnel Selection Research

In summary, the predominant approach to personnel selection research has been the objectivist-psychometric tradition driven by easily defined, measured and predicted job characteristics. As a rival, the social-subjectivist approach has been introduced to emphasise the importance of meaning brought about by selection experience. However, both approaches have been criticised on a number of grounds - the former being noted for lacking international generalizability, having problematic

criteria and overall methodology, and utilising limited modes of performance assessment; while the latter being predominantly criticised for its lack of utilisation in personnel selection research. This thesis argues that such a strict focus on outcome and the conceptualisation of selection technique effectiveness along a continuum facilitates the documented discrepancy between research outputs and organisational practice around the world, thereby impeding the relevance of the field. Against this backdrop, socio-cognitive approaches emphasising factors involved in the process of organisational, selector and applicant selection decisions have been put forward as alternate frameworks for understanding the lack of integration between research evidence and practice and the variability of selection practice across cultures. A socio-cognitive approach that has been demonstrated to be effective when applied to the study of applicant behaviours is the Theory of Planned Behaviour. Despite this, applications of the TPB and other socio cognitive frameworks to organisational and selector decision-making is virtually non-existent. As a consequence, a key question pervading in the personnel selection literature is: why are organisations across countries not utilising selection approaches endorsed by research evidence?

In an attempt to answer this question and as further justification for this course of research, the next section addresses changes to the structure and ways of working brought about by external global factors. A key argument presented is that the impact of these factors on organisational and individual selection behaviours is mediated by culture.

1.6 Impact of Cultural and External Factors on Changing Organisations and the Agenda for future Selection Research

Traditionally, the main aim of personnel selection was to identify candidates who were expected to have the highest added value for organisations over time (Lievens, van Dam & Anderson, 2002); selection procedures were considered most successful when instruments used showed high validity but also when organisations could choose from a larger pool of applicants (Cascio, 1999); and the nature of jobs were characterised by vertical career paths, clearly defined work positions, unilateral tasks and job stability (Cascio, 1999; Howard 1995). However, organisations are facing increasing pressure in the selection of employees as a result of changes to the structure, composition and nature of work brought about by external global factors such as globalisation and labour market shortages (Cascio 1995; Choi & Kleiner, 2002; Lievens, Van Dam & Anderson 2002; Oleary, Lindham, Whitford & Freeman 2002; and Herriot & Anderson 1997). This is critical as these changes do not fit with the traditional objectivist model of measuring selection outcomes.

1.6.1 Impact of Cultural and External Factors on Changing Work Behaviours and Organisational Structures

The concept of globalisation has been advocated on the stance that worldwide economic development, the opening of domestic markets to foreign firms and the development of cross-border relationships propel organisational and national cogency. As a result organisations will need to build dynamic core competencies, focus and develop employee skills, engage in valuable strategies, and develop new organisation structures and cultures (Hitt, Keats & Demarie, 1998). Hsu and Leat (2000) asserted that globalisation of products and increased multinational activities by organisations have facilitated greater interest in human resource management. With country borders more readily accessible, the suggestion is therefore that measurement of skills and competencies will need to have a cultural locus.

As previously discussed (See 1.2.2.c), the dialogue on the relationship between culture and personnel selection is ongoing, particularly in light of the variability in research findings on selection practice. In particular, the work by Hofstede (1980; 2003) and the GLOBE project (2002) provide evidence for the existence of cultural differences in approaches to work. With manifestations of work behaviours varying across cultures, the assessment of skills and abilities measuring specific work behaviours should also be expected to vary. This implies that decisions to use higher criterion-based selection techniques are also influenced by culturally-valued work behaviours. In addition, more diverse work demographics (a consequence of globalisation and freedom of movement) will demand the creation of multi-cultural teams thereby influencing the definition and measurement of unique skills and abilities necessary for team effectiveness. The impact of external and cultural factors on changing work behaviours have also been examined in personnel selection research. Table 1.4 represents an illustrative example of research on selection practice across the globe and therefore highlights the role of culture in personnel selection decisions.

Secondly, features characteristic of traditional industrial organisations are rapidly evaporating from the modern workplace (Cascio 1995). This view has been also been endorsed by Stuart and Dahm (1999) who argued that changes in organisations are driving evolving management initiatives, determining skills in demand and altering perceptions of work. They note that “new forms of workplace organisation and management are beginning to replace hierarchical organisations, chain-of-command communication, as well as narrow repetitive jobs with little or no worker discretion. Team-based workplaces and decentralized, ‘flatter’ organisations with cross-functional groups are replacing the old rigid, ‘stovepipe’ organisations”.¹ They surmised that changes in the current organisational platforms can be evidenced in the employment of fewer workers, the recruitment of

¹ Stuart, L and Dahm, E. (1999) *21st Century Skills for 21st Century Jobs*. Federal Publications, page 3.

networks of specialists instead of vertically integrated hierarchies, technologically-savvy personnel replacing manufacturing operatives, remuneration being tied to the market value of an employee's skill rather than merely to tenure, the emphasis in business from product to service delivery, and the redefinition of work itself through the growing disappearance of 'the job' being conceptualised as a fixed bundle of tasks. As a result organisations will focus on their core competencies and out-source everything else. Whilst the impact of cultural and external factors on work behaviours and organisational structures has been documented for North America, countries throughout Europe and several countries in Asia, there remains little documented evidence on the impact of these factors on developing countries in the Caribbean and Latin America.

Table 1.4: An illustrative listing of the impact of external global factors on selection experience in different cultures

Country/ World Region	Author	Findings/Key Arguments
North America	Cascio, W (1995)	<ul style="list-style-type: none"> ▪ Changing technology, organisational structure and design, manager role and empowered workers were responsible for change in organisational processes
	O'Leary, Lindholm, Whitford & Freeman (2002); Rich (2000)	<ul style="list-style-type: none"> ▪ Traditional methods of employee selection were becoming obsolete as they were losing their valence to successfully capture the knowledge and skills needed for tomorrow's workforce. ▪ Federal organisations are relying on technologically-based assessments to successfully select personnel.
United Kingdom	Kwiatkowski (2003)	<ul style="list-style-type: none"> ▪ Measuring new competencies may prove difficult with increasing importance of assessing skills at different levels of analysis. ▪ Use of portable assessment portfolios, psychometric testing and internet-based testing to accommodate the changes in the demands of the work environment
Taiwan	Hsu & Leat (2000)	<ul style="list-style-type: none"> ▪ Asian researchers have adopted western practices without critical evaluation of their suitability to an Asian context. Lack of use of personality tests, assessment centres and other psychometric measures may be due to non-transferability to Confucian culture.
Japan	Gross (1998);	<ul style="list-style-type: none"> ▪ Globalisation and the changing nature of work have decreased emphasis on seniority; increased employment contracts; changed payment structures; increased flexible working and changed recruitment practice
China	Yang (2000); Ding & Aktar (2001)	<ul style="list-style-type: none"> ▪ Market changes have decentralised Chinese companies ▪ Organisations can now compete for skilled workers internationally
Belgium	Lievens, Van Dam & Anderson (2002)	<ul style="list-style-type: none"> ▪ It is imperative for organisations to reconsider selection procedures as traditional psychometric systems will no longer suffice

External and cultural factors have also been documented to have an impact on psychological and employment contracts (Arthur & Rousseau, 2001). Sparks, Faragher and Cooper (2001), for example, argued that the modern organisation and approach to working brings into focus worker concerns of job security, managerial stress, extended work hours and general well-being and safety. Herriot and Anderson (1997) addressed the impact on functional aspects of working by suggesting that the changing nature of work has played a crucial role in the decline of jobs and the emergence of work roles. As a result, flexible work roles, newly created jobs, team working, concerns over organisational fit and concerns about a segmented labour market will take priority for many companies. As demonstrated in Table 1.5, Stuart and Dahm (1999) identified changes in job design, employee skills, workforce management, communications, decision-making ability, worker autonomy and employee knowledge of organisation as some of the key changes driving modern ways of working. Of particular note, is the change from a centralised to a decentralised approach to decision-making. This suggests that: a) a decision-making theoretical framework to the application of personnel selection research is aligned to modern ways of working given the anticipated shift in decision-making processes therefore research emphasising this orientation is particularly advantageous; b) with changes in both employee and organisational behaviour anticipated at both technical and interpersonal levels, strict objectivist and subjectivist approaches will not suffice in capturing such a level of behavioural complexity and as a result, a more thorough theoretical and methodological approach is needed; and c) in light of the impact of external factors on changing organisations, changing ways of working are expected to be culturally determined thereby increasing the need for more bespoke approaches to understanding selection decisions in a variety of countries.

Table 1.5: Changing organisations and ways of working proposed by Stuart & Dahm (1999).

Element	Old System	New System
Workplace Organisation	<ul style="list-style-type: none"> ▪ Hierarchical ▪ Function/Specialised ▪ Rigid 	<ul style="list-style-type: none"> ▪ Flat ▪ Networks of multi/cross-functional teams ▪ Flexible
Job Design	<ul style="list-style-type: none"> ▪ Narrow ▪ Do one job ▪ Repetitive/simplified/standardised 	<ul style="list-style-type: none"> ▪ Broad ▪ Do many jobs ▪ Multiple responsibilities
Employee Skills	<ul style="list-style-type: none"> ▪ Specialised 	<ul style="list-style-type: none"> ▪ Multi/cross-skilled
Workforce Management	<ul style="list-style-type: none"> ▪ Command/control systems 	<ul style="list-style-type: none"> ▪ Self-management
Communications	<ul style="list-style-type: none"> ▪ Top down ▪ Need to know 	<ul style="list-style-type: none"> ▪ Widely diffused ▪ Big Picture
Decision-making ability	<ul style="list-style-type: none"> ▪ Chain of command 	<ul style="list-style-type: none"> ▪ Decentralised
Worker Autonomy	<ul style="list-style-type: none"> ▪ Low 	<ul style="list-style-type: none"> ▪ High
Employee Knowledge of Organisation	<ul style="list-style-type: none"> ▪ Narrow 	<ul style="list-style-type: none"> ▪ Broad

1.6.2 *Impact of Cultural and External Factors on Measurement of Emerging Skills and Competencies in Personnel Selection*

At the end of the last century Howard (1995) and Cascio (1995) suggested that the changing nature of work requires evaluating worker competencies that are different from those evaluated in the past. They both predicted that work will become more difficult, more fluid and more interconnected and argued that this will result in a change in the competencies that are needed by future employees. This suggests that reliance on the objectivist approach to measuring modern competencies will increase the gap between science and practice and further reduce the relevance of the field for key organisational stakeholders. Secondly, as a result of a larger labour pool, traditional organisations were afforded the luxury of being very selective, with selection being based upon the taken-for-granted assumption that organisations could choose among applicants and that virtually all job offers would be accepted. However, work roles are now less congruent with traditionally structured tasks with an associated emphasis on problem solving and adding value (Herriot & Anderson 1997; Lawler, 1992). This has subsequently created shortages in the labour market in different sectors resulting in a 'war for talent' and has led to the proposal of various theoretical arguments to the process of modern selection. For example, Schneider's (1987) Attraction-Selection-Attrition model argues that people are attracted to different types of organisations depending on their interests, needs, norms and personality. The attraction to, selection into, and attrition from organisations will produce a restriction of range over time on a range of individual differences, as there is homogeneity of characteristics. The people who remain in an organisation will come to find themselves working with colleagues much like themselves because the 'fit' is better. In general, Schneider suggests that the interactions among people with similar attitudes and personalities define the nature of the organisation in terms of its culture, climate, structure and work processes. However, the diversified and limited nature of today's labour pool make selection of like-minded employees increasingly difficult (Denton 1999) and impinges on the measurement of a candidate's fit for an organisation (Werbel & Johnson, 2001).

The homogeneity premise of Schneider's (1987) theory can provide critical insight into both selector and applicant decision-making behaviours. However, research relevant to the homogeneity hypothesis has been limited. Bretz, Ash and Dreher (1989) attempted to examine the model at the attraction stage. They hypothesized and found limited evidence that individuals who selected organisations offering individually-based rewards were higher in need for achievement and lower in need for affiliation than those selecting the organisation that offered organisationally-oriented rewards. Jordan, Herriot and Chalmers (1991) tested the degree to which more senior individuals in an organisation were close to their organisation's personality profile. While mean differences across organisations were found, there was no support for the interaction of seniority and organisation

(Denton 1999). More recent research conducted by Schneider, Goldstein and Smith (1995) found support for the notion that organisations do tend to differ with respect to the personality characteristics. This argument appears to be more feasible in relation to the modern organisation given the environment of cultural and ethnic diversity among employees.

As a result of the impact of external and cultural factors on the demand for skills, Cascio (2000) suggested that the changing nature of work requires evaluating worker competencies that are different from those evaluated in the past. Gardner and Stough (2002) further suggested that the concept of competition for highly skilled workers rests on the premise that effective personnel is the accepted currency necessary to adapt organisations to globalisation and maximise benefits associated with current technological advancement. This would suggest that conceptualisation of effective performance using a continuum framework influenced by limited modes of performance assessment is insufficient to capture the fluidity and interconnectedness of modern competencies.

Payne (2000) expanded the skill debate by suggesting that as a result of globalisation, structural, economic and technological change the meaning of skill has considerably broadened, as traditional definitions of skill were associated with manual craft workers. He stated that there is now a demonstrable increase in the need for professional, technical and administrative occupations, with employees possessing 'soft', relational skills to ensure client and customer effectiveness. Athey and Orth (1999), Martin and Ernst (2005), Reich (1992), and Stuart and Dam (1999) offered similar insights by suggesting external global factors have created a demand for people who are able to creatively and quickly manipulate information and take a holistic approach to problem solving. This has led to what Keep and Mayhew (1999) describes as the 'exponential expansion' of skill consisting of a labyrinth of soft, generic, transferable, social and interactional skills that are generally impossible to differentiate between candidate knowledge, abilities, attitudes and other personal characteristics. Huey (1993) emphasised social components and proposed that the most important skills needed to manage among the 'chaos' was the ability to manage' culturally, structurally, emotionally while participating in the transformation of how your company does business". While Stewart (1993) emphasised the value of the cognitive by noting that it is managerial decision-making capability that will take centre-stage, as it is important for managers to think like 'fighter pilots' whereby they can't always make the right decision, it's their ability to adjust that will make the difference.

With such emphasis on cognitive, interpersonal and technical skills, there is further justification to include socio-cognitive models to understand modern selection behaviours of individuals and organisations. Such approaches readily lend themselves to: a) determining the meaning of specific

skills and their associated behavioural indicators thereby resulting in improved construct validation; b) highlighting the value of social, cognitive and technical skills to specific cultures thereby providing answers for the variability of practice across cultures; and c) providing explanations for the disparity between research evidence and decision-makers' selection practices.

In light of the challenges facing personnel selection research and Born and Scholarios' (2005) suggesting that the decision environment of the organisation presents a possible external constraint on selector (and by extension) applicant decision-making, examining the role of culture in individual and organisational selection decisions is crucial if the agenda for future selection research is to be met. In view of this, the current theme of research adopts an empirical approach to contribute to the personnel selection literature, in an effort to develop pedagogic meaning of selection as a decision-making experience influenced by cultural variables.

1.7 Overview: Current Research Questions

This literature review has focused on the need for a socio-cognitive approach to understanding modern personnel selection decisions and has highlighted the importance of culture which has previously been undervalued in both the objectivist-psychometric and the subjectivist-social perspectives. In so doing, the literature review has addressed; a) theoretical reasons warranting a socio-cognitive approach to personnel selection research; b) methodological limitations of previous research that have contributed to the documented discrepancy between research findings and practice; and c) the impact of external and cultural factors on work behaviours, changing organisations, measurement of emerging skills and competencies and setting the agenda for future personnel selection research. With this in mind, the aim of this course of research is to highlight three crucial factors which should be integrated into any theoretical and methodological conceptualisation of the dynamics of modern organisational, applicant and assessor selection processes and outcomes. As discourse on the definition of culture is exhaustive and research on the role of culture in organisational processes varied, this thesis will specifically focus on the role of culture in organisational, applicant and selector decisions.

Existing theoretical perspectives under-emphasise the notion of selection as a decision-making forum driven by internal and external factors. However, justification for such an approach is founded upon three central tenets. Firstly, the selection process should be re-theorised from a 'social-behavioural forum' perspective, where the interaction between the three key stakeholders (organisation, applicant, and selector) are perceived as mutually discrete and two-dimensional. Within a modern organisational landscape, a two-dimensional selection space under-represents the

relationship between internal and external variables, stakeholder cognitive and social processes, and the accurate measurement of the resulting behavioural manifestations of the two (Born and Scholarios, 2005). For this research, it is therefore championed that a multiple approach to organisational selection decision-making would readily facilitate a more accurate determination of the weight and relationship of each factor in predicting the likelihood of a desired selection outcome. Judge and Ferris (1992) identified the connectivity between external environmental influences, internal organisational policies and staffing decisions thereby confirming the valence of stakeholder inter-connectivity and multi-dimensionality of selection decisions.

Secondly, inherent in the assumption of the objectivist approach is the view of selection as a short term process. However, the forum must be seen as being long-term and *both* micro- and macro-analytical in nature. Previous research has intimated that the selection process is a short-term activity (Anderson, 1988). However, in light of identified challenges to personnel selection (Cascio 1995, Lievens, Van Dam, Anderson, 2004), the connection between selection experience and organisational objectives gives it long-term emphasis. In addition, the impact of cultural and social antecedents on worker expectations, manager-employee relationships and employment contracts, as well as applicant perceptions of technique procedural justice, points to a long-term effect on factors driving applicant job-pursuit decisions. This positions the examination of attitudes, perceptions and cognitive processes centre-stage to the understanding of selection behaviours. Thirdly, with continuous change in the world of work projected (Cascio 1995; Choi & Kleiner, 2002; Lievens, Van Dam & Anderson 2002; O'leary 2002; Herriot & Anderson, 1997; Stuart & Dahm, 1999) and its attendant impact on levels of assessment expected (Montgomery, 1996; Werbel & Johnson, 2001), the current research underscores the need for a theoretical overhaul in selection approaches as the dominant focus on outcome (behaviour) does not produce effective models of factors involved in processes leading to a desired selection behaviour. Previous research by Chapman, et al (2005) and Hooft et al (2006) for example, give credence to the adoption of a socio-cognitive theoretical framework to the understanding of selection decisions. Therefore, this research advocates the inclusion of three key components in any future research of modern selection decisions.

1.7.1 Information Complexity and Fluidity

Writings in both perspectives, but particularly those in the objectivist tradition have underestimated the impact of complex and fluid information on information processing and decision-making outcomes, and have tended to portray information as static and unrelated. As stated in Section 1.4, the traditional selection platform is often characterised by predictable, available and easily measured information. However, with organisational structures becoming increasingly complex and unpredictable, it is therefore in the decision-maker's best interest to be able to process, analyse and solve information that is fluid in nature (Born and Scholarios, 2005; Derous & de Witte, 2001; Judge &

Ferris, 1994; Mason & Mitroff, 1981; Stubbart, 1989). This makes the adoption of socio-cognitive frameworks such as the Theory of Planned Behaviour (TPB) crucial to future IWO Psychology research.

1.7.2 *Internal and External focus for the Individual and the Organisation*

The second point of criticism which can be levelled against traditional selection research perspectives is that writings have generally failed to sufficiently take account of factors external to the individual and organisation that impact selection decisions and information processing. Objectivist-psychometric texts have virtually without exception concentrated on measurements of individual differences (Truxillo, Steiner & Gilliland, 2006) and test motivation and performance (Arvey, Strickland, Drauden & Martin, 1990; Chan 1997; Chan & Schmitt, 2004; Lievens, De Corte & Brysse, 2003). While writings in the subjectivist perspective have proposed conceptual frameworks of a more external coverage of the selection phenomenon, both variants of the social process of selection have not clearly delineated the interplay between external and internal factors resulting in or facilitating particular selection social processes. Firstly, the social process of selection is evident by way of its impact on individuals (Anderson, 2001; Cooper-Thomas & Anderson, 2005). However, individuals are likely to be impacted prior to entering the selection process (Imus & Ryan 2005). Secondly, if selection is the first episode in the employment relationship (Herriot, 2002), it is feasible to argue that the strength and speed of development of that relationship may be triggered by factors external to applicant, organisational and selector characteristics. In light of the impact of the changing nature of jobs and organisations on selection processes, Lievens, Van Dam and Anderson (2002) rightly point out that more attention needs to be given to external socio-economic environmental factors on selection behaviours. This, therefore, represents a key focus throughout the course of this research.

1.7.3 *Cultural Valence*

Studies throughout this thesis aim to emphasise the valence of culture in defining the selection decisions for all three stakeholders, particularly decision-making behaviours of selectors and applicants. With limited documented evidence of selection behaviours of countries in Latin America and the Caribbean, the current stream of research examines selection decisions of organisations, applicants and selectors in Jamaica. In so doing, the discussion of what constitutes 'scientific' personnel selection will be taken to setting that is atypical of those normally represented in the literature and therefore challenges the assumption of universality espoused by a strict objectivist paradigm. In light of orientations to work, worker-manager relationships, applicant expectations and employment contracts being culturally driven as proposed by Hofstede (1980) and Hsu and Leat (2000) (for example), the predominance of a North American orientation endemic to the objectivist approach and its subsequent conceptualisation of what constitutes best scientific practice will be

challenged. Given that: a) use of selection techniques may be measured along socially constructed criteria and therefore likely to have distinct behavioural indicators (Oswald, 2000) and; b) organisational practice is expected to vary across cultures (Bowen, Gallang & Pillai, 2002), it is logical to assert that organisational selection decisions, selection technique-use, competency definition and measurement, applicant perceptions and decisions, and selector decision-making will also be determined by a cultural nucleus. The selection experience of Jamaica is therefore expected to be unique to that culture. With this agenda in mind, this thesis will attempt to tackle some of the gaps highlighted above and answer a number of questions that remain in this area.

1. In light of the discrepancy between personnel selection research findings and organisational use of higher criterion-based selection techniques, to what extent are Jamaican organisations utilising higher criterion-based selection techniques such as cognitive ability tests, work sample tests, personality tests, integrity tests, biodata and assessment centres? What is the likelihood of Jamaican organisations using these techniques for selection decisions in the future?
2. To advance the agenda of the role of culture in personnel selection research and by way of explanation of underutilisation of higher criterion-based techniques in Jamaica, are factors influencing selection decisions and perceptions of organisational effectiveness in Jamaica more similar to countries with a shared cultural history or countries with documented use of evidence-based selection techniques?
3. Given the impact of external and cultural factors on orientations to work, changing organisational structures, and emerging skills and competencies, what cultural and external factors influence Jamaican organisational selection decisions and perceptions of scientific selection practice?
4. With labour market shortages having an impact on the size and quality of applicant pools (Herriot & Anderson 1997; Lawler, 1992), are higher-performing Jamaican and UK applicants attracted to the same work and organisational characteristics when applying for jobs?
5. With research evidence being inconclusive about the influence of applicant perceptions on their selection decisions, what is the relationship between Jamaican applicant perceptions of utilised selection techniques, job factors found attractive and applicant decisions to apply?

6. Given the demand for highly-skilled workers (Athey & Orth, 1999; Martin & Ernst, 2005; Payne 2000), can a measure developed from a strict psychometric approach be used to identify applicant job-pursuit intentions across cultures?
7. In light of inconclusive findings in the decision-making literature on the impact of biases and experience on selector decisions, identify what factors influence actual Jamaican selector decisions? Do Jamaican selectors adopt a fit-based or criterion-based approach when choosing between competitive candidates? What implications do these have on selector decisions to use higher criterion-based selection techniques for future candidate selection?

1.8 Structure of Research

In answering these questions, this thesis comprises three distinct but inter-related sections describing six empirical studies informed by components of the Theory of Planned Behaviour. Part A presents empirical studies that: a) examine the practitioner-researcher divide espoused in the IWO Psychology literature by identifying current use of higher criterion-based selection techniques and the likelihood of Jamaican organisations utilising these techniques for future selection decisions (Question 1); and b) by way of explanation for the underutilisation of higher criterion-based selection techniques, explores the influence of cultural and external factors on factors influencing selection decisions (Question 2) and overall organisational selection approaches (Question 3). Questions 2 and 3 therefore, aim to challenge the universal model of selection 'best-practice' championed by findings from North American and European research. Part B addresses further deficits in the literature by: a) examining the self-selection decisions of higher-performing Jamaican and UK job applicants (Question 4); b) exploring the impact of organisational selection decisions on applicant selection decisions by determining the relationship between applicant perceptions of frequently used selection techniques, job features found attractive and applicant decisions to pursue a job (Question 5). Part B further contributes to the expansion of this area by examining the degree to which a psychometric tool developed using findings from the socio-cognitive model can accurately determine the job-pursuit intent of higher-performing applicants (Question 6). Chapter 7 captures Part C of this thesis, and presents empirical work on selector decision-making in order to identify: a) the influence of experience and biases when selectors are presented with complex and fluid candidate information; b) if Jamaican selectors adopt a fit versus criterion approach when choosing between competitive candidate; and b) the likelihood of Jamaican selectors using evidence-based selection techniques for candidate decisions. This, therefore, provides the framework for addressing Question 7. The conceptual structure of the current research is depicted in Figure 1.4.

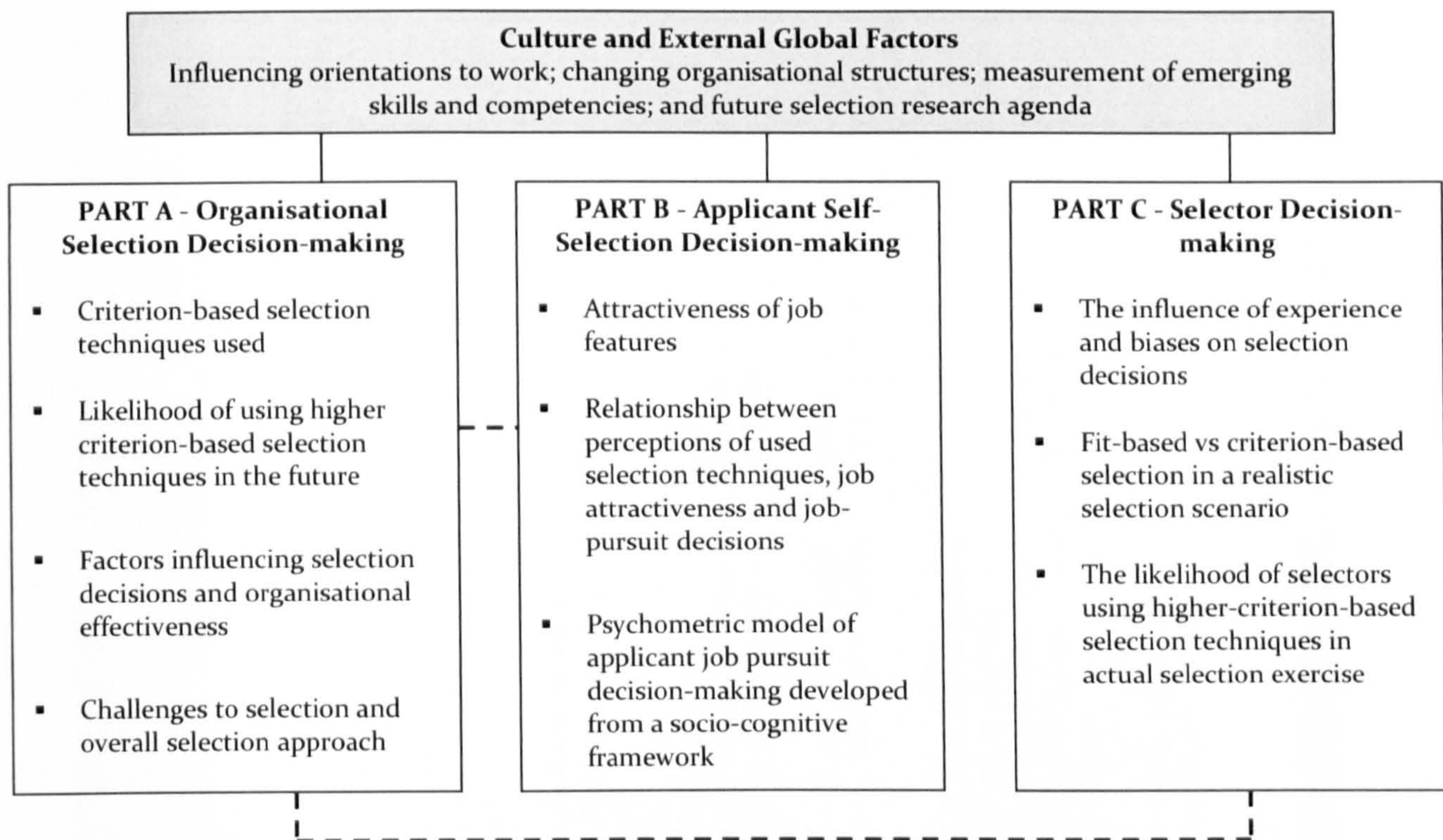


Figure 1.4: Conceptual structure of current research examining the role of culture in organisational, applicant and selector decisions.

Table 1.6 depicts the overall research process and the documented challenges this course of research aims to address. However, prior to presenting the studies in this thesis, the next chapter describes the unique cultural context of Jamaica which sets the stage for this investigation. With virtually no documented evidence in the IWO Psychology literature, research on the selection experience of Jamaican organisations, applicants and selectors represents an opportunity to present an alternate perspective to current knowledge and practice of personnel selection and sets the framework for understanding selection behaviours in the Caribbean and Latin American region as a whole.

Table 1.6: Studies presented throughout this thesis

Part A	Chapter	Study	Method	N	Sample	Key Research Questions	Analysis	Herriot & Anderson (1997) Research Taxonomy
Organisational Use of Higher-Based Selection Techniques and Factors influencing Hiring Decisions	3	One	Survey	50	Jamaican HR Officers, Managers and Consultants	<p>What selection techniques are currently used by Jamaican organisations?</p> <p>What is the association between factors internal and external to the organisation and use of higher criterion-based selection techniques?</p> <p>Are factors influencing Jamaican selection decisions culturally determined?</p> <p>What is the likelihood of organisations using higher criterion-based selection techniques?</p>	<p>Descriptive Statistics and Pearson Correlations in SPSS</p> <p>Multidimensional Scaling</p> <p>Logistic Regression Analyses</p>	<p>International Generalizability of Findings</p> <p>Construct Validity and Theory Practice Linkages</p>
	4	Two A	Replicated Survey	30	Jamaican HR Officers, Managers and Consultants	<p>Given external global factors and challenges face Jamaican selection practice?</p> <p>What is the impact of cultural and external factors on selection approaches adopted, skills sought and compliance with criterion-based selection practices?</p> <p>How does culture, influence selection decisions?</p>	<p>Descriptive Statistics in SPSS</p> <p>Grounded Theory Analysis in NVivo</p>	<p>Multi-level Selection (Person-Job, Person-Organisation, Person-Team fit)</p> <p>Selecting for Change</p>
Challenges to Personnel Selection and Cultural and External Factors influencing Selection Decisions	4	Two B	Ethnographic Interviews	17	Jamaican Senior Managers			

Part B	Chapter	Study	Method	N	Sample	Key Research Questions	Analysis	Anderson (1997) Research Taxonomy
Applicant Perceptions, Attraction and Self-Selection Decision-making	5	Three	Selection exercise using Simulated Job Advertisements	414	Jamaican and UK University Undergraduates	To what extent do applicant self-selection decisions vary across cultures?	T-Test & Discriminant Function Analysis	International Generalizability of Findings
	5	Four	Survey	179	Jamaican University Undergraduates	What is the relationship between perceptions of used selection techniques, attractiveness of job features and applicant self-selection decisions?	Multiple Linear Regression	Applicant Perceptions and Decision-making
	6	Five	Survey	414	Jamaican and UK University Undergraduates	Can a socio-cognitive framework be used to develop a psychometric model of applicant self-selection decisions-making?	Exploratory & Confirmatory Factor Analysis	Construct Validity and Theory Practice Linkages
Part C								
Experience and Biases in Selector Decisions. Fit versus Criterion-based Selector Decisions	7	Six	Quasi-Experimental Cognitive Task	40	Jamaican HR Masters Graduates	What effect do experience and biases have on selector candidate choice?	Kruskal Wallis, MANOVA, Discriminant Function Analysis,	Selecting for Change
						Do selectors adopt a fit-based or criterion-based approach when choosing between competitive candidates	Logistic Regression Analysis	Multi-level Selection (Person-Job, Person-Organisation, Person-Team fit)
						What is the likelihood of future Jamaican selectors using criterion-based selection techniques for selection decisions?		

Chapter 2

Setting the Stage: The Jamaican Cultural Landscape

“Soulful down, soulful people: Said, I see you’re having fun, dancin’ to the reggae rhythm, O island in the sun: O smile! You’re in Jamaica, C’mon and smile”.

“Smile Jamaica’, Songs of Freedom, Bob Marley (1976).

2.1 Introduction

Having detailed a rationale for this course of research this chapter describes the unique cultural context influencing work behaviours in Jamaica and provides justification for the pertinence of such an investigation at this time. With the Jamaican culture being atypical to those generally represented in the selection literature, the chapter illustrates the unique characteristics distinguishing Jamaican culture and way of life in relation to approaches to personnel selection, emerging industries, identification of knowledge, skills and attitudes (KSA’s), and competency measurement and development initiatives. External and local factors driving traditional and future industrial and work practices are detailed. The chapter concludes with a discussion on the impact of cultural and external factors on organisational selection decisions and provides justification for empirical work of this nature. Each of these segments is discussed.

2.2 Jamaica’s Uniqueness

With a tropical climate, Jamaica is more internationally renowned for its alluring sandy beaches and palm trees than for its approach to personnel selection in the workplace. Work attitudes, perceptions of leadership, and general ways of working are so intrinsically linked to the existing culture, that an understanding of one is impossible without an examination of the other. Jamaica’s history, geopolitical location, and socio-economic environment are powerful determinants of a) existing and emerging industries; b) legislation governing employment practices; c) dynamics of the workforce; and d) employee skills in demand by local and overseas organisations. This by extension has an impact on decisions about what skills are needed, how they are measured and techniques used to assess them.

2.2.1 History

Xaymaca or ‘Land of Wood and Water’ was originally inhabited by Arawaks or Taino people from South America. In 1494, explorer Christopher Columbus settled with his *Pinta*, resulting in the island being colonized by the Spanish by the early 16th century. This battle led to the extermination of the

native Tainos, and in 1655 England seized the island, naming it Jamaica. A plantation economy, based on sugar, cocoa and coffee was then established. During its first 200 years of British rule, Jamaica became the world's largest sugar exporting nation and produced over 77,000 tons of sugar annually. This was primarily achieved through the massive use of imported African slave labour. According to reports by the CIA (2005), the abolition of slavery in 1834 freed a quarter million slaves, many of whom became small farmers. On August 6, 1962, Jamaica gained full independence from Britain.²

This history has unquestionably been the key factor in fermenting Jamaica's cultural ideology, the effects of which are visible through current political, religious, and social institutions. Michael Manley (1975) concluded that "colonialism, slavery and capitalism were the blueprints of Jamaica's political and economic experience and therefore profoundly shaped the social patterns of the country" (pg 53). However, there is now a sociological quagmire whereby on one hand there is emergence of a culture based on modern science, technology, organisational practices and standards of governmental performance. On the other, there is the colonial past of cultural domination and imperialism (Bell and Robinson, 1979). So profound has been the impact of slavery that 168 years after its abolition (on March 24th, 2007), British premier Tony Blair apologised for the severe impact to the lives of millions. In describing the impact of slavery on the culture of Jamaica, Nettleford (1972) speaks of 'the melody of Europe, the rhythm of Africa and the doubtful harmony they have produced'. While Hickling and Ward (2004) theorised that the continuation of the plantation economy and old management practices inherited from the colonial legacy and currently perpetuated by the ruling elite have contributed to economic stagnation, triggered a need to adopt modern technology and creates a role for occupational psychology. This is particularly due to the impact of sociological remnants of slavery visible today. In the aftermath of slavery, there have been suggestions of an impact on a) the longevity of agrarian-based industries; b) employee attitudes to work and management; and c) approaches to conflict resolution and industrial disputes. These three outcomes are discussed in greater detail next.

2.2.2 Longevity of Agrarian-based Industries

Calhoun (1994) contends that "agriculture is vital to Jamaica's future if for nothing else because it has been the country's economic mainstay for over 600 years, still employs over one-quarter of the population, and has important and backward and forward linkages to other sectors. As such no study

² In 1958 Jamaica along with all the other British Caribbean colonies collectively bargained on political, social and economic issues. This was the first stage to achieving independence for many territories, with Jamaica being the first to obtain independence.

of Jamaica's development, or lack thereof, would be complete without consideration of agriculture".³ Labour Force statistics revealed that in 2003, 2004 and 2005 combined, the Agricultural, Forestry and Fishing sectors employed 219,900, 201,800 and 203,900, respectively. The decline in the number of workers, in conjunction with agricultural subsidies and tariff barriers, has put the sector under the microscope for policy and developmental initiatives. In addition, findings from the Jamaican Economic and Social Survey (2005) revealed earnings from the agricultural sector declined by 7.3% due to effects of natural disasters such as hurricanes.

This confirms that the Agricultural sector in Jamaica is extremely tenuous to external global pressures and natural disasters. As a consequence, workers in the sector are increasingly vulnerable to economic, international and seasonal changes in the demand for their skills. Based on statistics from the Economic and Social Survey, approximately 90% of workers in the sector are classified as 'skilled', with skilled being defined as anyone being accredited for a course of training developing a specific agriculturally-based skill. In addition, during 2005, industry unemployment was recorded at 3.1%. Unfortunately, labour statistics do not report the skill levels of unemployed workers, how skills are defined in terms of behavioural competences, the degree to which skills are transferable to other sectors during periods of 'down time', nor frequency distributions of agricultural workers employed in other sectors to supplement their income. In the likely event there is another 'down time' in the sector, how could we determine if employees possess the skills and abilities necessary to work in other industries? To what extent is current organisational HR decision-making strategy capable of facilitating this?

This also raises questions for employment and psychological contracts between workers and their respective employers. Without guaranteed employment, it is feasible to argue that the emotive and psychological processes with organisations and colleagues, as suggested by work psychology research (Anderson & Ostroff, 1997; Rousseau, 1997), are not readily facilitated. Therefore, the development of organisational loyalty, commitment and motivation, positive perceptions of management and leadership, as well as social relationships with fellow employees are crippled by such an ad hoc approach to work practices.

Based on the aforementioned issues, the agricultural sector is a critical element in the future assessment of skills of the Jamaican workforce. The impact of history and tradition on the mind-set and attitudes of workers, economic reliance on the industry, the development of skill levels, and the

³ Calhoun, Michelle B. (2004) *Agriculture, Trade and Development in the International Political Economy: A Case Study of Jamaica*. PhD Thesis page 3. University of Maryland, College Park, USA.
<https://drum.umd.edu/dspace/handle/1903/1506?mode=full>

connection to other industries cannot be ignored in any attempt to understand future directions of selection and assessment. This poses potential challenges for:

- new and emerging industries, whereby the growth and development of technology and knowledge-based industries would not be perceived as a priority if organisational and governmental decisions target the creation of jobs and development of skills mainly for the agricultural sector. Additionally, private and public sector emphasis on the creative sectors (such as sports and entertainment) would have difficulty generating the needed resources to identify, assess and develop skills, purchase equipment and raw materials, and promote the value of the sector for national development and productivity.
- knowledge, skills and attitude requirements, whereby availability and distribution of skill levels across sectors may be limited due to skills being skewed towards the agricultural sector or inappropriately identified, measured and developed. This could also have a residual effect of loss of skills, as persons with non-agricultural-based skills emigrate to seek employment elsewhere. For persons who remained in the country, skills transferability across industries could prove challenging.
- new methods of selection and assessment, as an understanding of the importance of skills assessment and recruitment initiatives is limited, due to lack of experience and knowledge of the assessment of a range of skills. This also impedes the introduction of sophisticated and or e-based assessment techniques that may be considered to be irrelevant to the industry, lacking utility and/or cultural transferability. As a consequence, there may be continued use of less empirical approaches and organisational inability to cater to an increasingly discerning applicant pool.
- competency definition and measurement, as competencies in high demand for the 21st century workplace will not be aligned to those of the traditional agrarian-based organisation. Similarly, ways of working, employment and psychological contracts, as well as facilitators of effectiveness in the agrarian-based sector are divergent to modern organisational demands of performance and effectiveness. As a consequence, 'good' performance is measured along different dimensions. This particularly has implications for training and development initiatives as a lack of clarification of competencies and behavioural indicators make it more challenging to identify skills needing improvement.

2.2.3 *Employee Attitudes to Work and Leadership*

As the second artefact of a colonial history, employee attitudes play a fundamental role in determining Jamaica's response to external global factors and organisational approaches to personnel selection. In 1982, the then Jamaican Government commissioned a study examining employee attitudes to work. The seminal work, conducted by Professor Carl Stone, was the first of its kind exploring the underlying tenets of Jamaican employee attitudes and behaviours. The study concluded that in general Jamaican employees were generally dissatisfied with working conditions, the lack of opportunities for self-improvement, the nature of tasks, health and safety standards and pay and benefits. In addition, performance in the workplace is beset by low levels of productivity and resistance to performance appraisals is high. Stone suggested improvement in the quality of management and the human-relations element of worker-management was critical to reduce the degree and impact of the problem.

More recently, Ken Carter (1997) mirrored this sentiment. In his book *'Why Workers Won't Work: The Worker in a Developing Economy'*, he presents a series of phenomenological studies documenting the experience of the Jamaican worker. He notes that "the level of worker dissatisfaction in Jamaica has now reached epidemic proportions, its destructive toll is almost incalculable and its debilitating symptoms can be seen by the most casual observer" (p. vi). Unsurprisingly, Carter found differences in motivation and work orientations at different levels in the organisation. His research found that only 24% of Jamaican employees were characterised as being motivated, with more senior managers identifying themselves as highly motivated. Cruise and Bailey (2000), found evidence which suggests motivational levels may vary between industries. Their findings revealed that workers in the Hotel Sector experience higher levels of motivation and satisfaction than experienced by those in traditional sectors as previously reported by (Stone, 1982). This is particularly relevant, given the 2005 Labour Statistics report of industries in the service sector overtaking Agriculture, Forestry and Fishing (16.8%) as the highest employer, with the Hotels and Restaurants sector now employing 25.1% of the labour force. By way of explanation, Carter concluded that poor orientations to work is a key catalyst to negative attitudes, and identified seven categories of manifestations of Jamaican worker attitudes (pp. 39 - 43).

1. **Helplessness** *eg. 'I am selling my services that's all, just dying to leave the damn place as soon as I go to work in the mornings'*
2. **Emotional Anguish** *eg. 'Lawd sah, mi a feel pain an mi nuh sick'*
3. **Revenge** *eg. 'I don't have to feel. I get my revenge with a little extra profit'*
4. **Ambivalence** *eg. 'So far everything alright man. Work is just my base'*
5. **Sabotage** *eg. 'If we not getting justice, we just have to slow up things. No production'*
6. **Non-Influential** *eg. 'I am the shadow of a shadow'*
7. **Unappreciated** *eg. 'The strength of our dedication to service has weakened us tremendously. Our only tonic is migration'*

Upon examination of worker perceptions of management and leadership, it was found that similar negative cognitions and attitudes exist. In generating a random selection of respondents' views on management, Carter (1997), emphasizes the underlying relations at work as well as implicit cultures pervasive in Jamaican organisations. Below, is a snapshot of the worst worker views on the management in their organisation which identifies issues relating to employee relations and well-being, organisational values and transparency, as well as leadership styles as latent causes of negative perceptions.

1. *A highly efficient group of workers being trampled underfoot by a depraved and hypocritical set of leeches*
2. *Well, my company operates on a 5% for the workers and 95% for themselves basis*
3. *The company is first and last a committed exploiter of the worker*
4. *Could do 90% better in the areas of people*
5. *Dishonest neglectful and careless about workers*
6. *My company wants to be restructured from the bottom*
7. *I don't think there is a worse company in Jamaica when it comes to dirty principles*
8. *My company needs a thorough investigation*
9. *Not bad, but more room for improvement in the areas of employee relations*
10. *Most management regard us workers as old machines*

(pp. 45 - 47)

In providing an explanation for this phenomena, Stone in 1979 argued that although economic growth and the emergence of new sectors have had an impact on the reduction in the importance of the plantation sector, "plantation social attitudes persist in master-servant role relations between workers and management, racial conflicts between Indian and black labour and white owners and managers"⁴. Carter (1997) reiterated this argument by identifying stereotyped monopolistic categories of local worker-manager perceptions across sectors (See Table 2.1). When we convert these exemplars into cognitions, we are able to identify how attitudes to work and management can impact organisational response to external environmental factors and approaches to selection practice. As behavioural displays of attitudes impede development of employee trust as well as manager and worker productivity, this indicates that there is much scope for the assessment of attitudes, values and work-style preferences within the new re-theorising of selection.

⁴ Stone, Carl (1979) Factors affecting industrial conflict in the Caribbean (1962 - 1971): *A Preliminary Analysis*. *Latin American Research Review*, Vol 14, No.3, pp 207-220.

Table 2.1: Carter's attitudinal exemplars converted to cognitions and work-based themes

Carter's Attitudinal Exemplars	Cognition	Themes
All management wicked	Managers = evil	Distrust of Leadership (DL)(even those elected to office)
All union encourage slackness in the plant	Unions = manager ally	
All politicians are crooks	Politician = thief	
Academicians are impractical theorists	Academic = dreamer	Research and Practice are Separate (RPS) (what is written though greatly respected differs from reality).
Socialists are communists	No difference between ideologies	Different Packaging Same Content (DPSC) (little confidence in new approaches)
Jamaican workers are lazy	Jamaican = unproductive	Manager Perception of Workers (MPW) (work means little to workers)
Locally produced goods are inferior to those which are imported	Jamaican = inferior	Ethnic & Cultural Inferiority (ECI) (workers and output are not valued)
If he is white he is right, if he is light he is almost right	Black = wrong	

Manifestations of attitudes and cognitions into work-based behaviours were also documented by Carter. In what he classifies as a 'repulsive little gem of a confession' made by a servile-looking office maid, the author presents an anecdote of worker attitudes. The paragraph below highlights the general distrust of leadership and how employees felt 'justified' in engaging in negative work behaviours. In taking this one step further, by extrapolating the aforementioned themes, we can establish a direct relationship between these attitudes and work-based behaviours.

'Mi dear, ah don't have the education fi answer all dem fancy questions yu have ina yu paper (RPS). But let mi put it ina mi own words fi yu (ECI), and mi no care if yu go back an tell the big man dem (DL) for mi a leave the work anyway (MPW). But yu si dem shiny-teeth hypocrites ina di bank who a sit behind dem big desk and a flash dem false smiles, an a ask yu how you pickney do, while all di time dem a order yu round like dawg(DPSC), and a treat yu like yu a no somebody to? (ECI) A fix dem business every morning. A just awk and spit ina dem coffee before ah serve dem it (BEHAVIOUR). Dem so blasted fool-fool, when dem si di curdle pon top, dem gobble it down tink a cream'(JUSTIFICATION)⁵.

As a consequence, employee attitudes to work and leadership are likely to have an impact on future approaches to employee selection as:

- new and emerging industries, such as those in the professional services sector, are increasingly dependent on employees who are able to work independently, taking initiative and responsibility for tasks and output. Organisations that are unable to trust employees

⁵ Themes are given in parentheses at the end of each idea. (For a complete English translation, see Appendix 1 : 1.1 English Translation of Carter's Worker Attitude Gem).

will indirectly curtail their levels of productivity as new ways of working will not be complimentary to traditional worker expectations and psychological and employment contracts as detailed by Carter (1997) and Stone (1982).

- knowledge, skills and attitude requirements will veer towards an increase in emphasis on attitudes. This will increase the import of the assessment of employee values, motivations and work preferences as the need to boost the value of work for staff grows. Furthermore, given the potentially deleterious effect of employee negative behaviours, there is added value for integrity testing and the specification of ethical behaviours in job analyses.
- new methods of selection and assessment will become increasingly critical as resentment for traditional modes of assessment grows. The current lack of transparency, particularly as it relates to the selection of managers has become irksome for many and costly for organisations, given employee use of negative power to 'balance the scales'. Moreover, given that the modern applicant is more sapient, organisations will need to adopt a more applicant-friendly approach to selection or risk losing skills due to applicants self-selecting themselves out of the process or ultimately emigrating.
- competency definition and measurement will need to become more systematic and robust to both ensure performance levels are met, as well as to improve employee attitudes to performance appraisals. Mapping clarified competences onto development and award systems will help to engender trust and promote worker motivation and satisfaction.

In light of the challenges brought about by external global factors, examination of selection decisions is crucial in order to create robust, practical and culturally relevant solutions given the aforementioned issues. With such a unique backdrop and its subsequent impact on worker attitudes, perceptions and relationships with managers (the model of selection best-practice advocated by North American and European researchers) will not be aligned to the ways of working specific to Jamaica.

2.2.4 *Approaches to Conflict Resolution and Industrial Disputes*

A history of slavery and forced labour has also had an impact on the endurance and power of trade unions as well as local approaches to resolving industrial disputes. Stone (1979) suggested that economic growth increases or maintains the level of industrial conflict. As a result, there is aggression, worker distrust and antagonism towards paternalism, status distance and a cultural gap impeding economic growth. This, he ascertained, had an impact at the industry level whereby such a

work-orientation in mineral production, manufacturing and construction are likely to be as conflict-oriented as the traditional plantation sector.

Fields (1984) posited that labour unions in the Caribbean are often very strong as they have close relationships with the political party in power and are generally viewed as emissaries of higher wages. This sentiment was also echoed by Ingham (1974) and Nelson (1991) who noted that unions' level of response ranged from militant opposition to acquiescence to explicit co-operation. Responses are shaped by a) characteristics of the union movement itself; b) economic cycles; and c) political institutions and their ties to unions. He further argued that strikes were a function of economic cycles, whereby bargaining power and militancy decline in hard times and increase in prosperity. When labour markets are slack and protracted, unemployment looms and unions often consent to wage regulations. The converse is also true. Based on this argument, it is feasible to posit that the competition for highly skilled workers currently influencing modern organisational practices may result in increased decision-making power of unions in the region, if assessment systems are not overhauled to ensure transparency, fairness and objectivity.

Stone's (1979) polemic that industrial conflict in Jamaica will be influenced indirectly through modernisation and a more congenial social environment for organisational growth has been debated by many (Kirkclady, 2006; Nelson, 1991; Robertson-Hickling, 2006). For him, modern organisational growth meant, increased numbers in union membership and increased power within the working class that enables a higher level of militancy and strategic aggression in industrial action thereby resulting in greater strike-proneness among unionised workers. This suggests a challenging yet exciting time for the role of IWO Psychology. On one hand, such a framework should readily facilitate the introduction of flatter organisational structures, systematic selection approaches, transparent assessment processes, more merit-based award systems and the selection of more consultative leaders. On the other hand, increased union membership numbers may be the result of current legislation not being in tandem with changing worker expectations and orientations. As a result, employees will revert to old systems of militancy and production impediment to have concerns addressed. It is therefore imperative that the legislation framework is given due consideration when tackling the impact of external global factors on organisational selection practices.

With this in mind, approaches to conflict resolution and industrial disputes also have a great impact on decision-making approaches to employee selection as:

- new and emerging industries, such as those in the knowledge and information sector, rely heavily on knowledge transfer and the accessibility of information. Militant strike action

characteristic of trade unions present a major obstacle to the accessibility and movement of such information thereby impeding the development and efficiency of these sectors.

- knowledge, skills and attitude requirements will be heavily centred on negotiation, communication, conflict resolution and persuasion skills for varying levels of staff. At the managerial level, it will be increasingly pertinent that managers be able to influence the actions of staff who are union members. Organisations will also benefit greatly from selecting staff that fit organisational culture to limit occurrence of strikes against policies.
- new methods of selection and assessment will become increasingly critical as a means of identifying potentially problematic employees as well as promote fairness and objectivity via standardisation. This in turn will go a long way to engender trust among employees while providing avenues for redress in the event of conflict. Similarly, clarification of organisational policies and inclusion of more transparent systems addressing issues such as wages and benefits would help reduce the occurrence of pay-related strikes.
- competency definition and measurement will need to include measures of conflict resolution as well as behavioural indicators for handling organisational politics, team development, influencing and negotiation abilities to sufficiently pre-empt both the occurrence as well as the effects of industrial action.
- with new and emerging industries, such as those in the information, leisure and knowledge sectors, as well as recent labour statistics data of increased number of workers in the service sector (Refer to Table 2.2), there is now an opportune time to dilute the power of trade unions through more widespread use of scientific measures of selection and assessment as well as the introduction of more legally defensible organisational approaches.

Having discussed the cultural and historical context framing Jamaica, the next section describes the structural components of the country. The country's response to external global factors as well as how responses will subsequently be manifested in organisational practice, are intricately linked to the physical, economic and social relationship Jamaica has with its neighbours. The physical structure and geo-political location are described first. This then leads into a discourse on Jamaica's relationship with external agencies and socio-economic partners. All these are then argued in relation to future selection initiatives, competency definition and measurement, as well as new approaches to selection.

2.3 Geopolitical Location

With a population of approximately 2.7 million (CIA, 2007), Jamaica is the third largest island situated in the Caribbean Sea and the third most populous Anglophone country in the Americas, after the United States and Canada. It is located approximately 3924km north of Brazil, 2537km south of New York, 2677km east of Mexico and 7531km west of London. With two international airports and the world's seventh largest natural harbour, the island has one of the biggest trans-shipment ports in the Caribbean. These readily facilitate trade and investment relationships



with Central, South and North America, the Caribbean and the rest of the world. Jamaica is also strategically located between the Cayman Trench and the Jamaica Channel which form the main sea lanes for the Panama Canal.

This geopolitical location has a direct impact on trade and investment partners; demand and supply for resources, as well as the cultural orientation of knowledge and information transferred to the Jamaican way of life. Documented evidence by the American Central Intelligence Agency (CIA), indicate that in 2005, Jamaica's primary export partners were the US (25.8%), Canada (19.3%), UK (10.7%), Netherlands (8.6%), China (7%), Norway (6.4%) and Germany (5.6%), with the chief export commodities being alumina, bauxite, sugar, banana, rum, coffee, produce, beverages and mineral fuels. Conversely, the US accounts for 41.4% of imports, with Venezuela, Japan and Trinidad and Tobago accounting for a collective 24.1%, where the primary import commodity is food and other consumer goods, followed by industrial and work-related supplies. It is also important to note that up to October 2008, Jamaica had no international disputes. This implies that the cultural exchange of products, services, knowledge and practices is potentially limitless.

It can, therefore, be postulated that Jamaican consumer behaviour and demand for goods and services is being driven by external cultures and expectations. Although limited empirical support exists to date of the importation of skills and scientific work solutions, anecdotal evidence indicate an increasingly active trade. One such example is the Overseas Employment Programme⁶, whereby 13,320 Jamaicans were employed by organisations in the US and Canada in 2005. Having been exposed to North American work environments and best-practice guidelines, over ten thousand employees are re-introduced into the Jamaican workforce with different expectations of employment

⁶ Overseas Employment Programme and the US Hotel Workers Program are government trade initiatives whereby farmers and hotel workers from Jamaica work at sites located in Canada and the United States for protracted periods. In 2005, the programmes contributed approximately \$90 million (USD) to the economy.

systems. This would suggest that if we re-defined the workforce as 'consumers', examining worker attitudes, cognitions and behaviours, demand for systematic and methodological approaches to skills assessment and selection should not be viewed as a cosmic leap but as inevitability.

2.3.1 *International and Regional Affiliations*

Through membership with several key international and regional bodies, Jamaica's emphasis on industries that are developed, rate of development, disposable financial resources, and utilised technical skills are frequently prescribed by organisational mandates. As such, the introduction of scientific selection practices in the workplace can be spearheaded through Jamaica's commitment to meeting international guidelines. A key relationship Jamaica has is with her Caribbean neighbours. The Caribbean Community and Common Market (CARICOM) is another body which plays a powerful role in Jamaica's response to external environmental factors and future approaches to employee selection and skills assessment. CARICOM is a composition of 15 states in Latin America and the wider Caribbean, coming into effect in August 1973. The key directive, similar to that of the European Union (EU), is for the promotion of functional co-operation, principally in relation to human and social development and the integration of economies of member states. At the heart of policy projections for regional employment and employment practice is the free movement of people and regional standardisation of skills and knowledge development. This includes: a) free movement of university graduates; b) free movement of artistes, media workers, musicians and sports persons; c) free movement of self-employed service providers, entrepreneurs, technical, managerial and supervisory staff; d) establishment of national and regional accreditation infrastructure; e) Caribbean Accreditation Authority for Education in medical and other health sectors; f) harmonizing of laws, including those governing employment practice and worker health and safety

This would suggest that a fully operational CSME is expected to have a direct impact on the skills composition at both the graduate and managerial levels, legislative and best -practice employment guidelines, staff retention and skills availability, as well as adopted approaches to training and skills development. This, in turn, would have a spin-off effect on decision-making approaches regarding the:

- Growth, stagnation or death of specific industries
- Bespoke skills development in accordance with cultural heritage
- Definitions and measurement of knowledge, skills, abilities and other competency criteria
- Importance placed on recruitment and selection practices
- Increased demand for valid, reliable, objective and standardised selection techniques.

Having reviewed Jamaica's location and impact of international relationships, the following segment describes the socio-economic backdrop which may influence organisational selection decisions in modern Jamaica.

2.4 Socio-Economic Climate

Sociologist R.T Smith (1967) argued that culture in the Caribbean could only be interpreted in terms of the social process of Caribbean life. Austin (1983) later cited M.G. Smith's (1965) pluralist analysis of Jamaican culture by noting the existence of three distinct value systems impacting on the economy and social fabric. He argued that the most powerful section of Jamaican society embraces the value of materialism, the middle section is concerned with colour⁷ and the lowest section particularly concerned with values leading to immediate physical gratification. This presents an ideological conflict as interpretations of events must take into consideration these divergent value systems. For Smith, Jamaica has no universal values, but rather it is the power of the dominant group that holds the society together. This makes the introduction of new ways of working and new methods of assessment more challenging to obtain as cultural buy-in must be sought from both the wealthy minority investors and the majority working class.

2.4.1 Economy

Jamaica is a mixed, free-market economy with state enterprises as well as private sector activity. Based on documentation produced by the American Central Intelligence Agency (CIA), the GDP for 2006 was \$12.82 billion USD. The economy grew by 0.6% in the first quarter of 2006. Growth was reflected in the service and productive sectors which increased by 0.7% and 0.5% respectively. In 2005, the service sector grew by 2.6%. The Jamaican economy is heavily dependent on services, which accounts for 60% of the GDP. The larger share of foreign exchange is derived from tourism, bauxite/alumina and remittances. Within the agricultural sector, there were fluctuations in output for the period 2003 to 2005. In mining, both alumina and bauxite recorded their highest output in 10 years. This suggests that demand for technical skills may be increased. Recruitment/assessment and training of chemists, engineers, and other technically competent personnel may be a direct spin-off.

2.4.2 Social Trends

According to findings by the Policy Analysis and Review Unit (2003), the Jamaican population remains relatively young despite a significant drop in birth rates during the 1990's. There has been an increase in the number of women of reproductive age, with implications for future diversity issues in

⁷ A social remnant of slavery is perception of beauty, where those with traditional Caucasian features are perceived to be more beautiful, having better access to education, jobs, housing and overall social status. However, since access to university education became open in the 1980's, combined with a growing afro-centric sentiment throughout the 1990's, many dark-skinned blacks now have access to a social status previously afforded only to whites.

the workplace. With 50% of the population now living in towns and cities, the country is increasingly becoming an urban society. Sustained high levels of international migration during the 1990s have also had a prolonged impact on the economy and society. An ongoing brain drain denies Jamaica the benefits of some of its most productive and creative human resources. As a consequence, international recruitment of skills has played a vital role in the sustenance of key sectors. Other trends in the society include the stability of employment levels, standing at 84-85 per cent throughout the 1990's, as well as the decline in poverty levels throughout the 1990s from a high of 45% in 1991 to a low of 16% in 1998.

Both the economy and social trends are catalysts for Jamaica's response to external environmental factors, organisational practices adopted, selection and assessment initiatives encouraged, as well as emphasis on skills and abilities needed. A predominantly youthful population puts work and work-related issues centre-stage on Jamaica's developmental agenda, whereby the management of the loss of skilled labour, facilitation of worker-friendly work environments, and objective and standardised systems of assessment will be critical to both long-term economic goals and a productive social fabric. As a consequence, documented challenges facing the country are: a) the loss of a disproportionate number of young, skilled and educated persons to foreign labour markets, especially the United States, United Kingdom and Canada; b) Jamaica's geographical position which has increased the opportunity for criminal livelihoods (especially the trade in illicit drugs) resulting in negative consequences for the society, culture and the formal economy; c) high vulnerability of the Jamaican economy to external global events; and d) vulnerability to threats to the environment as a Small Island Developing State. However, Caribbean scholars such as Best (1985) argued that people in the Caribbean had been conditioned through slavery to handle the challenges of globalisation as Caribbeans were essentially the first globalists as they are among the first people to be exposed to the medley of cultures and its attendant problems. The impact of globalisation in conjunction with the war for skills has been particularly poignant. A recent study by the International Monetary Fund (2006) estimated that the Caribbean was losing up to 40 per cent of its most skilled professionals, with many of those leaving high-skilled jobs in education, medicine, and law.

Policy officials for the government have recognised the need to "emphasise policies that strengthen human capital at all levels, through maintaining our record on public health and improving the quality of education and training" (*Jamaica 2015*, p. 14)⁸. This vision is complementary to the key tenets of IWO Psychology in general and selection in particular. It can therefore be inferred that the

⁸ *Jamaica 2015* is a framework and action plan for improving effectiveness, collaboration and accountability in the delivery of social policy. Published by the Planning Institute of Jamaica (PIOJ).

government is ready to embrace initiatives fostering the objective, empirical and valid training and assessment of skills, to promote national development. As such, the use of higher criterion-based selection techniques (assessment centres, integrity tests, work-sample tests, personality tests, cognitive ability tests) within employment contexts could be expected to increase throughout varying sectors. This makes organisational, selector and potential job applicant decisions critical to ensuring economic success.

2.5 Labour and the World of Work

With the unemployment rate for persons between 14 and 24 years being double that of the entire workforce, employment and labour issues are high on the Government's social agenda. Labour statistics indicate that close to a million Jamaicans have emigrated, particularly to the United States, the United Kingdom and Canada since the 1960's. This steady loss of skills has had a resulting impact on the disproportionate distribution of skills across sectors. As demonstrated in Table 2.2, the majority of industries have a higher number of males with skills aligned to more traditional sectors.

Table 2.2: Gender employment across industries in Jamaica

Industry	Contribution to GDP (US Millions)	Number of Employees	Gender
Agriculture, Forestry & Fishing	479.4	196,100	Males 28%
Mining, Quarrying & Refining	319.2	5,100	Males 88.23%
Manufacturing	990.4	81,300	Males 72.7%
Electricity, Gas & Water	297.2	5,500	Males 63.63%
Construction and Installation	713.9	122,200	Males 95.76%
Wholesale & Retail, Hotels & Restaurant Services	1476.0	292,000	Males 34.34%
Transport, Storage and Communication	731.9	80,400	Males 80.84%
Financial, Insurance, Real Estate & Business Services	975.8	57,900	Males 46.84%
Other* (No previous industry)	524.4	352,500	Males 36.7%
Total		1,193,000	

Adapted from 'The Labour Force 2005' by the Statistical Institute of Jamaica, pg46

With 80% of the population classified as literate by UNICEF, 29.2% completed tertiary education and 15.4% currently enrolled in a tertiary institution, there is much emphasis placed on knowledge and skills development. In 2005, approximately 66% of first-time applicants had no formal skills training with a significantly higher percentage of first time job seekers being women. In addition, applicants

entering the job market for the first time tended to apply in writing (CV submission), in person or through inquiries from friends. Table 2.3 illustrates the disparity between males and female first time job seekers as well as their preferred application format.

Table 2.3: *First-time job-seeker training and method of application*

		Male (%)	Female (%)
Method of Training Received	▪ None	86.95	61%
	▪ Vocational without Certificate	0	2.3
	▪ Vocational with Certificate	13.05	24.1
	▪ Professional without Degree or Diploma	0	0
	▪ Professional with Degree or Diploma	0	11.5
	▪ Apprenticeship	0	0
	▪ On-the-job Training	0	1.14
	▪ Total	2,300	8,700
Method of Application	▪ Applied in Writing	14.4	25.34
	▪ Applied in Person	33.95	24.45
	▪ Inquiry from Friends	37.03	30.6
	▪ Applied to Employment Bureau	1.2	1.47
	▪ By Advertisement	0	0
	▪ Other	13.4	17.14
	▪ Total	48,600	81,700

Adapted from 'The Labour Force 2005' by the Statistical Institute of Jamaica, p. 73

2.6 Summary

Data from a series of studies for this thesis were collected from Jamaican samples. Jamaica's cultural history, geopolitical location and socio-economic backdrop have had a significant impact on attitudes to work and leadership, conceptualisation of skills and abilities, as well as organisational approaches to personnel selection. Jamaica's characteristic uniqueness has also played a role in the influence of factors in the external environment and by extension solutions targeted. With a youthful and increasingly educated workforce, cultural and external factors are expected to have a profound effect on selection approaches utilised, the understanding of applicant behaviours, as well as leadership abilities sought. The understanding of decision-making processes influencing these outcomes is therefore crucial at this time. However, the model of selection 'best-practice' currently prescribed by North American and European research findings is not aligned to the Jamaican culture's unique ways of working.

Chapter 3

Organisational Selection Decisions: Fit versus Criterion-based Approach in Jamaican Selection Decisions

"Oh, please don't you rock my boat. 'Cause I don't want my boat to be rocked. Don't rock my boat I'm telling you that, oh I like it like this, I like it like this. You should know by now, I like it like this "

'Satisfy My Soul', Kaya, Bob Marley (1978)

3.1 Introduction

In light of the documented limitations with the strict objectivist paradigm in personnel selection research and the disparity between organisational practice and research findings as discussed in Chapter 1, this chapter presents the first empirical study to identify Jamaican organisations' use of higher criterion-based selection techniques (cognitive ability tests, assessment centres, personality tests, work sample tests, structured interviews, biodata and integrity tests - See Chapter 1: Table 1.1) and factors influencing hiring decisions. As justification for the analysis of the selection experience to include a cultural focus the present chapter addresses factors influencing selection decisions and their influence on the international generalizability of personnel selection research findings. The current study takes into account individual, social and organisational variables influencing selection decisions and as such provides justification for the adoption of socio-cognitive frameworks to personnel selection investigations.

There is a paucity of research on selection practice in Caribbean countries at large with none documenting the use of selection techniques in Jamaica. This seems a major oversight given previous research evidence indicating the underutilisation of criterion-based selection techniques across cultures (Eleftheriou & Robertson, 1999; Lawler, Jain, Ratnam & Atmiyanandana, 1995; Schuler, 1994; Ryan, McFarland, Baron & Page, 1999). This chapter begins with a review of previous research on selection decision-making paying particular attention to methodological and theoretical limitations. Factors influencing selection decisions are presented and the methodology used is outlined. This is followed by a discussion of results which shows that use of criterion-based selection techniques varies across Jamaican industries and that organisational decisions to use higher criterion-based techniques in the future are influenced by factors both internal and external to the organisation. The chapter concludes with a discussion of findings in relation to previous research, as well Anderson and Herriot's (1997) selection taxonomies.

3.2 Previous Research on Organisational Selection Decision-Making

Research on selection techniques has been prolific. The predictive efficacy of techniques (Borman, Hanson & Hedge, 1997; Breaugh & Starke, 2000; Robertson & Smith, 2001) their associated utility and social artefacts (Hough & Oswald, 2000; Schuler, 1993; Shuler, Farr & Smith, 1993); and taxonomic and measurement-related issues (Salgado, Viswesvaran & Ones, 2001; Schmidt, Ones & Hunter, 1992) have been captured by IWO Psychology researchers for over a century. Despite much attention in this domain, there is limited research on how organisations make decisions regarding the use of selection approaches (Born & Scholarios, 2005; Ones, Viswesvaran & Dilchert, 2005; Ramsay & Scholarios, 1999; Schmitt & Chan, 1998). However, personnel selection research across countries suggests that the continuous classification of selection technique power is not reflected in organisational selection decisions. Findings reveal a preference for lower criterion-based selection techniques in Greece (Eleftheriou & Robertson, 1999), Japan (Ahmad & Schroeder, 2002), and Taiwan (Hsu & Leat, 2000) with the interview being the most widely used by organisations around the world and the most liked by applicants (Borman, Hanson & Hedge, 1997; Hough & Oswald, 2000). Although consistently generating negligent criterion validity indices in research, use of graphology remains pervasive in selection practice in France (Steiner & Gilliland, 1996).

This lack of integration between criterion-based research and subsequent practice has been attributed to organisational factors such as logistics, company size and sector (Hefferman & Flood, 2000); feasibility (Herriot & Anderson, 1997) and financial and human resource availability (Whyte & Latham, 1997). Research by the Chartered Institute of Personnel Development (CIPD, 2007) for example, indicate the average cost of filling a vacancy is £3950; a large proportion (85%) of organisations have difficulties recruiting; and a lack of specialist skills and candidate experience were common recruitment problems. Based on these findings, it appears that either organisational selection decision-makers do not perceive the use of higher criterion-based selection techniques as crucial to tackling these challenges, or research is yet to identify factors that significantly and actually influence organisational selection practice. The value of understanding organisational selection decision-making therefore cannot be under-estimated, particularly in light of the documented discrepancy between research evidence and organisational practice (Cascio & Aguinis, 2008; Derous & De Witte, 2001; De Wolff, 1993; Guion, 1989; McCourt, 1999) combined with the increased impact of external factors such as globalisation implies the need to examine selection practices of organisations in different cultures. The aims of the current study are four-fold:

- To examine the disparity between previous research findings and organisational practice, identify the most frequently used selection techniques across Jamaican organisations. In so doing the study seeks to establish a benchmark for Jamaican selection behaviour.

- To examine the role of factors internal to the organisation (size, growth stage, industry, management style and union membership); as well as those external to the organisation (technological complexity, abundant supply of skilled labour, market competition and changing business and governmental regulations) in determining Jamaican organisational selection decisions (Born & Scholarios, 2005; Judge & Ferris, 1994).
- To determine if factors influencing Jamaican selection decisions are fit or criterion influenced and the extent to which these factors are similar to those found in countries with a similar cultural background in light of earlier research on cultural differences in work orientations (Hofstede, 1980; Von Glinow, Drost and Teagarden, 2002) and selection practice (Ryan et al, 1999).
- To develop models of the likelihood of Jamaican organisations using higher criterion-based selection techniques (cognitive ability tests, assessment centres, personality tests, work sample tests, structured interviews, biodata and integrity tests) for future selection decisions.

Three prominent limitations of previous research on personnel selection are presented: a) predominance of a micro-level orientation as suggested by Ramsay and Scholarios (1999) with selection research not sufficiently including external environmental, internal organisational and individual factors influencing selection decisions thereby limiting practical applications of research findings; b) limited examination of individual and managerial cognition resulting in little evidence on how information is processed and weighted when making selection decisions; and c) the dominance of North American research evidence which has restricted the development of new theoretical frameworks across and within unique cultural settings (Eleftheriou & Robertson, 1999; Ryan, McFarland, Baron and Page, 1999).

3.2.1 Dominance of Micro-Level Concentration in Organisational Selection Research

One key limitation identified from previous personnel selection research is the approach to evaluating selection technique decisions (Cascio 1995; Drenth & Heller, 2004; Hough and Oswald 2000; Howard, 1995). The focus on predictive criterion, utility and psychometric properties of selection techniques has resulted in a predominance of what Ramsay and Scholarios (1999) qualified as micro-level analyses, characterised by a strict focus on individual characteristics. As a result, they have called for future research to challenge the micro-level research tradition, by including macro-level factors such as cognitive processes of key decision-makers, wider environmental contextual factors and organisational characteristics in order to more accurately determine the selection decision-making process through identification of main and interaction effects with individual,

organisational and environmental factors. Judge and Ferris (1994) also proposed a model of selection decision-making that includes environmental factors, internal organisational factors and factors relating to individual decision-makers that have a combined influence on staffing decisions.

Research has indicated positive associations between organisational characteristics and selection decision-making. Terpstra and Rozell (1997) for example, found organisational reasons for not using particular selection techniques varied across available financial resources; HR professionals' knowledge of the scientific robustness of specific selection techniques; and assessment legislative concerns such as the use of cognitive ability tests to select ethnic minority groups (Ployhart, Ziegert & McFarland, 2003). Wilk and Capelli (2003) examined characteristics of the job as predictors of organisational selection decision-making. Their findings demonstrate that skill requirements predicted all types of selection decisions; investment in training was positively related to the frequency of the use of higher criterion-based selection methods (cognitive ability tests, assessment centres, work sample tests, personality tests, structured interviews, biodata and integrity tests); and jobs with higher wages resulted in more extensive selection processes. This study therefore adopts a similar approach to exploring organisational selection decisions in Jamaica, by paying particular attention to the role of factors both internal and external to the organisation. In so doing, the current study contributes to the personnel selection literature by identifying the relationship between both sets of factors and Jamaican organisational decisions to use criterion-based selection techniques.

Given Jamaica's dependence on agrarian industries, attitudes to work and leadership, and worker approaches to conflict resolution and industrial disputes (as discussed in Chapter 2), it is expected that trade union membership will be significantly related to organisational use of higher criterion-based selection techniques. As a result the following hypotheses were formulated:

Hypothesis 1a: Current use of higher criterion-based selection techniques (cognitive ability tests, assessment centres, personality tests, work sample tests, structured interviews, biodata and integrity tests) will be positively associated with factors internal to the organisation such as size, industry, management style and union membership. In organisations that are more unionised use of these techniques will be more strongly associated.

Hypothesis 1b: Current use of higher criterion-based selection techniques (cognitive ability tests, assessment centres, personality tests, work sample tests, structured interviews, biodata and integrity tests) will be positively associated with factors external to the organisation such as rapidly changing business conditions, technological complexity, and abundant supply of skilled labour. In

organisations that perceive more technological complexity, these techniques will be more strongly associated.

Hypothesis 1c: Current use of higher criterion-based selection techniques (cognitive ability tests, assessment centres, personality tests, work sample tests, structured interviews, biodata and integrity tests) will be more strongly associated with criterion-based decision-making criteria such as ability to obtain high performers and HR knowledge of practices in other countries and less associated with fit-based criteria such as effectiveness of hiring practices in obtaining satisfied employees and employees that make a positive contribution to the overall effectiveness of the organisation.

3.2.2 Influence of Culture on Organisational Preference for Criterion-based Measures

A second potential shortcoming of previous research stems from the dominance of North American research evidence to the understanding of selection behaviours (Anderson 2003; Cascio & Aguinis, 2008; Schuler, 1994). Ryan, McFarland, Baron and Page (1999) and Hough and Oswald's (2000) assertion of culture moderating selection technique validity gives further credence to the value of research investigating cultural factors influencing organisational selection decision-making within different contexts. Such research further emphasises the notion of selection 'best-practice' being culturally defined and suggests a greater importance of the concept of fit in cross-cultural selection practice. With this consideration in mind, this study examines organisational selection decision-making within a previously unexplored cultural setting and takes into account social, individual, organisational and environmental variables that help to determine what constitutes scientific selection practice by Jamaican selection decision-makers.

The International Human Resources Management Best Practice (IHRMBP) consortium headed by Von Glinow (2002) represents the first investigation into cross cultural divergence and convergence of strategic HR functions such as selection. Unlike previous research, it explored factors influencing selection decisions, knowledge and effectiveness of decision-makers and the impact of external environmental forces on HR decisions. From a study of over ten countries and regions, the IHRMBP team (Bowen, Galang & Pillai, 2002; Geringer, Frayne & Milliman, 2002; Huo, Huang & Napier, 2002; and Von Glinow, Drost & Teagarden, 2002) concluded that, due to similar historical ties with the British Commonwealth of nations, selection decisions in Australia and Canada were influenced by the same factors. A similar culturally-related conclusion was drawn for Japan, South Korea and Taiwan based on their Confucian heritage. It is also important to note that factors identified as important for current selection decisions in Latin America and USA were similar to those experienced in Australia and Canada. Two key limitations of the study however, were that the selection experience of organisations in the Caribbean was not examined and conclusions made

about the role of culture in selection were based on comparisons of mean ratings of factors influencing hiring decisions. Huo, Huang and Napier (2002) identified ten factors influencing hiring decisions: a) ability to perform the technical requirements of the job; b) a personal interview; c) ability to get along well with others working there; d) having the right connections; e) the company's belief the person will stay with the company; f) an employment test in which the person needs to demonstrate their skills; g) proven work experience in a similar job; h) a person's potential to do a good job even if the person is not that good when they first start; i) how well the person will fit the company's values and ways of doing things; and j) future co-workers opinions about whether the person should be hired. Factors a, d, g and h may be categorised as criterion-based factors; c, e, i and j may be classified as fit-based factors while b and f are selection techniques. The current study therefore explores the relationship between organisational and external factors and fit and criterion-based factors influencing current selection decisions in Jamaican organisations and utilises multi-dimensional scaling to identify more salient representations of cultural convergence. Given Jamaica's history as a member of the British Commonwealth, it is expected that factors influencing Jamaican hiring decisions will be most like those experienced in Australia and Canada than those experienced in China, Korea and the USA. This research will contribute to the literature on the influence of culture in selection research by challenging the dominant North American and European emphasis on criterion measures being the only framework to ensure robust selection practice.

Hofstede (1980) also contributed to this debate (See Chapter 1:2.2.2.c) when he argued that cultural work practices and work orientations varied in relation to a country's distribution of power, the extent to which individuals are integrated into groups, emphasis on gender equality, and a society's tolerance for ambiguity. Hofstede's findings remain one of the key empirical investigations into cultural differences in orientations to work within the Latin American region, with Jamaica one of two Caribbean countries represented in the data base. Based on raw data (2003), Jamaica has a moderate (45) power distance index compared to Mexico (81); a low individualism index (39) compared to the USA (91); a moderate masculinity index (68) in comparison to Japanese culture (95) and a low uncertainty avoidance index (13) in comparison to Australia (51). If Hofstede's argument of cultural differences across these four dimensions is robust, then it is feasible to expect organisational and external factors influencing these behaviours to be manifested in functional organisational decisions such as the selection of personnel. Therefore, the following hypotheses were formed:

Hypothesis 2: Culture plays a significant role in factors influencing organisational selection decisions. Factors influencing selection decisions in Jamaican organisations will be most similar to countries with a similar cultural history (Canada and Australia) than countries that are geographically close (Latin America and Mexico).

3.2.3 Lack of Cognition Research limiting Predictions of the Likelihood of Organisations using Criterion-based Selection Techniques

A third frequently espoused limitation of previous research on selection practice is the lack of consideration of individual and managerial cognition (Highhouse, 2008; Kuncel, 2008; Kiesler & Sproull, 1992) as well as organisational information processing (Fiol, 1994; Louis & Sutton 1991; Rousseau, 1997; Schmitt & Chan, 1998). In their criticism of previous work in this area, Ramsay and Scholarios (1999) argued that individual differences and individual information-processing provided only a partial account of processes underpinning organisational selection practice. They endorsed selection decision research which encapsulated individual characteristics of candidates, cognitive processes of key decision-makers, organisational characteristics and environmental contextual factors in order to generate more meaningful explanations of decision-making. Similar endorsements have been made by Kiesler and Sproull (1982) and Meindl, Stubbart and Porac (1994).

Schneider and Angelmar (1993) further argued that whilst theories from cognitive psychology offer well developed, valid and reliable methods and models, earlier research may over emphasise analysis at the individual level and neglect the social and organisational context. Paradoxically they conceded that organisational levels of cognition are challenging to establish, given no universally agreed unit of measurement with authors concluding that IWO Psychology research has only given a cursory glance to organisational-level selection decision-making processes (Anderson, Lievens, Van Dam & Ryan, 2004; Anderson, Ones, Sinangil & Viswesvaran, 2002; Drenth, Thierry & de Wolff, 1998; Herriot & Anderson 1997; Shuler, Farr & Smith, 1993). In keeping with suggestions by Cooper, Robertson and Tinline (2003), this study concentrates on organisational characteristics as well as cognitive processes of HR decision-makers in order to identify the multiple variables impacting organisational selection information processing.

With key methodological, conceptual and cultural limitations of earlier works identified the aim is therefore to predict the likelihood of Jamaican organisations utilising higher criterion-based techniques for future selection decisions. The following hypothesis was therefore developed:

Hypothesis 3: The likelihood of Jamaican organisations utilising higher criterion-based selection techniques for the future will be a function of perceived effectiveness of HR decision makers (ability of current selection practices to obtain high performers; HR personnel's knowledge of selection practices in other countries; and HR working closely with senior management) and external environmental factors (increased market competition; technological complexity; and abundant supply of skilled labour).

3.3 Method – Study 1: Factors Currently Influencing Personnel Selection in Jamaica

The study was based on previous research by Von Glinow, et al (2002) who examined international human resource practices in 10 countries and concluded that HR practices such as selection varied based on culture. A quantitative approach based on the research by Von Glinow et al (2002), enabled the examination of key variables underlying selection decisions; perceived decision-making ability of HR departments; and factors internal and external to the organisation and selection technique utilisation. In so doing, the study captured a multi-factor approach to the selection decision-making process as suggested by Ramsay and Scholarios (1999). Key justifications for Study One are: a) an understanding of factors influencing Jamaican selection decisions as well as current selection techniques used will provide insight into how decision-makers framed information when making selection decisions and suggest explanations for the disparity between research evidence and organisational practice; b) examination of the likelihood of Jamaican organisations using higher criterion-based selection techniques will provide further evidence to challenge the universality of the North American model of selection 'best-practice' based solely on a criterion framework; and c) utilisation of the IHRMBP questionnaire readily facilitates comparisons with selection practice in other countries thereby emphasising the influence of culture in the determination of selection experience. Using the Theory of Planned Behaviour (TPB) as a socio-cognitive framework, Study One was designed to examine the cognitive, behavioural and behavioural intent components of Jamaican organisations' use of higher criterion-based selection techniques.

3.3.1 Participants

Fifty HR employees from 50 organisations in Jamaica participated in the study. The sample was taken from the membership list (N=678) of the Human Resource Management Association of Jamaica. The fifty organisations employed approximately 40% of the total Jamaican workforce (See Chapter 2: Table 2.2). 74% of the sample was female and 26% male. The age range was from 23 – 59 years, with a mean age of 43.52 years. Thirteen percent of participants were HR/Training Personnel (Officers and Administrators); 31% were HR/Training Managers; 37% senior HR/Training personnel (Directors and Vice Presidents) and 19% serving in an in-house advisory role (Consultants and Specialists). The average tenure was 6.5 years with 92% of the sample having a minimum educational level of an undergraduate degree and 66.7% having post graduate training. With 72% of all members in the association having post graduate training the educational level of participants was representative of the HR population.

3.3.2 Measure

Data were collected using the Best International Human Resources Management Practices Survey (BIHRMPS). The questionnaire was chosen for its appropriateness to the current research objectives

and to ensure cross-cultural comparison of findings. The standardised version of the BIHRMPS questionnaire was 12 pages long, consisting of 65 questions across 8 major sections: 1) Background Information; 2) Your Company; 3) Management Style; 4) Your Company's Personnel/HR Department; 5) Job/Company Satisfaction; 6) Leadership; 7) Communication; and 8) Overall Assessment). There was also a section on HRM practices with 4 subsections for Selection, Training, Performance Appraisal and Pay. Items assessing HRM practices were measured along a 5-point Likert-type scale targeting both current and future practice.

The design of the instrument, including item generation and evaluation processes are documented in full by Geringer, Frayne and Milliman (2002). However, no psychometric properties were reported. For the purpose of the present study, only questions congruent with the current research objectives were retained. Additionally, items that were deemed ambiguous, culturally irrelevant and or offensive were either removed or re-phrased. For example, question 3 in the original version asked 'Please indicate the highest grade in school you have completed' was changed to 'what is the highest level education you have completed' as this item did not reflect how references to the educational system in Jamaica were generally made. Items related to ethnicity and salary details were also removed from the Background Information section. This was in keeping with similar item cleaning processes by Geringer, et al (2002) as well those documented in previous cross-cultural investigations (Brewster & Hegewisch, 1994; England, 1995; and Hofstede, 1980). Similarly, only the section on Selection practices was retained as information regarding Leadership, Communication, Job Satisfaction, Performance Appraisal and Pay were deemed confounding to the current research as items focused on the details of these function. Finally questions regarding specific selection technique use were included. Following this process, the revised version of the IHRMBPS questionnaire was critiqued by 6 Occupational Psychologists, in order to ensure content validity, cultural transferability and item clarity. As suggested by Rust and Golombok (1999), at the half-point data collection phase (N=30), reliability analyses revealed internal consistency of sections expected. Reliability of the revised questionnaire was **0.72** with the combined sections on Selection Practices and Selection Techniques generating an alpha of **0.83** and a Split Half reliability of **0.65** (Refer to Appendix 2.1: Study 1 Revised IHRMBPS Questionnaire).

3.3.3 Procedure

Questionnaires were administered online via a web-link. All candidates from the membership lists were contacted by e-mail. Paper-based versions of the questionnaire were made available upon request. In keeping with ethical guidelines responses remained anonymous and confidential. There was no set limit for completion however questionnaire completion trials with 2 senior Jamaican HR personnel indicated that questionnaires were generally completed within 15 minutes.

3.3.4 Data Analysis

To facilitate comparisons with previous findings (Huo, Huang & Napier, 2002) descriptive statistics and Spearman Rho Correlation analyses were initially conducted on the organisational structure variables of size, sector, stage of growth and trade union membership. This was to investigate whether factors influencing selection decisions in Jamaican organisations matched those of countries with a similar cultural history as reported by Ryan, McFarland and Baron (1999) and Hough and Oswald (2000). To demonstrate the association between multiple factors and selection decisions as proposed by Ramsay and Scholarios (1999), correlation analyses were performed to identify the association between factors influencing current selection practices and: a) the four items measuring external market factors; b) current use of higher criterion-based selection techniques; and c) the organisation's decision-making ability through its HR department.

To examine the relationship between factors internal and external to the organisation as well as, HR decision-making expertise and the use of higher criterion-based selection techniques, partial correlations were performed controlling for external factors. As noted earlier (See Chapter 1: 1.6.2), external environmental factors were believed to have a significant impact on modern personnel selection decisions. To identify the influence of culture in organisational selection decisions, multidimensional scaling was used to explore similarities in judgements between Jamaican HR decision-makers and decision-makers from previously researched countries. Finally, a series of logistic regression analyses (LRA) were conducted to predict the likelihood of Jamaican organisations using higher criterion-based selection techniques. LRA was used instead of traditional multiple linear regression as there were: a) no assumptions of normality or linearity imposed on the data; b) variations in responses were attributed to naturally occurring phenomena; c) given the inclusion of factors both external and internal to the organisation, an estimation of likelihood was deemed a more appropriate examination of fit than calculating the sum of squares; and d) scientific robustness of selection techniques tend to be classified along a dichotomy (higher criterion-based or lower criterion-based) therefore analysis of binary outcomes represent a more realistic account of selection decisions.

3.4 Results

The Results section reports initial descriptive analyses for HR and organisational characteristics, followed by a presentation of correlation analyses between variables. Analyses of each hypothesis are then described with Multidimensional Scaling (MDS) and Logistic Regression Analyses (LRA) results presented where appropriate.

3.4.1 HR Characteristics of Jamaican Organisations

A total of 68.8% of all respondents identified the management style within their organisations as 'directive'. Approximately 63.3% of participants viewed their HR Departments as 'important to the company'. In addition, a total of 46% of participants perceived their HR practices to imitate those used by other firms in their respective industry; and 62% indicated HR practices were generally informed by selection practices used in other countries. Only 46% of participants however viewed their HR department as effective.

3.4.2 Organisational Characteristics of Jamaican Sample

Approximately 72% of organisations represented the private sector and 27.7% from the public sector. Fifty-two percent of companies had fewer than 250 employees with 22% of organisations reporting over 1000 employees. 59.2% identified their organisation as being in a mature stage with their products and services with a corresponding 49% classified as growing. The majority (60%) of organisations were classified as service oriented, 28% manufacturing and the remaining 12% as 'Other' (Research, Charity, Not-for Profit, Non-Governmental Organisations). Trade union membership across the organisations varied with 52% of organisations having no employees belonging to unions.

Table 3.1, shows the characteristics of the Jamaican sample in comparison to those used in earlier research by the IHRMBP consortium (Geringer, Frayne & Milliman, 2002). It can be noted that whilst the sample used in the study was representative of the Jamaican HR population, the distribution of gender, age and educational level of the Jamaican sample was different to the demographic characteristics of the ten countries sampled previously. For example, Jamaican HR personnel were predominantly female (74%), older (43.52) and more highly educated with 92% of the sample having at least a Bachelors degree. Like 5 of the previously surveyed countries, the composition of Jamaican industries sampled was mixed and represented a range of sizes and ownership.

Table 3.1: Jamaican sample attributes compared to the 10 countries or regions analyzed by the IHRMP Consortium

Nation	Number of Respondents	Approximate Average age of Respondents	% Male	% with Bachelor Degree or Higher	Response Rate	Industry Composition	Number of Responding Organisations	Size & Ownership of Organisations	Date Data Collected
Jamaica	50	43.52 (S.D. = 1.34, Range = 36)	26	92 (S.D. = .029)	Mail (14%) E-mail (18.5%)	60% service, 28% manufacturing, 12% other	50	Mix of size, 72.3% private, 27.7% public	2004-2005
Australia	438	36	58	67	Mail (27%)	53% service, 32% manufacturing, 15% other	NA	Large, private	1994
Canada	144	41	81	75	Mail (41%) In person (52%)	100% manufacturing	144	Medium & Large, mainly private	1992
China	192	36	67	66	In person (52%)	100% manufacturing	221	67% public, 33% private or mixed	1994-1995
Indonesia	247	33	82	77	In person and mail (73% of responses from in-person replies rest from mail)	38% service, 49% manufacturing, 13% other	NA	Mix of size, 13% public, rest private	1995
Japan	223	37	92	70	NA	40% service, 60% manufacturing	3	Large, private	1992-1993
Korea	237	32	98	71	Mail (24%)	Mainly manufacturing, some service Mix	237	Mix of medium and large, private	1993
Latin America	168	33	59	81	NA	Mix	NA	NA	1995-1996
Mexico	180	40	80	77	In person (45%) Mail (4%)	Mix of service, manufacturing, government, university	38	Mix of size and ownership	1992-1996
Taiwan	241	36	86	84	Mail (41%)	100% manufacturing	30	Medium & large, private	1993
USA	144	NA	NA	NA	In-person	Mix	NA	Mix, mainly large private	1991-1992

Sample characteristics of IHRMBP as cited by Geringer, Frayne and Milliman (2002) pg 14.

3.4.3 Jamaican Organisations' Use of Criterion-based Selection Techniques

Mean ratings revealed from a scale of 1 (Not at All) to 5 (Most Frequently), Jamaican HR personnel currently utilised the application form (4.64), reference (4.53), structured interview (4.18) and biodata (3.32) in paper format most frequently for selection. While the personality test (2.47), reference (2.46) and cognitive ability test (2.00), were the most frequently used techniques in electronic format. Of all techniques, only personality tests were used more frequently in electronic format. Regardless of format of administration, graphology, work sample tests and assessment centres were the least frequently used selection techniques in organisations (See Figure 3.1).

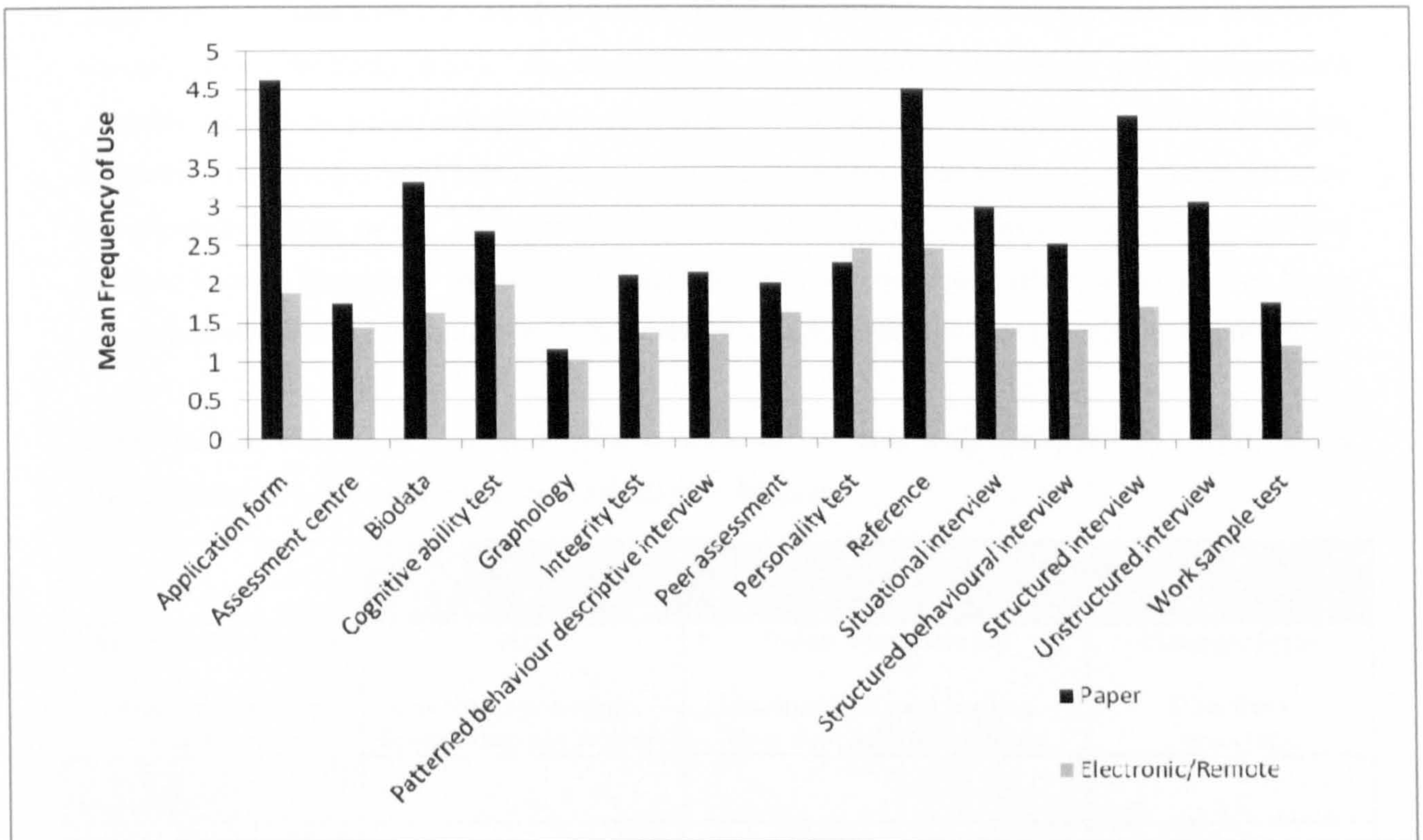


Figure 3.1: Most frequently used selection techniques by Jamaican organisations

Across industries use of assessment centres in paper format was most prominent in the Manufacturing (28.6%) sector while cognitive ability tests were utilised equally by Manufacturing (50%) and the Service sector (50%) respectively. Personality tests were generally utilised by 35.7% of organisations in Manufacturing, 37.7% in the Service sector and 33.3% of Not-for-Profit organisations. Paper-based structured interviews were the most frequently used higher criterion-based technique across all industries, utilised by all organisations in the Manufacturing sector and a majority (83.3%) of the Service sector. Only 6.7% of companies in the Service sector reported using work sample tests, with none being used in Manufacturing or 'Other' sectors.

3.4.4 Internal Organisational Characteristics and Use of Criterion-based Selection Techniques

To examine use of higher criterion-based selection techniques across organisational characteristics (Hypothesis 1a), two-tailed Spearman Rho correlations between organisation size, industry, growth stage, unionisation and manager style, revealed no significant associations between organisational characteristics and current use of any paper-based selection technique. However, as shown in Table 3.2, for electronic or remotely administered techniques, union membership had the greatest association with the use of a number of higher criterion-based selection techniques, as lower levels of unionisation was significantly related to use of work sample tests ($r=.30$; $p<.05$) while being negatively associated with the use of structured interviews ($r=-.33$; $p<.05$) and situational interviews ($r=-.30$; $p<.05$). Similarly, size of the organisation had a negative association with unstructured interview use ($r=-.31$; $p<.05$) as organisations with fewer workers utilised unstructured interviews less frequently. However, overall organisational style of management was positively associated with use of references ($r=.37$; $p<.05$) as organisations with more directive styles of management utilised references more frequently. With only e-based higher criterion-based selection techniques being associated with internal organisational characteristics, hypothesis 1a was only partially supported.

Table 3.2: Correlations of organisational size, union membership and managerial style with current use of electronic/ remotely administered selection techniques

N = 50	Organisational Characteristics (Spearman Rho Two-tailed)		
	Size	Union Membership	Manager Style
Selection Technique			
Electronic/Remote Administration	Less than 250 workers - Greater than 250 workers	Less than half total workers - More than half total workers	Directive - Democratic
Reference	.00	.03	.37*
Situational Interview	-.09	-.30*	-.07
Structured Interview	-.11	-.33*	.07
Unstructured Interview	-.31*	-.19	-.07
Work Sample Test	-.18	.30*	-.01

* $p<.05$

3.4.5 External Organisational Characteristics and HR Decision-making ability and Use of Higher Criterion-based Selection Techniques

To test the association between external organisational factors and the use of higher criterion-based selection techniques (Hypothesis 1b), as shown in Table 3.3, Pearson Correlations revealed significant

positive correlations between perceived technological complexity and use of paper-based cognitive ability tests ($r=.30$; $p < 0.05$); assessment centres ($r=.29$; $p < 0.05$); personality tests ($r=.36$; $p < 0.01$) and structured interviews ($r=.34$; $p < 0.05$); while perceptions of a rapidly changing business environment was positively related to the use of references ($r=.29$; $p < 0.05$). However, there was no association between abundant supply of skilled labour and use of any selection technique. Similarly, techniques administered in electronic format did not generate any significant associations with these external factors. With technology having such a significant role in organisational use of assessment centre, cognitive ability tests, personality tests and structured interviews, Hypothesis 1b was supported.

Table 3.3: Means, standard deviations and Pearson Correlations of external factors and organisational use of paper-based selection techniques.

N = 50	External Organisational Characteristics	Mean	SD	1	2
1	Rapidly changing business environment and government regulations	3.82	0.98	-	
2	Technology in our product/services is complex	3.33	1.08	0.20	-
	Assessment centre	1.76	0.98	0.04	0.29*
	Cognitive ability test	2.67	1.43	0.13	0.30*
	Personality test	2.27	1.26	0.13	0.36**
	Reference	4.53	0.85	0.29*	0.04
	Structured interview	4.18	1.00	0.02	0.34*

* $p < 0.05$; ** $p < 0.01$

To examine associations between organisational HR decision-making ability characteristics and use of higher criterion-based selection techniques (Hypothesis 1c) Pearson correlations were conducted. As shown in Table 3.4 the perceived effectiveness of hiring practices in obtaining high-performing employees had a medium-sized positive effect on the use of paper-based cognitive ability tests ($r=.42$; $p < 0.01$); personality tests ($r=.40$; $p < 0.05$) assessment centres ($r=.32$; $p < 0.05$) and structured interviews ($r=.56$; $p < 0.01$) accounting for 17.6%, 16.0%, 10.2% and 32.0% of variance respectively. Alternatively, perceived effectiveness of hiring practices in obtaining satisfied employees was moderately associated with you use of biodata ($r=.40$; $p < 0.01$) and mildly associated with the use of cognitive ability tests ($r=.28$; $p < 0.05$). For techniques administered in electronic format, HR working closely with the senior management group was positively associated with the use of online personality tests ($r=.40$; $p < 0.01$) and biodata (.33; $p < 0.05$) while HR obtaining high-performing employees were moderately associated with the use of online personality tests ($r=.36$; $p < 0.05$) and references ($r=.32$; $p < 0.05$) accounting for 12.9% and 10.2% of variance respectively. There was no association between hiring practices obtaining satisfied employees and use of any electronic

selection techniques. With stronger associations between HR obtaining higher performing employees and the use of higher criterion-based selection techniques, Hypothesis 1c was supported.

Table 3.4: Means, standard deviations, and Pearson correlations of HR decision-making ability characteristics and use of paper-based selection techniques

N = 50	HR Decision-making Characteristics	Mean	SD	1	2	3	4	5
1	HR works closely with the senior management group on the key strategic issues facing the country	3.92	1.05	-				
2	HR keeps informed about the best human resource management practices that are used in other countries	3.68	1.13	0.43**	-			
3	Hiring practices help our company to have high-performing employees	3.76	0.85	0.51**	0.41**	-		
4	Hiring practices help our company to have satisfied employees	3.52	0.91	0.27	0.32*	0.62**	-	
5	Hiring practices make a positive contribution to organisational overall effectiveness	3.94	0.91	0.45**	0.28	0.75**	0.58**	-
	Assessment centre	1.76	0.98	0.07	0.11	0.32*	0.11	0.01
	Biodata	3.31	1.53	0.10	0.13	0.22	0.40**	0.17
	Cognitive ability test	2.67	1.43	0.07	0.29*	0.42**	0.28*	0.15
	Patterned behaviour interview	2.15	1.17	0.34*	0.10	0.18	0.15	0.18
	Personality test	2.27	1.26	0.14	0.16	0.40**	0.26	0.14
	Reference	4.53	0.85	0.30	-0.09	0.32*	0.24	0.44**
	Structured behavioural interview	2.54	1.30	0.35*	0.17	0.36**	0.21	0.30*
	Structured interview	4.18	1.00	0.48**	0.34*	0.56**	0.12	0.32*
	Unstructured interview	3.07	1.27	-0.28*	-0.32*	-0.27	-0.12	-0.05

*p<.05; **p<.01

3.4.6 The Role of Culture in Factors influencing Jamaican Organisational Selection Decisions

Cultural convergence (similarity) and divergence (differences) of factors influencing selection decisions were explored using multidimensional scaling. Given research findings suggesting external organisational characteristics and HR decision-making ability appear to drive use of higher criterion-based selection techniques in paper format and research documenting selection practices vary across cultures (Ryan, McFarland, Baron & Page, 1999) Hypothesis 2 examined the role of culture in hiring decisions of Jamaican organisations. Mean ratings revealed, from a scale of 1 (Not at All) to 5 (A very great extent), the main factors driving current Jamaican selection decisions were: *a personal interview* (4.31), *technical job requirements* (4.23); *fit with company's values and ways* (3.80); and *proven work experience* (3.74) with the least influential being *future co-workers opinions* (1.79). Table 3.5 shows mean ratings of factors influencing current selection decisions in Jamaica compared to previous findings for other countries.

Table 3.5: Mean ratings of factors currently influencing hiring decisions of Jamaican organisations compared to findings for other countries

Factors Influencing Selection Decisions	JAM	AUS	CA	PRC	IND	JPN	KOR	MEX	TWN	USA	LATAM
technical job requirements (17a)	4.23	4.10	4.08	3.76	3.58	3.01	3.22	3.39	3.53	3.98	3.93
Interview (17b)	4.31	4.22	4.18	3.27	3.55	3.62	3.31	3.77	3.55	4.17	4.31
getting along with others working there (17c)	3.38	3.47	3.44	3.34	3.13	3.13	3.18	3.03	3.5	3.45	3.15
right connections (17d)	2.10	1.74	2.06	3.16	2.69	2.57	2.50	3.26	3.19	2.66	2.63
staying with company (17e)	2.94	2.73	3.06	3.25	2.95	2.87	2.98	2.79	3.48	2.76	3.47
employment test (17f)	2.9	2.31	2.34	3.54	3.27	2.91	3.34	3.02	3.49	1.91	2.98
work experience (17g)	3.74	3.80	3.82	3.56	3.05	2.59	3.34	3.11	3.47	3.68	3.75
candidate potential (17h)	3.47	3.09	3.10	3.35	3.08	3.14	2.94	3.15	3.71	2.97	3.51
fitting company's values (17i)	3.79	3.61	3.58	3.31	3.14	2.94	3.11	3.23	3.39	3.44	3.38
future co-workers opinions (17j)	1.79	1.87	1.94	2.82	2.46	2.12	2.22	2.32	2.94	2.42	1.80

* JAM=Jamaica; AUS=Australia; CAN=Canada; PRC=People's Republic of China; IND= India; JPN=Japan; KOR=Korea; MEX=Mexico; TWN=Taiwan; USA=United States of America; LATAM=Latin America;

** Statistics for other countries as reported by Huo, Huang and Napier (2002), pg 35.

A metric replicated multidimensional scaling (MDS) was conducted to produce a perceptual map identifying how factors influencing selection decisions were cognitively categorised by individual Jamaican HR personnel. Using an ALSCAL algorithm, Figure 3.2 depicts a candidate-adaptability as well as a candidate-ability cluster. There are two axes: the vertical depicts an organisational fit versus job fit axis whereby weighting of candidate ability, commitment and motivation are closely related to perceptions of their ability to fit into the existing organisational culture. The horizontal axis represents a time versus agent dimension whereby candidates appear to be assessed on the ease with which they would be socialised into the organisation and the use of agents at their disposal to facilitate the socialisation process. When a Scatterplot linear fit forms a straight 45 degree line, the better the fit of the MDS model is to the data. With a Stress value under 0.1 considered excellent (Borgatti, 1997), a generated Stress value of .005 as well as the Scatter plot linear fit indicate that a two dimensional space accurately captured selection judgements of Jamaican HR personnel. MDS was then used to test the role of culture in ratings of factors influencing HR selection decisions across countries (Hypothesis 2).

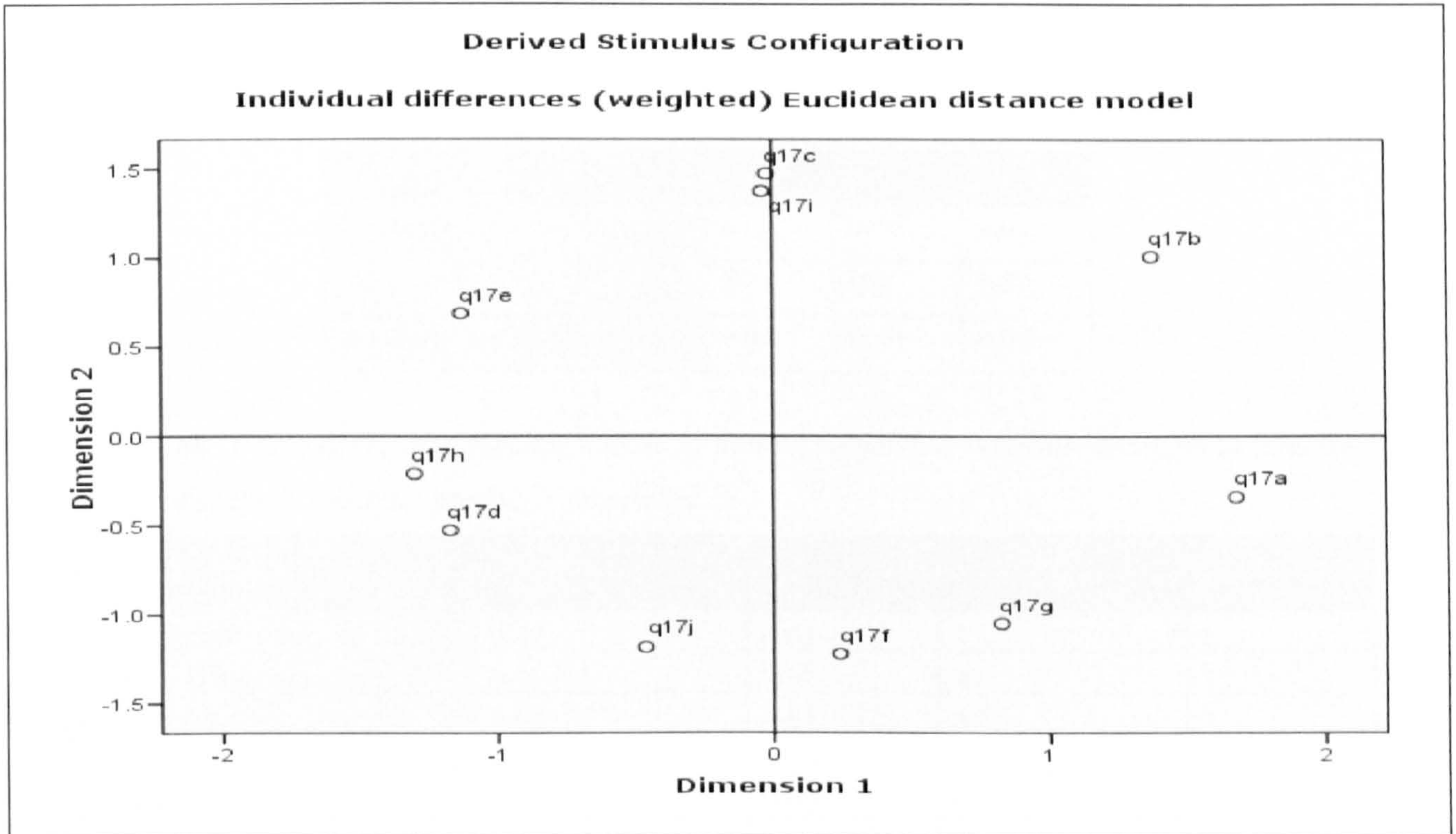


Figure 3.2: Two-dimensional spatial map of factors influencing Jamaican selection decisions.

A classical multidimensional scaling (MDS) using aggregate analysis was conducted to produce a perceptual map of cultural differences of factors influencing selection decisions. As shown in Table 3.6a after 158 iterations, a Stress value of 0.03 was generated indicating a four-dimensional solution was a good fit for the data. Dissimilarity and distances data in Table 3.6b indicate that factors influencing Jamaican HR selection decisions were most similar to those of Australia and Canada and most dissimilar to factors influencing selection decisions in the USA and Latin America. Factors influencing selection decisions appear to converge based on Hofstede’s cultural classification. Cluster 1 (Jamaica, Canada and Australia) is characterised by moderate power distances and moderate masculinity indices. Cluster 2 (USA, Korea and Japan) is characterised by high uncertainty avoidance relative to Jamaica. Cluster 3 (Taiwan and China) is classified by an extremely low individualism index and an extremely high index for the Confucian dynamism of long term orientation. Cluster 4 (Mexico, India and Latin America) is characterised by high power distances and low individualism. With factors influencing Jamaican hiring decisions more similar to countries sharing a commonwealth history, Hypothesis 2 was supported.

Table 3.6a: Kruskal Stress values for 2, 3 and 4 dimension solutions for multidimensional scaling of factors influencing selection decisions across cultures.

Dimensions	2	3	4
Kruskal's stress	0.13	0.06	0.03
Iterations	28	179	158
Convergence	0.00	0.00	0.00

Table 3.6b: Dissimilarity and distance indices of factors influencing selection decisions in Jamaica compared to the 10 countries previously researched.

Pair	Dissimilarity	Distance	Rank (Dissimilarity)	Rank (Distance)
Jamaica - Australia	0.47	0.44	1	1
Jamaica - Canada	0.61	0.56	2	3
Jamaica - China	0.63	0.54	3	2
Jamaica - India	0.74	0.69	4	5
Jamaica - Japan	0.76	0.69	5	4
Jamaica - Korea	0.86	0.85	6	6
Jamaica - Mexico	0.92	0.91	7	8
Jamaica - Taiwan	0.94	0.89	8	7
Jamaica - USA	0.97	0.91	9	9
Jamaica - Latin America	0.99	0.93	10	10

Table 3.7 depicts the raw scores of ratings based on the most recent research by Hofstede (2003) and include the dimension of long-term orientation. Long term orientation has been described by Hofstede as dealing with virtue regardless of truth and is particularly pervasive in countries with a Confucian heritage. Values associated with long term orientation are thrift and perseverance whilst values associated with short term orientation are respect for tradition, fulfilling social obligations, and protecting one's 'face'. Figure 3.3, demonstrates the clustering of factors influencing selection decisions based on Hofstede's classification of cultural dimensions.

Table 3.7: Raw score ratings of cultural dimensions for the 11 countries as reported by Hofstede (2003)

Country	Power Distance	Individualism	Masculinity	Uncertainty Avoidance	Long Term Orientation
Jamaica	45	39	68	13	NR
Australia	36	90	61	51	31
Canada	39	80	52	48	23
China	80	20	66	30	118
India	77	48	56	40	61
Japan	54	46	95	92	80
Mexico	81	30	69	82	81
Taiwan	58	17	45	69	87
USA	40	91	62	46	29

* Scores for Korea and Latin America not reported by Hofstede (2003).

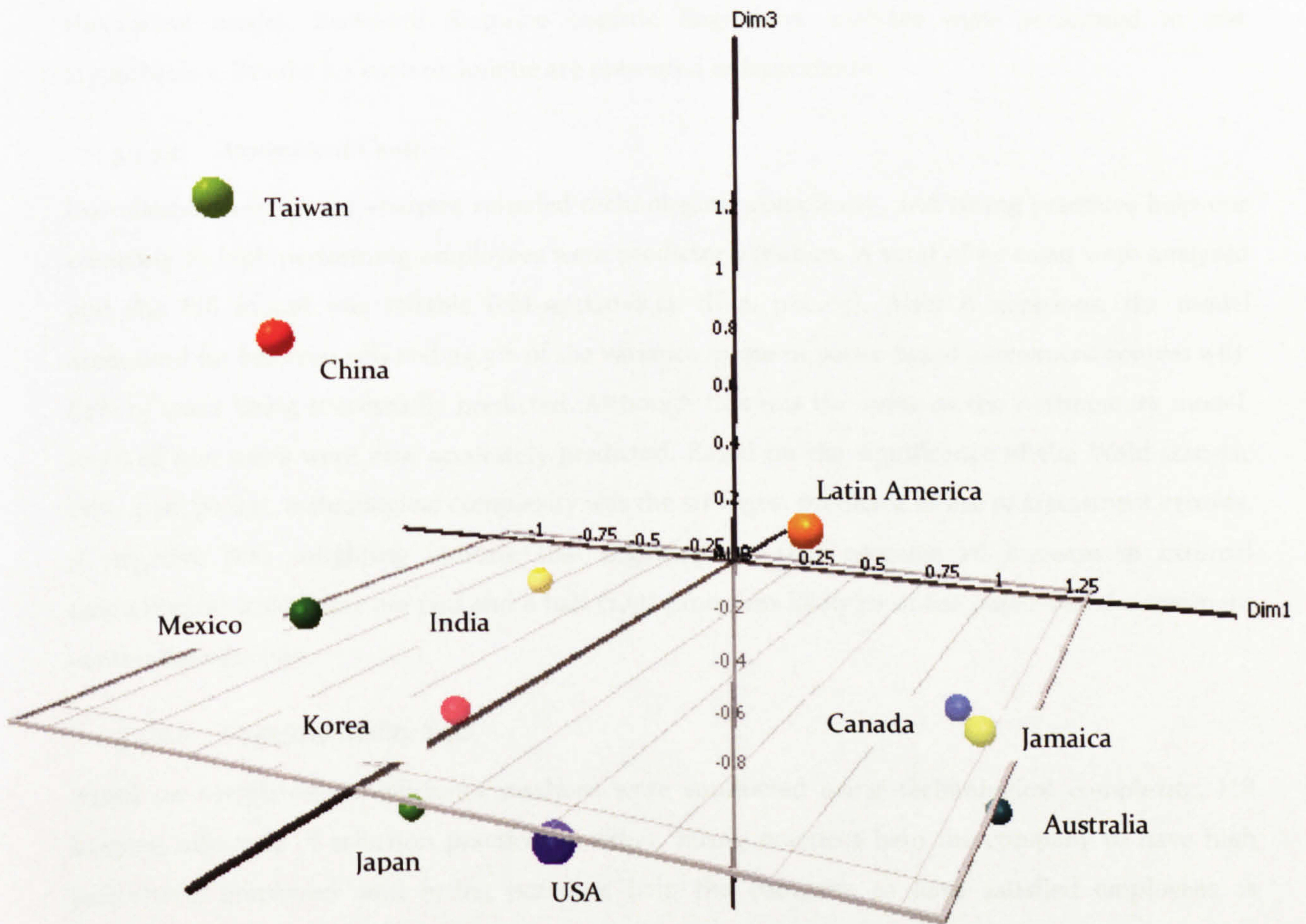


Figure 3.3: Four dimensional representation of the clustering of countries based on factors influencing selection decisions

3.4.7 Likelihood of Jamaican Organisations using Higher Criterion-Based Selection Techniques for Future Selection Decisions

In light of findings that paper-based selection techniques are used most frequently by Jamaican organisations (Fig. 3.1) and use of higher criterion-based selection decisions were influenced by a combination of HR decision-making and external organisational factors, Hypothesis 3 examined the likelihood of Jamaican organisations utilising higher criterion-based selection techniques for future selection decisions. First, Pearson Correlations between higher-criterion based selection techniques revealed, positive associations between use of cognitive ability tests and use of personality tests ($r=.29$; $p<.05$) and between cognitive ability tests and structured interviews ($r=.40$; $p<.01$); use of work sample tests and integrity tests were moderately correlated ($r=.44$; $p>.01$) and use of Biodata and structured interviews were also significantly positively correlated ($r=.29$; $p<.05$). Based on this theoretical model, Backward Stepwise Logistic Regression analyses were performed to test Hypothesis 3. Results for each technique are presented independently.

3.4.7.a Assessment Centre

Correlation co-efficients analyses revealed technological complexity, and hiring practices help our company to high performing employees were predictor variables. A total of 50 cases were analysed and the full model was reliable (chi-square=8.12, $df=2$, $p<0.05$). After 6 iterations, the model accounted for between 15% and 24.5% of the variance in use of paper-based assessment centres with 82% of users being successfully predicted. Although this was the same as the rudimentary model, 100% of non users were now accurately predicted. Based on the significance of the Wald statistic ($W= 4.98$; $p=.03$), technological complexity was the strongest predictor of use of assessment centres. A negative Beta weighting indicate that organisations that perceive an increase in external technological complexity are two and a half (2.51) times less likely to utilise paper-based assessment centres for selection.

3.4.7.b Cognitive Ability Test

Based on correlation co-efficients, analyses were conducted using technological complexity, HR keeping informed of selection practices in other, hiring practices help the company to have high performing employees and hiring practices help the company to have satisfied employees as predictor variables. A total of 50 cases were analysed and the full model was reliable (chi-square=16.32, $df = 4$, $p<0.01$). After 4 iterations, the model accounted for between 27.9% and 37.2% of the variance in use of paper-based cognitive ability tests, with 66.7% of users and 76.9% of non users successfully predicted. Overall 72.0% of predictions were accurate. Based on the significance of the Wald statistic, ($W=4.97$; $p=0.03$) hiring practices help the company to have high performing employees was the best predictor of the likelihood of organisations using cognitive ability tests.

However Beta values indicate that an increase in perceptiveness of hiring practices helping the company to have high performing employees is associated with a decrease in the odds of organisations using paper-based cognitive ability tests by a factor of 2.11.

3.4.7.c Personality Test

Using predictor variables technological complexity and hiring practice helping the company to have high performing employees, 50 cases were analysed and after 3 iterations the model was reliable (chi-square=8.52, df = 2, $p < 0.01$). The model accounted for between 15.7% and 21.5% of the variance in use of personality tests, with 70% of cases successfully predicted. Although this was marginally higher than the basic model (64%), the model accurately predicted 75% of non-users and 61.1% of users that were not classified at all by the basic model. The Wald statistic indicated that technological complexity ($W=4.93$; $p=.03$) was the most significant predictor of Jamaican organisations using personality tests. A negative Beta weighting indicates that organisations that perceive an increase in external technological complexity are one and a half (1.51) times less likely to utilise paper-based personality tests for selection.

3.4.7.d Structured Behavioural Interview

Based on correlation coefficients, analyses were conducted using HR works closely with senior management and hiring practices help the company to have high performing employees as predictor variables. A total of 50 cases were analysed and the full model was reliable (chi-square = 3.80; df = 3, $p = 0.05$). After 4 iterations, the model accounted for between 7.3% and 10% of variance of the use of paper-based structured behavioural interviews. Based on the significance of the Wald statistic ($W=3.51$; $p=.06$), HR works closely with senior management was the best predictor of organisational use of paper-based structured behavioural interviews.

3.4.7.e Structured Interview

Using predictor variables technological complexity, HR works closely with senior management HR keeping informed of selection practices in other countries, hiring practices help the company to have high-performing employees and hiring practices make a positive contribution to overall organisational effectiveness, 50 cases were analysed. After 6 iterations the model was reliable (chi-square=9.11, df =2, $p < 0.01$). The model accounted for between 16.7% and 27.3% of variance. The model had the same predictive power as the base model predicting overall 82% of cases and 100% of users. The model did not predict organisations that are not likely to use structured interviews. The Wald statistic indicated that technological complexity ($W=4.47$; $p=.03$) was the best predictor of the likelihood of organisations using paper-based structured interviews.

Models for paper-based work sample tests, biodata and integrity tests were not successfully generated. Similarly, models for higher criterion-based selection techniques administered in electronic format were not significant.

Findings revealed factors predicting the use of higher criterion-based selection techniques varied depending on specific techniques. External technological complexity was the best predictor of the likelihood of Jamaican organisations using assessment centres, personality tests and structured interviews for future selection decisions while hiring practices help the company to have high performing employees best predicted the use of cognitive ability tests and HR works closely with senior management was the best predictor of structured behavioural interviews. With increased market competition and abundant supply of skilled labour playing no role in predicting the likelihood of organisations using higher criterion-based selection techniques Hypothesis 3 was therefore partially supported.

3.5 Results Summary

Three sets of hypotheses were tested throughout the course of this study. Hypotheses 1a, 1b and 1c examined the role of internal and external organisational characteristics and perceptions of HR decision-making effectiveness in the use of higher criterion-based selection techniques. Firstly, findings revealed the influence of these variables in the use of higher criterion-based selection was related to the format of administration. For example, internal organisational factors such as union membership was positively associated with the use of electronically administered work sample tests, while organisations with greater union membership were more likely to use structured interviews and situational interviews. On the other hand use of paper-based higher criterion-based selection techniques such as cognitive ability tests, personality tests, structured interviews and assessment centres were more strongly associated with HR decision-making factors and external organisational factors such as technological complexity. Secondly, Hypothesis 2 examined the role of culture in factors influencing Jamaican hiring decisions. Multi-dimensional scaling found factors influencing hiring decisions were characterised by moderate power distance and masculinity indices (Hofstede 1980;2003) and most divergent to cultures characterised by extremely low individualism, high power distances and high long-term orientation. Factors driving Jamaican hiring decisions were a combination of criterion and fit-based characteristics and included a personal interview, technical job requirements, fit with company's values and ways of doing things, and proven work experience. Thirdly, in light of differences in factors (internal, external, and decision-making) associated with the use of higher criterion-based selection techniques, Hypothesis 3 examined the likelihood of Jamaican

organisations utilising higher criterion-based selection techniques. Models generated revealed factors related to cognitive processes of decision-makers and factors external to the organisation were the best predictors of the use of paper-based higher criterion selection techniques by Jamaican organisations. No models were generated for techniques in electronic format.

3.6 General Discussion

First, the relationship between multiple factors (internal, external and decision-making) in the use of higher criterion-based selection techniques is discussed before attention is given to the role of culture influencing selection decisions. This will be followed by a review of models of selection technique-use prediction. The impact of these findings will be presented in relation to Herriot and Anderson's (1997) research taxonomies of international generalizability of findings and theory and practice linkages. The discussion concludes with identified potential limitations and suggestions for future research.

3.6.1 Relationship between Internal and External and Decision-making factors in the use of Higher Criterion-based Selection Techniques

As suggested by Judge and Ferris (1994) and later Ramsay and Scholarios (1999), results demonstrate the influence of multiple factors in organisational selection decisions. Firstly, the lack of influence of internal organisational variables such as size, unionisation, ownership and management style on the use of selection techniques contradicts earlier findings of the role of organisational size and industry by Jackson, Schuler and Rivero (1989) as well as Becker and Huselid (1998), that formal testing is partially driven by organisational characteristics. One particularly important characteristic of the Jamaican work context is that of unionisation. However, the presence of unionised workers had no significant association with the use of higher criterion-based selection techniques. This contradicts earlier arguments by Stone (1979), Nelson (1991), and Kirkcaldy (2006) that the tradition of union activity endemic to Jamaica influences both the outcome of worker disputes and conflict management and the form of HR practices organisations are likely to adopt.

Secondly, the influence of HR decision-making factors on the use of higher criterion-based selection techniques supports Terpstra and Rozell's (1997) earlier assertion that characteristics of the human resource department help to explain the variance in employer use of selection techniques as a lack of familiarity of assessment methods may prevent HR practitioners from utilising them. However unlike their research, the current study contributes to the literature by including the variable of format of administration as HR decision-making factors were most positively associated with the use of paper-based higher-criterion selection techniques whilst having no association with the use of

these techniques in electronic format. Thirdly, the relationship between selection technique-use and factors external to the organisation (technological complexity and rapidly changing business environment supports earlier conclusions drawn by Ryan, McFarland, Baron and Page (1999), Judge and Ferris (1994) and later Born and Scholarios (2005) on the importance of variables external to organisations in understanding selection decisions. Three key explanations are put forward for these findings.

3.6.1.a The Impact of International Selection Research on Jamaican Practice

Findings offer a paradox to scientific applied research. On one hand, the message of bespoke selection approaches designed to meet the specific needs of organisations (Anderson 2002; Cook, 2002; Salgado, Viswesvaran & Ones, 2002; Schmidt & Hunter, 2002) has been heard by Jamaican selection decision-makers. This is evidenced by the association between HR decision-making factors (hiring decisions help to obtain high-performing employees; hr keeps informed of best international practice) on the use of higher criterion-based techniques. On the other hand, the degree to which the message has been assimilated into practice suggests that organisations' selection decisions may be influenced by other perceived agents of power such as legislative and executive bodies, to police scientific rigor of assessment processes rather than the criterion-power of the techniques themselves. This can be attributed in large part to the combined effect of the historical role trade unions have played in lobbying for worker rights and resolving work-based conflict in Jamaica as well as traditional expectations of worker-manager relationships. If Field's (1984) summation of union political alliance being a key component of power in bargaining is accepted (Chapter 2: 2.2.4), then it is feasible to argue that organisational decision-making regarding what constitutes scientific assessment would benefit greatly from a political platform. By way of illustration, if a union was to demonstrate militant opposition (Nelson, 1991) to the use of lower criterion-based selection techniques, it can be assumed that organisational decisions to use higher criterion-based selection techniques are likely to be favourable. This position is further supported given the positive association between HR knowledge of selection practice in other countries and hiring practices help the company to have high-performing employees with the use of cognitive ability tests – generally classified as the technique with the highest criterion validity (Bertua, Anderson & Salgado, 2005; Borman, Hanson & Hedge, 1997; Robertson & Smith, 2001; Salgado & Anderson, 2003; Salgado et al, 2003). The general implication here is selection decision processes are influenced by organisational awareness of techniques being used by competitors and industry colleagues, as well as regional and international trade partners. However, the power to influence practice is more dependent on the ability of an association to effect change than merely by membership size to that association.

As a way forward, the literature would benefit from quantitative research examining both employees' and managers' general perceptions of the ability of unions to influence organisational decisions in addition to the extent to which organisational decision-making changes when presented with altered information on the strength of a trade union.

3.6.1.b Multi-Level Organisational Selection Decision-making and a Fit versus Criterion Approach

Theoretical proponents of the decision-making process also provide justification of the impact of external factors, and HR decision-making factors on the process and outcomes of organisational selection decisions. Findings give credibility to Judge and Ferris' (1994) elaborated model of HR selection decisions, discussed in detail in Chapter 1 (1.4.3.a). The model proposes that staffing decisions consist of three inter-related processes whereby external environmental influences combined with internal organisational factors to drive selection practices. Their inclusion of the impact of organisational staffing philosophies and practices, staffing decision criteria, and decision-maker contexts appear to be manifested in the impact HR effectiveness and knowledge have on the use of higher criterion-based selection techniques. Results also provide further rationale for suggestions by Kiesler and Sproull (1982); Mendel, Stubbart and Porac (1994); and Stubbart (1980) for research on decision-making in organisational settings to adopt multiple levels of analysis to effectively understand decision-making behaviours.

The second implication of these findings emphasises the role of different selection research paradigms in Jamaican organisational selection practices. Firstly, the criterion model with its emphasis on performance is evident in the association of higher criterion-based selection techniques with hiring practices helping the company to obtain high performance as well as the technical ability being one of the main factors influencing hiring decisions in Jamaica. Secondly, the social selection paradigm is evident from the role of external factors in determining selection practice; the use of different types of interviews as selection techniques and the positive association between hiring practices help to obtain satisfied employees with use of biodata as a selection technique. Thirdly, the fit perspective of selection is evident in the ratings of decision-makers of the importance of a candidate fitting into the company's ways of doing things. These findings suggest that selection practice in Jamaica may not conform to the discrete approach suggested by the literature but rather selection-decisions in actual settings utilise multiple paradigms.

3.6.1.c Culturally-driven Approaches to Leadership and Management

A third explanation for the impact of internal, external and HR factors in organisational use of higher-criterion selection techniques rests on Jamaican organisations' cultural orientation to leadership and decision-making. This provides insight into the contribution of the cognitive processes of decision-makers (Terpstra & Rozell, 1997) and the impact of HR decision-making variables on the use of paper-based higher criterion-based selection techniques such as cognitive ability tests, personality tests, structured interviews and assessment centres yet the lack of positive association between management style and use of these techniques in electronic format. The endurance of agrarian-based industries and traditionally directive styles of management in Jamaican organisations for example, are plausible factors underlining this phenomenon. One could postulate that a pivotal residual effect of the longevity of the agricultural sector has been the conceptualisation of selection as a one-way process, with employees being chosen rather than choosing organisations. This has been particularly manifested in organisational higher ratings of use of lower criterion-based techniques such as application forms (4.64) and references (4.53) despite awareness of international selection practice. These findings contradict the suggestion that modern selection is a two-way process (Anderson, 2001; Anderson and Ostroff, 1997; Derous & Witte, 2001), as Jamaican decision-makers continue to dominate the selection relationship.

A second cultural artefact that may determine current lack of utilisation of higher criterion-based selection technique is the lack of trust pervasive in Jamaican worker-manager relationships (Chapter 2: 2.2.3). This supports Stone's (1982) and later Carter's (1997) conclusion that improvement in management and HR components was critical to reducing negative worker-management relations and by extension improve HR practice. However, the resulting quandary with selection decisions facing organisations is that employers may prefer more 'investigative' techniques in order to identify potentially problematic employees, whereas, employees may prefer more 'interactive' (interviews) and ability-oriented assessment approaches in order to identify more objective and trustworthy managers and organisations. Given Hofstede's (1980;2003) assertion of the persistence of national and regional cultural behaviours over time, and the Jamaican culture possessing a high power distance, it is expected that this 'investigative' versus 'interactive' approach to selection debate will continue in Jamaican selection discourse for years to come.

It is therefore recommended that future empirical works investigate more social components of work relationships for example employee and applicant perceptions of company trustworthiness. This will allow the identification of perceptions of organisational fairness, transparency and equality pre and post the administration of higher criterion-based selection techniques such as cognitive ability tests

and personality tests; compared to those experienced pre and post the administration of selection techniques with an interactive component such as structured interviews and group exercises as work sample tests. This will also have the added bonus of identifying the validity of either approach in selecting high performing and trustworthy employees.

3.6.2 The Role of Culture in Selection Decisions of Jamaican Organisations and Predicting the use of Higher Criterion-Based Selection Techniques

It was hypothesised that factors influencing selection decisions in Jamaica would be more similar to countries with a shared commonwealth cultural heritage and less similar to countries that were geographically close. Findings provided some support for earlier results by Geringer, Frayne and Milliman (2002); Huo, Huang and Napier (2002) and Von Glinow, Drost and Teagarden, (2002). Results indicated that factors influencing selection decisions in Jamaican organisations were most similar to other countries sharing a commonwealth history (Australia and Canada). However, unlike their research, a multidimensional scale revealed different clusters that can be based on Hofstede's (1980; 2003) cultural dimensions. Using mean data, findings from Huo, Huang & Napier (2002) suggests countries within geographical proximity (USA and Mexico) were more similar in selection decisions than countries of Asia. However, in light of the clustering of Mexico, India and Latin America, as well as Korea, Japan and USA independent of the cluster including China and Taiwan, the existence of a collectivistic Asian culture may be an oversimplification of a more dynamic cultural influence.

These, results provide support for earlier work by Ryan, McFarland, Baron and Page (1999), on the cultural variability of selection experience. Findings suggest selection decisions in Jamaica are driven by two key forces. Cultural heritage forms the basis of individual job requirements resulting in person-job fit and person-organisational fit being key criteria. By extension, this implies application of Hofstede's (1980) cultural dimensions could further inform research on measurement of individual selection criteria as dimensions of power distance, individualism, masculinity and uncertainty avoidance may be crucial in identifying competency criteria for an individual's fit with existing organisational culture. Secondly, Jamaica's geopolitical location and her associated relationships with neighbours and trade partners may influence the value place on an individual's contribution to organisational effectiveness. This would suggest initiatives endorsing discrete assessments of person-job, person-team, and person-organisation fit (Herriot & Anderson, 1997; Lievens, van Dam & Anderson; 2002) may prove impractical to investigate in future research on selection decision-making as the dominant criterion would be influenced by distinct cultural dimensions.

In addition, in predicting the likelihood of Jamaican organisations using higher criterion-based selection techniques, results indicate that use of cognitive ability tests, assessment centres, personality tests and structured interviews were most likely to increase, the less technologically competitive selection decision-makers perceive the external environment to be. This confirms earlier conclusions made by (Cascio 1995; Chapman & Webster 2003; Hitt, Keats & Demarie, 1998) that technological advancement impacts selection approaches adopted by organisations while providing an explanation for the low dissimilarity scores between factors influencing selection decisions in Jamaica and those of China and India. However, unlike Cascio (1995) and Chapman and Webster's (2003) projections, complexity in technology has not resulted in a greater demand for higher criterion-based selection techniques but rather the opposite. This finding may be explained using decision-making principles tendered by both Bruner and Postman (1949) and Festinger (1957). For the former, decision-makers prefer to make choices based on past experience and beliefs rather than risk making a 'mistake' with a new approach. As a result, lower-criterion based approaches such as application forms and references are more likely to be utilised as the risk associated with making a mistake is more familiar. For the latter, decision-makers are motivated to reduce or avoid inconsistencies in information. If current selection practices are perceived to be effective in obtaining high performing employees, despite scientific evidence decision-makers will not risk dissonance by learning about or incorporating other techniques.

3.6.3 Implication for International Generalizability and Theory-Practice Linkages

Results can also be discussed in relation to Herriot and Anderson's (1997) taxonomy on international generalizability of research findings and construct validity and theory-practice linkages. Firstly, findings reveal factors influencing Jamaican selection decisions share similarities with earlier works by Bowen, Galang and Pillai, 2002; Huo Huang and Napier (2002); and Hsu and Leat (2000). The use of evidence-based selection techniques appear to be driven by factors both internal and external to the organisation, whereby external factors are influenced by cultural orientations to work.

This is particularly encouraging in establishing country specificity and by extension restricted country generalizability while emphasising the inherent challenges of establishing universal generalizability as proposed by Herriot and Anderson (1997) (See Chapter 1.1.2.2.d). For the former, generalizability within specific geographic boundaries was evidenced by similarity of factors influencing selection decisions among countries with a similar cultural clustering. For the latter, Ryan, McFarland, Baron and Page (1999) conclusions about the role power distance plays in assessment suggest culture, by way of Hofstede's dimensions (1980), appears to moderate

organisational use of selection techniques. This suggests there may be differences in the orientation of triggers for selection outcome decisions versus those for use of selection techniques. As a consequence, expectations of universal generalizability are unfeasible for both theory and practice. This can be attributed to: a) the immanent nature of culture which introduces variability in perceptions of work and orientations to organisational decisions. Differences therefore should be perceived as a naturally occurring phenomenon; b) the impact of external forces on organisational selection decisions indicate performance criteria and by extension behavioural indicators are likely to remain fluid and therefore difficult to measure uniformly; and c) the speed of technological advancement and its subsequent impact on work, make it difficult for the direction and magnitude of effect sizes to hold true consistently across countries.

Results from this study also have implications for addressing theory-practice linkages within the IWO Psychology spectrum. With selection decisions being influenced by cultural factors and selection technique-use being guided by factors internal and external to the organisation; the prescriptive approach to selection practice being derived from a job analysis (Cook 2001; Cooper, Robertson & Tinline 2003; McCormick, 1979; Morgeson & Campion; 1997) has not been translated into practical selection decisions. As such, a strict psychometric selection framework is inappropriate to capture future organisational selection decision-making behaviours.

3.6.4 Limitations

Two main criticisms of these findings and the above interpretation of the results can be anticipated. The first tackles the use of a HR manager sample frame for collecting information on HR decision-making approaches and the second refers to the discrepancy in data collection time points. In light of the aim of establishing a benchmark for selection technique use in Jamaica, criticisms on the methodology used in this study are not expected.

The reliability and validity of collecting HR practice information have been debated by Gerhart, Wright, McMahan and Snell (2000) and Huselid and Becker (2000). The former asserts that HR research has predominantly focused on larger organisations and encouraged researchers using this sample frame to target smaller, homogenous groups to identify a more accurate variance. The latter suggested research information obtained by members of the HR community had a tendency to be skewed in favour of managers rather than true representations of employee experience. In addition, evidence suggest that retrospective reports by decision-makers can be problematic as reports have been found to be unrelated to what managers actually decide (Stevenson, Busemeyer & Naylor, 1990). However, in light of the objectives of the current study in addition to previous research from

the decision-making fraternity (Chen & Lee, 2003; Das & Teng, 1999; Melone, 1994; Priem, 1994; Stubbart, 1989), using key stakeholders to identify organisational decision-making approaches is both empirically viable and encouraged.

A second issue relating to sampling and data collection concerns the discrepancy in data collection time points between the current study and the data collected by the IHRMBP cohort (Von Glinow, Drost & Teagarden, 2002). While this gap may explain differences in sample characteristics such as educational levels and average age, (See Table 3.1), it is not believed that this discrepancy in data collection points influenced the significance of findings given the clustering of countries and factors influencing selection decisions. However, it must be noted that given the impact of external environmental factors on changing work behaviours and organisational structures, documented selection experience of countries from data collected 10 years ago, may have been modified or eliminated to fit more international streams of working.

3.6.5 Future Directions

Given results suggesting selection decisions and selection technique-use are driven by multiple factors, additional research is needed to identify managerial decision-making processes using simulated selection activities. Particular attention should be devoted to the analysis of decision-making behaviours in actual selection exercises. This will enable the investigation of variability in selection outcomes while the manipulation of information presentation will ensure understanding of candidate and technique choices. Although a key goal of personnel selection research is to predict use of higher criterion-based selection techniques across cultural and organisational contexts, how managers make selection decisions is an incremental step to developing any robust theoretical framework or methodological approach to selection decision-making. These questions form the focus of Chapter 7, which experimentally examines decision-making behaviours of future HR decision-makers. However, before Chapter 7 is presented, the research takes a more in-depth look at the role cultural and external factors play in selection decisions of Jamaican organisations as further explanation for the underutilisation of higher criterion-based selection techniques. Given that technological complexity and rapidly changing business environment were found to be associated with the use of criterion-based selection techniques, and the clustering of factors influencing Jamaican selection decisions, Chapter 4 further investigates the influence of cultural factors on perceived challenges to personnel selection; skills and abilities sought as well as cultural factors driving Jamaican conceptualisation of effective selection practice.

Chapter 4

Evaluating Approaches to Personnel Selection: The Role of Culture in Modern Selection Decisions

“Every man got a right to decide his own destiny, And in this judgment there is no partiality. So arm in arms, with arms, we’ll fight this little struggle, ‘Cause that’s the only way we can overcome our little trouble. No more internal power struggle; We come together to overcome the little trouble. Soon we’ll find out who is the real revolutionary, ‘Cause I don’t want my people to be contrary”

‘Zimbabwe’, Survival, Bob Marley (1979).

4.1 Introduction

The previous chapter found that HR decision-making factors and factors external to the organisation were significantly associated with the use of higher criterion-based selection techniques in Jamaica. In addition, clustering of factors influencing selection decisions across countries suggests that Hofstede’s (1980; 2003) cultural typologies may have a particular role to play in determining the role of culture in Jamaican selection decisions. Against this backdrop, this chapter explores the impact of cultural and external factors on organisational selection decisions in an attempt to further address reasons for the discrepancy between research evidence and organisational practice. The chapter begins with a brief outline of previous research in this area and an examination of the problems these two studies will address. Findings from these studies emphasise the role of culture in perceptions of selection challenges, impact of external factors and approaches to selection.

The impact of external factors on organisational personnel decisions has been documented by both researchers and practitioners (Anderson et al 2004; Casio, 1995 Howard, 1997; Kwiatkowski, 2003; O’leary, 2002; Stuart & Dahm, 1999). However, as demonstrated in Chapter 1, research within this area has had a predominant slant towards a North American and European experience (Hough & Oswald, 2000), resulting in a paucity of research on the impact of external global factors on unique cultures such as Jamaica. Other suggested limitations with previous research include: a) minimal integration between practice and empirical evidence resulting in under-utilisation of evidence-based selection techniques (Anderson, Herriot & Hodgkinson, 2001; Cascio & Aguinis, 2008; Drenth & Heller, 2004; Van Dam & van den Berg, 2004); b) limited use of exploratory research designs to identify emergent perspectives and new constructs explaining applicant and selector behaviours (Hough & Oswald, 2000; Imus & Ryan, 2005); c) insufficient understanding of the underlying factors contributing to cross-cultural variability of selection practice (Hsu & Leat, 2000; Ryan, McFarland, Baron et al, 1999; Schuler, 1994); and d) misalignment between psychological and HRM theories with target country work orientations and practice, resulting in impracticable suggested solutions (Easterby-Smith, Malina & Yuan, 1995; Lawler, Jain, Ratnam &

Atmiyanandana, 1995; Aycan et al 2000). Table 4.1 gives an illustrative example of the influence of external factors on selection decisions across countries.

A lack of integration between theory and practice has resulted in what Herriot and Anderson (1997) termed the 'practitioner-researcher divide'. Personnel selection research across countries has showed that despite the evidence, there is a marked preference for lower criterion-based methods in Greece (Eleftheriou & Robertson, 1999), Japan (Ahmad, 2002), France (Steiner & Gilliland, 1996), and Taiwan (Hsu & Leat, 2000), with the interview being the most ubiquitous technique globally (Borman, Hanson & Hedge, 1997; Hough & Oswald, 2000). With Jamaican organisations using lower criterion-based techniques such as application forms, references and interviews most frequently, there is further suggestion that this continuous classification of selection technique power may not extend across due to culturally specific factors. This lack of integration has, on one hand, been attributed to organisational factors such as logistics (Heffernan & Flood, 2000), feasibility (Herriot & Anderson, 1997) and resource availability (Whyte & Latham, 1997). On the other hand, researchers have been accused of adhering to a generic prescriptive selection approach, failing to align recommendations with target cultural work orientations, expectations and beliefs (Hsu & Leat, 2000; Huo, Huang & Kapiar, 2002). The result is a misfit between selection technique decisions and country and organisational requirements.

This lack of integration has also contributed to the second and third problems within this area. The under-utilisation of exploratory methodological approaches in previous research has led to original conceptualisations and assessments of external organisational factors being unexplored. This is particularly important as many previous studies have been conducted in large organisations based in industrialised countries (for example, the impact of technology in the Federal Reserve in the USA, Cascio 1995). As a consequence, practical suggestions and implications have been tailored for such settings, limiting transferability to unique contexts. This has particularly led to insufficient understanding of cross-cultural differences in selection practice. Therefore, this study incorporates a quantitative and qualitative exploratory approach in order to identify cultural understanding of skills and skill-measurement, and the underlying factors contributing to cross-country variability in selection behaviours. If varying cultures perceive similar skills differently (Aycan, Kanungo, Mendonca, Yu, Deller, Stahl, & Kurshid 2000; and Easterby-Smith, Malina & Yuan, 1995), and use of selection techniques are measured along socially-constructed criteria (Hough & Oswald, 2000), it is feasible to argue that behavioural indicators of selection criteria may also be culturally derived. This suggests that research of this nature can initiate attempts to better identify culturally-specific behavioural indicators and establish more appropriate performance criteria that can be explored with future research.

Table 4.1: Previous research on the influence of external factors on selection decisions across countries

External Factors	Country	Impact on Selection and Assessment Practice	Source
Changing Nature of Work Structure of task, and skills demanded are more fluid and dynamic (Howard 1995)	United Kingdom	<ul style="list-style-type: none"> Reducing selector biases and errors is very difficult given the dynamism of flexible jobs Flexible jobs have influenced employment and psychological contracts 	Newell & Shackleton (2000); Newell (2000) Guest (2004)
	United States vs. Non USA (Canada, Brazil, Ireland, Germany, Switzerland)	<ul style="list-style-type: none"> Leadership skills needed for the future centre around relationship development and collaboration Demand for team-development and networking skills greater in Non-USA regions. 	Huey (1994) Keep & Mayhew (1999) Martin & Ernst (2005)
	Australia	<ul style="list-style-type: none"> Reduction in trade-union membership due to laws on recruitment; selection and personnel management. Changing worker expectations 	Hawke & Wooden (1998) Brennan, Valos & Hindle (2004)
Technological Advancement Increased remote and faster working and computer-based assessment (Cascio 1995)	United States	<ul style="list-style-type: none"> Increased need for technically literate workers Talented workforce more incremental to success 	Cascio (1995) Stuart & Dahm (1999)
	Canada	<ul style="list-style-type: none"> Internet-based selection systems influence candidates' perceptions of organisations 	Sinar, Reynolds & Paquet (2003)
	Germany	<ul style="list-style-type: none"> Web-based selection tools such as bio-data can have higher predictive validity than paper-based versions. 	Konradt, Hertel and Joder (2003)
Labour Shortages/ War for Talent Increased size in the applicant pool has resulted in competition for skilled workers (Denton 1999)	Greece	<ul style="list-style-type: none"> Practitioners have faith in the accuracy of their favourite selection methods (usually subjective), but are generally aware of research evidence. 	Eleftheriou & Robertson (1999)
	Japan	<ul style="list-style-type: none"> Companies hiring more contracted and dispatched workers. Changes in employee demographics have influenced skills needed 	Gross (1998) Fujiki, Nakada & Tachibanaki (2001)
	Zimbabwe	<ul style="list-style-type: none"> Fairness legislation increased talent pool and restricted discrimination of potential black employees. Limited skilled workers available in the applicant pool due to migration 	Fallon & Lucas (1991) Ncube (2000)
Globalisation Breakdown in geographical boundaries contribute to international selection and diverse work teams (Hitt, Keats & Demarie 1998)	10 Country/Region research synthesis (Canada, China, Indonesia, Japan, Korea, Mexico, Taiwan, USA, Latin America)	<ul style="list-style-type: none"> Hiring practices are culturally determined Impact of hiring practices on organisational effectiveness vary across countries The best HRM practices model would work best in fast-growing, developing economies. 	Bowen, Galang & Pillai (2002) Geringer, Frayne & Milliman (2002) Huo, Huang & Napier (2002) Von Glinow, Drost & Teagarden (2002)
	India, Thailand, China, Taiwan	<ul style="list-style-type: none"> Recruitment and selection practices are culturally sensitive and vary across countries. 	Easterby-Smith et al (1995); Hsu & Leat (2000); Lawler et al (1995)
	Argentina, Brazil & Chile	<ul style="list-style-type: none"> Compliance with international labour standards encourages competency-frameworks that identify training and skill development 	Cáceres (2002)

Hsu and Leat (2000) critiqued the use of traditional HRM models in understanding HR practice in emerging economies. This gives rise to the fourth problem with previous research, that is, the misalignment between established theories and work orientations in developing countries. As a way forward, they have suggested the modification of established theories to improve practical significance and

research robustness. In line with this recommendation, this study uses Ajzen and Fishbein's (1980) Theory of Planned Behaviour (TPB) as a framework for understanding how selection decisions are determined in Jamaica, given local attitudes, cognitions and perceptions of criterion-based selection approaches as well as the influence of culture on existing work orientations. It is posited that each component of the theory can be manifested onto systems directly and indirectly influencing use of criterion-based selection applications. TPB can be used to demonstrate how behaviour (utilising lower versus higher criterion-based techniques) may be influenced by practices of competitors and expectations of clients (subjective norms), by legislation, unions and applicant expectations (possible mediators of intent), and by checks and balances in place to ensure compliance (behavioural control). In light of the aforementioned issues, the aims of this study are:

1. To provide evidence for the role of culture in the understanding of challenges facing personnel selection and identify the extent to which challenges faced by Jamaican HR decision-makers are similar to those previously documented by their European counterparts.
2. To identify selection techniques, managerial skills needed and challenges to selecting the best person for the job, in order to understand the relationship between Jamaican practitioners' perceived challenges to personnel selection and the adoption of fit-based, criterion-based or social-based models to targeted selection approaches.
3. To examine the role of cultural factors such as Jamaica's colonial history, reliance on agrarian-based industries, employee attitudes to work and leadership, and approaches to conflict resolution and industrial disputes in the conceptualisation of skills and approaches to skill measurement, as suggested by Aycan et al (2000) and Lawler et al (1995).
4. To establish cultural transferability of notions of selection 'best-practice', identify historical, geo-political and socio-economic factors influencing the use of higher criterion-based selection techniques within Jamaican organisations, and in so doing, identify factors preventing Jamaican organisations from utilising more valid, objective, reliable and standardised selection techniques as endorsed by research evidence.
5. To promote the value of socio-cognitive theories as an effective framework to identify previously under-explored behaviours in cross-cultural personnel selection research, thereby contributing to the literature of an alignment between psychological theory and target country work orientations and practice (Easterby-Smith, Malina & Yaun, 1995).

4.2 Method

In light of the aforementioned limitations in the literature, study 2a aimed to identify challenges to Jamaican personnel selection and determine the degree to which challenges perceived mirror those previously documented by European research. In so doing, study 2a examined the perceived behavioural control as well as the behavioural intention components of the TPB model. Key justifications for Study 2a, therefore, were: a) an understanding of personnel challenges faced by Jamaican practitioners would identify skills likely to be included in future selection criteria; b) identification of personnel challenges and selection techniques perceived to be most important for the future represent precursors to identifying the likelihood of Jamaican organisations adopting evidence-based selection techniques such as cognitive ability tests, work sample tests, assessment centres, personality tests and integrity tests; and c) differences in challenges identified by Jamaican practitioners will provide justification for the analysis of selection decisions to include a cultural focus.

4.2.1 Design

The study was a quantitative survey replicating previous research by Lievens, Van Dam, and Anderson (2002). The authors examined challenges to personnel selection faced by Belgian HR practitioners in order to identify developments in personnel selection and propose an agenda for future research. In employing a four-phased process, Lievens et al examined emerging external factors and developments in selection. Using open-ended questions, 26 human resources representatives listed the external factors they considered most importance to personnel selection. The generated list was then cross-referenced with the content of existing reviews on personnel selection. The third phase of the research reduced the list of challenges cited by both practitioners and researchers by forming global categories. The final stage involved a search for published studies relevant to these challenges. This four-stage triangulation of data resulted in the emergence of four major themes: labour market shortages; technological developments; applicant perceptions of selection procedures; and construct-driven approaches. With the selection experience of Jamaica not previously being empirically explored, a replication of all four phases of the research was not possible due to non-existent reviews on personnel selection (stage 2), personnel selection research being dominated by practitioners (stage 3), and a dearth of published research on Jamaican selection practice (stage 4). Study 2a was, therefore, a cross-sectional survey investigating perceived challenges to personnel selection and replicates stage 1 of earlier research by Lievens et al (2002).

4.2.2 Participants

Thirty Human Resource professionals (20 women, 10 men, mean age 43) from the general membership list of the Human Resource Management Association of Jamaica participated in the study. Similar to the parent study by Lievens et al (2002), HR representatives were human resource officers, personnel management specialists and human resource managers and represented a variety of industries from both the public and private sectors.

4.2.3 Instrument

A 6-item questionnaire was used to collect data. Similar to the approach by Lievens et al (2002), questions were open-ended. Respondents were asked: a) What 3 key competencies do you think are required for managers to be effective today in your organisations?; b) What 3 key competencies do you think are required for managers to be effective in your organisation in the future?; c) What are the current challenges to selecting the best candidate for the job?; d) Which one selection technique do you think will become most important in the future?; e) Which one selection technique do you think will become least important in the future? Using the list generated by Lievens et al, f) Which of the following do you think will be the 3 main issues affecting selection in the future? Questionnaires were administered online via a web link and were generally completed in 5 minutes (See Appendix 3:1: Study 2a Questionnaire on Personnel Challenges).

4.2.4 Interim Results Study 2a

As shown in Table 4.2, the three main challenges to future Jamaican selection are competency-based selection (27%), international selection (18%) and electronic assessment (13%). This is followed by emotional intelligence (13%) and selection in tight labour markets (10%). Challenges identified by Jamaican practitioners were different to those influencing selection practice in Belgium as electronic assessment, competency-based selection and selection in tight labour markets were the three main challenges facing future selection practice in that culture. This finding confirms conclusions drawn by Hsu and Leat (2000) and later Von Glinow, Drost and Teagarden (2002) that factors influencing HR practices vary across cultures. Of particular note is the limited impact legislation is expected to have on selection outcomes.

The five key competencies that are required for managers to be effective are: people-oriented leadership skills, 22 (27%); communication and interpersonal skills, 19 (22%); business understanding and market knowledge, 15 (18%); advanced technical ability and expertise, 14 (17%); and results orientation, 12(15%). Organisational factors such as poor compensation packages as well as traditional leadership styles were generally considered impediments to getting the best person for the job. Current challenges to selecting the best candidate for the job included: a) applicant factors such as knowledge, skills, attitudes and aptitude, 44 (60%); b) selection technique factors such as objectivity and accuracy of measures used and level of assessor training, 15 (20%); c) organisational factors such as traditional leadership styles and non-competitive compensation packages, 11 (15%); and d) external factors such as labour market shortages, 4 (5%).

Table 4.2: *Jamaican versus Belgian HR Practitioners' perceived challenges to future personnel selection*

Trend/Challenge in Personnel Selection	Total Frequency	
	Jamaican	Belgian*
1. Competency-based selection, competency-based interviewing, competencies, competency management, competency-based assessment (and development)	22 (27%)	15 (20%)
2. International selection, expatriate selection, selection in CARICOM, globalisation	14 (18%)	6 (8%)
3. E-recruitment, e-assessment, online recruitment and testing, internet selection, the internet, web-based testing, technological challenges	13 (16%)	21 (28%)
4. Emotional Intelligence	10 (13%)	8 (11%)
5. Selection in tight labour markets, job marketing, human resource marketing, shrinking labour force, employer brand marketing, war for talent	8 (10%)	9 (12%)
6. Outsourcing of selection	4 (5%)	2 (3%)
7. Team selection	4 (5%)	2 (3%)
8. Specialisation of consultancy firms, increasing competition	3 (4%)	2 (3%)
9. Impact of legislation	1 (1%)	2 (3%)
10. Miscellaneous (only once mentioned)	1 (1%)	9 (12%)

* Statistics for Belgium as reported by Lievens, Van Dam, and Anderson (2002)

As shown in Figure 4.1 (overleaf), the selection technique that is considered most important for the future is the assessment centre (41%). This was followed by structured interviews (23%), personality tests (18%) and application forms (12%). On the other hand, unstructured interviews and graphology were considered the techniques least important for future personnel selection. These findings indicate a greater importance of higher criterion-based selection techniques for future selection practices in Jamaica.

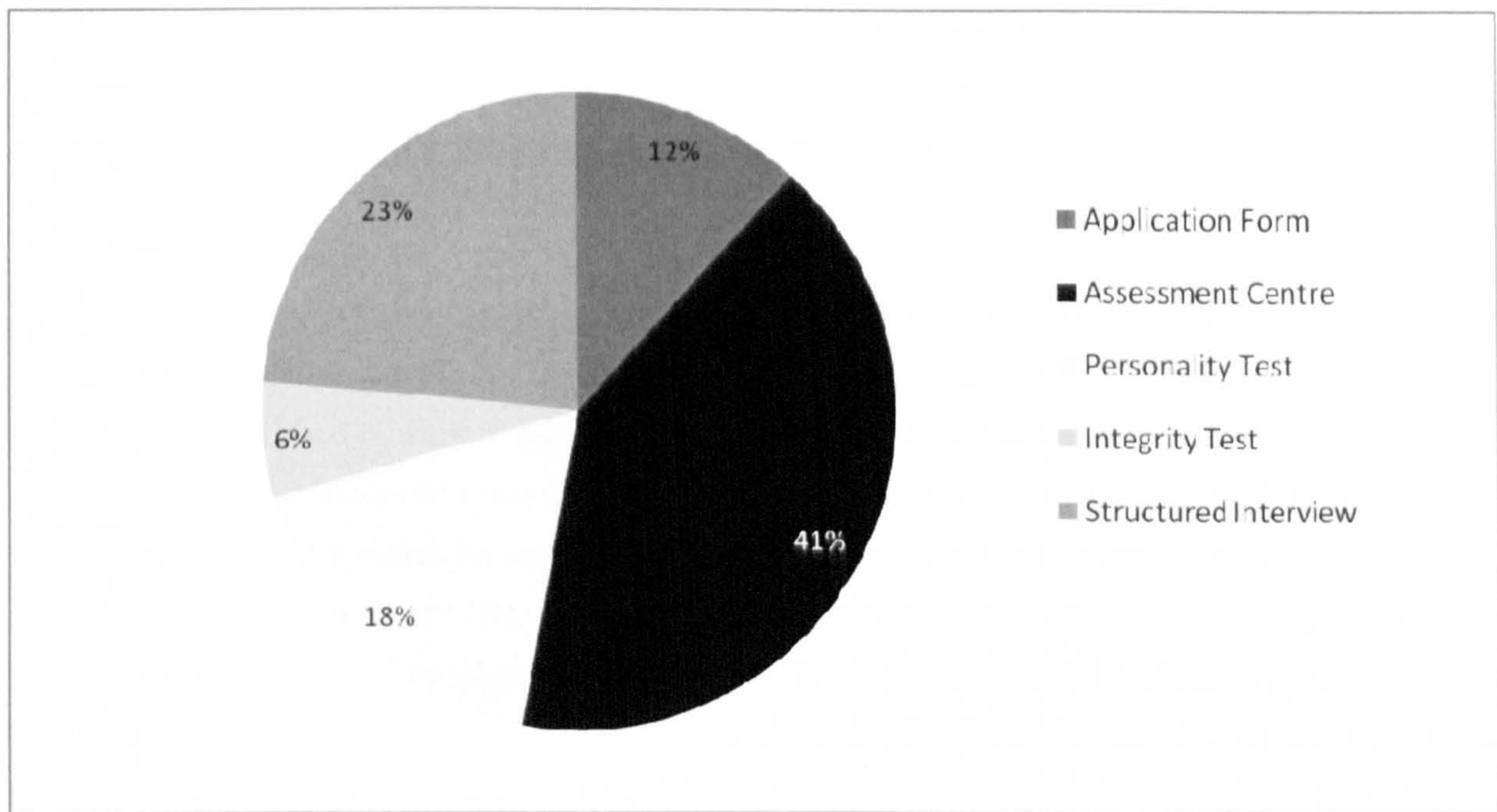


Figure 4.1: Most important selection techniques for the future identified by current Jamaican HR Practitioners

4.2.5 Summary – Study 2a

Using similar categories to those defined in the Lievens, Van Dan and Anderson (2002) study, challenges to personnel selection identified by Jamaican HR practitioners differed in importance from those suggested by their Belgian counterparts. As shown in Table 4.2, the most frequently identified challenges to selection were competency-based selection, international and regional selection, e-recruitment and web-based testing. The selection technique considered most important for the future is the assessment centre, with managers expected to demonstrate people-oriented skills and advanced technical ability. Study 2a, therefore, presented evidence for the perceived behavioural control as well as the behavioural intention components of the TPB model. Study 2b is discussed next.

4.3 Method

With Study 2a identifying the challenges to future Jamaican personnel selection, Study 2b was a qualitative investigation of the relationship between cultural and external organisational factors and their impact on organisational selection decisions. Key justifications for Study 2b were: a) an understanding of the impact of perceived challenges to selection would provide insight into selection strategies organisations were likely to adopt to address them; and b) identification of the relationship between perceived challenges, cultural and social factors will give a more holistic picture of the inter-relationship between external, cultural and social factors influencing selection decisions. With the emergence of meaning to under-explored phenomena being a key strength of the subjectivist-social approach (Anderson 2001; Herriot

2002), a qualitative approach was used in keeping with recommendations by Miles and Huberman (1994) who viewed the richness of qualitative data as “sexy”, as data can preserve chronological lines, show precisely which events led to which consequence, and derive fruitful explanation.

4.3.1 Design

The study was a qualitative investigation examining the role of cultural and external factors in organisational selection decisions. Grounded theory methodology (Glaser & Strauss, 1967; Walker & Myrick, 2006) was used to explore how key personnel selection decision-makers perceived the impact of cultural and external factors on organisational selection approaches. In contrast to template analysis (King, 1998), grounded theory makes no assumptions about the data collected as information derived from the data is used to develop theory (Dey, 1999). Knowledge of participants was explored using ethnographic interviews that probed how social and cultural factors affected organisational decisions about skills sought, selection techniques utilised and overall perceptions of scientific selection practice. In keeping with the tradition of grounded theory, information derived was a naturalistic representation of how decision-makers attribute meaning to cultural approaches to work. This, therefore, provided insight into the mental processes key selection decision-makers used to understand the world around them and thus facilitated the development of alternate models of selection experience (Hough & Oswald, 2000; Imus & Ryan 2005). Ethical approval was obtained from City University’s Research Ethics Board and participants were given information sheets and signed a consent form in order to participate.

4.3.2 Participants

Seventeen senior managers participated in interviews. There were 7 males and 10 females. The age range was 30 to 63 years (average 42.3 years). The average age reflected the general membership of the HRMAJ. All participants had post-graduate educational training (minimum Masters Degree) and had an average professional tenure of 17.4 years, thus confirming their status as experts. All were employed full-time and serving in their current role for at least 3 years (range 3-28 years). Participants represented companies from both the public and private sectors that collectively employed approximately 32% of Jamaica’s 1.2 million workforce (Jamaica Labour Statistics, 2005). Companies represented were a mix of traditional industries (Mining and Energy; Manufacturing, Retail and Distribution) and new and emerging industries (Telecommunications and IT, Professional Services, Banking and Financial Services).

Table 4.3: Demographic characteristics of senior HR decision-makers who participated in ethnographic interviews

Candidate	Gender	Sector	Industry	Expertise
A	Male	Private	Professional Services	Psychometric Development & Assessment
B	Female	Private	Mining and Energy	Training & Development
C	Female	Private	Manufacturing, Retail and Distribution	Intervention Design & Delivery
D	Male	Public	Banking and Financial Services	Intervention Design & Delivery
E	Female	Private	Manufacturing, Retail and Distribution	HR Strategy
F	Female	Public	Education	HR Strategy
G	Female	Private	Banking and Financial Services	HR Strategy
H	Male	Private	Telecommunications & IT	HR Strategy
I	Female	Public	Mining and Energy	HR Strategy
J	Female	Private	Manufacturing, Retail and Distribution	Training & Development
K	Female	Public	Banking and Financial Services	Training & Development
L	Female	Private	Banking and Financial Services	HR Strategy
M	Male	Private	Mining and Energy	Research & Development
N	Male	Public	Education	Psychometric Development & Assessment
O	Male	Private	Professional Services	Intervention Design & Delivery
P	Female	Private	Professional Services	Intervention Design & Delivery
Q	Male	Private	Manufacturing, Retail and Distribution	Research & Development

4.3.3 Selection Criteria

Members of the Human Resource Management Association of Jamaica (HRMAJ) classified as senior managers (namely managing directors, HR directors, vice-presidents, presidents and senior consultants) were drawn from the complete membership list. After this, participants were selectively recruited into the study by written invitation from the primary author. Participants responding to the invitation were asked to verify if they were the key decision-maker for the selection approach their organisation adopted. Those who affirmed their seniority and signed consent forms were then recruited to take part. Participants were selected for level of expertise in personnel selection practice and current level of decision-making power within their respective companies in order to obtain accurate and representative experiences of organisational selection decision-making. A range of participants were chosen to represent traditional and modern industries including manufacturing, mining and energy, education, banking and financial services, telecommunications and information technology and professional services. Details of the interview process are described below, but participants were generally asked to give their views of the four external factors (i.e. globalisation, changing nature of work, war for talent and technology) and their effect on their organisation's approach to selecting employees. As suggested by grounded theorists (Cresswell, 1998), 20 – 30 participants were anticipated in order to ensure thorough identification of the effects of cultural and external factors on selection practice. Preliminary data analyses were therefore conducted at the end of each interview with participant recruitment stopped after no new effects identified (see Appendix 3.2:

Study 2b Participant Invitation E-mail). Table 4.3 shows the demographic characteristics of the senior managers who participated in ethnographic interviews.

4.3.4 Ethnographic Interviews

Ethnographic interviews were conducted by the first author in person at mutually agreeable times (Robson, 2002). As prescribed by ethnographic sociologists Anshuetz and Rosenbaum (2003), interview sessions were conducted in work environments where decision-makers behaved more naturally and where surroundings and artefacts can be explored to add validity to self-report data. Unlike Critical Incident Technique Interviews (CIT - Flanagan, 1954) and Repertory Grid Technique Interviews (RGT- Kelly, 1955) more frequently associated with IWO Psychology research, ethnographic interviews allow for the understanding of previously unidentified behaviours with a social and cultural slant. Whereas both CIT and RGT explore and categorise previously identified incidents or behaviours (Edvardsson, 1992; Marsden & Littler, 2000), ethnographic interviews facilitate the emergence of information that can be thematically analysed (Aronson, 1994) and allow researchers to understand how individuals attribute meaning of themselves and the social world they inhabit (Spradley, 1979; Wood, 1996). Ethnographic interviews present results based on a holistic research whereby a system's properties cannot accurately be understood without exploration of the inter-relationship between component parts (Flick, 2006).

4.3.5 Procedure

Prior to the start of each interview demographic information was obtained and permission to electronically record interviews sought. Interviews lasted an average of 45 minutes and were recursive. That is, issues were probed as they were mentioned by the participants. Interviews consisted of three types of questions: 1) questions examining the impact of external and cultural factors which were open-ended, beginning with the general question "what are your views on globalisation, the changing nature of work, technology and labour shortages?"; 2) follow-up questions that sought specific anticipated effects of each of these phenomena (e.g. "How do you think these elements will affect the Jamaican selection landscape?" or "How do you think these elements will affect personnel selection in your organisation?"); and 3) probing questions that were two-fold in order to capture the impact of social and cultural variables on both applicant and managerial selection (e.g. "Of these four factors, which do you think will have the greatest impact on managerial and graduate skills sought?"). After the opening question was thoroughly explored, participants then answered questions for each of the external factors in relation to their effect on selection techniques utilised, organisational effectiveness, skills and competence required, cultural-orientations to work, socio-economic and legislative environment and projected future selection practice. Interviews were conducted in the Fall of 2004. Participants were assigned alphabetical pseudonyms and recorded interviews were transcribed verbatim by a Jamaican professional transcriber and two occupational psychologists. Use of three transcribers was to ensure inter-rater reliability of thematic definitions and categorisation. One particular benefit of having a Jamaican transcriber was the accurate interpretation of

cultural expressions and colloquialisms used in behavioural descriptions (Flick, 2006). Transcriptions were converted into rich text format and uploaded into NVivo version 2.0 for analysis.

4.3.6 Data Analysis

NVivo is a computer-assisted qualitative data analysis software (CAQDAS) tailored to meet the assumptions of grounded theory. Unlike its counterparts Nudist and Atlas, NVivo encourages an exploratory approach to analysis as it readily accommodates intensive analysis of very large sets of data (Gibbs 2002). NVivo particularly offers the added benefit of standardisation and rigor, making replication of codes and themes more accessible and inter-rater reliability readily established. The first step in the analysis process was ascribing nodes to data - a process called coding (Richards, 1999). A node is a way of representing a category, theme, definition or idea related to the text. In NVivo, there are three types of nodes: free nodes, which are simplest and are seen as a simple list in the program; tree nodes, which have all properties of free nodes but can be arranged in hierarchical order (like a tree with branches); and case nodes, which are used for organising ideas about particular cases. Codes enable the building of relationships as well as clarify connections between ideas.

Data were coded in a two-step process (Glaser, 1978) by the primary author. First, free nodes were developed by grouping pieces of text into themes and categories. This was followed by the coding of trees into hierarchies to identify the inter-relationship between variables. Case nodes were used to group data based on specific characteristics (industry, sector) to identify patterns in experience between groups. Coding steps were conducted without adherence to any psychological model or theoretical framework as the aim was to allow the story to emerge from the data. Five uncoded interviews were then given to two occupational psychologists to examine inter-rater reliability of definition of categories. There was consistency in coding across all three coders. From coding the text related to the 17 interviews, 52 tree nodes and 20 free nodes emerged. In NVivo, relationships between texts are examined through the search function. Opinions, views and attitudes for example were explored through union searches, whereas, relationships between nodes were investigated through intersection searches. This search facility enables model building via the analysis of texts that have been previously demonstrated to be theoretically linked. Figure 4.2 depicts the coding structure generated from the textual analysis, while Table 4.4, details the key research questions and the search function used to address them.

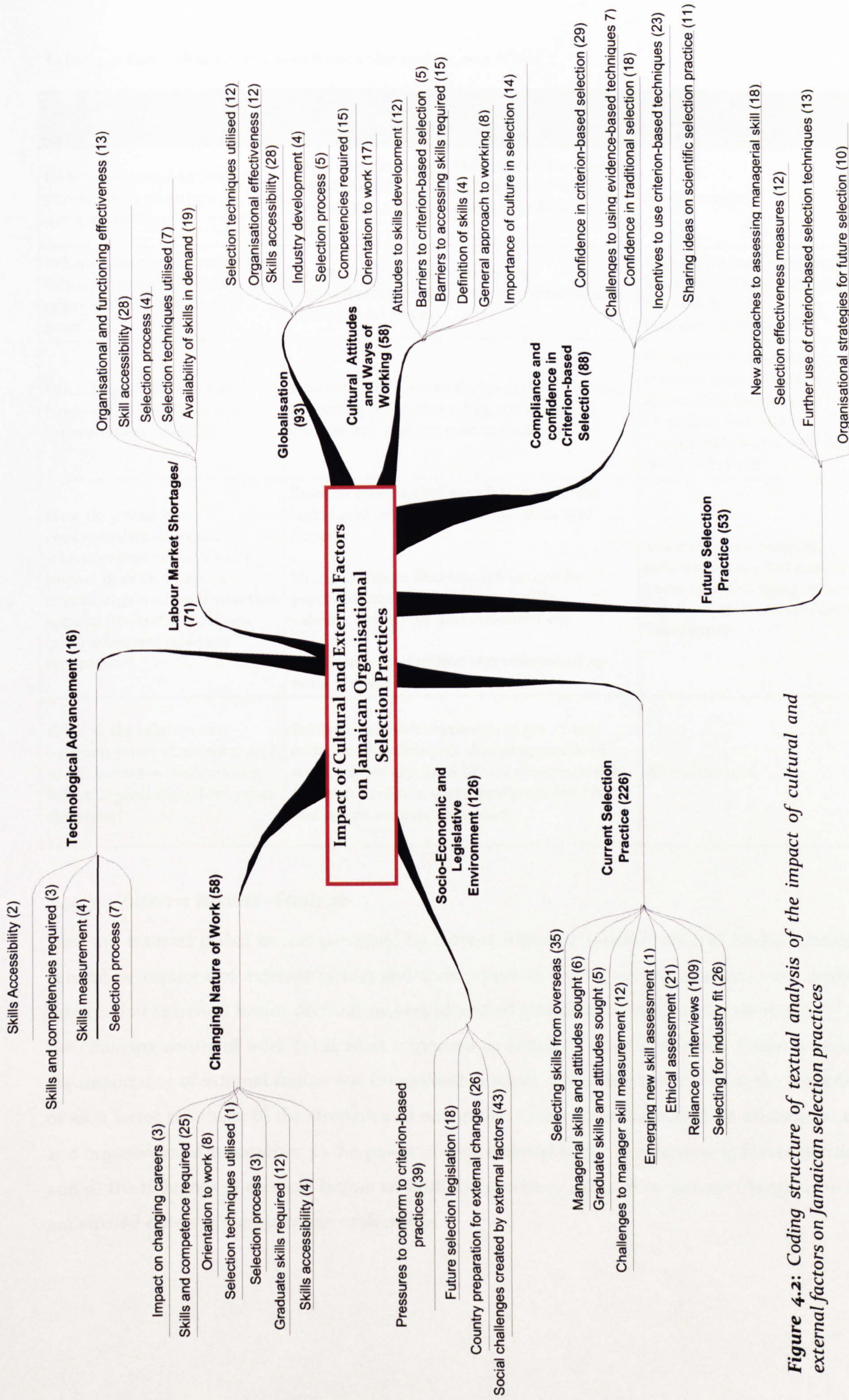


Figure 4.2: Coding structure of textual analysis of the impact of cultural and external factors on Jamaican selection practices

*Frequencies of code emerging in parentheses

Table 4.4: *Research questions, search operation and scope in NVivo*

Key Questions	Search Operation	Scope
How are external factors perceived by selection decision-makers?	Single node look-up to identify all text coded at globalisation, changing nature of work, technology, and labour shortages/war for talent.	All documents
What challenges do external factors present to Jamaican organisational selection practice?	Single node look-up followed by Matrix intersection to find text referenced by each of these nodes	Case nodes with attribute Industry=Emerging then re-run the search with Industry=Traditional
What impact does culture have on the definition and measurement of skills?	Proximity searches to find text that is nearby, preceding and surrounding terms slavery, colonialism, history, past and culture	Examine scope between industry and sector. Conduct search with Industry = Emerging, Industry = Traditional, Sector = Public and Sector = Private
How do Jamaicans conceptualise scientific selection practice and what impact does this have on overall organisational selection approaches and use of high criterion-based selection techniques?	Boolean Intersection search to get all text coded at scientific selection practice and impact Union search to find text referenced by psychometric properties of reliability, validity, objectivity and measurement Negation search to find text referenced by none of these terms	Examine scope between industries. Conduct search with Industry = Emerging then re-run the search with Industry = Traditional
What is the relationship between external, cultural and social factors in determining future organisational selection decisions?	Boolean Intersection search to get all text coded at globalisation, changing nature of work, technology, and labour shortages/war for talent; culture, socio-economic factors and future selection approach.	All documents

4.3.7 *Interim Results – Study 2b*

How are external global factors perceived by current selection decision-makers? Nodes relating to general perceptions of external factors and their potential impact on organisations were analysed using union searches. Senior decision-makers identified globalisation (10), labour shortages (7) and the changing nature of work (3) as most important to Jamaican ways of working. Analysis revealed the importance of external factors was categorised in terms of four key properties: a) the relatedness of each factor to others; b) the strength and orientation of the potential impact on existing national and organisational approaches; c) the power of each external factor in determining future decisions; and d) the influence of external factors on both the processes adopted to manage change as well as anticipated effects of the outcomes of decisions.

4.3.7.a Relatedness

Firstly, global factors were generally considered to be inter-related with none considered to have an isolated effect. External factors were related in terms of ranking (the most to the least important) subsets of each other whereby technology, labour shortages and the changing nature of work were viewed as spin-off factors of globalisation and the ability of single or combined external factors to mediate or moderate a particular outcome, such as the availability of highly skilled workers and the country's ability to compete given international sanctions.

4.3.7.b Impact

Secondly, external factors were perceived on the basis of impact. On one hand, factors were viewed as having a compounded effect on the retention and development of highly skilled employees as well as organisational processes and decisions. On the other, it is the degree and geographical direction of impact that takes centre stage. For example, labour shortages have resulted in the emigration of highly skilled workers. However, globalisation has been the determining factor in emigration being concentrated in the United States and United Kingdom. This has led to country-level initiatives to recruit from other regions in the world as well as to entice highly-skilled Jamaicans living overseas to return. Decision-makers also viewed external factors as operating in tandem. Here, it is the relationship of pairs or combinations of factors that trigger a cultural challenge, and as such, determine a particular national or organisational response. One such example was the need to re-design employment contracts and organisational processes to better meet the expectations of a more discerning applicant pool.

4.3.7.c Power

Thirdly, external factors are perceived on the basis of power. The potency of a factor is determined both in terms of its relatedness to other external global factors as well as the strength and orientation of its potential impact. For example, advanced technology is perceived to be influential only if globalisation and labour shortages create a demand for more technically-skilled workers. However the power of a specific global factor is also perceived in relation to the country's ability to anticipate, control, dilute or exploit its effects. For example, there is the notion that workers can be trained to stave off the effects of technological advancement whereby, globalisation is seen as a determining force in the country's orientation to compete or 'die'.

4.3.7.d Process and Outcome

Lastly, external global factors are perceived in terms of process and outcome. On one hand, global factors are viewed based on their ability to influence socio-economic, cultural and governmental processes that influence organisational practice. On the other, it is the outcome of these decisions that are considered more significant determinants of organisational selection decisions.

4.3.8 Social, Cultural and Economic Challenges of External Factors and their effect on Jamaican Organisational Selection Practice

Given the existing economic, social and cultural environment in Jamaica, external factors present a number of challenges. These, in turn, have an effect on personnel selection approaches that are adopted by organisations. There is, first, a distinct economic challenge whereby the motivation of skilled labour to emigrate is heavily driven by financial sustainability due to the declining value of the Jamaican Dollar (JMD \$70 = USD \$1 and JMD \$139 = GB £1). As a result, there is a constriction of the distribution of the applicant pool as there are fewer highly skilled workers to choose from.

“It can be a major contributor, I don’t know if it is the only one but it definitely is one of the things people think about the talent, the person with the talent. If there is a position available, especially in the US, we Jamaicans tend to want to be employed in the UK or the US, that’s where most of our talent goes, and it’s all about being paid better than here, because the Jamaican dollar is, 62 US dollar is the equivalent at the moment and this rises daily.” (F, 14)

“Well it’s basically how you recruit, get somebody from overseas, not just expats but people who want to return to Jamaica. I think the problem is not just a HR thing it’s economic as well. So basically selling the position is going to be based on sales rather than just hardcore recruiting.” (L, 306)

Secondly, external factors present a challenge given the country’s educational system. Although inheriting a British model of education, Jamaica’s geo-political location in relation to North, Central, Latin and South America, made it imperative to adopt skills-development policies that readily facilitate skills transferability to these regions. However, an emerging social artefact of this approach appears to be inability to cope with an emerging remote and automated workplace in the traditional cultural model of conceptualising employment as a ‘9 to 5’ phenomenon within a structured environment. In addition, given emerging information technology markets in Asia and Europe resulting from globalisation, there is more need for a wider base of skills transferability. This finding is in keeping with Cascio’s (1995) argument that there is an increased need for a highly skilled workforce, as IT skills will play a dominant role in an increasingly technologically advanced world. This, too, presents a challenge for the availability of specific knowledge and skills needed by industries.

“We did some testing on all age school kids, and using that data we found that they are not interested in the areas technologically speaking that are important for the advancement of Jamaica, so as a consequence I think if that is symptomatic of the entire island, then I think we are going to experience brain drain for a long time.” (A, 28)

“One of my concerns right now is how do we even change our school system to accommodate these changes in the employment situation. And that has not yet been addressed because the school curriculum hasn’t changed much to prepare the students for the new world.” (B, 35)

High levels of unemployment also exacerbate the challenges to the economy whilst introducing further social problems. Those who are unemployed for example, either lack professionally-developed skills or possess skills required for traditional industries and are perceived to generally lack skills that are in demand by modern organisations. This provided evidence for Stuart and Dahm's (1999) argument that workers will need to be better educated to fill new jobs and be better knowledgeable to respond to the changing knowledge and skill requirements of existing jobs.

"We do have an unemployment problem here. We have a group of persons between the ages of 15 and 24 where we have approximately 300, 000 persons within this age group that are regarded as unattached in this country. They are not affiliated with any youth organisation, any academic institution, any philanthropic, whatever you can think of they're just not attached. They're unaccounted for. These persons don't work, they don't go to school, they don't volunteer, they are just moving about aimlessly and that group is our danger group." (K, 103)

External factors also present a challenge given cultural orientations to work. There is consensus that culture varies across geographical borders, sectors, industries and social spheres: "A sugar factory in Jamaica has more in common with a sugar factory in Thailand than it does with a bank in Jamaica. So although we share the same geographical space it's a totally different outlook" (H, 46). However, there is also concern that adherence to specific ways of doing things impedes both the rate of organisational growth and development through highly skilled workers as well as the country's ability to grow and develop overall:

"There are some cultures where people need people as they are unable to work on their own especially in Latin America, workers like a lot of people around them. So you find if you tell them to go and work at home they may not be as productive as if you brought them in a structured work environment. You would need people who are able to work at home and who are able to work well as a team when you need them to. Therefore, you would need that sort of flexible person." (E, 77)

While emphasising Hsu and Leat's (2000) assertion that work practices are culturally driven, this also provides evidence for Rehfeld's (1994) conclusion that culturally-driven work practices are particularly problematic for managers in today's globally competitive and interdependent business world. In addition, the presence of trade unions and governmental bodies, the work socialisation processes, the traditionally-based culture and expectations of the Jamaican worker were not aligned to the demands of the changing nature of work. This supports previous findings by Ayca, Kanungo, Mendonca and Yu (2000) and Lawler (1995), that culture plays an important role in work orientations and practice. The relationship between external factors, cultural antecedents and their subsequent impact on work practices is depicted in Table 4.5.

Table 4.5: Personnel selection decision-makers' perceived links between external global factors, culture and Jamaican work practices

External Factor	Personnel Selection Challenge	Cultural Root/ Antecedent	Expert	Impact on Approaches to Work
Changing Nature of Work – structure of task, and skills demanded are more fluid and dynamic (Howard 1995)	Getting accustomed to new ways of working	<ul style="list-style-type: none"> ▪ Socialisation about work is difficult to change ▪ Traditional society with a mental framework for work of 9am to 5pm ▪ Traditional organisations with top-down structures 	A,F,I, N,	<ul style="list-style-type: none"> ▪ New ways of working such as flexi-time and remote working difficult to implement ▪ Late adoption of methods that promote effectiveness
	Managing Employees	<ul style="list-style-type: none"> ▪ Power and prevalence of unions and governmental bodies ▪ Socialisation not focused on work ethics and integrity ▪ Mentality of work in Jamaica not aligned to the changing nature of work 	Q,J, N	<ul style="list-style-type: none"> ▪ Difficult to manage employment contracts and ensure performance ▪ Difficult to control dishonesty ▪ Continued traditional types of management
Technological Advancement Increased remote and faster working and computer-based assessment (Cascio 1995)	Getting older people to embrace technology	<ul style="list-style-type: none"> ▪ Younger people are more keen on IT skills 	A,G	<ul style="list-style-type: none"> ▪ Reduced skilled labour market
	Ensuring best practice Jamaica	<ul style="list-style-type: none"> ▪ Limited policing system to ensure 'best-practice' 	N	<ul style="list-style-type: none"> ▪ People not qualified to administer tests doing so
	Managing and Developing Employees	<ul style="list-style-type: none"> ▪ Younger people learn faster and are more in touch with IT age 	A,B,D	<ul style="list-style-type: none"> ▪ Children unable to fit into traditional organisations
Labour Shortages/ War for Talent Increased size in the applicant pool has resulted in competition for skilled workers (Denton1999)	Sectors staying competitive	<ul style="list-style-type: none"> ▪ Governmental policies such as the MOU bound civil service workers 	K	<ul style="list-style-type: none"> ▪ Unhappy, dissatisfied, uncommitted workers
	Targeting the right people	<ul style="list-style-type: none"> ▪ Culture influencing ability to get right people ▪ Limited applicant pool ▪ Limited training opportunities for skills required 	A,D,J,L,M	<ul style="list-style-type: none"> ▪ Losing highly skilled employees ▪ Getting skilled workers from overseas ▪ Selection criteria changes as more emphasis placed on cultural adaptability of foreign workers
Globalisation Breakdown in geographical boundaries contribute to international selection and diverse work teams (Hitt,Keats & Demarie 1998)	Having the right people	<ul style="list-style-type: none"> ▪ Not enough research, not enough training. Training not aligned with cultural needs. Most training is done outside Caribbean 	D	<ul style="list-style-type: none"> ▪ Loss of skilled people
	Competing with larger, more developed countries	<ul style="list-style-type: none"> ▪ Mass capital mobile, mass labour is not 	G,H,I	<ul style="list-style-type: none"> ▪ Mass labour with too few jobs results in unemployment
	Getting the skills you want	<ul style="list-style-type: none"> ▪ Size of the country. Jamaica is the largest in the Anglophone Caribbean, impact of skills deficits on a larger scale 	E,H	<ul style="list-style-type: none"> ▪ Have to look outside Jamaica to tap into wider skills market

4.3.9 Impact of Culture on Skills Definition and Measurement

To what extent does culture impact the definition and measurement of skills? Simple text searches were first conducted to identify frequencies of references to Jamaica's colonial history used in explanations of the measurement of modern skills. References to colonialism, colonisation, history, past, slaves and slavery occurring within explanations of skills was assessed. 'Slavery', 'history', 'slaves' and 'past', generated text in discussions of the impact of culture on managerial skills needed, Jamaican approaches to work and graduate skills needed. It can be seen that cultural factors have filtered into attitudes to training and skills development (A, 50), belief in abilities (G, 113) and autocratic orientations to leadership (I, 64). This is in tandem with previous findings by Stone (1982) and Carter (1997) who identified worker distrust, preference for overseas skills and approaches to doing things, and directive types of leadership being colonial remnants influencing skills definition.

"There is a little tailor man down the road with a tailor shop, and there is a carpenter with his little carpenter shop. He is not prepared to share his knowledge with younger people or other people, the carpenter would rather have his hands full rather working on little jobs than to train other people and develop a company and send out men and supervise them." (A, 50)

"There is a tendency in our psyche to believe that foreign is best and so every parent who sends their child to a foreign institution invariably has the edge over the person who has just studied here and worked here. It will continue to play a role, and it will continue even more so because right now we have so many foreign universities who are offering courses in Jamaica." (G, 113)

"What I think is faulty about our Jamaican managers is that we are probably too interested in remuneration and don't believe that we are exerting the level of energy that is required in drumming up energy from the staff that you have...I think when I look at the US type managers versus the Jamaican born managers there is a preference for US based managers because they tend to work alongside their workers and not just lead. Our managers want to just lead and give directives." (I, 64)

However, decision-makers also indicated the past giving Jamaicans a distinct advantage when adaptability and social skills form part of the selection criteria. This is in support of Best's (2000) argument that Caribbeans had been conditioned through slavery to take on the remarkable challenges of globalization. He concluded that people in the Caribbean were the first globalists as they were among the earliest people to be exposed to the collision of cultures and its attendant problems.

"Jamaica and the Caribbean are a multicultural kind of place. Remember we were brought from over there (Africa) we mixed with the Europeans, we mixed with Indians and so adaptation of cultural flavours and attitudes and beliefs is one of the things that I think Jamaicans, Caribbeans are good at. We are used to adaptation. We adapt very well in terms of changing environments." (F, 53)

"I think Jamaicans should also be evaluated for their ability to adapt. Although we are a small developing country, I think that Jamaicans are far more exposed than a lot of people who come here." (A, 262)

References to the past were also frequently mentioned in explanations of the importance of culture in personnel selection, selection pressures facing organisations, as well as systems in place to ensure

selection of highly skilled workers. Given the inter-relatedness of external global factors and cultural approaches to work in determining the availability of highly skilled workers and skills needed for organisational success, do representatives from emerging industries consistently talk differently about skills than those from traditional industries? Pattern coding via intersection searches was used to explore differences in description of skills between decision-makers from traditional (Mining and Energy, Manufacturing Retail and Distribution, Education) and emerging sectors (Professional Services, Banking and Financial Services, Telecommunications and IT). Passages suggested a distinct separation in the importance of skills for both graduates and managers. On one hand, those representing traditional sectors tended to view technical ability as more important. Conversely, decision-makers from emerging industries felt it was the 'softer' skills that would make the difference between a high and low-performing employee, as technical skills were 'a dime a dozen'. Of those who felt functional ability would outweigh any personality, attitudinal or social characteristics, this was attributed to an individual's ability to contribute to the bottom line.

"I don't think the major problem is finding skilled personnel or graduates... there is no problem finding the talent... The problem comes back to aptitude and attitude towards the job. What's required in terms of business, appreciating the change in which we're going. It's not just required for those who are coming in but more so for those who are currently in". (H, 28)

4.3.10 Jamaican Conceptualisation of Selection 'Best-Practice' and Overall Selection Approach

Given the need for specific, culturally-aligned and competitive skills, how is employee selection currently approached? To examine the extent to which Jamaican perceptions of selection 'best-practice' mirrored those upheld by findings from North American and European research, analysed text indicated a mixture of approaches to the selection process. On one hand there is the recognition of the value of objectivity and assessment along pre-determined criteria.

"...I find the selection processes right now tend to be very subjective, a panel of anywhere between 2 and 6 persons. It depends on your (the candidate's) personality," (K, 72)

"When we are hiring graduates, we are hiring graduates who have the potential to become executives in short order, therefore the competencies are pretty much the same. So the kind of things we look for in somebody who will have a cultural fit with these values and actually demonstrate the behaviours that are aligned with them. So let me just give you 2 examples; proud of what we do is all around doing what we do with integrity, we ensure that we are a reputable company and we don't do anything that is going to compromise that. So we look for someone who believes in that as well, believes in ethics, and believes in integrity. Another example would be, 'be the best'. What be the best simply says you know that we want to be on the cutting edge, we want to do everything the best, and we want to do everything at a world standard. We would look for somebody who is aligned with that sort of thinking, not somebody who accepts mediocrity. So we look for people who line up with all of those leadership capabilities as well as they are functionally competent". (E, 21)

“..We use psychometrics and obviously there are different tools but for example we use tools that are geared towards determining leadership to see if they can actually manage a department like a business.” (J, 64)

On the other, there is acknowledgement of the value of being able ‘to stray from the script’, trusting ‘intestinal intelligence’ (gut instinct) as a reliable indicator of a candidate’s suitability. This suggests there is a dilemma of establishing an appropriate balance, where good candidate selection is ensured while concomitantly fostering confidence in tools used. For example, using the North American perspective of ‘best-practice’, the quote from (I,188), would be perceived as straying from the standardised interview script - an inappropriate and biased probing question with possible legal ramifications if the candidate were not selected for the post. However, from the Jamaican perspective of selection best-practice, the interview panel deemed the question job-relevant as it was used as an indicator of attitudes to health and safety and risky work behaviours.

“I was involved in an interview sometime ago and one of the applicants was from an area that we know is very volatile... his papers were good and so he was called in for an interview and he was very bright but what I noticed on him was that he had some burn scars on his hands and face and so I proceeded to ask how he got those and he said he was experimenting in making a bomb he said he is being very honest and he likes to experiment and he was, he didn’t say a bomb, he said something explosive.” (I, 188)

With interviews being deemed the most ubiquitous selection technique by research (Hough & Oswald, 2000; Schmidt & Hunter 1998; Schmidt, Ones & Hunter, 1992), and techniques such as cognitive ability tests, assessment centres, and work sample tests found to be most valid (Becker & Huselid, 1992; Cook, 2002; Cooper, Robertson & Tinline, 2003; Robertson & Smith, 2001; Schmidt, Ones & Hunter, 1992), is talk about Jamaican personnel selection invariably about interviews? Content analysis on the text revealed interviews were mentioned 118 times by the 17 participants throughout the discourse on selection. Closer inspection revealed significant differences in perceptions of selection practice between traditional and emerging industries. Table 4.6 suggests that for traditional industries (Mining and Energy, Manufacturing Retail and Distribution, Education), understanding of selection is dominated by the interview, whereas, those belonging to emerging industries (Professional Services, Banking and Financial Services, Telecommunications and IT) demonstrate an appreciation for the North American perspective of ‘best-practice’. Content analysis also revealed traditional organisations that highlighted scientific principles in the discussion did so from an angle of recognised need and approaches under consideration, rather than as tenets underpinning existing practice.

Table 4.6: Frequency distribution of psychometric properties of criterion-based selection practice mentioned by Jamaican selection decision-makers

Psychometric Property of Criterion-based selection Practice	Emerging Industries (%)	Traditional Industries (%)	Total Frequency
Interview	26 (8.70)	108 (22.45)	134
Testing	49 (16.38)	81 (16.84)	130
Measurement	57 (19.06)	54 (11.23)	111
Assessment	29 (9.69)	47 (9.77)	76
Validity	28 (9.36)	34 (7.07)	62
Reliability	29 (9.69)	32 (6.65)	61
Intelligence testing	16 (5.35)	42 (8.73)	58
Personality test	19 (6.35)	25 (5.20)	44
Standardised	15 (5.0)	20 (4.16)	35
Bias	2 (.67)	25 (5.20)	27
Objectivity	14 (4.68)	11 (2.28)	25
Transparency	11 (3.68)	2 (0.41)	13
Scientific	4 (1.34)	0 (0)	4
Total Frequency	299	481	

4.3.11 Impact of External Factors on Jamaican Decisions to adopt Criterion-Based Selection Approaches

Analyses of text also demonstrated an impact of external global factors on Jamaican organisations decision to adopt North American ‘best-practice’ selection approaches. In providing justification for a more robust selection process, respondents indicated:

They’re more sophisticated workers as well...so it means you have to structure your interviewing process, in such a way that you can identify the strengths in people. So the recruiting of those types of employees (with old ways of working) will be lessened and people will be looking for more sophisticated workers called knowledge workers.” (J, 22)

“We have not been able to tie down a particular instrument to help us. We have gone into using a lot of psychometric testing. Substituting online versions for paper versions, but it’s a change for us. In this environment it’s no longer a theoretical thing, it’s the application that is going to be important. (B, 16)

There was also much discussion on the impact external factors had on organisational selection decisions. As can be seen in Table 4.7, the changing nature of work, for example, has been cited as having an impact on the need to: a) assess new competencies such as adaptability, thereby influencing selection criteria; and b) modify current selection methods to make them more objective

and reliable and. Conversely, there is now increased confusion in the tenets underpinning good skills measurement.

Experience with and confidence in criterion-based selection approaches is still tenuous. Whilst the need to adopt a more standardised approach to selection practice is recognised, traditional interviews still have a stronghold in many organisations. This is similar to findings in Greece by Eleftheriou and Robertson (1999) who noted that despite the robustness of higher criterion-based techniques, organisations in Greece perceived interviews to be a more accurate method of identifying desired job applicant characteristics.

“Nothing beats face to face. What I would describe as having intestinal intelligence, gut feeling. People come close to perfection with their wedding, their funeral and on their resume. So, in terms of doing interviews and looking for candidates I rarely spend time on a resume. Fine you’ve been trained, you’ve been on a lot of training courses but can you fit into what I want you to do?” (H, 58)

Table 4.7: Perceived impact of changing nature of work on Jamaican organisational selection approaches

Impact of the Changing Nature of Work on Organisational Selection Decisions	Quotes
<p>Assessing New Competencies and Influencing Selection Criteria</p>	<p>“Adaptability is key, willingness to embrace change in whatever form and to just accept it you know, not blindly. Be willing to be creative in demonstrating that you understand that change is necessary to work towards helping the organisation to change in a positive way and then questioning why are we doing this, this way so that the change can be effective” (I,46)</p> <p>“Maybe a graduate might come to here, have a pre-conceived notion of what the work environment or what the work force is going to be like and they think it will be very structured and very organised and it’s not really like that and being able to work within an environment where it’s not very defined and it’s very fluid and it’s constantly changing, and being able to adjust to that sort of environment very quickly,,” (C, 81)</p>
<p>Modification of Current Selection Approaches</p>	<p>“There are more sophisticated workers as well...so it means you have to structure your interviewing process, your selection process in such a way that you can identify the strengths in people”. (J, 23)</p> <p>“I do believe that the system still has many loop holes that leave the selection process to subjectivity. We should really try to probably put in some legislation that will hinder that who knows who type of culture that we have here in Jamaica and we select people on the basis of their worth”. (I, 27)</p>
<p>Increased Importance of Psychometric Tests in the Assessment Process</p>	<p>“In this environment and it’s no longer a theoretical thing, it’s the application that is going to be important and that’s why some of the psychometric tests that we try to use helps us bring about the potential abilities.” (B, 92)</p> <p>“Employers will have to find tools that are less subjective. Identifying the correct individual with the necessary talents and competencies” (J. 23)</p>

The existence and impact of external factors, however, have also resulted in many questions being raised regarding the valence of interviews as 'best-practice' assessment. This suggests that while the model of best-practice espoused by North American research does not automatically translate onto Jamaican culture via what is perceived as best selection techniques (cognitive ability tests, work sample tests and assessment centres), selection techniques having psychometric properties of objectivity, validity, reliability and standardisation are readily endorsed.

"Face to face interviewing does not necessarily bring out the underlying values and attitudes."

(Q, 27)

4.3.12 The Role of External Global Factors, Cultural and Social Factors in Determining Organisational Future Selection Decisions

Given the complex nature of the selection experience in light of external global factors, cultural work practices and social factors, what strategies will organisations use to identify highly skilled candidates of the future?

"You could put candidates through a series of tests depending on the nature of the job itself. But again, selection is not a perfect science so you're trying to reduce the odds, because it's a gamble. So you're trying to reduce the odds, or enter them in your favour". (H, 64)

However, what factors currently prevent organisations from using more scientific approaches? Legislation, governmental checks and balances, and unions all offer limited guidelines to encourage adoption of more objective, reliable, valid and standardised approaches to personnel selection. As a solution, there are decision-makers who believe that existing selection practice should be improved from outside the organisation, emphasising the introduction and enforcement of selection-related employment-related laws and statutes.

"Future legislation. If they can lay down certain criteria for persons who are involved in selection, especially those who are involved in objective selection it would help. Because then you would know that people who are not, qualified would not be out there selecting people for organisations" (A, 303)

"I would certainly make some of the fines a little more stringent, especially those having to do with discrimination, breaking the laws having to do with discrimination even as basics such as the minimum wage act those certainly need to be reviewed." (J, 176)

Secondly, decision-makers also believed that adoption of more objective, reliable, valid and standardised approaches to personnel selection was the organisation's responsibility as legislation may have little impact due high demand for jobs resulting from high unemployment rates. As a consequence, the applicant-organisation relationship is tipped in the organisation's favour so organisations may not perceive a need to behave ethically towards candidates.

“I think maybe because in our environment it’s just so competitive and I guess we have more dogs than bones, so we have so much to pick and choose. As the employer you want to choose what’s best for your organisation you are looking for employees that will give you that competitive edge an employee that will be able to take you into the future.” (C, 183)

Thirdly, analysed text revealed a need for more stringent guidelines governing selection practice. However, organisations did not appear to recognise that they currently had the power to introduce changes for more scientific selection techniques in the future.

“One of the things that I would want to see should be, the requirement of the organisation that once you go through an interview for a job, even if you are not selected it should be a requirement for the organisation to give you feedback on which areas you fell through on”.

(B, 380)

“I would insist that for every position that exists in an organisation there is a job specification, a detailed job specification so that it is a very fair situation where you know exactly what you are looking for, so that the other people in the organisation can feel comfortable knowing that you are not just going to bring somebody in who doesn’t fit the criteria and therefore might be a burden on them because they have to do the work for them”. (G, 144)

4.3.13 Summary Study 2b

Qualitative analyses revealed that external global factors were perceived to be inter-related and powerful, having an impact on both organisational selection processes and outcomes. External factors present social, cultural and economic challenges that affect the availability of highly skilled workers, the education and training of applicants to ensure knowledge, skills and attitudes needed are developed, and the ability to adapt to changing ways of working as culturally driven work practices, the presence and power of trade unions and governmental bodies, the work socialisation process and Jamaican worker expectations, were not aligned to modern schemes of work. These in turn had an impact on: a) skills perceived to be most valuable, thereby influencing future selection criteria, competency frameworks and job design; b) selection techniques currently used, thereby influencing the objectivity, reliability and standardisation of the selection process; c) understanding of scientific selection practice, thereby affecting the likelihood of organisations adopting higher criterion-based selection techniques; and d) checks and balances likely to be introduced in order to improve the criterion validity of utilised selection techniques. Study 2b therefore presented evidence for why, despite knowledge of criterion-based selection techniques, Jamaican organisations are not utilising cognitive ability tests, work sample tests, personality tests, assessment centres and integrity tests as much as they should. Study 2b also provided insight into the attitude, subjective norms, and perceived behavioural control components of the TBP framework.

4.4 General Discussion

Initially, findings from both the quantitative and qualitative components are discussed before attention is given to the use of socio-cognitive theories to identify cultural and external factors influencing the utilisation of criterion-based selection techniques. This is followed by a discourse of findings in relation to Anderson and Herriot's (2001) selection taxonomies. The chapter ends with an overview of potential limitations followed by areas for future research.

4.4.1 Perceived Challenges to Jamaican Personnel Selection and the Utilisation of Criterion-based Selection Techniques

Results from quantitative analyses indicate that selection challenges perceived by current Jamaican HR decision-makers are different from those identified by their Belgian counterparts, with the assessment centre, structured interview, personality test and integrity test being viewed as the most important techniques for future assessment. This finding suggests that the Jamaican history and cultural milieu, work orientations, as well as worker-manager relationships as discussed in Chapter 2 have an impact on: a) challenges that are perceived to influence the selection experience; b) selection techniques used to address them; and c) the ability of current selection systems in place to accurately measure skills and competencies being sought. Results also imply that whilst external factors are considered universal, the impact on individual countries and regions is heavily determined by the availability of highly skilled workers. This provides an explanation for globalisation and technology being perceived as the most and least influential for selecting the Jamaican worker. Given Best's (1985) assertion that people of the Caribbean are better culturally prepared for the accompanying challenges of globalisation, it is feasible to argue that higher criterion-based selection approaches may be more readily embraced if pitched from a stance of international practice than from a platform of scientific rigor, efficiency and usability.

In addition, given that the primary challenge identified by existing decision-makers was competency-based selection and the frequency of use of scientific selection terminology present in both traditional and emerging industries, this suggests HR personnel are open to adopting more objective assessment measures along pre-defined behavioural criteria. This implies that it is not psychometric tenets of objectivity, reliability, validity and standardisation that are not valued by key selection decision-makers, but, selection approaches demonstrated to be valid by North American, and to a lesser extent, European research which lack sufficient perceptions of cultural transferability needed to ensure adoption.

4.4.2 The Impact of External Factors on Jamaican Approaches to Personnel Selection

Qualitative results show that external factors are perceived on the basis of power, relatedness, impact, as well as their influence on organisational processes and outcomes. For globalisation, there

is an identified impact on the availability of skills and training initiatives. Cultural orientations to work combined with existing economic and social factors were identified as key catalysts in organisations' ability to 'compete'. This supports both Easterby-Smith et al's (1995) and Hsu and Leat's (2000) suggestions that the impact of external global factors on selection is influenced by cultural orientations to work, employee expectations and approaches to worker-manager relationships. This also explains why external factors such as rapidly changing business and governmental policies and technological complexity were positively associated with Jamaican organisational use of higher criterion-based selection techniques as found in Study One. Additional support emerged through perceptions of criterion-based selection techniques which were valued on the basis of their ability to identify a candidate's potential to contribute to overall organisational performance. This was in keeping with Eleftheriou and Robertson's (1999) findings within the Greek culture, that awareness of selection techniques found to be scientifically robust does not automatically result in utilisation of these techniques because practitioners tend to have faith in the accuracy of their favourite selection methods despite research evidence.

The interview was the most frequently talked about among traditional industries (n=108) with aspects of objective assessment such as measurement (57), testing (49), assessment (29), and reliability and validity (29), being mentioned most frequently by emerging industries. This, too, gave support for Eleftheriou and Robertson's (1999) argument of technique familiarity driving the selection process whilst the use of more objective measures by emerging industries gives valence to research by Konradt, Hertel and Joder (2003) who suggested that higher criterion-based selection techniques (such as cognitive ability tests, assessment centres, work sample tests, personality tests and integrity tests) can generate higher predictive validity than non-evidence based methods (such as application forms, references and interviews).

External factors have also been identified as influencing the measurement of current and future competencies, the use of lower versus higher criterion-based tools, as well as emphasis given to pre-defined criteria. These findings confirm that selection approaches in Jamaica are triggered by external factors. With the relationship between culture and external global factors identified, there is much scope for the development of skills of test administrators, job analysts and designers, as well as performance assessors.

With current decision-makers identifying amendments to existing legislation as a powerful medium to future objective assessment, there is much demand for the future training of assessors and the use of tests. These results also bring to light Martin and Ernst's (2005) assertion that external global factors, such as the changing nature of work, will impact skills sought; supports Cascio's (1995)

conclusion that a highly-skilled workforce is more incremental to organisational success, as well as Huo, Huang and Napier's (2002) assessment that the impact of external global factors on hiring practices not only varies across cultures but across traditional and emerging industries as well.

4.4.3 Traditional Selection Theory in the Understanding of the Jamaican Selection Experience

In light of the emphasis placed on the verbal interaction between candidates and employers, the preference for the interview as a selection tool, the emphasis on people-oriented skills, as well as the value placed on customer-driven industries, the cultural umbrella of Jamaica is attuned to the social process of selection (Anderson and Ostroff 1997; Anderson et al 2004; Herriot & Anderson, 1997). 'Hire for the smile and train for the skill' (J, 205), does not negate the importance of technical ability. Rather, it elucidates the value of social skills by a people who pride themselves on being warm and friendly. Results suggest organisations from both traditional and emerging industries consistently utilise implicit measures of assessment such as unstructured interviews rather than personality and integrity tests to determine applicants' symmetry of values, beliefs, work orientations and goals, thereby providing evidence for the assessment of attitudinal impact during organisational socialisation, as suggested by Anderson and Ostroff (1997) and Anderson (2005). These results, therefore, indicate the social importance of the *process* of selection.

Conversely, the focus on *outcomes* of the selection process is also evident with the value of the criterion-based paradigm being acknowledged by decision-makers from both traditional and emerging industries. There appears to be a distinct cognitive link in the minds of decision-makers between selection and performance (Stubbart, 1993), with decision-makers actively utilising objective indices of ability such as work-based tasks in the form of team-work activities and presentation exercises. The lack of use of cognitive ability tests, for example, is accounted for with the use of alternative measures of ability such as experience and qualifications achieved. This suggests that for decision-makers, the adoption of objective measures of assessment is both practically relevant and feasible. Given the utilisation of both key selection paradigms, there is much scope for the introduction of higher criterion-based techniques tailored to meet the social specifications of the culture. This would be in line with previous suggestions by Aycan et al, (2000), Hsu and Leat (2000) and Von Glinow, Drost and Teagarden, (2002).

Secondly, HR selection practice appears to be limited by an inability to establish an effective alliance between selection approaches that have proven scientific rigor with those that have practical and cultural authenticity. This is an expected practical by-product, given the distinction between practice and research (Anderson, Herriot & Hodgkinson, 2001; Drenth & Heller, 2004). One possible explanation for this is, research has generally offered limited guidance to organisations on how best

to amalgamate the two approaches in order to maximise practical profit, although organisations' open embrace of psychometric principles suggests many decision-makers have acknowledged the practical value of scientific evidence (Hough & Oswald, 2000). Consequently, this lack of guidance may have resulted in the erroneous assumption that only a unitary paradigm may either be adopted or be dominant. That is, selection techniques can either be practically relevant or scientifically sound, not both.

Finally, findings here give support to previous research on organisational decision-making by Russell (1985) and contribute to the literature by highlighting the selection process, as championed by North American research evidence, is fundamentally flawed in its theoretical conceptualisation. On one hand, personnel selection decision-making is founded on the premise of rationality, with decision-makers expected to be fair, objective and structured in the process of selecting a candidate. On the other, job analysis is founded on the premise of specified candidate criteria whereby weighting of ability is conducted to determine job suitability and is therefore analogous to the bounded rationality approach to multi-attribute decision-making. This theoretical disparity between the beginning (job analysis) and the end (candidate selection) of the selection process may provide insight into why a discrepancy exists between selection technique evidence, and HR managers' decisions to use them.

With findings indicating that neither a sole objectivist-psychometric approach nor the subjectivist-social approach will suffice as a theoretical explanation for the Jamaican selection experience, the relationship between cultural orientations to work and the social impact of external factors lends itself to Jamaican employee selection being conceptualised as an attitudinal-cognitive-behavioural space. Organisational selection decisions, defined selection criteria, and use of selection techniques (behaviours) are not solely driven by the likelihood of achieving good organisational and individual performance (criterion validity), but social variables such as cultural attitudes to worker-manager relationships, cultural schemes of skills development and training, local legislation and traditional worker-manager relationships, all impact the understanding of personnel selection and decisions that are subsequently made. This, therefore, positions socio-cognitive theories such as the TPB as an effective framework for understanding cross-cultural selection behaviours.

4.4.4 Selecting for Change and PJ-PT-PO Fit Taxonomies

Anderson and Herriot's (2001) taxonomies of selecting for change and candidate multi-fit can also be used to substantiate findings. Selecting for change takes precedence among Jamaican decision-makers, as the effects of globalisation are considered more powerful, longer-lasting and incremental to both economic and social development. Competencies in demand, such as democratic leadership styles as well as openness, flexibility and adaptability among graduates, highlight the need to adopt a

selection approach which is distinct from the traditional dispensation. For organisations, selecting candidates with the KSAOs to propel organisations onto the international marketplace is not simply a theoretical notion but practical and relevant. Fuelled by an awareness of the impact of a colonial history and geopolitical location on work behaviours and expectations, employee relations, talent availability, and approaches to conflict management, the utilisation of objective selection measures (particularly those assessing personality, work attitudes and integrity, as well as motivation, values and work preferences) is in high demand.

The second taxonomy of candidate multi-level fit provides further explanation for findings. Anderson and Herriot (2001) proffered three levels of fit that modern selection initiatives achieve in order to optimise technique effectiveness, person-job, person-team and person-organisation fit. However, although mention was made of all three levels, results suggest the aim of current decision-makers was to maximise the fits between the organisation and the job, with the assessment of team-fit being perceived as a bonus to the selection process or incremental to the post selection (induction/socialisation) phase. There is a distinct ranking of the three, with P-O fit given more weighting. This implies that at a practical level, the emphasis on individual differences in organisational psychology does not take centre-stage in applied selection settings within this unique culture.

4.4.5 Limitations

Two types of criticisms of these findings and their subsequent interpretation can be anticipated. The first relates to theoretical issues, and the second to the methodological approach utilised. Given the involvement of key HR decision-makers, criticisms of the generality of findings to real-life organisational selection decisions are not expected. In light of the challenges of ensuring empirical robustness inherent in organisation research (Chell, 1998), the utilisation of senior decision-makers as a sample frame overcame this concern.

Theoretical criticisms are likely to centre upon the construct validity of the social process of selection as well as the theory of selection as socialisation. As limited empirical evidence exists establishing the components of both sets of theories (specifically within an occupational context) it is readily conceded that elements within each theory may not be naturally occurring phenomena or exist only in conjunction with specific organisational characteristics. For example, with regard to selection as socialisation, a candidate's perception of an organisation may be influenced by the company's prestige, size, financial resources and opportunities for development which may supersede initial experiences of the selection process. In light of ongoing issues with organisational research on construct complexity and relevance, future research into the social impact of selection

processes could empirically address the construct validity, occurrence and or progression of all five components of the model.

An additional theoretical concern that may be raised stems from the use of the Theory of Planned Behaviour as a framework. As a conceptual measure, the components of the theory were utilised to generate questions around attitudes and perceptions of external global factors in relation to selection approaches. This approach may be challenged in favour of the use of a TPB questionnaire to elicit similar responses (Francis, Eccles, Johnston, Walker, Grimshaw, Fay et al 2004). Although the power of findings would have benefited from the use of a standardised instrument, given the exploratory nature of the research, the former approach was deemed more appropriate. It would be prudent, should future research utilise a comparative study, to identify the accuracy of selection attitudes identified, with the aid of a TPB-developed questionnaire for construct confirmation as well as to add quantitative rigour. This would further cement the contribution of TPB to the selection arena.

The second type of criticism expected relates to the methodological approach utilised. With the use of a qualitative approach justified, it is the attending limitations that are likely to engender concerns. One such shortcoming is the effect of the interviewer on the amount and quality of information generated (Symon & Cassell, 2000). All practicable steps were taken to ensure interviews were as objective and consistent as possible. Given that the researcher shared the cultural background of the participants, this readily encouraged the trust of participants whilst facilitating the exploration of responses and colloquial descriptions of behaviours (Flick 2006). Additionally, utilising the NVivo software to analyse interviews helped to minimise issues of standardisation that may be raised.

4.4.6 Future Research

The findings of these studies spawn several directions for future research on the impact of culture and external factors on selection decisions. Further research is needed to establish the impact of specific cultural attitudes, beliefs and practices on actual selection decisions. For example, future research would benefit from the use of simulated interviews or work sample tests to identify the impact of moderated information such as managerial style on a candidate's perception of a task, an organisation, their motivation to do the task, as well as their job acceptance intentions. In addition, research of this nature can also enable the identification of the impact of framing and decision-making biases on selector decisions in light of the cultural value of specific candidate skills, knowledge and attitudes. Given findings highlighting the influence of culture on Jamaican selection decisions, and findings suggesting that the traditional research paradigms associated with personnel selection do not provide adequate explanations for the Jamaican selection experience, there is further justification for examining the degree to which socio-cognitive frameworks can be used to explain candidate and selector decisions using simulated assessments. Hofstede's (1980) cultural

dimensions would be of particular value to underlying theory if such research as country levels along each dimension influences organisational selection decisions and behaviours. Key questions emerging therefore are: a) Given the impact of cultural and external factors as well as the emphasis placed on graduate skills, how do currently used selection techniques impact the decisions of graduates in demand?; b) Are applicant selection decisions also culturally determined?; c) Given the importance of the abundance of skilled labour to the likelihood of organisations using higher criterion-based selection techniques, can we determine the likelihood of highly skilled applicants applying to a job? It is these questions of the role of culture within applicant decisions which form the focus for the investigation in Chapters 5 and 6. The impact of culture on selector decisions is addressed in Chapter 7.

Chapter 5

The Role of Culture in Applicant Selection Decisions: Fit versus Criterion-based Applicant Attraction

"We refuse to be what you wanted us to be. We are what we are, that's the way it's going to be. You don't know! You can't educate I for no equal opportunity. We talkin' 'bout my freedom. People freedom and liberty! Yeah, we've been trodding on the winepress much too long. Rebel, rebel.....Come on and tell the children the truth"
"Babylon System", Survival, Bob Marley (1979)

5.1 Introduction

The previous section investigated the influence of cultural and external factors on selection decisions of Jamaican organisations. Findings suggested that despite being knowledgeable about higher criterion-based selection practice, Jamaican organisations most frequently used application forms, references and structured interviews for personnel selection decisions with the likelihood of using higher criterion-based measures (assessment centres, cognitive ability tests and personality tests) for future selection decisions significantly influenced by external factors like technological complexity and HR decision-making factors such as effectiveness of hiring practices to obtain effective employees. Cultural and social explanations for this knowledge-practice disparity revealed that Jamaica's cultural history, socio-economic background and traditional worker-manager relationships had an impact on perceived challenges to personnel selection, skills and abilities valued, perceptions of scientific selection practice and subsequent use of criterion-based techniques.

Given previously identified skills and abilities valued and the impact of cultural and external factors on the identification of graduate skills, the chapter aims to identify the extent to which organisational selection decisions influence self-selection behaviours of desired applicants in order to determine if candidates apply to jobs based on criterion, fit or social variables. Studies presented first identify organisational and job-related factors that influence candidate job pursuit decisions and then investigate the relationship between applicant perceptions of the most frequently used selection techniques, attractiveness of job features and application intent. The chapter, therefore, captures the relationship between organisational selection decisions and the job-pursuit decisions of applicants sought.

5.2 Applicant Research Rationale and Relevance

Examination of the applicant's perspective in selection is gaining increased attention within the assessment domain (Anderson & Witvliet, 2007; Chan & Schmitt, 2004; Ryan, Sacco, McFarland, & Kriska 2000; Ryan & Ployhart 2000; Slaughter et al 2004; Turban, 1993; 2001), as previous research traditionally embraced an organisational perspective to the analysis of selection techniques and their subsequent effectiveness. In presenting a case for the understanding of applicant behaviours, Chapman, Uggerslev, Carroll, Piasentin and Jones (2005) surmised that learning how to attract the best applicants has become critical for many organisations as a result of economic factors creating a 'war for talent'. Similarly, Michaels, Handfield-Jones and Axelrod (2001) posited that recruiting qualified applicants may become increasingly difficult over the next 15 years. As a consequence, understanding the factors involved in applicant perceptions and decision-making will enable researchers and practitioners to have a broader conceptualisation of constructs, a more multidimensional framework for selection process development and a more rigorous approach to analysing key areas to selection research.

A lack of understanding of applicant behaviours has also been shown to have deleterious effects on the overall selection process, as applicant withdrawal not only impacts the size and quality of the applicant pool (Barber & Roehling, 1993) but the withdrawal of highly-skilled applicants reduces hiring system utility (Murphy, 1986). In 2004, Anderson concluded that the most compelling reason to study applicant perspectives came down to economics and practicality, as the organisational cost of good applicants withdrawing from the selection process or selecting the wrong candidate can be extensive. Imus and Ryan (2005) concurred with this argument by noting that applicants come to selection settings with expectations and beliefs about the process and tools. As such, "our knowledge of applicant perceptions will remain limited if we cannot place perceptions in the context of what occurs before the process itself"⁹.

Three key limitations of previous research on applicant behaviour are discussed next: a) the lack of consensus on an applicant behaviour theoretical framework (Imus & Ryan, 2005); b) limited realism in previous methodological designs (Bretz & Judge, 1998; Chapman et al 2005); and c) inconclusive evidence on the variability of applicant behaviours across cultures (Anderson & Witvliet, 2007; Bell, Ryan & Wiechman, 2006; Bertolino & Steiner; 2007).

⁹ Imus and Ryan (2005) "Relevance and Rigor in Research on the Applicant's Perspective: In Pursuit of Pragmatic Science" in *Handbook of Personnel Selection*. Blackwell Publishing p.296.

5.2.1 *Lack of Theoretical Consensus in Applicant Research*

A lack of theoretical consensus in the literature has resulted in difficulty in making generalisations and predicting applicant behaviours (Imus & Ryan, 2005). This gives rise to the first problem in this area. Gilliland (1993) utilised an organisational justice perspective to argue that characteristics of the selection experience influenced applicant perceptions of the fairness of specific techniques (procedural justice) and selection decisions (distributive justice). These findings set the stage for a number of studies, with organisational justice theory research linking test-taker attitudes to both test motivation and performance (Arvey, Strickland, Drauden & Martin, 1990; Chan & Schmitt, 2004; and Lievens, De Corte & Brysse, 2003), effectiveness of specific selection techniques (Steiner & Gilliland, 1996), and applicant attraction to jobs as candidates prefer selection techniques that are face valid (Mabey & Iles, 1991) fair (Gilliland, 1995); job-related (Kravitz, Stinson & Chavez, 1996) and less personally intrusive (Connerley, Mael & Morath, 1999).

Ryan, Sacco, McFarland and Kriska (2000) found evidence to support the self-selection hypothesis as playing a key role in applicant decisions to accept or decline offers as well as to pursue alternative job opportunities. However, theoretical arguments for factors influencing applicant attraction to organisations are two-fold. On one hand, research suggests a value-driven component whereby applicants are attracted to organisations with similar values, cultures and customs (Bell, Wiechman & Ryan, 2006; Ployhart 2006). On the other, there is evidence to indicate that individuals are attracted to organisations based on available information on opportunities for goal attainment and maintenance, factors like organisational structure and observable characteristics (Bretz, Ash & Dreher, 1989; Burke & Deszca, 1982; Hausknecht, Day & Thomas, 2004; Herzberg 1957; Pervin, 1989; Rynes & Barber 1990; Trank, Rynes & Bretz, 2002). Conversely, research by Chapman, et al (2005) utilised the TPB framework and concluded that applicant job pursuit decisions were most influenced by type of work and organisation image with pay, compensation and advancement playing less of a role, and that applicants have some degree of accurate insight into their decision-making processes. This conclusion suggests there is much demand in the literature for research to adopt theoretical approaches examining both perspectives. In so doing, the current study utilises a socio-cognitive approach to investigate factors driving self-selection decisions of future Jamaican applicants.

5.2.2 *Problematic Methodology and Criterion in Previous Applicant Research*

A lack of theoretical consensus in applicant research has also resulted in problematic criterion used to determine actual applicant behaviours (Chapman et al, 2005; Murphy & Tam, 2006; Truxillo, Steiner & Gilliland, 2006). Job pursuit intentions (Rynes, 1991), job and organisational attractiveness (Macan & Dipboye, 1990; Saks, Weisner & Summers, 1994), acceptance intentions and job choice (Chapman et al 2005), have all been previously used as criterion measures. In 2006, Anderson added

time as a unit of analysis to the applicant perception debate by concluding that both short and long-term exposure to selection methods influence applicant perceptions of organisations. In light of this, the following study embraces Bretz and Judge's (1998) and Rynes' (1991) suggestion to explore application behavioural intent by way of their response to job advertising.

Having examined applicant selection behaviours in an actual hiring process, Ryan, Sacco, McFarland and Kriska (2000) called for future research to investigate job pursuit intentions rather than actual decisions as the criterion to determine applicant decision-making. Turban, Eyring and Campion (1993) argued that studies do not explain why offers are rejected and recommended that future research ask why individuals choose not to pursue jobs. Rynes and Barber (1990) and Bretz and Judge (1993) championed future research to identify variables that influence an individual's decision to withdraw from the job search process with, Schmitt and Ryan (1997) highlighting that studies on self-selection are particularly of value to identifying adverse impact and establishing diversity benchmarks.

As evidence remains inconclusive on applicant self-selection behaviours, one suggestion to improve the realism of research is the use of job advertisements as a realistic job preview to capture applicants' behavioural intent (Bretz & Judge, 1998). Rynes, Bretz and Gerhart (1991) argued that highly-skilled candidates were more likely to react to negative information about a job or organisation. Belt and Paolillo (1982) and later Gatewood, Gowan & Lautenschlager (1993) found corporate image significantly influenced highly-skilled applicants to respond to job advertisements. Mason and Belt (1986) utilised fictitious job advertisements to determine the impact of specificity of job descriptions and specificity of applicant qualifications on application intent. They found clearly specified applicant qualifications significantly reduced the probability of unqualified individuals applying. While, Kaplan, Aamodt and Wilk (1991) found aesthetics of an advertisement (white space, size, border and graphics) were positively related to the quantity of an applicant pool. Based on this precedent, the present research utilises two simulated job advertisements to determine actual factors influencing applicant choice in order to effectively examine job pursuit intentions.

With no consensus on factors influencing applicant job choice, there is a major deficit in the literature on the impact advertisements have on applicant decision-making behaviours. Previous studies share a methodological emphasis of applicant perceptions being influenced during and after the selection process. But, what of before? If current recruitment and selection are treated as the first episode in the employment relationship, as suggested by Anderson (2006) and Herriot (2001), then a job advertisement must be seen as the 'first date' with a potential organisation. Job advertisements,

therefore, represent a key method to successfully examining realistic applicant job pursuit decisions and as such, provide a more thorough understanding of the factors influencing applicant attraction.

5.2.3 Limited Understanding of Cross Cultural Applicant Behaviours

There has been the suggestion that applicant reactions are culturally determined (Anderson & Witvliet, 2007; Bell, Ryan & Wiechman, 2006; Bertolino & Steiner; 2007). This gives rise to the third problem with previous research in this arena. Li (2004), for example, disputed that operationalisation of justice is culturally defined. While relationships between fairness perceptions and outcomes hold across cultural contexts, the nature and content of a fair process are likely to be culturally determined. Race differences in reactions, for example, have been identified by Schmitt et al (2006). However, findings for the role of culture in applicant behaviours have been inconclusive. Bertolino and Steiner (2007) found Italian students had positive reactions to work sample tests, resumes and written ability tests. Nikolaou and Judge (2007) found Greek students had more positive reactions to psychometric tests than employees while Anderson and Witvliet (2007) found interviews, work sample tests and resumes were most popular among Dutch candidates. Despite this, Moscoso and Salgado (2006) suggested cultural moderators across countries may not be such concerning features for organisations as no differences were found between Spanish and Portuguese applicants. This has led to a call from members of the applicant-based research fraternity, (Anderson & Goltsi 2006), stating that “we need more of this type of international generalizability research” (page 6).

For such an important activity, there is no research on the cultural variability of factors influencing applicant choice or applicant confidence in their job decision-making prior to the start of the selection process. This study, therefore, aims to address this gap in the literature by exploring differences in job chosen, confidence in decision and factors influencing Jamaican compared to UK applicant decisions. In light of the aforementioned limitations, the present chapter aims to:

1. **Contribute to the literature on the international generalizability of applicant behaviours by examining the extent to which applicant self-selection decisions are culturally determined.**
2. **Utilise simulated job advertisements to identify job and organisational characteristics considered most attractive by higher-performing applicants in light of previous methodological limitations.**
3. **Utilise a descriptive decision-making framework to explain criterion, fit or social-based factors driving actual applicant decisions.**

4. Identify the relationship between applicant perceptions of used selection techniques, job characteristics found attractive and applicant self-selection decisions.

This next segment outlines the overall design of the study. Each stage of the study is presented separately with its associated participants, materials, design and procedure.

5.2.4 Overall Study Design

Two studies form the basis of this chapter. For Study 3, a cross-cultural comparative study examined applicant decision-making and self-selection behaviour using simulated job advertisements. Study 4 investigated the relationship between applicant perceptions, job attractiveness and self-selection decisions of future Jamaican applicants. Each study is presented individually with its participants, procedure and results.

5.3 Study 3: A Cross-cultural Exploration of Applicants' Self-selection Decisions using Simulated Job Advertisements

In line with recommendations by Bretz and Judge (1998) and later Imus and Ryan (2005), this study utilised simulated job advertisements as a realistic pre-measure to identify applicant behavioural intent. Study 3 was designed to test the following hypotheses:

Hypothesis 1a: Features found attractive by job applicants will reflect the dominant selection paradigm in their respective cultures. British applicants will find criterion-based factors (i.e. knowledge and technical ability sought, job tasks and job role) most attractive while Jamaican applicants will find fit-based factors (i.e. organisational characteristics and applicant characteristics sought) most attractive.

Hypothesis 1b: There will be a positive association between culture and level of confidence in job choice and advertisement selected. Given documented traditional worker expectations, Jamaican candidates will be significantly more confident when choosing the more traditional job (Company X) than their British counterparts. There will be no difference in confidence levels between cultures when choosing the more modern job (Company Y).

Hypothesis 1c: Across cultures criterion and fit-based factors can be used to predict the ability of applicant likely to apply. Criterion-based factors (job tasks, job role and knowledge and technical ability sought) will be the best predictors of higher-performing applicants selecting Company X, while fit-based factors will be the best predictors of higher-performing applicants selecting Company Y. There will be no difference in predictors of lower-performing applicants for both adverts.

5.3.1 Method

Using simulated job advertisements Study 3 was a quasi-experiment of applicant self-selection behaviour. Details on participants, materials, design, and procedure are given next.

5.3.1.a Design

A quasi-experimental design was adopted. A quasi-experimental design enabled the empirical examination of relationships between ability of applicant, culture of applicant and self-selection decisions, whilst ensuring the process was a realistic representation of candidate job selection. All participants received both advertisements. Whilst an experimental design may have facilitated the determination of causality, manipulation of advert features analogous to experimental designs would not be a realistic representation of the job selection process.

5.3.1.b Participants

414 second and third year undergraduates participated in the study. 179 undergraduates (76.5% female, ages ranging from 17 – 46 years, (mean age 22.58) from the University of the West Indies, Jamaica participated in the study. With gender distribution of the total student body being 71% female to 29% male, the sample was deemed representative of the population. 235 undergraduates (63.8% females, age ranged 17 – 56 years, mean age 23.08) from City University and London Metropolitan University in Britain also completed the task. For both samples, participants represented a mix of disciplines including Psychology, Business Studies, Media and Journalism, and the Humanities. Participation was voluntary with no offer of payment. Participants were contacted through their Career Development Centre (See Appendix 4.1: Study 3 – E-mail to Career Development Centres to Encourage Participation). Career Centre Managers then sent e-mails to the student body (See Appendix 4.2: Study 3 – Notice Circulated by Career Development Centre to Students).

5.3.1.c Materials

Simulated Job Advertisements (SJA) were designed using actual graduate job postings in the Guardian and Times newspapers in England and The Gleaner and The Observer in Jamaica to ensure realistic representations of graduate job advertisements (Bretz & Judge's 1998). Both advertisements were designed to control for possible effects of aesthetics (Kaplan, Aamodt & Wilk; 1991). Both adverts looked the same graphically and were written in the same font and size. Only the text relating to specific jobs was different. Company X represented the traditional job and emphasised tasks and organisational characteristics, thereby focusing on person-job fit. There was no information provided on salary package with a cover letter and CV requested for interested applicants and short-listed candidates being assessed by lower criterion-based techniques of two references and a 1 hour interview (See Appendix 4.3: Study 3 – Advertisement Company X). Company

Y represented the more modern job and emphasised employee characteristics, team-based working, tasks as well as knowledge, skills and attitudes needed for the job, thereby focusing on person-job, person-team and person-organisation fit. A salary range was provided, with submission of electronic CV identified for interested applicants. Short-listed candidates would be assessed by higher criterion-based techniques of an assessment centre and an unnamed psychometric test (See Appendix 4.4: Study 3 – Advertisement Company Y). Following design, SJAs were reviewed by a team of 8 Occupational Psychologists to ensure clarity of items and instructions, ease and appropriateness of response options, content validity as well as potential item bias. SJAs were then reviewed by group of undergraduate psychology students to ensure face and content validity as well as utility.

5.3.1.d Procedure

The task was administered in electronic format via a web link designed by the IT Unit at the Psychology Department of City University. E-mails were sent to students from their respective Career Development Offices. Candidates were provided with information on the nature of the study as well as contact details of the researcher. Upon consent, demographic information relating to gender, age, years full-time work experience, expected degree based on current academic performance and selection technique experience were requested (Appendix 4.5: Study 3 – Applicant Demographic Form). Participants were then presented with the 2 job advertisements and instructed to: a) select the job they would prefer to apply to; b) the 3 most attractive and 3 least attractive features of their chosen job; and c) rate on a 5-point scale (1=Very Uncertain; 5=Very Certain) their degree of confidence in making the right choice.

5.3.1.e Data Analysis

Descriptive analyses across cultures were first conducted to establish the frequency distribution of identified attractive and unattractive characteristics of each job. This was done to contribute to the literature on factors influencing applicant job pursuit (Chapman et al, 2005; Iles & Robertson, 1989; Rynes & Barber, 1990; Schuler, Farr & Smith, 1993; Trank, Rynes & Bretz, 2002; Turban & Keon, 1990) and thereby provide evidence for Hypothesis 1a. In order to examine choice confidence as a criterion (Hypothesis 1b), Independent samples T-tests were then computed to identify significant differences in confidence between higher-performing and lower-performing applicants, as well as applicant between the two cultures. To test Hypothesis 1c, discriminant analyses were performed to predict the likelihood of higher-performing applicants pursuing a job.

5.3.1.f Results

Descriptive statistics revealed approximately 72% of Jamaican participants stated they were on track to achieve a 2:1 or higher degree upon graduation, while 84.7% of British participants expected a 2:1 or higher degree upon graduation. Given commercial graduate recruiters' benchmark of a minimum

of a 2:1 (Dolton & Silles, 2001; Dolton & Vignoles, 2000), candidates expecting a First Class or a 2:1 were subsequently classified as 'higher performing' and candidates expecting a 2:2 or pass degree were classified as 'lower-performing'. Table 5.1 describes the distribution of participants based on quality of degree expected. For Jamaicans, work experience ranged from 0 – 16 years (mean, 2.94 years), while experience of selection procedures ranged from 0 – 24 (mean, 5.62). British participants had a mean work experience of 2.85 years (range, 0 – 35 years) and experience with an average of 5.1 selection techniques (range, 0-30).

Table 5.1: Frequency distribution of quality of degree expected based on Jamaican and British candidates' current academic performance at university

Quality of Degree Expected based on Current University Performance					
	N	First Class	Upper Second (2:1)	Lower Second (2:2)	Pass
Jamaica	179	38 (21.2%)	91 (50.8%)	40 (22.3%)	10 (5.6%)
British	235	32 (13.6%)	167 (71.1%)	26 (11.1%)	10 (4.3%)

5.3.2 Attractiveness of Job Features

In general, the most attractive job features across cultures were job role, organisational characteristics (size, location, industry), followed by knowledge and technical ability sought and image and industry presence. As can be seen in Figure 5.1, across cultures advertised selection processes (1.2%) as well as applicant attitudes and characteristics sought (2.6%) were the least attractive features of the job adverts. In general it appears applicants are more attracted to factors relating to job fit and specifically the tangible rewards that can be gained from working in an organisation. This supports previous findings by Hausknecht, Day and Thomas (2004), Herzberg (1957) and Trank, Rynes and Bretz (2002) that job applicants find organisational maintenance factors most attractive.

To gain insight into the extent to which applicants' perceptions of attractive features mirror the selection paradigm dominant in their respective cultures (Hypothesis 1a), frequency analysis first revealed that, in general, Jamaican applicants found organisational characteristics (25.9%), knowledge and ability sought (17.3%) and pay and benefits (16.1%) the most attractive. Where British applicants are concerned, they found job role (26.3%), organisational characteristics (17.6%) and knowledge and technical ability sought (14.4%) most attractive. As shown in Figure. 5.1, British applicants were more attracted to advertised job tasks in 8.3% of cases compared to 2.6% of cases in

Jamaica, while the attractiveness of organisational characteristics was more frequently identified by Jamaican delegates (25.9%).

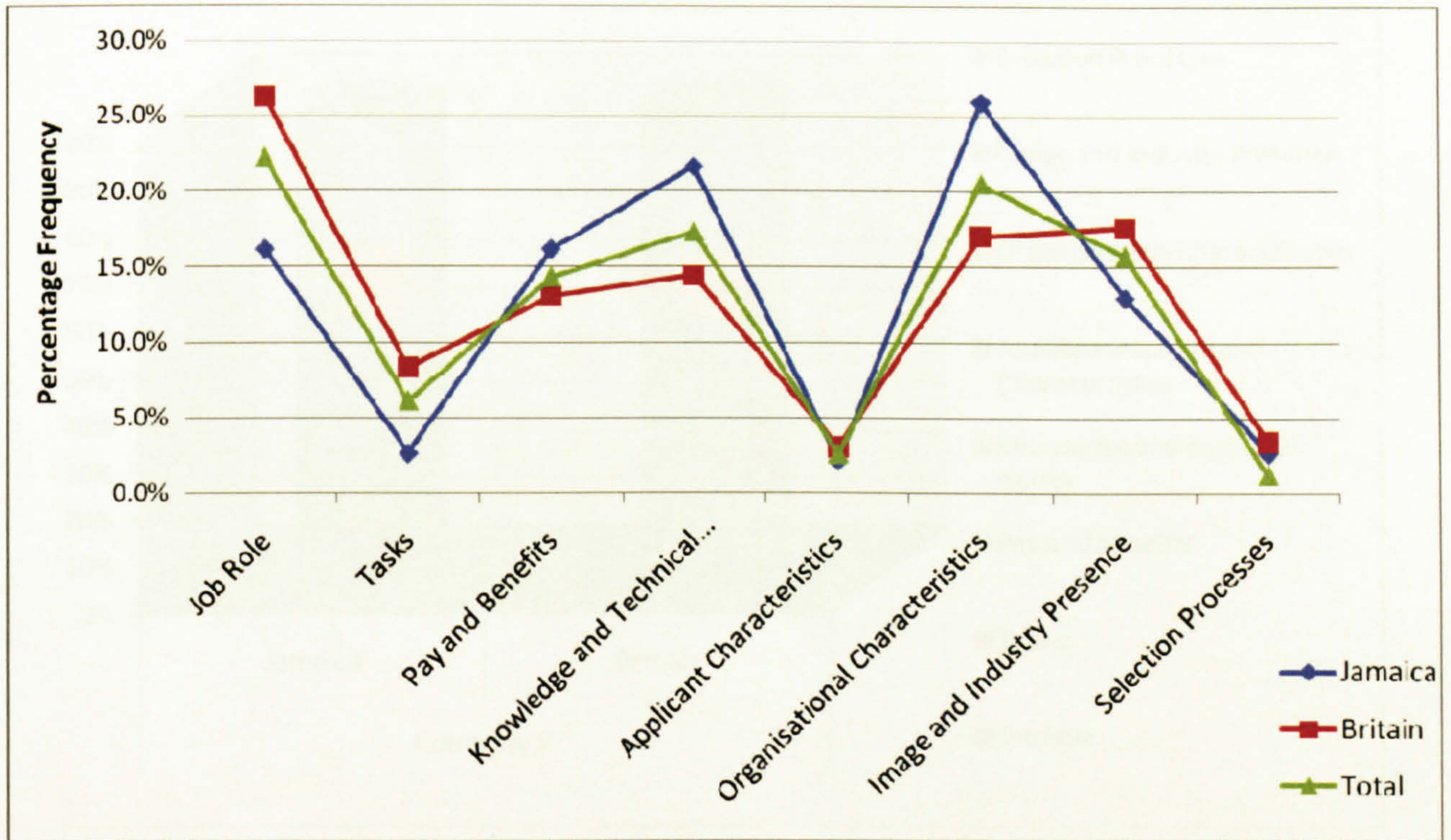


Figure 5.1: Most attractive job features found by Jamaica and Britain candidates and candidates of both cultures

Descriptive statistics were also conducted to determine attractiveness of job features between both types of adverts. As shown in Figure 5.2a, for Company X, British applicants found image and industry presence 91 (29%) job role 62 (19%) and organisational characteristics such as size, location and industry 47 (15%) most attractive. Jamaicans found knowledge and technical ability sought 50 (27%), organisational image and industry presence 48 (26%) and organisational characteristics 29 (16%) the most attractive features about the job with only 3 (2%) of respondents identifying selection techniques to be used as attractive. On the other hand, British candidates found applicant attitudes and characteristics sought 62 (34%), knowledge and technical ability sought 26 (15%) and job tasks 24 (13%) the least attractive features of the job. For Jamaican applicants, they found applicant attitudes and characteristics sought 36 (35%), selection processes to be used 22 (18%) and job role 20 (17%) the least attractive.

For Company Y, Jamaican applicants found organisational characteristics 69 (35%), pay and benefits 42 (21%) and job role 40 (20%) most attractive. British candidates found job role 89 (35%), pay and benefits 52 (20%) and organisational characteristics 51 (20%) most attractive (Figure 5.2b). Although selection processes to be used were considered unattractive by both cultures, for Job Y, 4 (7%),

Jamaicans found selection processes to be used least attractive compared to 10% of British candidates.

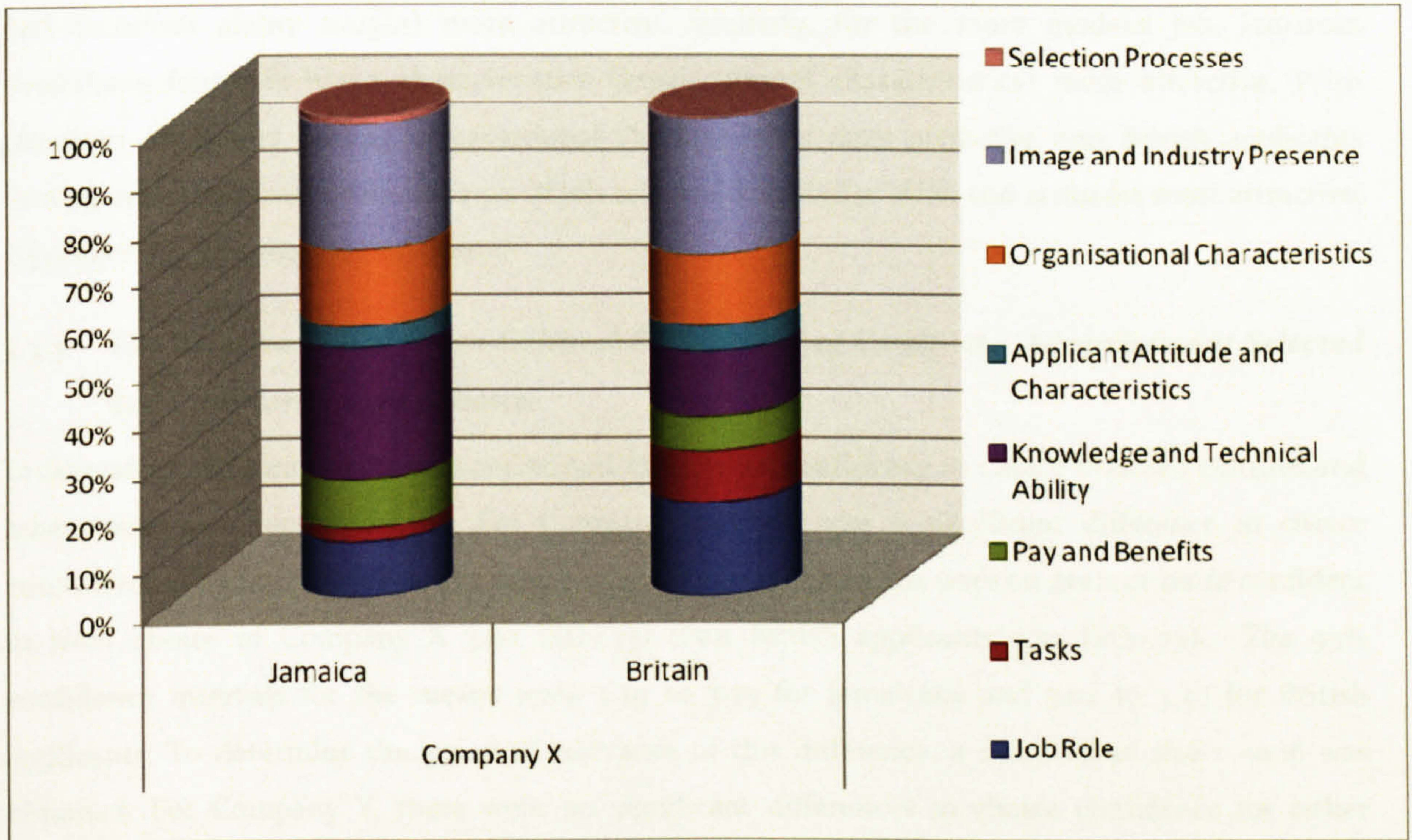


Figure 5.2a: Company X – Most attractive Job features for Jamaican and British applicants.

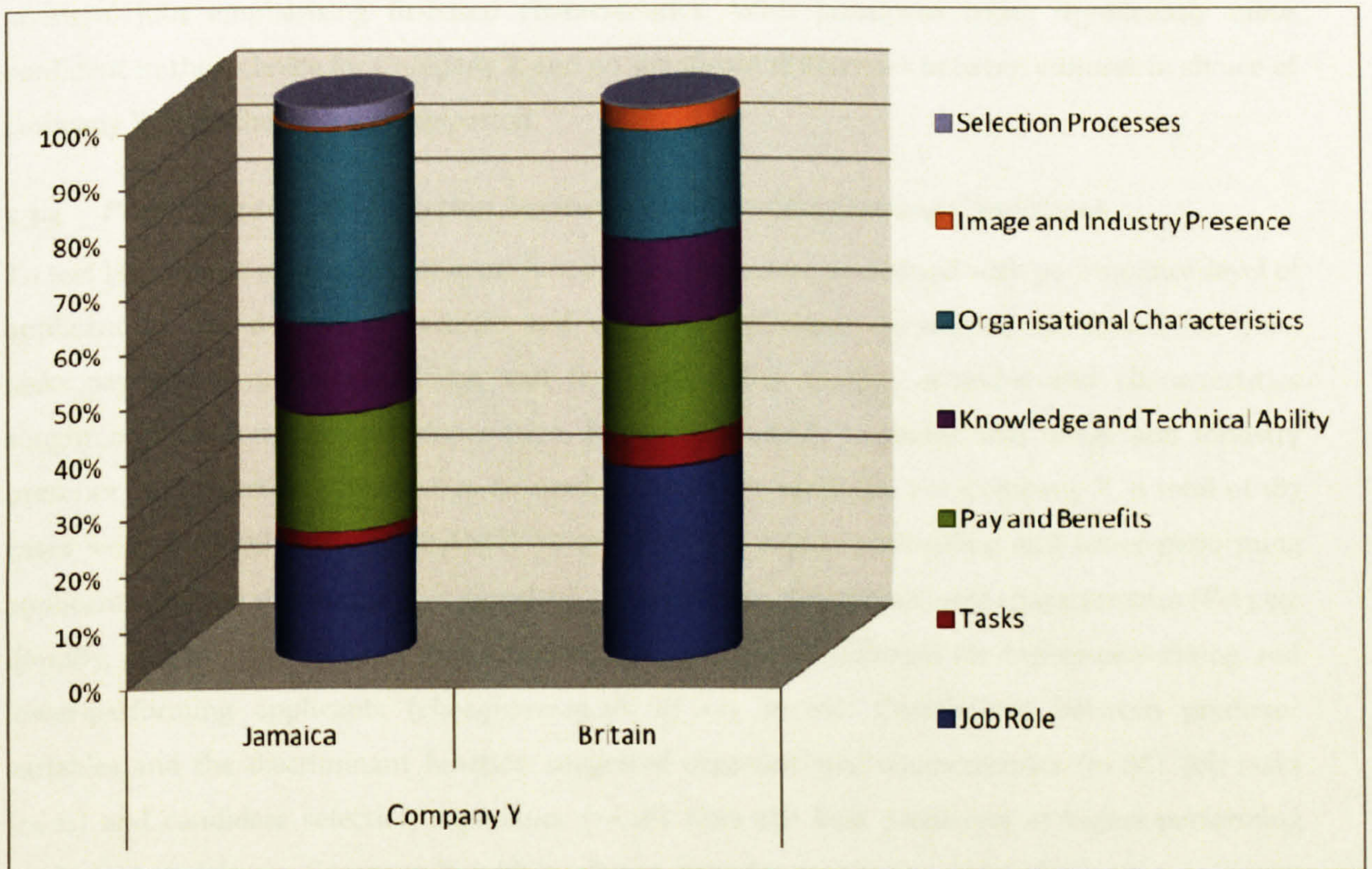


Figure 5.2b: Company Y – Most attractive job features for Jamaican and British Applicants

For the more traditional advert, British applicants found fit-based factors (organisational characteristics) more attractive, while Jamaican candidates found criterion-based factors (knowledge and technical ability sought) more attractive. Similarly, for the more modern job, Jamaican candidates found fit-based characteristics (organisational characteristics) more attractive. With Jamaican applicants finding organisational characteristics most attractive and British applicants finding criterion-based characteristics of job role and knowledge skills and attitudes most attractive, Hypothesis 1a was partially supported.

5.3.3 *The Relationship between Cultural Background of Candidate, Advertisement Selected and Confidence in Job Choice*

Independent samples *t*-tests were conducted to examine confidence in choice between cultures and advertisements (Hypothesis 1b). For Company X, there was a significant difference in choice confidence of Jamaican applicants $t(183) = -2.42, p = .01$ as Jamaicans were on average more confident in their choice of Company X 3.80 (SD=.75) than British applicants 3.52 (SD=.79). The 95% confidence intervals for the means were 3.29 to 3.75 for Jamaicans and 3.02 to 3.47 for British applicants. To determine the practical relevance of this difference, a small effect size $r = 0.16$ was obtained. For Company Y, there were no significant differences in choice confidence for either Jamaican ($mean = 3.72, SD = .86$) or British applicants ($mean = 3.60, SD = .89$) $t(225) = -.97, p = .33$. This suggests that applicants from both cultures are equally confident when self-selecting into more 'modern' jobs emphasising fit-based characteristics. With Jamaicans being significantly more confident in their choice for Company X and no significant differences between cultures in choice of company Y, Hypothesis 1b was supported.

5.3.4 *Predicting the Self-Selection Decisions of Higher-Performing Candidates*

To test Hypothesis 1c, two discriminant function analyses were performed with performance-level of applicant as the dependent variable and selection technique experience, advertised job role, tasks, pay and benefits, knowledge and technical ability sought, attitudes and characteristics sought, organisational characteristics (size, location industry), organisational image and industry presence, and selection processes to be used, as predictor variables. For Company X, a total of 187 cases were analysed. Univariate ANOVAs revealed that higher-performing and lower-performing applicants differed significantly on perceived attractiveness of organisational characteristics ($F=13.59; df=1;185; p=.000$). The value of this function was significantly different for higher-performing and lower-performing applicants ($chi-square=19.26; df = 11, p=.06$). Correlations between predictor variables and the discriminant function suggested organisational characteristics ($r=.88$), job tasks ($r=.21$) and candidate selection experience ($r=.28$) were the best predictors of higher-performing applicants applying to Company X, with applicant attitudes sought ($r=-.20$) and selection processes to be used ($r=-.20$) being negatively correlated with application intent of highly skilled candidates.

Overall the discriminant function successfully predicted outcome for 66.3% of cases, with accurate predictions being made for 66.0% of higher-performing applicants intending to apply, and 67.5% of lower-performing applicants intending to self-select out of the job at Company X.

For Company Y, a total of 227 cases were analysed. Univariate ANOVAs revealed that higher-performing and lower-performing applicants did not significantly differ on any of the predictor variables. The value of this function was not significantly different for higher-performing and lower-performing applicants (*chi-square* =5.91; *df* =11, *p*<.88). Correlations between predictor variables and the discriminant function suggested that selection process to be used (*r*=.46), organisational characteristics (*r*=.32), knowledge and skills sought (*r*=.28), and overall perceptions of advertisement (*r*=.68) were the best predictors of applicants applying to Company Y, with developmental opportunities (*r*=-.27) and years work experience (*r*=-.35) being negatively correlated with application intent. Overall, the discriminant function successfully predicted outcome for 64.8% of cases, with accurate predictions being made for 69.1% of higher-performing applicants intending to apply, and 30.9% of lower-performing applicants intending to self-select themselves out of the job at Company Y. There were no differences in advert features found attractive by different candidates across cultures. With findings indicating that higher-performing and lower-performing applicants significantly differed in attractiveness of advert features for Company X while there was no significant differences between quality of applicant for Company Y, Hypothesis 1c was partially supported.

5.3.5 Summary Study 3

Simulated job advertisements revealed company image and industry presence, knowledge and technical ability sought, job roles, as well as organisational characteristics, were the most attractive features for both cultures in more traditional job advertisements. With the exception of pay and benefits, identical findings were obtained for the more modern job advertisement which emphasised applicant KSAOs, job tasks, and organisational characteristics. However, independent samples *t*-tests confirmed Jamaican applicants were, on average, more confident of their decision to apply when the job advertisement emphasised organisational characteristics and work tasks. Discriminant function analyses revealed organisational characteristics (size, location, industry), job tasks and previous selection experience techniques were the best predictors of higher-performing candidates applying to Company X.

5.4 Study 4: Exploring the relationship between Jamaican applicant perceptions of frequently used selection techniques, attractive job features and self-selection decisions

In light of structured interviews being the most frequently utilised criterion-based selection technique by Jamaican organisations (Chapter 3: Fig. 3.1) and one of the most important techniques for the future (Chapter 4: Fig. 4.1), Study 4 examined the relationship between applicant perceptions of structured interviews, attractive job features and applicant self-selection decisions in order to demonstrate how organisations' decisions to use higher criterion-based selection techniques may influence decisions of candidates to apply. In so doing, this study aimed to contribute to existing inconclusive evidence on the impact of selection-technique perceptions on applicant job-pursuit intentions (Connerley, Mael & Morath, 1999; Gilliland, 1995; Kravitz, Stinsor & Chavez, 1996; Mabey & Iles, 1991).

Hypothesis 2: Perceptions of structured interview procedural justice will mediate the relationship between advertisement features found attractive and Jamaican applicants' choice of company.

5.4.1 Method

A questionnaire examining applicant perceptions of frequently used selection techniques as identified in Study 1 were used to test Hypothesis 2.

5.4.1.a Participants

Data were collected from the Jamaican sample (N=179) used in Study 3. See Section 5.3.1.b for the complete participant description.

5.4.1.b Measure

A 26-item questionnaire was used. Items were generated from previous research on applicant perceptions (Arvey, Strickland, Drauden & Martin, 1990; Chan & Schmitt, 2004; Gilliland, 1993; Iles & Robertson, 1989; Lievens, De Corte & Brysse, 2003; Robertson et al 1991; Schuler, 1993); and measured along a 5-point Likert type scale (1=Strongly Disagree; 5=Strongly Agree). The instrument was reviewed by a team of 8 Occupational Psychologists to ensure clarity of items and instructions, ease and appropriateness of response options, content validity as well as potential item bias. Perceptions of procedural justice of application forms were measured with 8 items, while perceptions of references and structured interviews were measured using 9 items (See Appendix 4.6: Study 4 – Applicant Perceptions of used Selection Techniques).

5.4.1.c Design

The study was an exploratory, cross-sectional survey of future Jamaican applicants' perceptions of the most frequently used organisational selection techniques as identified in Chapter 3. Four dimensions of technique procedural justice (Gilliland, 1993) were measured: a) fairness and objectivity; b) job-relatedness; c) ability to identify candidate skills; and d) utility and professionalism. Data was then amalgamated with the Jamaican data from Study 3 to conduct analysis on the mediating role of selection technique perception to the relationship between attractive job features and applicant self-selection decisions.

5.4.1.d Procedure

Jamaican participants from Study 3 were also given the questionnaire examining selection technique perceptions. Questionnaires were administered electronically at the end of the simulated activity to investigate whether the relationship between advertisement features found attractive (Independent Variable) and company choice (Dependent Variable) was mediated by overall perceptions of the most frequently used higher criterion-based selection techniques (Mediator). A model was developed with perceptions of structured interviews as the mediator. In line with suggestions by Baron and Kenny (1986), a classic mediating model was adopted, whereby variations in levels of independent variable (job choice, attractive attributes) were hypothesised to significantly account for variations in the mediator (overall perception of structured interviews). Variations in the mediator were hypothesised to significantly account for variations in the DV (company of choice). When the relationship between IV and M as well as DV and M are controlled, a previously significant relationship between the IV and the DV will no longer be significant. Based on recommendations by Judd and Kenny (1981), a series of regression models were estimated.

5.4.1.e Data Analysis

Descriptive analyses were first conducted to identify perceptions of frequently used selection techniques. This was followed by a series of multiple linear regressions. The Stepwise method was initially conducted to determine the relationship between attractive job features and overall perceptions of the interview and reference. A Backward Stepwise method was chosen for three reasons: 1) an *a priori* assumption that all attractive features would play a role in predicting overall perceptions of the structured interview; 2) a backward approach enabled the removal of weak predictors one at a time based on the strength of each; and 3) unlike a forward method, the backward approach limits the occurrence of suppressor effects caused when a predictor's effect is only significant when other variables have been held constant. Forward selection increases the probability of excluding predictor variables impacted by suppressor effects, thereby, increasing the likelihood of making a Type 2 error (Dewberry, 2004; Field, 2005). With fewer and more significant predictors resulting from this process, the Enter method was then used to determine the relationship

between company choice and pay and benefits (which emerged as a significant predictor from the Stepwise method). Enter method was utilised here as the previous analysis indicated which variables contributed to the model being estimated.

5.4.2 Results

Descriptive statistics revealed perceptions of the three most commonly used selection techniques varied across job-relatedness, validity, reliability, fairness and objectivity. Findings on each technique are presented separately.

5.4.2.a Structured Interview

Sixty-seven percent of respondents either agreed or strongly agreed that interview questions are generally relevant to the job, with approximately half believing that interviews gave applicants the opportunity to show what they can do. Positive perceptions of the value of interviews were cemented as approximately 60% of respondents believed the interview gave them an opportunity to learn more about an organisation. There was variability in applicant perceptions of structured interviews being able to identify candidate skills, as 31.8% of applicants generally disagreed that the interview focuses on skills needed to be a successful graduate employee. However, 19.6% of candidates were of the view that structured interviews did not give them an equal chance of being selected, with 20.7% reporting they had no prior experience of interviews and did not know enough to make a judgement. Computed global perceptions scores revealed overall structured interviews were perceived most positively by applicants.

5.4.2.b Reference

57.6% of respondents disagreed that the reference was a biased way of obtaining information about a candidate, with 43.6% believing that references gave them an equal chance of being selected. 84.3% of applicants either agreed or strongly agreed that references gave the opportunity to highlight their strengths as a candidate, with approximately 52% of respondents having the view that references are a reliable way of assessing a candidate's abilities. Despite this, 60.9% reported feeling uncomfortable with a referee sending comments without their awareness.

5.4.2.c Application Form

49.2% of participants believed the content of application forms was clearly related to the job with only 16.3% thinking that application forms gave candidates the opportunity to demonstrate what they can do. 43% percent believed questions on the application form made it easy to understand what the company was looking for with 13.4% agreeing that application forms are effective at identifying those who will be good at the job.

From computed global perception scores, Pearson correlations revealed that overall perceptions of selection techniques were intertwined. As shown in Table 5.3, positive perceptions of the application form had a moderate effect on perceptions of the reference and structured interview. This suggests that applicant perceptions of selection practice are more reflective of the traditional classic trio model of application form, interview and reference (Cook, 2003), than the higher criterion-based, psychometrically sound model of personnel selection.

Table 5.2: Pearson correlations for applicant global perceptions of procedural justice of the application form, structured interview and reference as frequently used selection techniques in Jamaica

N=179	Global Perceptions of Selection Technique Procedural Justice		
	Application Forms	Structured Interview	Reference
Application Form	–		
Structured Interview	.37*	–	
References	.36*	.40*	–

*Correlation significant at the 0.01 level (2 tailed)

To test the hypothesis that applicant perceptions of structured interviews mediate the relationship between advertisement features found attractive and choice of company, Stepwise regressions were conducted. Overall structured interview perception was first regressed onto IVs (quality of applicant, job tasks, pay and benefits, knowledge and skills sought, organisational characteristics, and selection processes to be used). Descriptive statistics and correlations between variables entered into the model revealed low correlations ($r < .3$) for all variables. The results of the full model showed that 2.2% of the variation in structured interview perceptions can be explained by advertised pay and benefits alone. The model was statistically significant $F(1) = 4.01, p = 0.04$. Table 5.4, shows only pay and benefits was a significant predictor in the overall perception of structured interviews.

Table 5.3: Beta, t and significance values of predictor variables in influencing overall perceptions of the structured interview.

Predictors	Beta	t	Sig.
Pay and benefits	-.15	-2.00	.04
Performance level of applicant	.09	1.14	.26
Organisational characteristics	.10	1.29	.20
Knowledge and skills sought	-.04	-.49	.63
Selection processes to be used	-.11	-1.53	.13
Job Tasks	-.04	-.47	.64

Self-selection choice was then regressed onto pay and benefits. Descriptive statistics and correlations between the two variables revealed pay and benefits had a medium effect on self-selection choice ($r=.51$, $p >.05$), with *Adjusted R square* .26. The full model was significant $F(1) = 63.35$, $p = 0.00$. Pay and benefits generated a *Beta* value of .51, $t=7.96$; $p=.00$. Finally, self-selection choice was then regressed onto pay and benefits as well as overall perception of structured interviews. Using the enter method, a significant model emerged ($F(2) = 31.72$, $p=0.00$), accounting for 25.7% of variance, with *Beta* values for pay and benefits, and overall interview perception being .51 ($t=7.77$; $p=.00$) and -.04 ($t=-.57$; $p=.57$), respectively. With the effect of pay and benefits on self-selection choice being smaller in the third equation, it can be concluded that overall perception of structured interviews mediates the relationship between attractiveness of pay and benefits and applicant self-selection decisions. Hypothesis 2 was therefore supported.

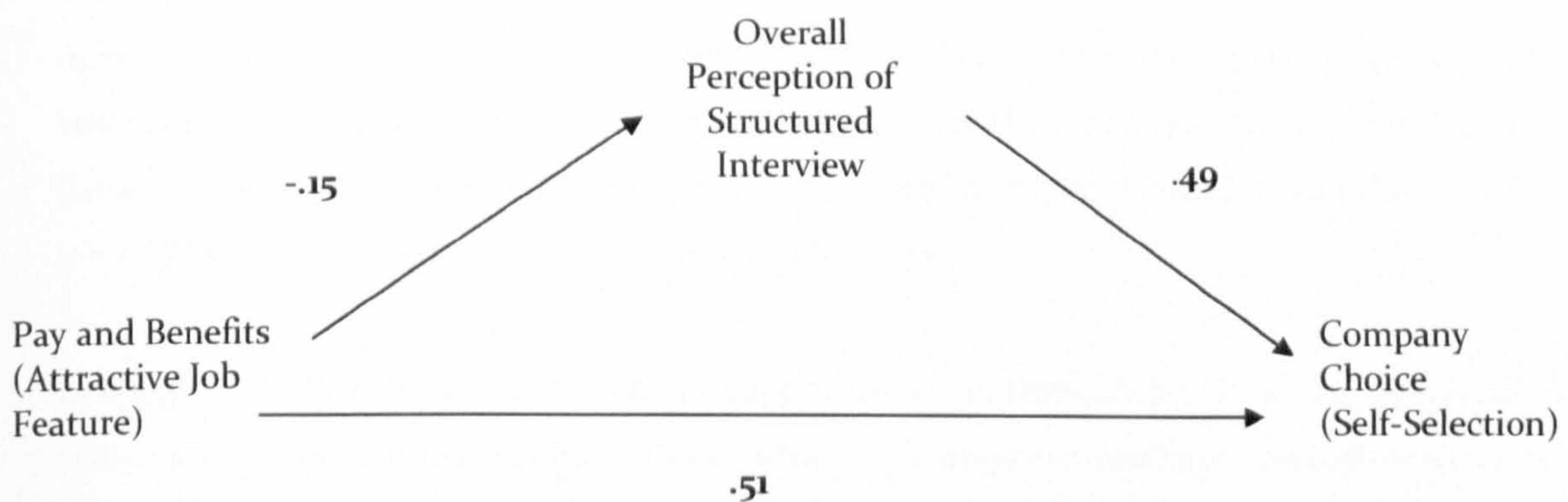


Figure 5.3: Mediating effect of overall perception of structured interviews on the attractiveness of advertised pay and benefits to the job choice of Jamaican applicants.

5.4.2.d Summary Study 4

In general, Jamaican applicants have positive perceptions of the structured interview and reference, though there was much variation in perceptions of the interview's ability to identify candidate skills and the fairness and objectivity of references. To examine the mediating role of overall structured interview perception on the effect of attractive job features to job choice, a series of regression analyses were conducted. Results revealed that overall perceptions of the structured interview had a mediating effect on the relationship between the attractiveness of pay and benefits to applicant company choice (self-selection).

5.5 General Discussion

Findings related to applicant decision-making and self-selection behaviours are first presented, before the dialogue focuses on the influence of applicant perceptions of frequently used selection techniques and their impact on job selection decisions. Results are discussed in relation to previous research, with theoretical implications highlighted. The chapter concludes with a discussion of outcomes in relation to Herriot and Anderson's (1997) taxonomies of applicant perceptions and decision-making, and international generalizability of findings.

5.5.1 *Job Attractiveness and Applicant Self-selection Decisions*

Utilising simulated job advertisements, a cross-cultural exploratory investigation revealed several factors influencing applicant self-selection decisions. Firstly, attractiveness of job features varied between cultures, type of advertisement as well as performance-level of applicant. For the more traditional advertisement (Company X), Jamaican applicants found knowledge and technical abilities sought, organisational image and industry presence, and company characteristics (size, location and industry) the most attractive, while British participants found image and industry presence, job role, and company characteristics most attractive. However, for the modern advertisement (Company Y), Jamaicans were most attracted to company characteristics, pay and benefits, and the job role, with job role found most attractive by their British counterparts.

Findings for both types of advertisement support previous research by Herzberg (1957) and Pervin (1989) who contended that applicants were attracted to organisations based on maintenance factors. In addition, Company Y attributes identified as attractive by both cultures support earlier works by Chapman et al (2005) who concluded that for job-organisation attraction, perceived work environment and organisational image were the best predictors.

Principles of compensatory and non-compensatory decision-making can be used to explain these results. Based on Simon's (1956) model, prevalence of hygiene factors across both types of advertisements represent non-compensatory attributes to job pursuit intentions. Results imply, both British and Jamaican applicants may have utilised lexicographic decision-making, whereby organisational image and company characteristics were deemed the most important dimensions for comparison in Company X, while job characteristics, pay and benefits, and job role were deemed the most important in Company Y. Ratings for all other attributes suggests that at the first stage of the self-selection process, these characteristics are not necessarily unimportant but dispensable.

With 52.8% of Jamaicans and 57.5% of British applicants choosing Company Y, confidence in choice was used as an additional indicator of behavioural intent. Analyses demonstrate that Jamaicans were more confident with their choice when the advertisement was more traditional than their British counterparts, with no significant difference in confidence levels between higher-performing and lower-performing applicants. On the other hand, although higher-performing British applicants were generally more confident with their decision-making, applicants who chose Company Y were no more confident of their choice than Jamaican candidates. Two key points can be inferred from these findings. The first suggests that with regards to ability, the modern job advertisement is not sifting higher-performing applicants as successfully as desired across both cultures as features advertised appear to be weighted equally by both groups. This runs counter to the objectives of job analyses and candidate criteria specification that aim to target required applicant KSAOs that would be of best fit to the job, the team and the organisation. The second indicates that with regards to culture, Jamaican candidates self-select more effectively when the advertisement complies with expectations of traditional recruitment processes – that is, when job advertisements emphasise tasks and functions to be completed. This also suggests that from a cultural perspective, applicant understanding of what constitutes rigorous, objective and fair organisational selection practice may be embedded in this type of advertising.

The impact of external environmental factors provides additional explanation. Evidence of applicant perceptions of selection techniques indicates external factors have also had an impact on beliefs and expectations of a competitive workforce, thereby influencing job-pursuit decisions. With confidence levels higher for pursuit of Company X, external factors have influenced both applicant and organisational selection decision-making, as applicants' awareness of a changing workplace and more stringent international employment practices appears to have filtered into their understanding of selection technique procedural justice. This is particularly evident in their ability to distinguish across the different dimensions of procedural justice for selection techniques most frequently used by Jamaican organisations.

The research particularly contributes to the self-selection literature by including the criterion of confidence in choice. Previous research utilising a number of criterion variables such as job pursuit intentions (Rynes, 1991), job and organisational attractiveness (Macan & Dipboye, 1990), acceptance intentions and job choice (Chapman et al 2005) have generated inconclusive findings, resulting in under-exploration of the impact of confidence on an applicant's decision to enter the selection experience. This has left a deficit in the understanding of applicant decisions at the first true stage of the process. Findings therefore have implications for diversity monitoring and equal opportunities initiatives as evidence supports Li's (2004) assertion of applicant reactions being culturally derived, as attributes perceived attractive varied between both cultures. With legislative and employment guidelines being increasingly inclusive, there is much scope and value of future research examining the impact of perceptions on the behavioural intent of distinct groups.

An additional finding emerging from differences among higher-performing applicants is that of job choice. Results indicate factors influencing job choice can be used to successfully predict the performance-level of applicant likely to apply. For the traditional advertisement, discriminant function analyses revealed the overall best predictors of higher-performing candidates opting in, were organisational characteristics, job tasks and previous experience with selection technique. Conversely, applicant attitudes sought, as well as selection techniques to be used, negatively impacted application intent of higher-performing candidates. Findings support previous reports by Belt and Paolillo (1982) and Kaplan, Aamodt and Wilk (1991) while simultaneously giving credence to Turban, Eyring and Campion's (1993) challenge to the academic community for further research investigating reasons preferred applicants choose not to opt into the process. As organisations attempt to optimise on sought candidate abilities, advertised information aimed to attract candidates with preferred social and interpersonal skills could compromise the utility of the selection process.

With quality of applicant as well as confidence in choice being powerful components in the self-selection process, this presents a dilemma for scientific research. On one hand, organisational research acknowledges and encourages the assessment of multiple fit in order to determine maximum candidate potential. On the other, the lack of favourable reception by the applicant pool impedes the valence of organisational investment in evidence-based selection technique and consequently hinders theory-practice linkages. There is an additional result of increased distrust among the practitioner community of the practical transferability of scientific evidence. Such a dilemma suggests a challenging time for applicant-based research in organisational settings resulting in a marked need for future research to examine the weighting of hygiene versus maintenance

factors in the applicant self-selection process. It is therefore recommended that future research utilise more experimental decision-making methodologies, such as judgement analysis, to track the influence of systematic changes in the presentation of hygiene and maintenance factors on self-selection criteria such as job pursuit intentions and organisational attractiveness. Until then, any suggestions of proactive job advertising will be limited.

5.5.2 Applicant Perceptions of Frequently-used Selection Techniques

In general, the structured interview was perceived the most job-related, the reference was perceived the most face valid, and the application form was perceived the least effective in enabling candidates to demonstrate what they can do. This is congruent with previous research evidence, that applicants prefer techniques that are face valid (Mabey & Iles; 1997), fair (Gilliland; 1995) and job-related (Kravitz, Stinson & Chavez, 1996). Overall perceptions of selection techniques revealed overall positive perceptions of the structured interview were associated with positive perceptions of both the reference and application form. One explanation for this can be found from suggestions of practitioner 'myopia' exhorting by many (Anderson & Herriot, 1997; Baba, 1996; Casio 1995; Hodgkinson, Herriot & Anderson, 2001; Hough & Oswald, 2000; Howard, 1995; and Rousseau, 1997). Findings suggest, that adherence to a traditional approach to employee selection has not only had an impact at an organisational level but has influenced applicants' perceptions of the selection process as well. It could be argued that continuous organisational dependence on technique face (non-evidence based) rather than criterion validity (evidence-based) has resulted in lower applicant expectations of scientific rigour in selection practice. As a consequence, applicant distrust of more robust measures is pervasive. If organisational selection decisions are not informed by scientific evidence, as suggested (Cascio & Aguinis, 2008; Hodgkinson, Herriot & Anderson, 2001; Hough & Oswald, 2000), it is only logical to expect applicants who are unaware of the scientific benefit of such approaches to be cautious.

Secondly, given that applicants come to the selection platform with attitudes and beliefs about assessment processes and tools (Imus & Ryan, 2005), securing applicant trust in the use of higher criterion-based techniques such as cognitive ability tests and personality tests is therefore severely impeded, as applicants stay true to their views (particularly negative perceptions) rather than risk cognitive dissonance and selection failure. This further disables researchers' ability to influence organisational use of higher criterion-based selection techniques as organisations will not perceive a trade-off of 'foreign', non-culturally bespoke scientific evidence over larger applicant pool sizes as being feasible. Thirdly, in light of Herriot's (2001) suggestion that the application form is the first stage of the selection process, findings imply that unfavourable perceptions of its ability to demonstrate candidates' abilities may negatively impact an applicant's motivation to apply (Chan, 1997), actual performance on the form as indicated by information submitted (Arvey, Strickland,

Drauden & Martin, 1990), overall perceptions of the organisation, as well as expectations of the employment contract (Bell, Ryan & Wiechmann, 2006).

5.5.3 *The Relationship between Perceptions, Job Attributes and Self-Selection*

Given that applicant perceptions of selection techniques were demonstrated to be meaningful, and fit-based factors appeared to be driving self-selection decisions, the relationship of these two components in job choice was investigated. Study 4 found that overall perceptions of the structured interview mediates the attractiveness of pay and benefits to the job chosen. Whereas, moderators specify when certain effects will hold, mediators address how and why such effects occur (Baron & Kenny, 1986). The study suggests that more positive perceptions of structured interviews reduce the attractiveness of pay and benefits to candidates' decisions to opt in. There are two possible theoretical explanations for this.

5.5.3.a *Image Theory*

One explanation for this relationship can be drawn from Image Theory (Beach, 1990). To extrapolate, if an applicant's decision is theoretically constrained by three knowledge structures (i.e. an image of how the organisation and work should be, an image of the goals that must be pursued to satisfy that first image (hygiene factors), and an image of the behaviour (the selection process) needed), and if, as the theory argues, decisions are made in stages whereby filtering plays the most important role at the first stage, then it can be concluded that overall perceptions of selection techniques are invaluable to the image of the organisation and nature of work, the value placed on hygiene factors, as well as the perceptions of behaviours required to be a successful candidate.

5.5.3.b *Attraction-Selection-Attrition Hypothesis*

Secondly, results imply that Schneider's (1987) Attraction-Selection-Attrition Hypothesis is a dual process as applicants also assess the extent to which their values and characteristics are symmetrical to those of an organisation, *prior* to engaging in the selection process. The three stages of the model represent three distinct criteria in the applicant decision-making process. *Attraction* represents factors influencing decisions to opt in based on information provided via advertising, corporate web sites and word of mouth. It is at this stage where hygiene factors are weighted most heavily and overall perceptions of selection techniques influence job pursuit intentions and non-compensatory decision-making strategies likely to be utilised. The stage of *Selection* characterises a candidate's submission of an application form and subsequent involvement in assessment techniques, be it an interview, psychometric test or assessment centre. Approaches to probabilistic decision-making are expected to be dominant as applicants calculate the odds of being successful. Test-taking attitudes, test motivation and test performance (Arvey, Strickland, Drauden, & Mauden; 1990) are particularly incremental to both assessment attrition as well as job acceptance intentions. It is here that

perceptions of procedural and distributive justice (Gilliland, 1993) would be most powerful in determining applicant behaviours. The final stage of *Attrition* captures an applicant's intent to remain in a position. The value of hygiene factors, perceptions of distributive justice and the viability of alternate options are expected to play a significant role in an applicant's decision to stay in a role.

In accordance with research initiated by Murphy and Tam (2006), this suggests that the relationship between applicant perceptions, job features and self-selection decisions is a multi-stage process with each stage having its attendant criterion. As a consequence, research examining sole individual components of the process will continue to generate limited evidence. It is therefore recommended that future research adopt a multi-stage, multiple criterion approach to examining applicant behaviours with particular focus on decision-making processes at each stage of the model.

A third explanation for these findings stems from earlier research on reactions to selection techniques. Liden and Parsons (1986) previously found perceptions of the interview influenced applicants' intention to accept a job. It therefore stands to reason that overall perceptions of selection techniques play a significant role in the degree to which job-organisational attributes are found attractive, which ultimately impacts candidates' intentions to apply. As the structured interview was the only higher criterion-based selection technique used by Jamaican organisations, future research should explore the mediating relationship between other higher criterion-based techniques such as cognitive ability tests, personality tests, work sample tests and assessment centres and attractiveness of job attributes to applicant self-selection decisions.

5.5.4 Applicant Perceptions & Decision-Making and International Generalizability Taxonomies

Findings can also be discussed in relation to selection taxonomies postulated by Herriot and Anderson (1997). The first, applicant perceptions and decision-making, is substantiated by the data as findings reiterate the credence of applicant perceptions of the selection process. However, findings are now aligned to the polarised process versus outcome debate as previous use of varying criterion variables has generated predominantly descriptive evidence of factors influencing applicant choice. A multi-theoretical approach is therefore championed for future research endeavours. The AART (Ployhart & Harold; 2004), for example, offers an appropriate framework for understanding the outcome of applicant perceptions prior to, during, and after the selection process. However, based on Barber's (1998) assertion that an applicant could feasibly apply to all jobs encountered, an emphasis on job choice as an outcome may generate practically meaningless results and would not provide sufficient explanations for incendiary factors in decision-making such as those utilised in odds-ratio and probabilistic assessments.

Based on the theoretical underpinnings of the Ellsberg Paradox (Ellsberg, 1961), when making choices in uncertain situations, many decision-makers prefer to gamble on options they know rather than those they are unfamiliar with. When faced with a situation of uncertainty, decision-makers are unable to accurately assess the value of each option which in turn affects their choice preferences as they make probable estimations of the value of an option (Whitcomb and Benson, 2004). As a job self-selection process reflects such uncertainty, potential applicants' knowledge of the organisation, job and associated working conditions is restricted. This makes the reliance on job choice as a sole criterion in future research, potentially problematic as too many job advertisements increases the difficulty of capturing actual factors influencing decision-making.

Additionally, the Theory of Planned Behaviour (Ajzen & Fishbein, 1980) presents an effective model to examine the process of applicant self-selection decision-making as it explores both affective and cognitive influences on behavioural intent. This makes Chapman et al's (2005) foray in multiple criterion assessment via the TPB framework, a step in the right direction in empirical applicant-based research. With using the TPB as a focal point, the social processes of selection (Anderson 2001; Herriot 2000) as well as applicant and organisational decision-making processes can be determined more effectively, while generating more meaningful theoretical explanations.

With findings implying applicant self-selection behaviour varies between culture, quality of applicant as well as type of advertisement, we have merely scratched the surface in making international generalizations. With Jamaica and England having similar educational and legislative systems, perhaps geographical proximity, or lack thereof, is not at the root of disparity in findings on applicant behaviours. However, cultural orientations to work, fuelled by organisational and national responses to external environmental factors, play a more cogent role in the perceptions, expectations and decisions of potential job applicants.

5.5.5 Limitations

Three primary criticisms of this research are anticipated. The first addresses the perceived practical value of results. From an organisational perspective, understanding applicant behaviours prior to the self-selection process may not be intuitively perceived to be relevant. However, given Rynes' (1993) assertion that applicant experiences function as advertising and PR mechanisms, organisations would benefit from using pre-measures in their applicant selection process in order to more effectively assess the abilities and potential of interested candidates. In addition, the research is of particular value given that participants in this study were new to the world of work. Organisations are therefore positioned to impact the future perceptions and behaviours of a budding workforce.

A second type of criticism foreseen relates to the methodological design of the study. Given the applied setting of job advertising, a key trade-off was made in the design of the study as 'realism' was given precedence in favour of a sterile experimental condition. It is readily conceded that an experimental approach would have easily facilitated the weightings of attractive and unattractive characteristics, as well as observation of incremental changes attributed to information manipulation. However, as this was not reflective of a true job review process, simulated job advertisements were used given previous success reported by Bretz and Judge (1998) using hypothetical recruiting organisations as well as recommendations by Barber (1998) and Rynes (1991) that researchers explore candidate job pursuit intentions. The applicant behaviour domain would benefit greatly should future research examine weightings of hygiene and maintenance factors to applicant decision-making, using traditional research methodologies from cognitive psychology. Judgement analysis for example, could be used in an experimental condition to identify the influence of manipulation of the presence of hygiene factors in a series of job advertisements to determine the impact on job pursuit intentions, job-organisation attraction and self-selection behaviour.

The third type of criticism expected relates to the reliance on applicant reports of their performance as an indicator of ability. It is readily conceded that the administration of an objective measure of cognitive ability would have increased the power and practical significance of findings. However, given the research aims of identifying cross-cultural differences in applicant decision-making, administration of a standardised electronic cognitive ability tests was both impractical and contrary to test administration guidelines with no existing norms on the Jamaican population. Secondly, soliciting candidates' responses of their expected degree was reflective of the approach adopted by organisations when requesting candidate details on application forms and biographical data. As a result, this approach contributed to the realism of the exercise. This area of research would benefit greatly from future research examining both the cognitive (using a cognitive ability test) and the social (using a personality test) characteristics of applicants and their subsequent effect on candidate job choice.

5.5.6 *Directions for Future Research*

The results of these studies propel several directions for examining selection decisions of the applicant. At the theoretical level, research is needed to establish the prominence of varied criterion variables at distinct stages of the process as prescribed by the AART model (Ployhart & Harold; 2004). Particular attention should be dedicated to the multistage process of self-selection with future research endeavours aiming to advance a socio-cognitive model of applicant decision-making. Additional micro-analytical research is needed to ascertain applicant decision-making strategies when presented with multiple, few or individual advertisements. This will facilitate future testing of use of decision-making strategies and their effectiveness in selection research. This will have the

dual benefit of generating differences in features found attractive while providing evidence for underlying reasons for applicants opting out. Another problem requiring further investigation is the development of the construct of applicant job pursuit decision-making. A key question emerging therefore is, in light of changing organisational structures and ways of working, how are hygiene and maintenance factors (as proposed by Herzberg (1957) cognitively conceptualised and weighted by applicants? As a consequence, to what extent can we develop a pre-measure of applicant decision-making as championed by Born and Scholarios (2005)? In light of the role of culture on applicant decisions and perceptions of selection processes, can such an instrument be used to successfully identify higher-performing applicants from different cultural backgrounds? These questions of applicant decision-making instrument development form the focus of the study in Chapter 6.

Chapter 6

Applicant Selection Decisions: Developing a Culturally and Psychometrically Valid Pre-Measure of Applicant Self-Selection

“Feel it in the one drop, And we’ll still find time to rap. We’re making the one stop, the generation gap. So feel this drum beat, as it beats within. Playing a rhythm, resisting against the system”.

“One Drop’, Survival, Bob Marley (1979)

6.1 Introduction

The previous chapter utilised simulated job adverts to identify factors influencing applicant selection decisions across cultures and examined the relationship between applicant perceptions of the most frequently used selection techniques, attractiveness of job features and self-selection decision. Results found that overall perceptions of the structured interview had a small mediating effect on the relationship between the attractiveness of pay and benefits and Jamaican applicant job choice. To further examine the role of culture in selection decisions, the current chapter developed a psychometric measure to identify a model of Jamaican applicant job-pursuit intentions. In so doing, the chapter aims to provide evidence of the power of criterion versus fit-based factors to applicant self-selection behaviours.

Simulated Job Adverts (SJA) from Study 3 identified cultural differences in attractiveness of job features, self-selection decisions and confidence level of applicants. With candidates from both cultures preferring to apply to Company Y, Jamaican applicants found organisational characteristics most attractive while British applicants were most attracted to the job role. Jamaicans also found use of higher criterion-based selection techniques (psychometric test and assessment centre) more attractive than their English counterparts. In general, Jamaicans were also more confident when the job advert was more organisational and task focused. For Jamaicans the best predictors of higher-performing applicants applying to Company X were organisational characteristics, job tasks and previous experience with selection techniques. Conversely, applicant attitudes sought and selection techniques to be used (interview and references) were negatively correlated to higher-performing applicants decisions to opt in.

6.2 Aims of the Study

Based on the findings from the simulated job adverts and recommendations by Imus and Ryan (2005), the current chapter aims to: a) contribute to the understanding of applicant selection

decision-making by designing a pre-measure of applicant job pursuit behaviours; b) in light of findings that applicant perceptions influence application intent (Study 4), provide further empirical support for the examination of applicant selection as a socio-cognitive activity; and c) given the role of culture in applicant decisions and challenges of labour shortages (Study 2a), develop a psychometrically valid tool to identify the value of fit-based and criterion-based factors in job pursuit intentions of higher-performing Jamaican candidates.

The next section describes current measures of applicant perceptions and decision-making and provides further justification for the current study. The Test Attitude Survey, the Selection Procedural Justice Scale and the Social Process Questionnaire in Selection are described next.

6.3 Existing Measures of Applicant Behaviour

Measurements of applicant behaviour have been largely ad hoc (Bauer, Truxillo, Sanchez, Craig, Ferrara & Campion, 2001), with standardised metrics of assessment only recently emerging (Ryan & Ployhart 2000). The present segment, therefore, details available psychometric measures examining applicant reactions to and perceptions of the selection process in general and specific techniques in particular.

6.3.1 Test Attitude Survey (TAS)

Test takers' attitudes towards selection processes can be measured as individual difference variables and include issues such as motivation, lack of concentration, test-taking anxiety and task-irrelevant thinking (McCarthy & Goffin, 2003). With this core principle, the Test Attitude Survey (TAS) was designed by Arvey, Strickland, Drauden, and Mauden (1990) as a multi-dimensional measure to identify the extent to which test-taking attitudes are related to actual test performance, the validity of selection tests, and group differences in test performance. The TAS comprises of 42 items measuring nine subscales inclusive of Lack of Concentration, Motivation, External Attribution, General Need Achievement, Test Ease, Preparation, Future Effects, Belief in Tests and Comparative Anxiety. Arvey et al (1990), reported scale alpha co-efficients ranging from .56 to .85, with later research by Schmitt and Ryan (1992) and McCarthy and Goffin (2003) reporting reliability estimates of less than .6 on four and five of the nine scales respectively. This discrepancy in alpha scores indicates items may be influenced by situational factors such as the order of the test in relation to other measures in the assessment process, or sampling characteristics such as candidate test-taking experience or motivation. Additionally, given the eleven-year time frame between the study by Schmitt and Ryan (1992) and McCarthy and Goffin (2003), it is possible that items may have become obsolete due to changes in applicant expectations and knowledge of testing, or relevance of items to modern ways of working, thereby rendering the construct less reliable.

Evidence regarding the factor structure of the TAS is also inconclusive. Using Exploratory Factor Analyses, Arvey et al (1990) found a seven factor model of applicant attitudes with Schmitt and Ryan (1992) accounting for a uni-dimensional model. Confirmatory factor analyses by McCarthy and Goffin (2003), found no support for either structures with poor fits being obtained when factors were constrained to be orthogonal. This also suggests, the construct of 'applicant test-taking attitudes' may have been altered due to advances in and frequency of testing by organisations, thereby rendering some items useless. Whereas, Schmitt and Ryan's (1992) uni-dimensional model suggests that the 9 sub-scales found by Arvey et al (2000) are measuring one global construct or the same constructed represented by different points along a continuum.

6.3.2 Selection Procedural Justice Scale (SPJS)

Developed in 2001, Bauer, Truxillo, Sanchez, Ferrara, and Campion utilised Hinkin's (1998) five-stage process to examine the varied components of Gilliland's (1993) Procedural Justice model. The underlying principle for instrument development was that elements relating to formal job characteristics influenced reactions during and after hiring as well as applicant self perceptions. The items aimed to capture Gilliland's (1993) procedural rules in an applied selection context. Tapping into 10 factors, items were based on definitions provided by Gilliland using a response scale ranging from 1 (strongly disagree) to 5 (strongly agree). Principle components analysis with oblique rotation and later confirmatory factor analyses revealed an 11 factor solution from 39 items, with scale reliability coefficients ranging from .73 to .92. However, Bauer et al's (1998) results did not provide evidence for Gilliland's 3 global factors with job-relatedness, predictive, information known, chance to perform, reconsideration opportunity and feedback loading onto one factor. Whereas, consistency, openness; treatment, two-way communication and propriety of questions loaded onto the first high-order factor. Job-relatedness failed to load onto any of the factors and was retained as a separate factor.

Whilst successfully offering practical evidence for applicant behaviours during as well as post the selection experience, the SPJS questionnaire does not offer insight into applicant decisions to opt into the selection process in the first place. In addition Derous, Schreurs and Andriessen (2006) contend that models such as the SPJS address overall, global applicant reactions which may prove problematic for industries with bespoke requirements. Additionally, whilst following theoretical guidelines of relatedness between factors, Bauer et al (1998) utilised an oblique factor extraction method which may have contributed to the under rotation of items hence different factor loadings. With perceptions of organisational fairness being influenced prior to the selection process (Bell, Ryan & Wiechmann, 2006; Van Vianen et al, 2006), it is therefore prudent to suggest that applicant perceptions of procedural justice components during and after the selection process may be cognitively discrete and reactions may be triggered by individual rather than collective elements of

fairness. Other tests, such as the Applicant Reaction Scales (Fallon, Gilliland, Groth & Ferreter 2002) and Schuler's (1993) model of social validity, were also developed with a procedural justice conceptual framework assessing applicant post-selection behaviours.

6.3.3 The Social Process Questionnaire on Selection (SPQS)

Designed to assess applicant pre-process expectations and values of the selection process rather than post-process justice perceptions, the SPQS comprises of 46 items loading onto 6 factors. The SPQS was developed by Derous, Born and de Witte (2004) is based on Schuler's (1993) model of social validity of selection procedures. The underlining theoretical premise of the SPQS contends that situational characteristics make selection processes acceptable to applicants and reflect the kind of treatment they value and expect. Using 30 SMEs and multidimensional scaling, results revealed the final instrument had 48 items along two dimensions, clustering into 6 regions: provision of general information of the job opening; active participation of candidates in the selection program; creation of transparency of testing; provision of feedback; guarantee of objectivity in selection through a professional approach and equal treatment of candidates; and assurance of a humane treatment and respect for privacy. Exploratory factor analyses later generated a 6 factor solution with factors explaining 51.65% of the total variance. In relation to its predecessors, the SPQS strength lies in its emphasis on applicant beliefs and expectations prior to the selection process. However, its validity as an instrument is still in an inchoate stage with international generalizability of underlying theoretical concepts unexplored.

With these shortcomings of existing applicant measures highlighted, the chapter therefore aims to develop a psychometrically sound, culturally valid and practically relevant measure of applicant job pursuit decision-making.

6.4 Method

In order to produce a measure that is meaningful, consistent and accurate, Rust and Golombok's (2000) instrument design process was adopted. Two key phases are outlined: the instrument design phase and instrument confirmation and hypothesis testing phase. Instrument design, including a step-by-step account of the process of measurement development, is first presented.

6.4.1 Phase One – Instrument Development

This section gives a thorough account of the process of instrument development. The design of the study is first described followed by presentations of each of the eight stages.

6.4.1.a Design

The research was an exploratory, cross-sectional survey of applicant job-pursuit (self-selection) decision-making behaviour. It adopts a classic psychometric approach to the development of items aimed at successfully capturing factors driving applicant choice.

6.4.1.b Stage One: Clarification of Instrument Aim

The aim of designing a pre-measure of applicant decision-making was to identify fit or criterion-based factors influencing candidates' decision to apply to an advertised position, thereby identifying factors that may play a role in applicant reactions to later stages of the selection process. In addition, there is much theoretical benefit to the development of this type of inventory as the organisational justice theory (Gilliland, 1993) and the attraction-attrition model (Schneider, 1987) for example, have not previously explored applicant behaviours prior to the receipt of application forms. Similarly, as evidence of applicant decision-making across cultures is inconclusive, such an instrument has the capability to examine behavioural intent as a criterion rather than strictly relying on the analysis of applicant behaviours after the selection process has been initiated.

6.4.1.c Stage Two: Blueprint Specification

To ensure construct and content validity, an in-depth literature review was conducted to define and identify varying components of applicant decision-making. Classic decision-making theorists such as Simon (1956), for example, argued that people satisfice rather than optimise when they make decisions, choosing a path that satisfies their most important needs even though the choice may not be ideal or optimal. This suggests that for applicants given a task (such as choosing which job to apply to), factors contained within the information provided either positively or negatively influenced their decision to apply, which may result in highly-skilled candidates not experiencing selection techniques as they opt out of the process at the initial stage. Based on notions of compensatory and non-compensatory decision-making, it was important that factors be related to capture realistic representations of applicant decision-making. As previous research on factors influencing applicant choice was not definitive (Herzberg 1957; Pervin, 1989; Bretz, Ash & Dreher, 1989; Rynes & Barber, 1990; and Turban & Keon; 1993), content areas targeted both traditional hygiene factors (organisational characteristics, and pay) as well as introduced emerging factors in modern organisations (flexible hours and remote working).

6.4.1.d Stage Three: Item and Response Format

A 5-point Likert (1932) scale was chosen with candidates asked to identify how much influence each factor had when deciding to apply to a job. Response options given were None (1), Small Amount (2), Moderate Amount (3), A lot (4) and Great Amount (5). Likert scale was used to enable respondents to consistently quantify their response along distinct endpoints while avoiding the complication of

high reliability-poor interpretation (Cornwall & Dunlap, 1994; McLean & Chissom, 1986; Meade 2004), and systematic scale bias and rejection of alternatives (Matthews & Oddy, 1997) frequently associated with ipsative measures. A five-point scale was deemed adequate to ensure precision of responses as well as identify meaningful discriminations. An alternate scale of strongly agree to strongly disagree for example, would not facilitate a true zero value response associated with an option of None thereby risking a positive skew and restriction of range of the data. The use of a true zero value option also removed the necessity of negatively worded items as a mechanism to prevent acquiescence. Based on the applied setting, negative items would have detracted from the face validity of the instrument as organisations do not advertise for jobs in negative terms.

As the emphasis was on 'amount of influence' it was incremental to the validity of the instrument that respondents be able to attribute a numeric value to statements. An alternative response format of percentage figures was considered whereby options of 0%, 25%, 50%, 75% or 90% would be presented. Although gaining the requisite true zero value, there is no agreement in the decision-making literature about appropriate median options on a percentage scale based upon individual variation in cognitions of values (Engel & Parducci, 1961; Schwarz & Hippler; 1995). Research also suggests there may be increased error in responding as participants may assume options represent factor percentages of the overall decision-making process rather than the strength or importance of the factor to the decision-making process.

6.4.1.e Stage Four: Item Generation

Having identified the components of the instrument and response format, items were generated through literature searches and a review of graduate job advertisements (Belt & Paolillo, 1982; Bretz & Judge, 1998; Chapman et al, 2005; Gatewood & Gowan, 1993; Hausknecht, Day, Thomas, 2004; Mason & Belt 1986; Ployhart, 2006; Trank, Rynes & Bretz, 2002; Turban & Keon, 1993). Statements were written in simple English with adjectives in continuous tense to promote ease of response as well as facilitate respondents' mental connections with items. Items were designed to be as specific and concrete as possible, mapping onto the areas identified in the blueprint (See 6.4.1.c). As the questionnaire was to be administered in separate cultures, items were checked for cultural bias, clarity, offensiveness and accurate use of language. At the end of this stage the questionnaire had 78 items.

6.4.1.f Stage Five: Overall Format Design

Background information was specified. Information on gender, age, number of years full-time work experience, ethnic origin, nationality, quality of degree expected and experience with selection techniques (past 3 years) was sought. It was acknowledged that participants may be offended by 'ethnic origin'. However, this was deemed an appropriate item to determine differences between

cultures. Instructions were written in simple English with participants assured of anonymity. The order of items was jumbled to reduce the likelihood of participant boredom and response bias. As questionnaires were being administered online, an IT technician was enlisted to ensure user-friendliness.

6.4.1.g Stage Six: Expert Review and Pilot

Questionnaires were then reviewed by a team of 8 Psychologists (See Chapter 5, 5.3.9.b) as well as 2 HR practitioners from Jamaica. Particular emphasis was given to the cross-cultural transferability of items. Items deemed unclear, repetitive or biased were removed. Following the review stage, the number of items on the instrument was reduced to 73.

6.4.1.g.1 Participants

The instrument was then piloted with 200 second and third year undergraduates from Jamaica and England with 50% of the sample representing each culture. This was done in order to ensure the sample characteristics accurately matched the target audience. 92% of the Jamaican sample indicated West Indian ethnicity whereas there was more variability in the English sample with 63% identifying British nationality, 17% were nationals of member to the European Union and, 20% representing other regions in the world. Table 6.1 details the gender, age, selection and work experience, characteristics of the sample used in the pilot.

Table 6.1: Gender, age, selection technique and work experience of pilot sample used in developing applicant job-pursuit decision questionnaire

Country	N	Males (% of sample)	Mean Age	Range of Selection Technique Experience**	Mean Work Experience (years)
Jamaica	100	24.0 (SD=.43)	22.95 (SD=5.84)	0-24 (SD=4.59)	3.33 (SD=3.83)
England	100	26.0 (SD=.44)	24.01 (SD=6.17)	0-25 (SD=5.96)	3.21 (SD=5.64)

*Standard deviations in parentheses. **Number of selection procedures experienced in last 3 years

6.4.1.h Stage Seven: Item Analysis

Analyses were then conducted to establish the reliability and validity of each item.

6.4.1.h.1 Item Facility

Item Facility refers to an item's ability to differentiate between respondents as well as identify floor or ceiling effects. The facility index of an item is the mean score across respondents for that item. Examination of measures of central tendency revealed items with good facility indices with no index approaching either of the extreme scores. Measures of dispersion were then examined, with items 15, 50 and 53 being discarded at this stage as their standard deviation values were greater than 2.0

(Ferguson & Cox 1993). The shape of the data was then assessed. The skewness (symmetry of a distribution) and kurtosis (degree of scores clustering in the tails of a distribution) of the data are important measures to establish normality. Based on recommendations by Muthen and Kaplan (1985) and later Dewberry (2004) and Field (2005), items that generated a score of greater than 2 or less than -2 were removed. This resulted in items 54, and 65 being removed from the final draft of the questionnaire as both measures of shape generated extreme values.

6.4.1.h.2 Item Discrimination

Item Discrimination is an item's ability to distinguish between respondents on the target construct. This was generated via reliability analyses in SPSS. The Item-total correlation measures the extent to which the item is discriminating; the greater the correlation co-efficient, the more discriminating the item. Item discrimination was measured both at the facet as well as the factor levels with the aid of the blue-print. Results indicated that all items had the minimum correlation coefficient of 0.2 as recommended by Kline (1994). Inter-item correlations were then examined to ensure items on each dimension were truly different rather than paraphrases of each other. Correlations between items were moderate, indicating good discrimination. The final indicator of item discrimination, the Squared Multiple Correlation, also revealed good discrimination between items.

6.4.1.h.3 Item Reliability

Item reliability is the ability of an item to be free from unsystematic errors of measurement. Reliability analyses were conducted to determine the items that were least reliable on a factor as well as a facet level. Cronbach Alpha measures the internal consistency of items measuring the construct. A coefficient of 0.7 is the acceptable standard in the social sciences (Cronbach 1951; Cox & Ferguson 1993; Dewberry, 2004; Field, 2005). Split-half reliability revealed an r value of .92 with the correlation between the first and second halves of the instrument being .85. Following this process of pre-analysis checks and item reliability analysis, the final questionnaire consisted of 34 items with an overall Cronbach alpha of .95 (See Appendix 5.1: Applicant Decision-making Scale). Although a total of 39 items had been removed from the piloted original instrument, reduction of approximately half the items did not compromise content validity as item deletion was balanced across all cells (Rust & Golombok, 2000).

6.4.1.i Stage Nine: Examination of Structure

Exploratory Factor Analyses (EFA) were conducted to identify component structure. In line with Ferguson and Cox's (1993) recommendations, pre-analysis checks were first conducted to ensure that a) a stable population factor structure can emerge from the sample; b) items were properly scaled and free from bias and; c) the data was normally distributed and appropriate for EFA. With a total sample size of 200, ratio-scaled items, and no breach of skewness or kurtosis, the data was deemed

appropriate for EFA. The appropriateness of the correlation matrix was then examined in order to determine covariation among the items being considered. As a lack of covariation equals meaningless results, Kaiser-Meyer-Olkin (KMO) tests of sampling adequacy and the Bartlett test of sphericity (BS) tests were conducted, with the latter testing the null hypothesis that no relationships exist between any of the variables. A significant Chi-Square statistic suggests there are relationships within the data. Both measures were significant with the KMO being 0.93 and Bartlett Test of Sphericity $\chi^2(561) = 3615.04; p \leq .000$.

A factor extraction algorithm was then selected. Parallel Analysis (PA) was chosen based on findings which suggest that not only does it generate the most accurate results, but the traditional extraction heuristic, based on eigenvalues greater than 1, leads to over factoring as more factors than required are retained (Comrey 1978; Zwick & Velicer, 1986). Secondly, although the scree has been found to be reasonably accurate, (Zwick & Velicer, 1986) relying on the break in the scree plot may prove problematic as multiple breaks may exist (Ferguson & Cox, 1993). PA compares a randomly generated set of eigenvalues with those produced by the data. Random data are then factor analysed to produce a set of eigenvalues. Both the randomly generated and observed eigenvalues are then plotted against the number of variables in a scree test. Principle Components Analysis (PCA) with a Direct Oblimin rotation was then used for the extraction, based on the underlying assumption that factors influencing decisions are related and cognitively weighted (Payne 1982). After 17 iterations, six components with eigenvalues greater than 1.0 accounted for 61.25% of the variance. Cronbach alpha for the overall scale was .95. Table 6.2 shows the pattern structure of items extracted from principle components analysis.

As recommended by instrument developers (Cronbach, 1990; Rust & Golombok, 2000), scale reliability co-efficients were then computed to determine the strength of the contribution of items in measuring the construct. As it is quite common to lose a significant number of items in the piloting phase of an instrument, the internal consistency is a robust way of determining if items retained are of consequence. In addition, the standard error of measurement for each scale was calculated in order to determine the distribution of error about the observed score on each dimension. Based on both reliability co-efficients and standard error of measurement, the dimensions on the scale are generally accurate. Table 6.3 shows alpha scale reliabilities.

Table 6.2: Pattern structure of factors influencing applicant job-pursuit decisions generated from Principle Components Extraction

Items		Component Factor Loadings					
		1	2	3	4	5	6
q26	Promoting a cooperative organisational culture	.716					
q25	Having clear organisational values	.699					
q21	Being involved with the community	.662					
q27	Being honest about their expectations	.632					
q28	Having managers with integrity	.622					
q15	Promoting working in a safe physical environment	.577					
q33	Having clear organisational objectives	.568					
q24	Conducting its business in an ethical way	.504					
q34	Having team-mates with integrity	.492					
q19	Exposing me to a range of functional areas of the	.433					
q9	Encouraging me to take initiative		.788				
q11	Encouraging me to be innovative		.680				
q18	Challenging by the work I do		.673				
q10	Promoting work-life balance		.667				
q17	Encouraging me to be the best I can be		.602				
q12	Assessing my performance objectively		.480				
Items		Component Factor Loadings					
		1	2	3	4	5	6
q23	Having friendly employees			.744			
q31	Listening to my ideas			.611			
q29	Respecting my opinion			.581			
q22	Making me feel respected in my position			.535			
q32	Being interested in how satisfied I am at work			.523			
q30	Being committed to developing me as an employee			.513			
q1	Encouraging me to learn new skills while doing my job				.773		
q2	Having transparent assessment systems (appraisal, development etc)				.549		
q3	Providing me with opportunities to develop				.511		
q7	Treating everyone equally					.813	
q8	Valuing my difference as an individual					.757	
q4	Ensuring managers and staff have the same rights					.730	
q5	Giving me freedom to express my individuality					.552	
q6	Having a good selection system					.550	
q16	Promising a stable and secure future						.653
q13	Recognising the importance of my job in the everyday running of the business						.644
q14	Making me feel free from pressures to conform on the job						.618
q20	Being an ideal place to work						.453

Table 6.3: Component descriptor, reliability co-efficients and standard error of measurement for applicant job-pursuit decision-making scales generated

Component Descriptor	Item	Alpha Scale Reliability	Standard error of Measurement
Organisational Values the extent to which the organisation is perceived to have clear values and objectives, managers with integrity as well as conducts its business in an ethical way.	Promoting a cooperative organisational culture	.90	2.13
	Having clear organisational values		
	Being involved with the community		
	Being honest about their expectations		
	Having managers with integrity		
	Promoting working in a safe physical environment		
	Having clear organisational objectives		
	Conducting its business in an ethical way		
	Having team-mates with integrity		
	Exposing me to a range of functional areas of the		
Approach to Effective Working the extent to which the organisation is perceived to encourage initiative and innovation in workers. Challenging employees to be the best.	Encouraging me to take initiative	.82	1.52
	Encouraging me to be innovative		
	Challenging by the work I do		
	Promoting work-life balance		
	Encouraging me to be the best I can be		
	Assessing my performance objectively		
Emphasis on Employee Satisfaction emphasis placed on employee satisfaction and systems in place to promote worker happiness and respect.	Having friendly employees	.86	1.53
	Listening to my ideas		
	Respecting my opinion		
	Making me feel respected in my position		
	Being interested in how satisfied I am at work		
	Being committed to developing me as an employee		
Emphasis on Skills Development provision of opportunities and systems to facilitate skills development and training	Encouraging me to learn new skills while doing my job	.70	1.10
	Having transparent assessment systems (appraisal, development etc)		
	Providing me with opportunities to develop		
Emphasis on Fairness & Equality extent to which the organisation is perceived to have systems based on meritocracy where individual differences are valued and equality encouraged.	Treating everyone equally	.83	1.54
	Valuing my difference as an individual		
	Ensuring managers and staff have the same rights		
	Giving me freedom to express my individuality		
	Having a good selection system		
Emphasis on Individual Contribution the value placed on the employee's role in the success of the business	Promising a stable and secure future	.72	1.54
	Recognising the importance of my job in the everyday running of the business		
	Making me feel free from pressures to conform on the job		
	Being an ideal place to work		

Pearson Correlations were then conducted to establish the relationship between components. As Table 6.4 demonstrates, components are related to each other. Given that items were not constrained against an orthogonal rotation, relationships between components were expected. However, the perfect correlation ($r=1.00$; $p<.01$) between 'Emphasis on Skills Development' and Emphasis on 'Fairness and Equality' suggests these items are capturing the same construct. Despite this, items were retained for confirmation and hypothesis testing due to a concern of the loss of power the removal of 8 items could have on the overall instrument.

Table 6.4: Correlations matrix of factor dimensions and overall applicant job-pursuit decision-making scale

N=200	OV	EW	ES	SD	FE	IC	Overall Scale
Organisational Values (OV)	-						.89*
Approach to Effective Work (EW)	.66*	-					.85*
Emphasis on Employee Satisfaction (ES)	.69*	.63*	-				.85*
Emphasis on Skills Development (SD)	.56*	.63*	.52*	-			.70*
Emphasis on Fairness and Equality (FE)	.58*	.73*	.64*	.50*	-		.79*
Emphasis on Individual Contribution (IC)	.68*	.62*	.73*	.49*	.58*	-	.82*

*Correlation significant at the 0.01 level (2 tailed)

6.4.2 Phase Two: Confirmation and Hypothesis Testing

To enable hypothesis testing as well as establish sample factor congruence with the British population, the final questionnaire with 34 items was then administered to the 414 participants from Study 3. The procedures in the previous stage (6.4.1.i) were repeated. The factor structures for previous applicant-based measurements accentuate the complex nature of applicant behaviour. The factor structure for the TAS for example, have been reported to comprise of 1 (Avery et al, 1990) to 7 (Schmitt & Ryan, 1992) subscales, thereby suggesting that factors driving applicant pre and post behaviours may be susceptible to individual, organisational, environmental as well as job contextual factors. In addition, findings from Chapter 6 also highlight the mediating relationship of technique perceptions to the decision-making process.

6.4.2.a Alternate Model CFA within AMOS 6

There are two key approaches to examining the factor structure of a measurement within the AMOS 6 software. A strict confirmatory approach is one in which a model is tested using SEM goodness-of-fit tests to determine if the model specified by the investigator is consistent with the data. An alternative models approach on the other hand, allows two or more models to be tested to identify which has the best fit (Byrne, 2001). For the hypotheses of this study, an alternative models approach was adopted. Kline (1998) prescribed a two-step modelling approach where the researcher first tests the pure model underlying a full structural model and if the fit is found acceptable then the second step is to examine the structure of the amended model.

Covariance between observed and unobserved variables is measured via a path diagram (Byrne 2001). The researcher plots the expected relationship between observed and latent variables, and generates estimates of fit. These generated estimates are used to determine the degree to which the model fits the data. Similar to EFA, there are a number of methods used to establish goodness-of-fit, with AMOS producing a total of 25. The *Chi Square* (χ^2) statistic is considered the primary index of goodness-of-fit whereby the null hypothesis states that the projected model is a good fit for the data. However, due to problems associated with reliance on the χ^2 , (sensitivity to sample sizes and inappropriateness when distributional assumptions are violated), the Root Mean Square Error of Approximation (RMSEA) (Steiger & Lind, 1980), the Bentler Comparative Fit Index (CFI) and the Tucker-Lewis Index (TLI) were chosen as additional measures of fit as they are the least to be affected by sample size (Fan, Thompson & Wong, 1999) while reflecting parsimony (Garson, 2007). A Maximum Likelihood Estimation (MLE) was also selected as this approach identifies estimates that have the greatest chance of reproducing the observed data (Pampel, 2000).

6.4.2.b Hypotheses

Hypothesis 1: Applicant job-pursuit decision-making has a three factor structure as suggested by the factor rotation using a parallel analysis algorithm

6.4.2.c Design

This study was an exploratory, cross cultural survey of the underlying factors of applicant job pursuit decision-making.

6.4.2.d Participants

All 179 Jamaicans and 235 British second and third year undergraduates from Study 3 completed the questionnaire (See Chapter 5: 5.3.2.a).

6.4.2.e Results

Two models were conducted. One with the 6 component structure derived from the Oblimin rotated matrix with eigenvalues greater than 1 and the other with the 3 factor solution emerging from Parallel Analysis. The model for the Oblimin factor structure is presented first.

6.4.2.e.1 Applicant Job-Pursuit Decision-Making Factor Structure generated from Oblimin Rotation

From a sample size of 414 the model is recursive, with the minimum number of iterations achieved. The probability of the model accurately representing the data is significant with $p < .00$. The path diagram with factor loadings of the six sub-scales measuring applicant self-selection decision-making is depicted below.

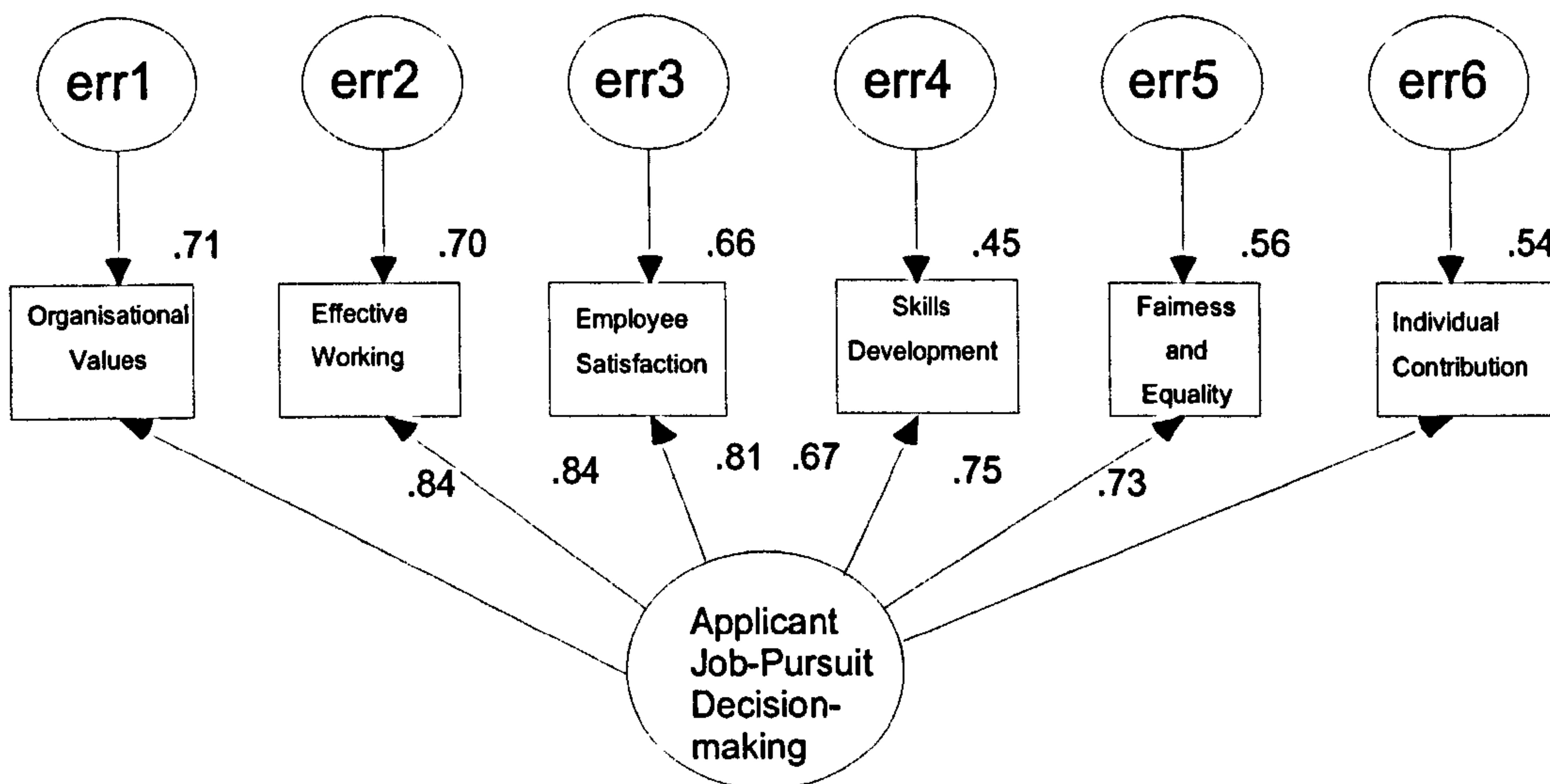


Figure 6.1: Factor structure of applicant job-pursuit decision-making with generated Eigenvalues greater than 1

From the path diagram above, it is evident that organisational values (OV), approach to effective working (EW) and emphasis on employee satisfaction (ES) load more highly onto the common factor of applicant job-pursuit decision-making (ADM) than emphasis on skills development, fairness and equality, as well as valuing individual contribution with OV and EW appearing to be the best predictors of applicant self-selection intent. Their standardised regression weights are .84 and .84 respectively. This means that ADM can be explained by about 71% of the variance in OV and 70% of the variance in EW.

However, the model fit summary in Table 6.5 shows the χ^2 statistic for the model fit is significant, meaning that the null hypothesis of a good fit to the data can be rejected. Although both the CFI and the TLI are over the requisite .90, the RMSEA suggests that the fit of the model is questionable. The value of .101 exceeds the .05 suggested as a cut-off point for accepting the model fit.

Table 6.5: Model fit summary estimates of six factor applicant job-pursuit decision-making structure with generated by Eigenvalues greater than 1

Model	Non Parametric	Constitution Mining	Degree of Freedom	P	CMIN/DF	
Default model	12	47.11	9	.00	5.20	
Saturated model	21	.00	0			
Independence model	6	1422.31	15	.00	94.82	
Model	Root Mean Square Error of Approximation	LO 90	HI 90	PCLOSE	CFI	TLI
Default model	.10	.07	.13	.00	.97	.96
Independence model	.48	.46	.50	.00	.00	.00

Examination of the Modification Indices suggests that an improvement in fit can be obtained by imposing additional covariation constraints upon the err4, err5 and err6. Such modification would result in a χ^2 value of 14.99, $p=.005$ and a default model RMSEA of .08

6.4.2.e.2 Factor structure of applicant job-pursuit decision-making generated by Parallel Analysis

From the total sample of 414 the model was recursive, with the minimum number of iterations achieved. The probability of the model accurately fitting the data was significant with $p<.00$. From the path diagram in Figure 6.2, Organisational Values (OV) has the highest factor loading in the self-selection process.

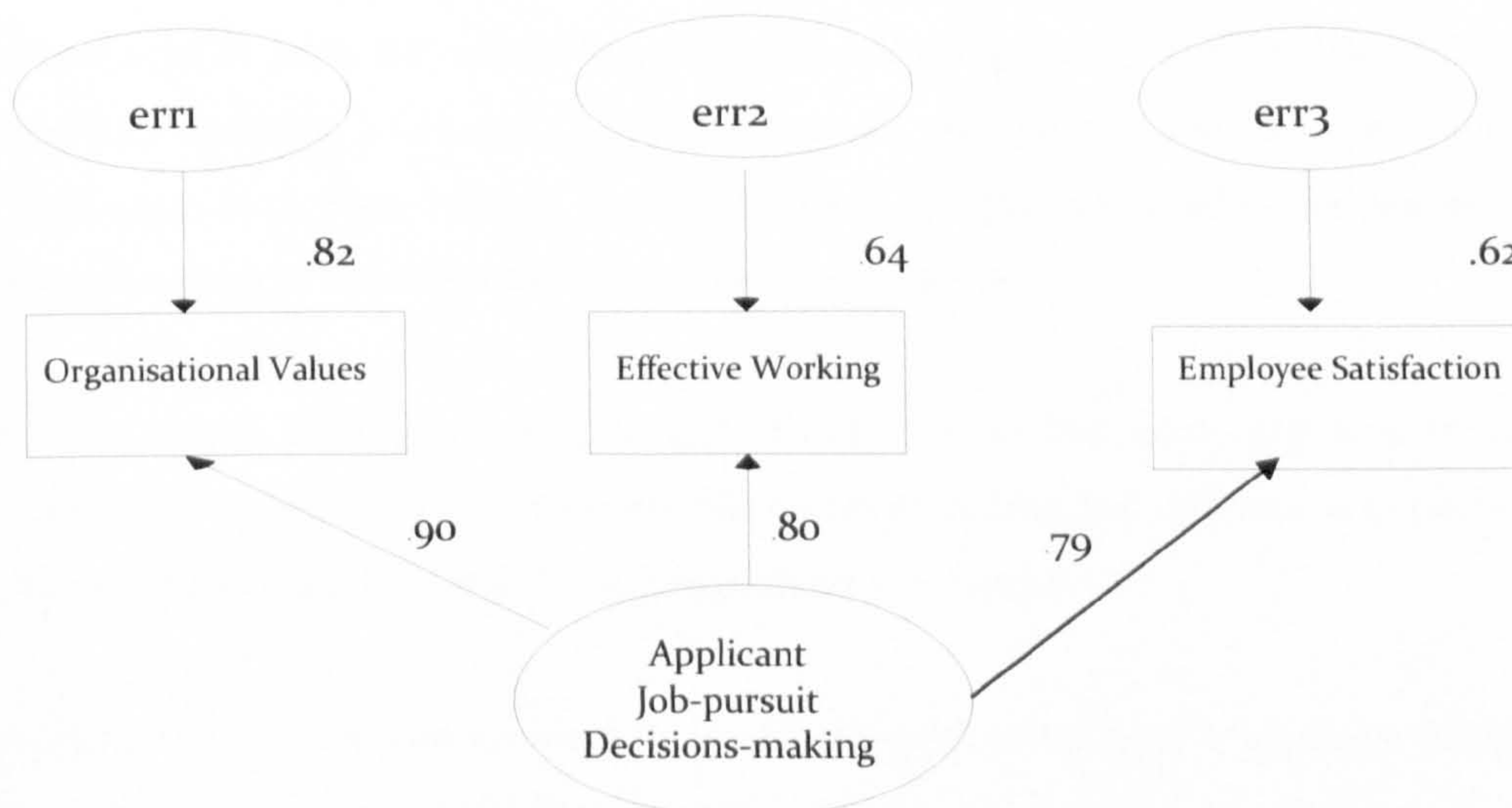


Figure 6.2: Factor structure of applicant job-pursuit decision-making generated by Parallel Analysis

For this model, the regression weights were all significant with R² corresponding to all three of the observed variables indicating that factors explain between 62.0% and 81.9% of the variance. The overall model fit appears quite good. The χ^2 test yields a value of .00, which evaluated with 0 degrees of freedom suggests a perfect fit with the data.

Table 6.6: Model fit summary estimates of three factor applicant job-pursuit decision-making structure generated by Parallel Analysis

Model	Non Parametric	Constitution Mining	Degree of Freedom	P	CMIN/DF			
Default model	6	.00	0	***				
Saturated model	6	.00	0	***				
Independence model	3	625.99	3	.00	208.66			
Model	Root Mean Square Error of Approximation	LO 90	HI 90	P CLOSE	CFI	TLI	GFI	
Default model					1.00		1.00	
Saturated model					1.00		1.00	
Independence model	.71	.66	.76	.00	.00	.00	.00	

*** p<0.00

As can be seen in Table 6.6, model fit statistics revealed a good fit with the data. With RMSEA being too small to compute, a CFI and GFI of 1.00 suggests the model is a good fit for the data. Based on the findings of both these models, Hypothesis 1 was accepted as Parallel Analysis generated a more accurate structure of applicant job-pursuit decision-making.

With the model proving to be psychometrically sound, the next step was to determine the robustness of the model to identify both differences in culture and differences in performing-level of applicants likely to apply. The following hypothesis was tested:

Hypothesis 2: The model can successfully identify the performing-level of applicant likely to pursue the job regardless of cultural background.

Independent samples t-test were conducted to identify differences on the three scales for applicant performing-level. In general, there were no significant differences between higher-performing and lower-performing applicants across the three scales. However, an examination of applicant performing-level between cultures produced significant results. Descriptive statistics revealed mean ratings of the importance of Organisational Values for higher-performing Jamaicans was 42.41 (SD=6.45) compared to 40.06 (SD=6.04) for lower-performing applicants. The 95% confidence intervals for the means were 42.62 to 46.90 for higher-performing applicants and 40.23 to 44.59 lower-performing applicants. Independent samples t-test showed higher-performing Jamaican candidates rated "Organisational Values" on average significantly higher than lower-performing applicants $t(177) = 2.69; p = .03; r = 0.16$. There were no significant differences in ratings of Effective Working or Employee Satisfaction between higher-performing and lower-performing Jamaican applicants. Conversely, OV (mean=.32), EW (mean=.57) and ES (mean=.72) were equally valued by both higher-performing and lower-performing UK applicants. With difference between applicant performing ability significantly identified for Jamaican candidates, Hypothesis 2 was partially supported.

6.5 Summary

The current study examined the factorial structure of applicant job pursuit decision-making in order to determine the role of culture in applicant self-selection. Following a detailed development process, a 34-item Likert questionnaire was constructed as a pre-measure to identify organisational factors influencing application decisions. Both Parallel Analysis and Principle Components Analysis were used as algorithms in an Oblimin factor rotation. Confirmatory factor analysis revealed the former was the most accurate in identifying a 3-factor solution. Independent samples t-tests identified significant differences in ratings by different quality applicants, for the three dimensions between and within cultures.

6.6 General Discussion

The discussion begins with an overview of the structure of applicant job-pursuit decision-making which takes into account previous discourse on instrument development research. Methodological and theoretical implications of this work are highlighted with suggestions for future investigation in this area proffered.

6.6.1 Factor Structure of Applicant Job Pursuit Decision-Making

From the development of a 5-point Likert questionnaire, results demonstrate that applicant self-selection decisions are primarily influenced by candidates' perceptions of an organisation's values,

approach to effective working and emphasis on employee satisfaction. Two factor structures were examined from an Oblimin rotation. This was congruent with previous examination of factor structures within the applicant behaviour domain (Arvey et al, 1990; Bauer et al 2001; McCarthy & Goffin, 2003; and Schmit & Ryan, 1992). The first, a 6-factor structure, emerged using the traditional algorithms of scree plot and eigenvalues greater than 1. Factors emerged were identified as: organisational values (OV); approach to effective working (EW); emphasis on employee satisfaction (ES); emphasis on skills development (SD); emphasis on fairness and equality (FE); and valuing individual contribution (IC). The second 3-factor structure, emerged using Parallel Analysis.

Construct validity studies are conducted in order to demonstrate the extent to which a construct is congruous with its definition (Cronbach & Meehl, 1955). The emergence of two factor structures can be explained by three key points. Firstly, the use of different algorithms in the factor rotation process has been demonstrated to generate varying degrees of accuracy, with Parallel Analysis being documented to be consistently more accurate (Comrey 1978; Ferguson & Cox, 1993; Zwick & Velicer, 1986). As a result, Hypothesis 1 was accepted. Secondly, the emergence of the three highest weighted dimensions in both structures provides further evidence of non-compensatory decision-making strategies being utilised at the initial self-selection stage. The three additional dimensions derived from the scree plot reflect components not as highly weighted or those likely to be abrogated when applicants decide which jobs to pursue. Thirdly, it is feasible to argue that at the job-pursuit stage, it is not the existence of hygiene or maintenance factors driving applicant choice but rather the perceived implications of the interaction of the two. This is discordant with previous research by Herzberg, 1957, Pervin 1989, and Trank, Rynes and Bretz (2002), who previously found correlations between numerous hygiene and maintenance factors with applicant attraction. The absence of power of 'skills development' within the three factor solution also contradicts previous research by Turban and Keon, (1993), who identified developmental opportunities as key maintenance factors driving applicant attraction to organisations.

6.6.2 Identification of Higher-Performing Candidates Likely to Apply

Independent samples t-tests were conducted to determine the degree to which the 3 factor model significantly distinguished higher-performing job applicants. Across cultures, there were no significant differences for higher-performing applicants across the three scales. However, analysis at a cultural level revealed significantly different ratings of higher-performing Jamaican applicants on the dimension of 'Organisational Values'. Conversely, there were no significant differences in ratings of higher-performing British graduates. This implies either a) Organisation Values, Emphasis on Working, and Emphasis on Satisfaction are equally valued irrespective of ability of applicant; or b) British applicant job pursuit decision-making is influenced by other factors. This finding has

particular relevance for the use of specific theoretical frameworks to understand applicant self-selection behaviours. If previous findings of quality of candidate likely to apply being moderated by negative information are valid (Bretz & Judge, 1998), then assessing application intent using negatively framed organisation information may prove a more effective methodology of determining the valence of the self-selection paradigm in such cases. As information contained within adverts are managed by organisations, the attraction-selection-attrition hypothesis could prove a viable framework to identify the relationship between information contained in adverts and perceptions of organisational fit of higher and lower-performing applicants.

6.6.3 Taxonomy of Construct Validity and Theory Practice Linkages

Findings can also be mapped onto Anderson and Herriot's (2001) construct validity and theory practice linkages taxonomies. Firstly, in light of evidence of no significant differences in applicant ratings of dimensions across cultures, both British and Jamaican applicants equally value OV, EW, and ES. This may be a naturally occurring artefact of the understanding of the selection process becoming filtering across country borders. Secondly, differences within cultures particularly those in Jamaica, suggest a shift in cultural expectations of work from perceiving the selection as a one-way to a negotiation process (Anderson 2002). This suggests, with regards to applicants, Hofstede's (1980) that cultural dimensions have particular relevance in identifying longitudinal patterns in attitudes, perceptions and experience of the selection process. Based on Hofstede's model, it can be hypothesised that applicants from countries with low individualism (Jamaica, 39) may value advertised job features that emphasise a fit with organisational culture, teamwork and knowledge sharing more than job applicants from countries with high individualism (UK, 89), where individual modes of performance and schemes of work may be targeted in job adverts. Earlier findings of Jamaican applicants perceiving organisational characteristics most attractive compared to British applicants preferring job role (Study 3) corroborate this effect-of-local-cultural-dimensions-on-applicant-perceptions-and-decisions hypothesis. Therefore, future research is encouraged to examine the degree to which cultural-based based dimensions can be used to model applicants' motivation to apply, perceptions of selection procedural justice, decisions to pursue, accept, reject and remain in a job, and the pre and post socialisation of applicants. Such research will advance the development of the construct of applicant job pursuit decision-making and applicant selection behaviour.

6.6.4 Limitations

The central criticism anticipated relates to the analytical techniques utilised to establish the measure's distinguishing properties. Given the detailed approach to instrument construction combined with the use of AMOS 6.0 to examine psychometric properties, criticisms of the

development process are not forecasted. However, it is readily conceded that the customary practice in construct validity studies is the utilisation of multiple linear regression analyses to determine the percentage of variance accounted for in outcome variables, by the emergent dimensions. However, as the understanding of applicant job pursuit decision-making is in its inchoate stages, and in light of results indicating no differences within the UK demographic, there is the implication there are additional components impacting the decision-making process that are yet to be examined. It is therefore recommended that future research assess the impact of these dimensions on applicants' intention to apply in a realistic self-selection context.

As discussed in Chapter 6, non-use of an objective measure of applicant performance-ability has detracted from the power of findings. Despite this, results highlight both the practical and theoretical feasibility of research of this nature, as the potential impact of job adverts on the likelihood of highly-skilled applicants opting in is great. Future researchers are therefore encouraged to replicate this study utilising an organisationally-based, objective measure of cognitive ability (such as the Waston-Glaser Critical Thinking Appraisal) and a measure of work-based personality (such as Hogans Personality Inventory), and examine any differences in factor structure and predictive power that may emerge.

6.6.5 Directions for Future Research

Future research in this area should further explore the underlying construct of applicant self-selection via new analytical techniques such as latent variable modelling. In addition, research examining this topic should analytically compare the structure of decision-making based on the Rasch (1982) model of construct unidimensionality to that of other factor solutions generated, in order to: a) obtain conclusive evidence on the factor structure of applicant-based behaviours; b) better facilitate regional and international generalizability of models of applicant pre-selection behaviour; and c) examine cultural patterns in responses to items measuring applicant decisions using more advanced techniques such as Differential Item Functioning. In addition, future assessments of the validity of the model should be used in predictive studies adopting multiple criteria, such as applicant confidence, job-pursuit intentions as well as decisions to not pursue jobs. Applicant-based research utilising the Applicant Job-Pursuit Decision-Making Questionnaire designed here, in conjunction with the previously documented Test Attitude Survey (Arvey, Strickland, Drauden & Mauden; 1990) and the Social Process Questionnaire on Selection (Derous, Born & de Witte; 2004) is particularly championed to determine the concurrent validity measures. This will also enable the measurement of interaction effects between components of attitudes, perceptions and decision-making. Empirical work with these three measures will provide further

evidence for the analysis of personnel selection behaviour as a socio-cognitive space and as such highlight the import of theories such as Theory of Planned Behaviour within the applicant domain.

The next chapter concludes the triangulation of shareholders in the assessment process and examines the role of criterion and fit-based factors in future Jamaican selectors' decision-making using a quasi-experimental selection exercise.

Chapter 7

Selector Decisions: Fit versus Criterion-based Approaches in Candidate Choice

“What your hands do, it’s your own eyes that have seen. So won’t you judge your actions, to make sure the results are clean?”

‘Pass it On’, Burnin’, Bob Marley & The Wailers (1973)

7.1 Introduction

Having examined the role of culture in organisational and applicant selection decisions, the following chapter uses a simulated selection exercise to examine the decisions of future Jamaican selectors. The results of the two preceding sections illustrate the role of cultural and external factors in criterion and fit-based approaches to organisational and applicant selection decisions. The current chapter aims to identify: a) the importance of criterion and fit-based factors to selectors in a simulated managerial selection exercise; b) the likelihood of selectors using higher-criterion based selection techniques given findings in Study 2a that higher criterion-based selection techniques will be most important for the future; c) the degree to which competencies identified as important for the future are actually weighted during the selection process; and d) examine the degree to which selector biases influence decisions about the best candidate for the job.

The chapter begins with an overview of previous research on selector decision-making which includes a critique of theoretical principles and methodological orientations. Research questions and hypotheses are then presented with a discussion of method and participants. This is followed by results, which are discussed in relation to previous research on managerial cognition, as well as theoretical implications for selecting for change and multi-level selection (Herriot & Anderson, 1997).

7.2 Selector Decision-making Research Relevance and Rationale

As Chapter 1 illustrates, despite great interest within this arena many questions remain unanswered about how decision-makers make personnel selection decisions. There is still a need for research to produce a more detailed account of the process and outcomes of selector decision-making in unique cultural contexts, particularly regarding use of higher criterion-based techniques. Key limitations of previous research include: 1) no consensus on the most appropriate methodology (Wei & Salvendy, 2004); 2) lack of comparative studies to ascertain the impact of information framing and biases on selector decisions (Bazerman, 1983); and 3) the impact of specific selection techniques on decision outcomes. Each of these limitations is outlined below before the aims of this study are presented.

7.2.1 *Lack of Consensus in Managerial Decision-making Research Methodology*

A lack of consensus on the best methodology to establish robust cognitive models of managerial decision-making have led to many calls for more work in this area. Klein (1999) for example, posited that when tasks are complex it is not enough to simply observe behaviours, it is also important to find out how decision-makers think and what they know, how they organise and structure information, and what they seek to understand better. While Kuncel (2008) recommended the use of realistic methods to identify actual decision-making processes, Wei and Salvendy (2004) reviewed the various methodological techniques utilised in decision-making research and argued that Cognitive Task Analysis (CTA) is valuable for tasks that depend on cognitive aspects of expertise, such as decision-making and problem-solving. CTA provides the tools for understanding the cognitive elements of job performance, unlike traditional task analysis that has an observable process and emphasises behaviours. CTA has also been endorsed by Means and Gott (1988) and later Klein (1999), who contended that the approach can boost human performance by guiding the development of tools and programs that support the cognitive processes required for a task. CTA is particularly thorough and accurate when two or more methods are combined. As a recommendation, Klein and Militello (1998) encouraged future research in the area to utilise multiple methods to minimise potential measurement errors and to maximise the scope of domain coverage.

Similar to CTA, verbal protocol analysis (VPA) has been championed as an effective methodological technique to measure cognitive processes. Barber and Roehling (1993), for example, describes VPA as “a process-tracing method that requires subjects to think aloud while making a decision” (pg. 845) and have endorsed VPA as an appropriate technique, particularly for identifying time spent on individual units of information or the sequence in which items are considered. Previous research has utilised VPA to identify cognitive processes of managers conducting performance appraisals (Schweiger, Anderson & Locke, 1985) and managerial decision-making (Isenberg, 1986). A key concern about the VPA method, however, is the effect of the process itself on decision-makers’ opinions. With this methodological debate in the literature, the current study utilises a cognitive task to examine selector decisions elicited from a verbal protocol, a standard questionnaire and an alternated format based on recommendations by Klein and Militello (1998). A multi-method approach facilitated the analysis of applied decision-making outcomes across methodologies consistently debated in the cognition literature.

7.2.2 *Inconclusive Evidence of Framing and Biases on Decision-making Processes and Outcomes*

A second challenge within this area pertains to the lack of conclusive evidence on the role framing plays on both decision-making processes and outcomes. Tversky and Kahneman (1981) defined a decision-frame as ‘the decision-maker’s conception of the acts, outcomes and contingencies associated with a particular choice’ (p.483). Framing, therefore, influences the overall quality of decisions, as how people make decisions can be influenced by the ordering of questions or response options (order effects), the presence or absence of words, the framing of ideas, (Converse & Schuman, 1970; Schuman & Presser, 1981; and Plous,

1993) or the novelty of the situation (Sims & Gioia, 1986). Bazerman (1983), for example, lamented the lack of comparative studies on expert and novice decision-making and criticised earlier research for lacking contextual realism. Fagley and Miller (1997) concluded the framing effect was less pronounced than expected when assessing novice versus expert groups. Findings have also indicated framing has an effect on the probability of choosing risky options.

Using experiments, Boudreau (1991) introduced mode of administration to the debate by concluding that computer administration influenced the pattern of responses to options. He argued that delivery of information via the computer generated significant results in decision-makers selecting the risky option across all framing and experience conditions. Despite this, he surmised that using the computer did not make a difference in susceptibility to the framing effect and susceptibility to framing effects was less pervasive among more experienced decision-makers, although executives were significantly more likely to choose risky alternatives under positive framing. In light of this, this study will examine framing effects across selector characteristics and decision outcomes within a realistic short-listing selection exercise using computerised administration.

There is also no consensus on the sources of bias in manager decision-making, resulting in a number of researchers voicing concerns. Porac and Thomas (1990), for example, asserted that models provide a useful tool for decision-makers to simplify complex business environments. Mintzberg (2001) and later Landy (2008) concurred with this premise, noting that executives use information to develop a series of mental models of how the internal workings of their organisations function when dealing with complex tasks. They use mental models to simplify the decision-making process and test alternate solutions.

Conclusions about traditional models of decision-making being problematic have also been drawn by Judge and Ferris (1994) who suggested that rather than seeking the most qualified person for the job, decision-makers might seek to maximise self interest by selecting candidates who think like they do and further their own agenda. This seemingly inherent procedural bias led to Chen and Lee (2003) emphasising the need for research that supports a better understanding of decision-makers' cognitive biases and further suggested cognitive mental models play a vital role in a decision-maker's understanding of business environments and problems. Prior to this, Donaldson and Lorsch (1983) had utilised an exploratory study and found executives were constrained by financial targets, organisational demands, as well as their own psychological constructs of their own beliefs. Senge (2000) later confirmed that many good strategies fail because executive assumptions of how the world works minimise decision-making.

In concluding that previous studies have not sufficiently tackled the role of cognitive biases in business contexts, Das and Teng (1999) argued that different decision processes tend to accentuate particular types of cognitive bias. They proposed that the more rational and systematic the decision process the more likely

it will be that managers will bring prior hypotheses to decisions and the more likely that they will have illusions of problem manageability. They further suggested the more emphasis placed on maintaining the status quo in a strategic decision, the more likely managers will bring prior hypotheses to decisions. In order to demonstrate the occurrence of biases in decision-making this study will examine the degree to which decision-makers bring prior hypotheses to their decision-making as well as the emphasis placed on maintaining the status quo.

7.2.3 Influence of Selection Techniques on Decision-making Outcomes

The fourth problem identified by earlier researchers addresses the variability in decision-making outcomes with the use of different selection techniques. This has resulted in inconclusive evidence on the role selection techniques play in the interpretation of candidate information as a means to facilitate good decisions. In research employing interviews, Anderson and Shackleton (1990) testified to the range of errors in information processing as 'similar to me' effects influenced interviewer impression formation. They also found that interviewer impression of a candidate's personality were predictive of occupational suitability ratings and outcome decisions. In addition, research on interviews have also generated differences in the role applicant characteristics play in selector decisions, with evidence supporting differences in applicant characteristics on selection choice (Arvey, Miller, Gould & Burch, 1987; Haefner, 1977; Singer & Sewell, 1989). Conversely, evidence refutes selection differences across applicant characteristics (Connor et al, 1978).

Similar suggestions have been made about use of assessment centres (AC), where selector perceptions of candidate behaviours were primarily influenced by interpersonal and problem solving skills. It was therefore concluded that selector judgements do not coincide with AC designer assumptions of how selectors use information (Klimoski & Brickner, 1987; Lievens, 2001; Lievens & Klimoski, 2001). With this in mind, the current study is the first of its kind to utilise a pre-selection cognitive exercise to identify sources of biases rather than the examination of bias via the actual selection process. With respect to interviews, Schmitt (1976) cited evidence for attitude and racial influences (Basket, 1973; Frank & Hackman, 1975; Rand & Wexley; 1975), gender influences (Cohen & Bunker, 1975), as well as influences of interviewer experience (Carlson, 1976; Plous 1993). This study will therefore utilise age, highest position held, generalist HR experience, and specific selection experience as indices of expertise in order to determine the impact of experience on selector decision-making. In light of the aforementioned limitations, the aim of this chapter is four-fold:

1. To identify differences in selector decision-making outcomes using a cognitive task across different methodological formats as prescribed by the literature.

2. To investigate the effect of information framing and biases on selector weighting of criterion and fit-based factors.
3. To capture a realistic account of applied decision-making. To do this, the study utilises multi-attribute utility theory in the presentation of positive and negative candidate attributes to enable more rigorous evaluations of the relationship between processes and types of biases as proposed by Das and Teng (1999).
4. To identify the relationship between selection technique experience and future selectors' use of higher criterion-based selection techniques for candidate choice.

7.2.4 Hypotheses

With these aims, the study used a quasi-experiment to test the following hypotheses:

Hypothesis 1: Selector age, highest position held, general HR experience and specific selection experience can be used to determine candidate choice. More experienced selectors are more likely to select the best person for the job (Candidate B) as they are more likely to use more effective mental models to simplify the decision-making process and test alternate solutions (Mintzberg 2001; Landy 2008).

Hypothesis 2: There is a significant framing effect of questionnaire format on selector ratings of candidate 'Background Information', 'Qualifications and Experience' and 'Leadership Skills'. Participants in the alternate questionnaire condition will on average rate candidate characteristics more highly.

Hypothesis 3: Given the debate on biases in managerial decision-making, there is a significant effect of questionnaire format and job industry on the amount of information used in a selection decision, as well as the number of assumptions made about a candidate's suitability.

Hypothesis 4: The likelihood of Jamaican selectors utilising higher criterion-based selection techniques will be a function of selector experience (selector age, general HR experience, selection experience and highest position held).

7.3 Method

This section describes the methodology of the study. Characteristics of participants including experimental condition assignment, details of the task, procedures used and data analysis, are presented next.

7.3.1 Participants

Forty-two MSc Human Resource Management (HRM) graduates of the University of the West Indies in Jamaica (6 males, 34 females, mean age 40.82) participated in this experiment. Candidates were randomly selected from the membership list of graduates from the last 10 years and classified as 'future decision-makers'. Participants had an average 6.5 years general HR experience and 4.9 years selection experience. 45% of participants enrolled on the course in 1999, 2000 and 2001, while 55% enrolled between 2002 and 2005. Respondents were assigned to either the experimental or control condition based on questionnaire administration method using simple random sampling. The experimental group comprised of 13 participants (2 males, 11 females) who were assigned to the 'Alternated Questionnaire' method, while the control group comprised of 16 participants (2 males, 14 females) who received the 'Standard Questionnaire' method. A third group comprising of 13 participants (2 males, 11 females) were assigned the 'Verbal Protocol' method.

Using simple random sampling for the 'Alternated Questionnaire', 4 participants were assigned the 'Finance' job role, 5 received 'Information Technology' and 4 'Marketing'. For the 'Standard Questionnaire', 5 participants were assigned 'Finance', 6 received 'Information Technology' and 5 received 'Marketing'. For the 'Verbal Protocol' method, all participants were assigned the 'Marketing' role in order to capture biases in decision-making processes whilst controlling for possible confounding variables. This was done to preserve power of findings given the sample size as well as the inherent nature of the method. Groups were assigned using computerised random sampling with participants kept blind to the objectives of the experiment. In keeping with ethical guidelines, participants were debriefed and given additional information on research objectives at the end of the study. Participation was voluntary with no reward offered for taking part.

7.3.2 Task Materials

Participants were presented with five pieces of information simulating a managerial selection exercise. Fictitious information was provided on a company, a job and three short-listed candidates (See Appendix 6.1: Task Materials Job Selection Experiment). The task was converted to an interactive electronic format and administered to participants via a web link. This enabled the sequence in which participants selected the five pieces of information to be recorded in order to identify order effects on selector decision-making. Information on the company, the job and candidates are detailed next.

7.3.2.a Company Information

A medium-sized consultancy firm with 210 employees served as the context. The company was undergoing major organisational change and development with an identified key competitor. Characteristics of the organisation were chosen based on findings in Chapter 4, that 60% of companies were service-oriented with 52% of organisations having fewer than 250 employees. This was done to ensure a realistic scenario

and content validity (Rose & Baydoun, 1995). Depending on the randomisation process, the company was either 'Marketing', 'IT' or 'Finance' oriented. Given evidence in the literature of traditional styles of leadership in Jamaica (See Chapter 2:2.2.3) as well as findings in Study 2b suggesting traditional leadership styles were perceived as impediments to getting the best person for the job, the Chairman of the organisation was described as 'very charismatic' and 'a visionary' with an 'open leadership style' encouraging 'innovative and futuristic solutions and practices' who particularly did not want employees who subscribed to 'the old ways of doing things'. This was done in order to determine if traditional selection decision-making processes were made despite a more modern organisational context.

7.3.2.b Job Information

Like the core business of the company, the job title varied depending on the randomisation process. Participants either received a position of 'Executive Marketing Analyst', 'Executive IT Analyst' or 'Executive Financial Analyst'. Information was presented on five essential skills required: people management; functional management; strong technical ability; communication and negotiation ability and advanced market knowledge. This too, was based on findings of needed managerial skills in Study 2a. Details were also given on key responsibilities which included: managing a team of 8; co-ordinating key departmental functions; planning and conducting research and development initiatives; designing strategic solutions for both long and short terms; and developing skills base of team members. Information was designed to reflect realistic job requirements and responsibilities of similar level positions based on reviews of advertised managerial roles in national broadsheets.

7.3.2.c Candidate Information

Three short-listed candidates were presented - 2 females and 1 male. Candidates were given generic names to ensure realism while minimising potential biases. Bullet-pointed information on each candidate was provided under headings of 'Background Information and Personal Details', 'Qualifications and Experience' and 'Leadership Skills' to simulate information from realistic application forms and biodata. Given the novice versus experience debate in the decision-making literature (Bazerman, 1983; Boudreau; 1991; and Fagley & Miller; 1997), age of fictitious candidates was controlled as a possible confounding variable and set at 35. This would also ensure analyses on expertise could be conducted using demographic variables specifically addressing selection and HR experience (See Section 7.2.3). Candidate information contained positive, negative and neutral attributes. This was based on a multi-attribute utility decision-making framework (Adams & Fagot, 1959; Tversky, 1967) to ensure a realistic representation of competing alternatives in choice. For all candidates, negative information was only contained under the heading 'Leadership Skills'. Candidate A – Simone Brown, had 3 negative attributes from a total of 8, Candidate B – Natalie Phillips had 2 negative attributes from a total of 8, while Candidate C–Mark Johnson had 5 negative attributes from a total of 8. Therefore, based on a rational decision-making approach, the experiment was designed for Candidate B as the best person for the job. In addition, attributes of candidates were designed

so that Candidates A and B were very similar in relation to Candidate C, in order to determine the extent to which choice of candidate was reduced to an ancillary criterion when attributes and characteristics were considered levelled.

7.3.3 Design

Within a 2 (administration method) X 3 (job role in task) quasi-experimental factorial design with independent measures, a cognitive task was used to determine selector decision-making processes and outcomes. The two levels of administration methods were “alternated information questionnaire” and “standard questionnaire” used as the control method. The three levels of job role were “finance”, “information technology” and “marketing”, which was used as the control group. A cognitive task was utilised based on recommendations by Klein (1999), Klein and Militello (1998), and Means and Gott, (1988). In contrast to other approaches such as a survey or interview, use of a cognitive task readily facilitated the investigation of decision-making behaviours through the manipulation of variables within a realistic selection context.

7.3.4 Procedure

Three types of procedures are discussed next: the expert panel review, administration of both questionnaire formats and the verbal protocol.

7.3.4.a Expert Panel Review

Prior to the experiment, a panel of 8 experts completed the questionnaire to ensure face and content validity, cultural specificity, appropriateness of response options, utility of online format, appropriate difficulty of activity, cognitive demand of activity, clarity of instructions and appropriate experimental design. The panel comprised of 2 Cognitive Psychologists, 3 Occupational Psychologists, 1 Psychometrician, and 2 Senior Jamaican HR Managers. Following this process, instructions were clarified, response options adjusted to elicit realistic framing of decisions, and the utility of the instrument edited with the aid of an IT Technician. The experiment was then piloted with 5 Jamaican MSc graduates who reflected the demographic and knowledge characteristics of the target group.

7.3.4.b Standard and Alternated Questionnaires

All graduates from the Jamaican MSc. HRM membership list were first assigned to one of the three methods (standard questionnaire, alternated questionnaire or verbal protocol) using systematic random sampling. Randomised participants were then e-mailed their web-links based on the method they were assigned. If a participant accessed the web link, the program would randomly assign an industry format (Marketing, IT or Finance). Upon access, participants were then presented with the ‘Introduction’ page containing the general purpose of the experiment, detailed instructions, as well as contact details of the researcher. This was in keeping with ethical guidelines of experimentation whilst preserving the validity of findings. Upon selecting the ‘Start’ button, candidates from all three formats completed Part A –

'Demographic Information' (See Appendix 6.2: Study 5 Experiment Demographic Information). Data on gender, age and year enrolled on the HRM course were requested. Candidates were then asked details of their HR experience, selection experience, as well as experience with the most frequently used selection techniques, as identified in Study 2a (application forms, references, structured interviews) and experience with higher criterion-based selection techniques (assessment centres, personality tests, cognitive mental ability tests, integrity tests and work sample tests). Respondents were then guided to the experiment, presented with all 5 pieces of information and asked to identify the best, second best and worst candidate for the job, indicating their confidence in each choice.

Candidates receiving either versions of the questionnaire continued the activity via the electronic interface, whereby they were asked a combination of open-ended and closed questions to justify their choices and state what contribution the applicant is likely to make to the job, team-mates and the organisation in general. Participants were also asked to identify selection techniques they would use to help them make a more informed choice. At the end of the activity, participants were asked to make their selection again, having completed the activity, as well as indicate their new level of confidence.

7.3.4.c Probed Verbal Protocol

Having completed Part A of the experiment, participants receiving the verbal protocol format were asked to identify a time and date and were contacted by phone for a 'follow-up' interview. However, due to subject loss, the final analysis had 2 males and 9 females. Participants were informed that the purpose of the call was to get 'some feedback' on the activity. This strategy was relevant as information on the purpose of the call would have impacted their review of their decision-making process. Candidates were then instructed to have the five pieces of information on hand during the discussion where they were asked to describe how they found the activity and provide a step-by-step account of how they made a decision. Like the questionnaire formats, subjects were asked to describe what contribution their selected candidate was expected to make to the role, the team and the organisation in general. Answers were followed with probing questions to generate more detailed responses. At the end of the interview, in keeping with ethical guidelines, participants were then debriefed on the purpose of the experiment, informed of the purpose for the initial pretence and asked to confirm if they would like the data included in the analysis.

7.3.5 Data Analysis

Responses from the questionnaire were automatically generated into a spreadsheet format and open-ended responses converted to numerical codes and uploaded into SPSS. Recorded verbal protocols were transcribed and content coded by two coders. Coding categories included: a) attributes mentioned; b) total number of attributes used in decisions; c) number of inferences drawn (conclusions drawn based on specified information); d) number of errors made (conclusions drawn based on absence of information);

and e) number of suggestions to address candidate skill deficit. Frequency analyses were first conducted to determine the distribution of candidates selected for the job across methods, confidence in decision-making, ratings across methods and attributes identified for candidate selected. As candidate choice and confidence in decision were requested at two time-points (at the start and end of the experiment), frequency distributions for both points were computed. In addition, given earlier findings of most frequently used selection methods (Study 1) and selection techniques perceived best for the future (Study 2a), participant experience of selection techniques was compared to choice of selection technique identified as an aid to decision-making.

Data were then analysed to investigate the impact of experience on the selection decision-making process in light of previous findings by Fagley and Miller (1997), of recommendations by Bazerman (1983), and given the debate on framing in managerial decision-making (Bazerman, 1983; Boudreau, 1991; Fagley & Miller, 1997). A Discriminant Function Analysis (DFA) was computed to determine the relationship between age, general HR experience, selection experience and highest position held to-date and candidate choice (Hypothesis 1). This was followed by a one-way factorial multivariate analysis of variance (MANOVA), used to determine the effect of method of questionnaire administration on selector ratings of candidate characteristics (Hypothesis 2).

Analyses were then conducted to test Hypothesis 3. As discussed earlier, the role of biases in organisational decision-making has been debated in the literature. First, frequency analyses were computed to identify the amount of information used for selection decisions and the number of assumptions made about the chosen candidate's abilities. Using a 2X3 between subjects MANOVA, the effect of questionnaire format and industry on number of assumptions made about the chosen candidate, and amount of information used to make a decision were computed to determine participant bias. This was done to demonstrate the extent to which a decision-maker's choice may reflect their own beliefs rather than choice being influenced by the information presented (Judge & Ferris, 1994). Finally, in light of findings from Study 1 of the likelihood of Jamaican organisations using evidenced-based selection techniques, and findings from Study 2a on the importance of higher criterion-based selection techniques (assessment centres, structured interviews, personality tests) to future selection, a Logistic Regression Analysis was conducted to examine the likelihood of selectors using evidence-based selection techniques to choose candidates (Hypothesis 4).

Content analyses of verbal protocol interviews were conducted to identify selector biases in candidate choice to determine if selectors demonstrated illusions of problem manageability by way of examples of previous experience (prior hypotheses) in a selection context, and references to company culture (emphasis on maintaining the status quo) were explored.

7.4 Results

Frequency analyses on candidate choice, attributes used in choice, and confidence in decision are presented first. The results of each hypothesis are presented under distinct headings based upon concerns in the literature addressed earlier.

7.4.1 Descriptive Analyses

Approximately 47.5% of participants stated they had previously been HR Managers, with 80% indicating they are either very likely or definitely will be in HR or Training for the next 5 years. Experience with selection techniques varied from 97.5% of the sample indicating experience with application forms to only 25% having experience with integrity tests. Table 7.1, shows selector experience with higher and lower criterion-based selection techniques.

Table 7.1: Mode, standard deviation and percentage participant experience with paper and e-based selection techniques.

N=40	Selection Techniques	Mode (0=no; 1=yes)	SD	Valid Percent %
	Application Forms	1 (0)	.16 (.44)	97.5 (75.0)
	References	1 (0)	.38 (.33)	82.5 (87.5)
	Structured Interviews	1 (0)	.41 (.31)	80.0 (90.0)
	Assessment Centre	0 (0)	.50 (.33)	40.0 (87.5)
	Personality Tests	0 (0)	.51 (.45)	47.5 (72.5)
	Cognitive Ability Tests	0 (0)	.47 (.30)	32.5 (90.0)
	Integrity Tests	0 (0)	.44 (.42)	25.0 (77.5)
	Work Sample Tests	0 (0)	.43 (.27)	50.0 (92.5)

* E-based/Remote administration in parentheses

Frequency analyses revealed at the start of the activity 70% of participants chose Candidate B, 25% selected Candidate A, and 5% selected Candidate C as the best for the job. At the end of the activity, 67.5% selected Candidate A, 25% selected Candidate B and 7.5% viewed Candidate C as the best person for the job. Figure 7.1 shows the raw frequencies of candidate choice at the start and end of the selection process. There is little variability in choice at each stage.

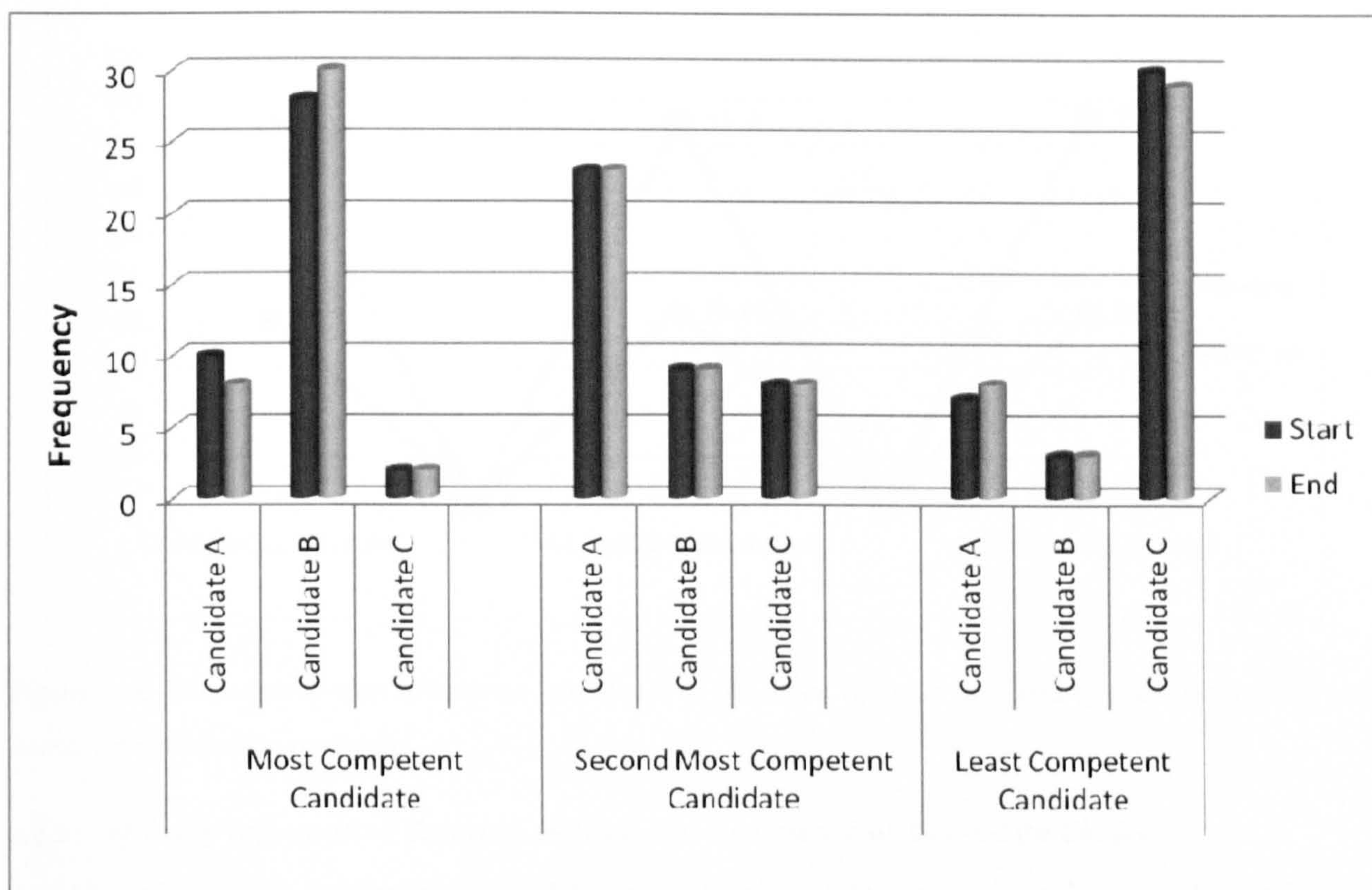


Figure 7.1: Bar graph showing distribution of Most Competent, Second Most Competent and Least Competent candidate chosen at the start and end of the selection exercise

Confidence in selection decision at the start and end of the exercise was also examined. As Figure 7.2 indicates, frequency analysis identified differences in the mean confidence level at the start and end of the exercise in the Standard Questionnaire and Probed Verbal Protocol formats. Pearson correlations revealed for the Standard Questionnaire, start and end confidence were mildly correlated ($r=.21$; $p=.43$; two tailed), confidence in the Alternated Questionnaire was moderately correlated ($r=.52$; $p=.07$; two tailed), while confidence at the start and end of the activity for the Probed Verbal Protocol were also moderately correlated ($r=.52$; $p=.10$; two tailed).

Frequency analyses of candidate attributes influencing choice revealed for Candidate A, the most frequently cited attributes were leadership skills 16 (40%), background information and personal details 7 (17.5%), followed by qualifications and experience 6 (15%), and job attributes and skills needed 6 (15%). For Candidate B leadership skills 35 (27.6%), qualifications and experience (15.7%), background information and details 18 (14.2%) and job attributes 8 (6.3%). For Candidate C, there was no range in frequency of attributes identified as background information and personal details, qualifications and experience and leadership skills were cited 3 (33.3%) times (Refer to Appendix 6.4: Study 6 - Frequency Distribution of Identified Candidate Attributes).

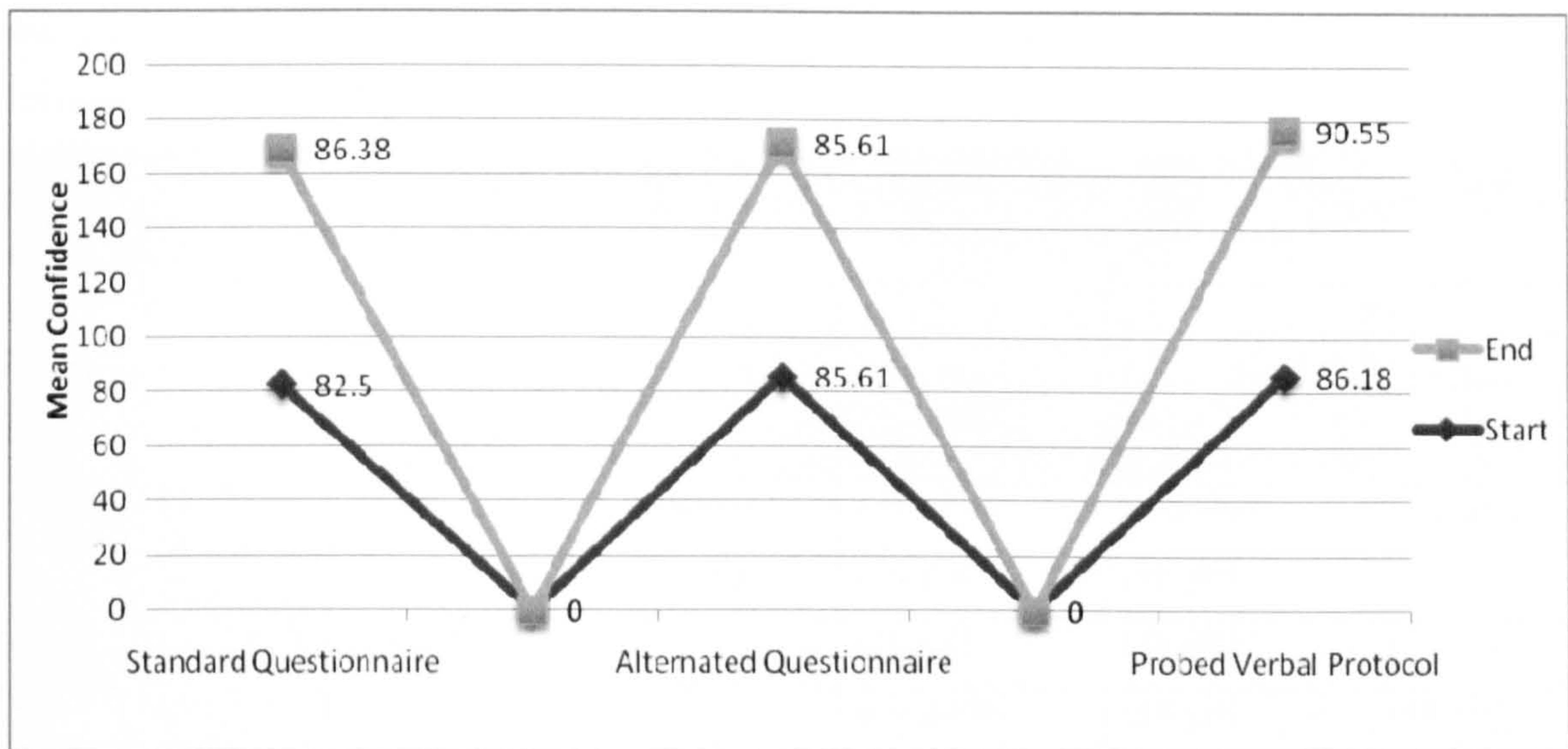


Figure 7.2: Mean distribution of selector confidence in choice at the start and end of the selection exercise across administration methods

7.4.2 Effect of Information Framing and Selector Experience on Candidate Choice

As order of candidate information varied between the two types of questionnaires, framing and order effects were first examined to identify the order in which information for both types of questionnaires was accessed by participants. As Table 7.2 reveals, for the standard questionnaire, Company information was accessed first on 75% of occasions, with information on the job and each candidate being accessed second, third, fourth and fifth, 68% of the time. For the alternated questionnaire, company information was accessed first 69.2% of times, job information second (46.2%) and information on Candidates A, B and C being accessed 46.2%, 53.8% and 53.8% in the third, fourth and fifth positions, respectively. In the alternate questionnaire format, information on the company and job were not accessed at all for selection decisions on 23.1% and 30.8%, respectively. In contrast, company and job information for the standard questionnaire was not accessed 18.8% of times by participants for their decision-making. Frequencies suggest that format of questionnaire influenced participant attention to company and job-related information when making selection decisions.

Table 7.2: Frequency in which selectors accessed information for company, job and candidates between questionnaire formats.

Standard Questionnaire Format					
N=16	Order in which information presented				
Frequency in which information was accessed	1 st Job	2 nd Company	3 rd Candidate A	4 th Candidate B	5 th Candidate C
Not Accessed	4 (25%)	3 (18.8%)	3 (18.8%)	2 (12.5%)	3 (18.8%)
1 st	0	12 (75%)	1 (6.3%)	1 (6.3%)	0
2 nd	11 (68.8%)	0	1 (6.3%)	1 (6.3%)	0
3 rd	0	0	11 (68.8%)	1 (6.3%)	1 (6.3%)
4 th	0	1 (6.3%)	0	11 (68.8%)	1 (6.3%)
5 th	1 (6.3%)	0	0	0	11 (68.8%)
Alternated Questionnaire Format					
N=13					
Not Accessed	4 (30.8%)	3 (23.1%)	3 (23.1%)	3 (23.1%)	3 (23.1)
1 st	0	9 (69.2%)	1 (7.7%)	0	0
2 nd	6 (46.2%)	2 (7.7%)	3 (23.1%)	0	0
3 rd	1 (7.7%)	0	6 (46.2)	3 (23.8%)	0
4 th	0	0	0	7 (53.8%)	3 (23.1%)
5 th	2 (15.4%)	0	0	0	7 (53.8%)

Hypothesis 1 addressed the expert versus novice debate active within the managerial selection decision-making literature. Descriptive statistics in Table 7.3a revealed a mean age of 40.52 (SD= 7.96) for selectors with general HR and selection experience ranging from 0 to 10 years.

Table 7.3a: Mean, standard deviation, minimum and maximum of selector age, general HR experience, specific selection experience and highest position held

N=40	Selector Experience Characteristics	Mean	SD	Minimum (years)	Maximum (years)
	Age	40.52	7.96	25	60
	General HR Experience	6.50	3.44	0	10
	Specific Selection Experience	4.95	3.71	0	10
	Highest Position Held	3.15	1.25	1	6

To determine the relationship between selector experience and applicant choice, a discriminant function analysis (DFA) was performed using four experience-based variables as predictors of expertise in candidate selection. Predictors were selector age, number of years general HR experience, years selection experience, and highest position held to date. The dependent variable was candidate selected which was measured by three candidates A, B and C. All 40 cases were included in the analysis. As shown in Table 7.3b, univariate ANOVAs revealed that selection of applicant A, B and C differed significantly on selector general HR experience ($F=3.13$; $df=2;37$; $p=.05$). The value of this function was not significantly different for applicants A, B or C ($chi-square =9.62$; $df =8$, $p=.29$). Correlations between predictor variables and the discriminant function suggested that general HR experience ($r=.85$), specific selection experience ($r=.55$), and highest position held ($r=.49$) were the best predictors of selectors choosing Candidate B, with selector age ($r=-.11$) being negatively correlated with choice of applicant. Overall the discriminant function successfully predicted outcome for 62.5% of cases, with accurate predictions being made for 50.0% of Candidate A being selected as the best person for the job, and 100% of cases accurately predicting Candidate C as the least fit (worst) candidate for the job. This suggests that indices of decision-maker experience do not predict decision-making ability beyond a level of chance. With general HR experience being the only significant predictor of choice of the best applicant, Hypothesis 1 was rejected.

Table 7.3b: Discriminant function analysis of the relationship between selector experience and candidate selected

N=40		Test of Equality of Group Means				
Predictors (Selector Experience Characteristics)		Wilks' Lambda	F	df	Sig.	Correlation with Function (1)
Age		.92	1.53	2	.23	-.11
General HR Experience		.86	3.13	2	.05	.85*
Specific Selection Experience		.93	1.36	2	.27	.55*
Highest Position Held		.95	.92	2	.41	.49

Wilks' Lambda					
N=40	Test of Function	Wilks' Lambda	Chi -Square	df	Sig.
	1	.76	9.62	8	.29

N=40		Classification of Data				
		Predicted Group Membership				
Applicant A vs B vs C		A	B	C	Total	
Cases Selected	Count	A	5	2	3	10
		B	6	18	4	28
		C	0	0	2	2
	%	A	50.0	20.0	30.0	100
		B	21.4	64.3	14.3	100
		C	0	0	100.00	100

Examining selector ratings of chosen candidate attributes, descriptive statistics revealed the highest range of ratings for candidate leadership skills. As shown in Table 7.4, on average, selectors rated the chosen candidate's background information most highly.

Table 7.4: Mean, standard deviation, minimum and maximum of selector ratings of best candidate's background information, qualifications and experience and leadership abilities

N=29	Candidate Attributes	Mean	SD	Minimum	Maximum
	Background Information	70.62	23.55	20	95
	Experience and Qualification	61.31	21.76	20	90
	Leadership Skills	55.79	23.94	10	100

To determine the effect of method of questionnaire administration on selector ratings of best candidate 'Background Information', 'Qualifications and Experience' and 'Leadership Skills' (Hypothesis 2), a one-way factorial multivariate analysis of variance (MANOVA) was conducted using standard questionnaire and alternated questionnaire as the two levels of the independent variable and ratings of candidate background information, qualification and experience and leadership skills as the dependent variables. The assumption of homogeneity was met ($Box\ M= 6.83; df=6; p=.43$). Multivariate tests of differences in format of questionnaire revealed no significant effect on selector ratings of candidate characteristics. For these data, Pillai's Trace ($p=.56$); Wilks' Lambda ($p=.56$), Hotelling's Trace and Roy's Largest Root ($p=.56$) were all non-significant. Differences in ratings of participants across the 3 dependent variables were also non-significant ($p>.05$). From this result, it can be concluded that format of questionnaire had no significant effect on selector ratings of candidate background information, qualification and experience

and leadership skills. A framing effect was not established and Hypothesis 2 was therefore rejected. As there were only two levels of the independent variable, post hoc tests were not conducted.

7.4.3 Biases in Selector Decision-Making

The effects of questionnaire format and industry manipulation were calculated to identify biases in decision-making, (Hypothesis 3). A 2 X 3 between subjects MANOVA was performed on two dependent variables: 1) amount of information used in decision; and 2) number of assumptions made about the chosen candidate. Independent variables were format of questionnaire (standard and alternated) and industry (marketing, finance, and information technology).

Table 7.5a: Mean, standard deviation, minimum and maximum for amount of candidate information utilised in selection decision and number of assumptions made about selected candidate's abilities.

N=40	Information Characteristics	Mean	SD	Minimum	Maximum
	Amount of candidate information utilised in selection decision	5.2	7.96	25	60
	Number of assumptions made about selected candidate's abilities	6.50	3.44	0	10

MANOVA was used for the analysis with questionnaire format preceding industry in order of entry of IVs. Total N of 40 was reduced to 29. Results of evaluation of assumptions of normality, homogeneity of variance-covariance (*Box's M*=24.17; *df*=12; *p*=.10), linearity and multicollinearity were satisfactory. The two-way between-groups multivariate analysis of variance revealed a statistically significant difference between the marketing, finance and IT industries on amount of information used in the selection decision and number of assumptions made about the choice candidate (*F*=4.82; *df*=2; *p*=.02; *Roy's Largest Root*=.42; *Partial Eta Squared*=.11). However, as shown in Table 7.5b, the more generally accepted Wilk's Lambda and the more robust Pillai's Trace (Tabachnik & Fidell, 2001) generated non-significant *p* values of .09 and .11 respectively. When the results for the dependent variables were considered separately, no significant differences were obtained for either the amount of information utilised for choice (*F*=1.05; *df*=2; *p*=.37; *Partial Eta Squared*=.08) or the number of assumptions made about choice (*F*=1.54; *df*=2; *p*=.24; *Partial Eta Squared*=.12). An inspection of the mean scores indicated that there is a 3 point difference in means of the number of information used in the Marketing (5.48) versus the IT industry (2.4) condition. Conversely, on average, more assumptions were made about a chosen candidate's ability in the IT condition (2.30) than in the Marketing (.78) and Finance (1.00) conditions, respectively. With no significant differences existing between these conditions, Hypothesis 3 was rejected.

Table 7.5b: Multivariate effect of questionnaire format and industry on amount of information utilised in selection decision and number of assumptions made about the chosen candidate's abilities.

Dependent Variables	Levene Statistic	df 1	df 2	Sig.
Amount of candidate information utilised in selection decision	2.13	5	23	.10
Number of assumptions made about selected candidate's abilities	2.81	5	23	.04

Effect		Value	df 1	F	Sig.
Method	Pillai's Trace	.11	2	1.23	.30
	Wilk's Lambda	.90	2	1.23	.30
	Hotelling's Trace	.12	2	1.23	.30
	Roy's Largest Root	.12	2	1.23	.30
Industry	Pillai's Trace	.30	4	2.00	.11
	Wilk's Lambda	.70	4	2.12	.09
	Hotelling's Trace	.42	4	2.21	.08
	Roy's Largest Root	.42	2	4.82	.02
Method*Industry	Pillai's Trace	.04	4	.22	.93
	Wilk's Lambda	.96	4	.21	.93
	Hotelling's Trace	.04	4	.20	.94
	Roy's Largest Root	.03	2	.37	.69

Dependent Variables	Industry	Mean	Std. Error
Amount of information used for choice	Marketing	5.48	1.34
	Finance	4.51	1.20
	IT	2.40	1.66
Number of assumptions made about choice	Marketing	.78	.57
	Finance	1.00	.51
	IT	2.30	.71

7.4.4 Predicting Selector use of Higher Criterion-Based Selection Techniques

Using indices of selection experience as independent variables (IV), Hypothesis 4 used Logistic Regression Analyses (LRA) to examine the likelihood of Jamaican selectors using higher criterion-based selection techniques (assessment centres, personality tests, cognitive ability tests, integrity tests and work sample tests) for future selection decisions. As no theoretical assumptions were made, the Enter method was used. Given that all participants indicated they would use a structured interview to aid their decision, no model was generated for this technique. Models of each selection technique are presented separately.

7.4.4.a Assessment Centre

All 40 cases were analysed and after 4 iterations, the model accounted for between 15.1% and 20.5% of the variance in use of assessment centres. Hosmer and Lemeshow statistic confirmed the model was good (*chi-square* = 8.96, *df*= 8, *p*=0.35). Overall 67.5% of cases were predicted with 83.3% of users being accurately identified. Based on the significance of the Wald statistic, none of the IVs were significant predictors: *age* (*W*=1.88; *p*=.17); *general HR experience* (*W*=1.53; *p*=.28); *selection experience* (*W*=2.06; *p*=.15); *highest position held* (*W*=.01; *p*=.93).

7.4.4.b Personality Test

All 40 cases were analysed and after 6 iterations, the model accounted for between 14.1% and 18.8%, of the variance in use of personality tests. The Hosmer and Lemeshow statistic indicated the model was good (*chi-square* = 3.63, *df*= 8, *p*=0.89) with 65% of overall cases being successfully predicted. The model correctly identified 65% of users, while the Wald statistic indicated that *selection experience* (*W*=3.62; *p*=.05) was the most significant predictor of selectors using personality tests. A positive Beta weighting indicates that greater *selection experience* is associated with an increase in the odds of using personality tests by a factor of 1.37.

7.4.4.c Cognitive Ability Test

All 40 cases were analysed and after 5 iterations, the model accounted for between 4.6% and 7.5% of the variance in use of cognitive ability tests. Hosmer and Lemeshow statistic confirmed the model was good (*chi-square* = 13.54, *df*= 8, *p*=0.10). Overall, 77.5% of cases were predicted. Based on the significance of the Wald statistic, none of the IVs were significant predictors: *age* (*W*=.41; *p*=.52); *general HR experience* (*W*=.25; *p*=.62); *selection experience* (*W*=.83; *p*=.36); *highest position held* (*W*=.24; *p*=.62).

7.4.4.d Integrity Test

40 cases were analysed and after 4 iterations the model accounted for between 3.2% and 4.5% of the variance in use of integrity tests. The Hosmer and Lemeshow statistic indicated the model was good (*chi-square* = 5.21, *df*= 8, *p*=0.73), with 70% of overall cases being successfully predicted. However, no users were accurately predicted by the model. Based on the Wald statistic, none of the IVs were significant predictors: *age* (*W*=.12; *p*=.73); *general HR experience* (*W*=.07; *p*=.80); *selection experience* (*W*=.04; *p*=.84); *highest position held* (*W*=.44; *p*=.51).

7.4.4.e Work Sample Test

All 40 cases were analysed and after 10 iterations, the model accounted for between 4.6% and 6.2% of the variance in use of work sample tests. Hosmer and Lemeshow statistic confirmed the model was good (*chi-square* = 5.06, *df*= 8, *p*=0.75). Overall, 67.5% of cases were predicted, with 81.8% of users successfully identified. Based on the significance of the Wald statistic, none of the IVs were significant predictors: *age*

($W=.48$; $p=.48$); general HR experience ($W=.00$; $p=.99$); selection experience ($W=.89$; $p=.35$); highest position held ($W=.15$; $p=.70$).

With selection experience being the only predictor for the likelihood of selectors using personality tests, Hypothesis 4 was only partially supported.

7.4.5 Decision-making Processes in Probed Verbal Protocol

Descriptions of decision-making processes were obtained using the probed verbal protocol method. A content analysis was conducted to determine respondents' perceptions of the selection scenario presented. Of the 11 participants, 6 indicated the amount of information was adequate to make a decision, 2 considered the information thorough, whilst 3 felt the activity depicted a realistic account of the managerial selection experience. Two sets of descriptions generated by the probed verbal protocol interviews are presented next. The first addresses the issue of sequence in information highlighted by Barber and Roehling (1993), and the second discusses the rationale for identified biases and 'similar to me' effects in the decision-making process (Stanovich & West, 2000).

7.4.5.a Sequence of Information Considered

In general, participants reported attending to the information in the order it was presented (company, job, candidate A, candidate B, then candidate C).

"The information was enough to see what the company was about and what the company was looking for and also to find out what the candidates were about. First of all I got an understanding of the company. I read the information on the company, understood what they were looking for, why they were looking for that person and then I looked at the job to see what the responsibilities are etcetera, and then I aligned that with the individuals who were approached."

Participant 4

However, there were cases reporting consideration of information in an order congruent with an individual's preference in decision-making approaches. Firstly, selectors emphasised sequence of information whereby important candidate attributes were compared one at a time and candidates who did not possess specific attributes eliminated. In addition, selectors also stated having pre-conceived boundaries of expected skills levels, and eliminated candidates who did not meet the specified criteria. Decisions were made when a candidate's attributes were considered in relation to perceived functional and psychosocial consequences, as well as individual and 'perceived' organisational values.

"Looking at the skills required by the job and then looking at each candidate, I looked for any details that would have been similar (across candidates). I looked at things like extra-curricular activities, that person would have been involved in then their qualifications and experience."

Participant 1

"Leadership skills were the first thing I looked at. The second thing I looked at was educational attainment. After I read the prelude, in terms of what the company was all about, it was changing hands. For me, I like to match more skills and talent first before I match educational attainment. Anybody can write an exam and pass it. That does not tell me who the person is. So I always look at what the person has done outside their education first. I need

somebody who's versatile. If you're looking at a company that's open, that encourages creativity, you're looking at a whole marketing firm so you need somebody artistic. The thing I would not look at is the person having a Masters Degree.”

Participant 7

Thirdly, not only were selectors aware of their own limitations as objective decision-makers, they readily admitted to attending to information that would enable them to make the quickest decision possible with the least effort. This was facilitated through the best candidate for the job being identified based solely on their best attribute.

“I thought it was going to be an easy decision, until I had to pick number two and three. I think that was where the difficulty arose. I was kind of clear who I would pick as number one based on the information, but then selecting number two and number three and even weighing your confidence was hard. Usually you can select your candidate, but second and third are harder in the decision-making process because it doesn't matter who is second or third because you know who is going to get the job. The rational decision-maker is going to weigh them rationally but the kind of irrational one like we are, are going to pick the two main selling points.”

Participant 9

7.4.5.b Biases and Similar-to-me Effects in Decision-making

Examples of biases in decision-making were also identified to ascertain selectors' justification of their choices. Selectors were aware of and openly admitted to their biases for and against specific candidates. Biases were connected to both fit-based and criterion-based characteristics. Identified characteristics influencing biases were used to weight the competence of a candidate at the exclusion of other criteria. In addition, biases were also triggered by non-job relevant information, as participants also admitted to biases triggered by previous personal experience with a particular attribute. This provided evidence for previous suggestions by Das and Teng (199) that different decision processes tend to accentuate particular types of bias with managers bringing prior hypotheses to decisions.

“I don't know if I should be telling you this, but I was biased in favour of the male. He enjoyed art and literature. That was what really pinpointed me to him. Those two females are what you call academics and if you're in marketing and you're in that type of environment, I don't need an academic. I need somebody who's creative and because the guy was a fan of art and literature, it told me he had form, he had point and he was more open to ideas. He was an artist, so he can look at things from an abstract point of view, whereas people who are academic think logically”

Participant 2

“I chose Natalie because she was from the competitor..... The line of thinking where you raid your competitor. I think that I was locked into that kind of tunnel. I was blinkered into that kind of thinking. Everybody had their positives and negatives, but she seemed like she was bringing something extra. She was coming from the competitor and had good education. Those were the two things that attracted me.”

Participant 10

In addition, despite this being a simulated activity, selectors proclaimed ownership of their chosen candidate and made personal attributions about the personal and professional capabilities of candidates. Porac and Thomas' (1990) suggestion that biases adopted in managerial tasks help to simplify complex business environments. Here participants justified the elimination of a candidate based on the perceived

impact of the lack of fit between a candidate and the existing team and the candidate and the leadership objectives of the chairman.

“The man I didn’t like at all. I thought this man reminded me of my ex-boss and that is why I just completely forgot about him apart from the fact that he is selfish person in my opinion. I thought he would make everyone unhappy as my ex-boss made everyone unhappy as there was no autonomy.....I couldn’t help it but I really could not even consider him.”

Participant 5

“I didn’t select the man because it’s a personal preference. I think the thing that stood out for me was the fact that he did not recognise the contribution of others and that he was too paternalistic. When you look at the profile of the chair person he is more charismatic and considered a visionary. He wants people who will share in that vision.”

Participant 4

7.5 Summary

A quasi-experimental managerial selection cognitive task was used to test a total of four hypotheses. Hypotheses addressed key issues debated in the literature relating to method of administration, biases and framing effects, and experience in selection decision-making. Selector decision-making was examined using three methods: standard questionnaire, alternated questionnaire and probed verbal protocol. Findings revealed that: a) there was no significant effect of method of administration on the candidate chosen; b) there was no significant framing effect of questionnaire format on selector ratings of candidate attributes; c) there was no significant main or interaction effect of questionnaire format and industry on the amount of information used in a selection decision or the number of assumptions made about a candidate’s suitability; d) in relation to the debate on selector experience, there was no significant relationship between selector experience and candidate choice, though general HR experience was the best predictor of selectors choosing the most qualified applicant; and f) indices of selector experience can be used to successfully predict the likelihood of selectors using personality tests for the selection of future managers. An examination of decision-making descriptions used in the probed verbal protocol revealed selectors utilised all three types of cognitive heuristics as well as a variety of decision-making approaches when deciding on the best candidate for the job.

7.6 General Discussion

Findings related to method of administration are first presented before attention is given to the role of selector bias and experience in the candidate selection process. Results are discussed in relation to previous research with theoretical implications emphasised. The chapter concludes with a discussion of findings in relation to Herriot and Anderson’s (1997) taxonomies of selecting for change and multi-level selection.

7.6.1 *Method of Administration and Selector Decision-making*

Results show that method of task administration had no effect on a selector's choice of candidate. Candidate choice was obtained at two time points with neither early nor late decision generating significance at any level. A closer inspection of differences in mean confidence levels at the start and end of the task revealed that across formats, there was greatest disparity in average confidence in the probed verbal protocol method with no difference in confidence for the alternated questionnaire. Whilst a multi-method approach enabled the examination of differences in decision outcomes, findings do not support Klein and Militello's (1998) assertion that multiple methods more readily identify differences in decision-making confidence. One explanation for the differences exhibited in confidence level from the probed verbal protocol method may be found, however, from their suggestion that the process itself may have an effect on a decision-maker's opinions. At a methodological level, findings may indicate that level of confidence may not be an effective criterion to measure changes in selection decision-making as fluctuations in confidence levels may be a realistic artefact of the decision-making process contrary to previous conclusions made by Tsai, Klayman and Hastie (2008).

7.6.2 *Information Framing and Order in Selector Decision-making*

The effect of information framing on candidate choice was examined using the standard and alternate questionnaires. Frequency data first indicated that for the standard questionnaire, selectors generally read information in the order in which it was presented, although there were selectors who viewed information based on preference. These findings do not support earlier works by Budiansky (1988), Converse and Schuman (1970), or Schuman and Presser (1981) who argued that decision processes are influenced by framing effects and the order in which information is presented.

One explanation for these findings may be found in the process versus outcome distinction pervasive in both the IWO and Cognitive Psychology literature. Given Budiansky's (1988) assertion of the impact of framing on decision-making processes, it is feasible to argue that framing of candidate information may mediate the relationship between the process and outcome of decisions rather than act directly as predictors of choices in and of themselves (Tsai, Klayman & Hastie, 2008). Another possible explanation for the impact of framing may rest with the dominant theoretical framework which is adopted. A rational approach to decision-making enables the identification of the impact of negative versus positive framing to decision *outcomes*, as decision-makers are more likely to have illusions of problem manageability (Das & Teng, 1999). However, a descriptive approach to cognitive tasks may generate more fruitful insight into the *processes* of decision-making by emphasising strategies utilised, the source of biases and how candidate information is perceived by selectors as evidenced by explanations derived from the verbal protocol method.

Given Bazerman's (1983) assertion that a definitive answer on framing effects cannot be identified without examining decision-making behaviours of experts and novices, the relationship between selector expertise and candidate choice was determined. Firstly, a discriminant function analysis revealed that selection of applicant A, B or C differed significantly the more general HR experience a selector had ($F=3.13$, $df=1$, $p=.54$), with selection experience also being a significant predictor of candidate choice. With more experienced selectors more likely to select the best candidate, there is support for earlier research by Neale and Northcraft (1986) and later Fagley and Miller (1991) who contended that the framing effect was less pronounced with greater experience. However, if this finding was to be interpreted based on earlier conclusions by Fitts and Posner (1967) and Anderson (1982), that knowledge and organisation of information influences decision-making the more informed the decision-maker becomes, it suggests that increased HR experience improves a selector's knowledge of the selection process as well as their ability to organise multiple candidate information in a systematic way, or more experienced selectors identifying the best person for the job may be a function of their practiced ability to recall 'relevant' information (Judge & Ferris, 1994; Stanovich & West 2000).

The novice versus expert debate was also explored by examining the likelihood of selectors using higher criterion-based selection techniques for future candidate selection. Unsurprisingly, all selectors identified the structured interview as a future technique. However, greater selection experience was the only significant predictor in the use of personality tests. There were no significant differences between experts and novices in the likelihood of utilising assessment centres, cognitive ability tests, integrity tests or work sample tests when selecting managerial candidates for the future. This further supports previous findings from Study 2b that Jamaican selectors' choice of applicant and techniques subsequently used to measure their ability may be more driven by fit-based characteristics than by criteria such as applicant knowledge and performance. These results therefore add to the debate on framing and emphasises the importance of calls by Hodgkinson, Brown, Maule, Glaister and Pearman (1999) for further framing research in organisational settings. While these findings demonstrate that both general HR and specific selection experience do play a valuable role in a selection activity, the lack of effect of changes in job industry on the amount of information used may be the result of practiced effects rather than a true effect of experience.

7.6.3 Biases, Cognitive Heuristics and Decision-making Strategies

Given the debate by researchers of the role of biases and decision-making strategies, the impact of biases on selector candidate choice was examined at two points. Firstly, a 2 X 3 multivariate analysis of variance was conducted to determine the effect of questionnaire format and industry manipulation on the amount of information used in a selection choice as well as the number of assumptions made about a candidate's suitability. There was no significant main effect of questionnaire format on either of the dependent variables, no significant interaction effect between questionnaire format and industry type on either of the dependent variables. Variability in the significance of Pillai's Trace (.11), Wilk's Lambda (.09), Hotelling's

Trace (.08) and Roy's Largest Root (.02) suggest the need for more research in order to more accurately identify the effect of type of industry on the amount of information used to select a candidate and the number of assumptions made by a selector. In addition, given that the variance for the number of assumptions made was significantly different across all groups, conclusions drawn from findings are inconclusive.

Secondly, biases were examined from descriptions of decision-making processes within the probed verbal protocol. Firstly, evidence for bias was demonstrated in the order in which candidate information was considered. On one hand, selectors utilised different strategies throughout the decision-making processes despite having the same objective (identifying the best candidate for the job). This approach to evaluating candidate information may be symptomatic of the emphasis placed on *outcome* dominant in the IWO Psychology arena. With the job analysis being endorsed as the benchmark for identifying relevant skills, and the behavioural checklist identified as the tool for early skill-level ratings, Jamaican selectors appear to engage in a similar process cognitively. Strategies adopted to make decisions reflected an emphasis on fit-based characteristics with choice justifications centering around person-job, person-team and person-organisational fit.

Secondly, biases and similar-to-me effects were evident in the strategies utilised to process, analyse and interpret business environmental information more effectively. Of particular note was the ease with which selectors openly acknowledged their biases for and personal associations with a specific candidate. These biases resulted in the elimination or selection of candidates using job-irrelevant criteria such as 'memories of a former boss' and peripheral criteria such as 'enjoying art and literature'. These resulted in attributions being made about a candidate's social and technical abilities; job and organisational fit as well as their potential impact on existing employees.

From a theoretical standpoint, findings refute arguments proposed by Born and Scholarios (2005) that biases and contrast effects tend to be pervasive at the initial screening phase of selection. Based on the selection scenario presented, it is evident that biases and cognitive strategies are also active at the final stage - that is, the decision to accept or reject a candidate. While from a methodological perspective the identification of biases is best promoted using multiple approaches. A sole experimental approach (as previously utilised by Basket (1973), Mintzberg (2001), Rand and Wexley (1975), and Singer and Sewell (1989) for example) has not succeeded in clarifying both the impact and type of biases inherent in selection decisions. Both the cognitive and IWO Psychology disciplines would therefore benefit greatly from future selection research adopting a multi-method approach inclusive of an experimental design.

7.6.4 *Selecting for Change and P-J, P-T and P-O Fit Taxonomies*

Anderson and Herriot's (2001) taxonomies of selecting for change and candidate multi-fit can also be used to substantiate findings. Firstly, given the scenario of an organisation undergoing change, the context represented a realistic account of modern organisations, complete with leadership characteristics and competitor and marketplace forces. These factors were cited as justification for decision-making with selectors mapping stated organisational characteristics with candidate attributes. This is not surprising considering participants were experienced selectors. However, there was little agreement across participants on what aspects of change warranted the most consideration. This emphasises an earlier criticism raised by Lyle and Thomas (1988) of the value of the rational approach to organisational decision-making. They argued that a utility analytical framework does not improve an organisation's ability to anticipate, understand or formulate problems. It appears that in focusing on aspects of change, selectors anticipated a candidate's likelihood of solving or creating a potential problem, rather than their ability to accomplish the listed tasks. In addition, it can be hypothesised that it is the element of change that influences the importance placed on criterion versus fit-based factors in selector decisions. The value of change to selector decisions runs counter to the assumptions of predictability underpinning traditional job analyses and behavioural checklists and serve as possible explanation for the discrepancy between higher criterion-based selection techniques identified as most important for the future (Study 2a) and higher criterion-based selection techniques chosen as aids for actual selection processes. It is therefore recommended that future research utilise organisational cases within an experimental context, manipulating different sources of change in order to further identify selector weighting of fit versus criterion-based candidate factors in actual selection settings.

Findings also suggest that P-J, P-O and P-T fit may be theoretically represented as three discrete levels of fit but may be perceived along a continuum by selectors. The assumption that practitioners conceptualise skill at multiple levels lends itself to the rational decision-making approach. This brings to light criticisms made by Mason and Mitroff (1981) and Stubbart (1989) who contended that a rational approach assumed organisational decision-makers are information processors with all details at their disposal. However, based on current findings, selectors appear to utilise descriptive approaches in their decision-making whereby perceptions of applicant-team fit is inferred from assessments of person-organisation fit, as team culture and organisational culture were not generally perceived as independent factors but subsets of each other. This too may be used to explain the discrepancy between higher criterion-based selection approaches that are perceived to be important versus those that are actually used to aid decisions. Although this fit-based approach to actual selection decisions supports Judge and Ferris' (1994) model of selection decision-making, additional research is needed in order to identify whether organisational or job fit criteria are weighted independently, collectively as subsets of each other or ranked in order of importance during actual selection processes.

7.6.5 Limitations

Two primary limitations of this research have been identified. The first addresses the methodological approach utilised for this study, while the second targets the practical relevance of findings. Firstly, methodological criticisms are likely to centre upon the sole use of an experimental design in light of the number of hypotheses being tested. Although this approach was not unique to this kind of scientific enquiry, the research would have benefitted from a paper-based comparative study to determine the effect of industry and information order manipulation on candidate selected as well as an 'in vivo' selection simulation. This would have facilitated better comparisons of findings across methods whilst giving a more robust account of selection decision-making. It is therefore encouraged that future research adopt such a methodology in order to more accurately capture the impact of framing in selection decisions.

The second methodological limitation present within the current experimental design involves the manipulation of information in the alternated questionnaire format. Whilst allowing for the investigation of order effects, this approach did not sufficiently identify sources of selector biases. For future research, the manipulation of candidate attributes will foster analysis of selector biases and enable more detailed comparisons with earlier works by Singer and Sewell (1989), Haefner (1979) and Arvey et al (1987). In light of hypotheses generating non-significant findings on the effect of information framing and questionnaire format, an additional limitation of the current study pertains to limited generalizability of findings to practice. It is readily conceded that significant findings would have established practical effect sizes and lead to recommendations for future selection practice. However, as findings generated could be the result of chance owing to experimental conditions, future research with selectors is definitely recommended.

7.6.6 Future Directions

The findings of these studies generate several directions for future research, all of which would further clarify the impact of information framing, biases, the role of change and the measurement of criterion versus fit-based characteristics by selectors. Following the precedent set by Hodgkinson, Brown, Maule, Glaister and Pearman (1999), practical generalizability remains a key concern in organisational selection decision-making. With their earlier work using an undergraduate sample and the current findings generating non-significance amongst a selector sample, this may suggest the use of a variety of experimental designs (selection simulation and case studies) may prove more effective in identifying framing and order effects. Additional research is needed to ascertain the candidate, job and organisational factors that trigger the adoption of different decision-making strategies and information processing approaches utilised by selectors in real-life selection contexts.

Chapter 8

Discussion

"Things are not the way they used to be, I won't tell no lie; One and all have to face reality now. Though I've tried to find the answer to all the questions they ask. Though I know it's impossible to go livin' through the past. There's a natural mystic blowing through the air. If you listen carefully now you will hear".

'Natural Mystic', Exodus, Bob Marley, (1977).

8.1 Introduction

This course of research aimed to examine the landscape of what is generally viewed as scientific personnel selection in a setting that is atypical of those normally represented in the selection research literature. Given the documented discrepancy between personnel selection research evidence and practitioner decisions, this thesis proposed that the conceptualisation of scientific selection along a continuum based on criterion validity; a) impedes the relevance and impact of selection research; b) limits understanding of selection practice in unique cultures c) does not sufficiently account for the impact of cultural and external factors on personnel selection decisions; d) overly simplifies the measurement of fluid competencies analogous to modern organisations; and e) curtails theoretical understanding of selection as a science given a lack of international generalizability of findings. By examining the selection decisions of three key stakeholders (organisation, applicant and selector) in Jamaica, studies throughout this thesis provided an illustrative example of how culture impacts individual and organisational selection decisions, selection techniques utilised, competencies valued and the importance of the fit paradigm to scientific selection practice.

To achieve this aim, the studies throughout this thesis conceptualised selection as a social and integrative activity and utilised a socio-cognitive theoretical model as a framework for understanding modern selection decisions. Using a triangulation methodology, six studies were conducted that emphasised the pertinence of information fluidity, cultural valence and factors both internal and external to the individual and organisation to selection decisions. With the exception of the use of the Theory of Planned Behaviour (TPB) in applicant decision research (Chapman et al ,2005; Hooft, Born, Taris & Van der Flier, 2006), socio-cognitive frameworks have generally been under-utilised within personnel selection research. Therefore, the current scheme of research was

theoretically fruitful, methodologically robust and practically relevant. A synopsis of the studies in this thesis is presented next.

8.1.1 Summary Part A – Culture in Organisational Selection Decision-making: Fit versus Criterion-Based Selection

Two studies were conducted for Part A. Given the variability of findings in cross-cultural selection research (Ryan et al 1999; Schuler, 1993), a survey was conducted to first determine Jamaican organisations' current use of selection techniques, factors influencing selection decisions and the likelihood of organisations using higher criterion-based selection techniques in the future (Chapter 3). With research in the selection literature also identifying a discrepancy between research findings and practitioner beliefs (Aguinis & Pierce, 2008; Cascio & Aguinis, 2008; Rynes, Brown & Colbert, 2002), Chapter 4 utilised a combined quantitative and qualitative approach to explore external factors, perceived challenges and cultural explanations driving organisational selection decisions.

8.1.1.a Use of Higher Criterion-based Selection Techniques and Factors influencing Selection Decisions

Based on recommendations by Born and Scholarios (2005) a micro and macro analytical approach was adopted whereby 50 HR practitioners completed questionnaires to identify the influence of internal organisational characteristics (industry, union membership, size and stage of development); external organisational factors (technological complexity, abundance of skilled labour, changing business and governmental regulations, and increased market competition); and HR decision-making characteristics (HR department effectiveness, factors influencing hiring decisions, knowledge of international selection practice) on use of criterion-based selection techniques. This study generated the following results:

- References, application forms and structured interviews were the most frequently used paper-based selection techniques by Jamaican organisations while personality tests, references and cognitive ability tests were the most frequently used in electronic format. Regardless of format of administration, graphology, work sample tests and assessment centres were the least frequently used selection techniques in organisations.
- There was a significant positive association between external technological complexity and use of paper-based cognitive ability tests ($r=.30$; $p<0.05$); assessment centres ($r=.29$; $p<0.05$) and structured interviews ($r=.34$; $p<0.05$), while rapidly changing external business environment was positively related to the use of references ($r=.29$; $p<0.05$).

- Perceived effectiveness of hiring practices in obtaining high-performing employees had a medium-sized positive effect on the use of paper-based cognitive ability tests ($r=.42$; $p<0.01$); personality tests ($r=.40$; $p<0.05$); assessment centres ($r=.32$; $p<0.05$) and structured interviews ($r=.56$; $p<0.01$) accounting for 17.6%, 16.0%, 10.2% and 32.0% of variance respectively. While being moderately associated with the use of online personality tests ($r=.36$; $p<0.05$) and reference ($r=.32$; $p<0.05$). However, perceived effectiveness of hiring practices obtaining satisfied employees was only positively associated with the use of paper-based biodata ($r=.40$; $p<0.01$) and cognitive ability tests ($r=.28$; $p<0.05$). There was no association between hiring practices obtaining satisfied employees with use of any electronic selection technique.
- On average, factors rated most influential for current selection decisions were a personal interview (4.31), technical job requirements (4.23), fit with company's values and ways of doing things (3.80), and proven work experience (3.74), with the least influential being future co-workers opinions of a candidate (1.79).
- A metric replicated multidimensional scale revealed factors influencing current selection decisions in Jamaica were most similar to cultures characterised by moderate power distance and masculinity indices (Australia and Canada) and most divergent to cultures characterised by extremely low individualism, high power distances and high long-term orientation (Taiwan and China) based on Hofstede's typologies.
- As represented by clustering, Jamaican organisational selection decisions were influenced by a candidate-adaptability versus candidate-ability dichotomy. Within this clustering, job fit was weighted against organisational fit and perceptions of the ease with which a candidate would be socialised into the organisation is compared to the perception of the candidate's ability to use agents at their disposal to facilitate the socialisation process.
- Backward Stepwise Logistic Regression analyses revealed perceived technological complexity was the best predictor of organisations using paper-based assessment centres ($W=4.98$; $p=.03$), personality tests ($W=4.93$; $p=.03$), and structured interviews ($W=4.47$; $p=.03$); while hiring practices help the company to have high performing employees was the best predictor of the likelihood of organisations using cognitive ability tests ($W=4.97$; $p=0.03$).

8.1.1.b *Impact of Cultural and External factors on Selection Approaches Adopted*

Given findings from Study 1 that; a) 'technical job requirements' were rated more highly than 'fit with company values' for hiring decisions; b) use of cognitive ability tests, was more strongly associated with employee performance than employee satisfaction; and c) decisions around applicant suitability clustered around social factors, Studies 2a and 2b examined cultural and external factors driving selection decisions as possible explanations for whether a fit or criterion selection approach is adopted by Jamaican organisations. Research by Lievens, Anderson and Van Dam (2002) was first replicated to identify perceived challenges to personnel selection in Jamaica. Both these studies aimed to identify underlying factors that may result in the documented discrepancy between selection research evidence and practitioner decisions. Thirty Jamaican HR practitioners (officers, managers and specialists), identified external global factors considered most important to personnel selection; selection techniques most important for the future; and competencies required for managers to be effective. Key findings from this study were:

- Personnel challenges perceived by Jamaican HR practitioners differed in importance from those suggested by their Belgian counterparts. The most important selection challenges identified by Jamaicans were competency-based selection; international and regional selection; e-recruitment and web-based testing; emotional intelligence and selection in tight labour markets.
- Higher-criterion based selection techniques (assessment centre, structured interview and personality tests respectively) were rated most important for the future. While the most important competencies required for managers to be effective were people-oriented leadership skills (27%); communication and interpersonal skills (22%); business understanding and market knowledge (18%); advanced technical ability and expertise (17%); and results orientation (15%).

A qualitative study with 17 senior managers identified the impact of Jamaica's cultural orientations to work; traditional worker-manager relationships, educational system and socio-economic factors on the perception of scientific selection; identification and measurement of skills; and decisions to adopt higher criterion-based selection approaches. Interviews were analysed with a series of pattern searches in the NVivo software. Key findings from this study can be summarised as follows:

- External environmental factors were perceived on the basis of relatedness, impact, power and process and outcome. The most important external global factors expected to impact Jamaican organisational selection practice were globalisation and labour market shortages.

The presence and power of trade-unions and governmental bodies; the work socialisation process; a traditionally-based culture and attitudes of the Jamaican worker were perceived as influential to organisational selection decisions made.

- There are culturally-driven challenges to selection. An economic challenge manifested in the desire of highly skilled workers to emigrate for better pay packages; an educational challenge whereby the traditional British model of education is not perceived to be effectively equipping individuals with modern skills in demand; and a social challenge triggered by rising unemployment figures and existing cultural orientations to work which are not aligned to the changing nature of work and modern expectations of worker-manager relationships.
- Skills definition and measurement have been influenced by a history of colonialism. This has negatively impacted worker expectations, employment and psychological contracts and perceptions of leadership. Paradoxically, it is believed that a history of slavery has helped to develop advanced adaptability and flexibility skills among workers. The value of objective assessment was recognised despite, trusting one's 'instinctual intelligence' being considered a reliable measurement of a candidate's suitability. A history of colonialism necessitated a fit-based approach. However external factors presented challenges that demanded a more test-based criterion-based approach to future selection.
- External global factors have had an impact on Jamaican organisations' use of higher criterion-based selection techniques. The changing nature of work for example has impacted the measurement of new competencies while increasing the importance of higher criterion-based techniques; globalisation has increased the need for multi-level fit; technological advancement has influenced testing formats; while shortages in the labour market have increased awareness of the power of a more informed and discerning applicant pool. However, legislation, governmental checks and balances, trade unions and employment bodies all offer limited guidelines to encourage best practice adherence.

Using the socio-cognitive framework underlying this course of research, results from Part A can be transposed as components of the TPB model and such provide further justification for the analysis of cross-cultural personnel selection within a socio-cognitive space. Findings represented within the TPB framework are depicted in Fig 8.1.

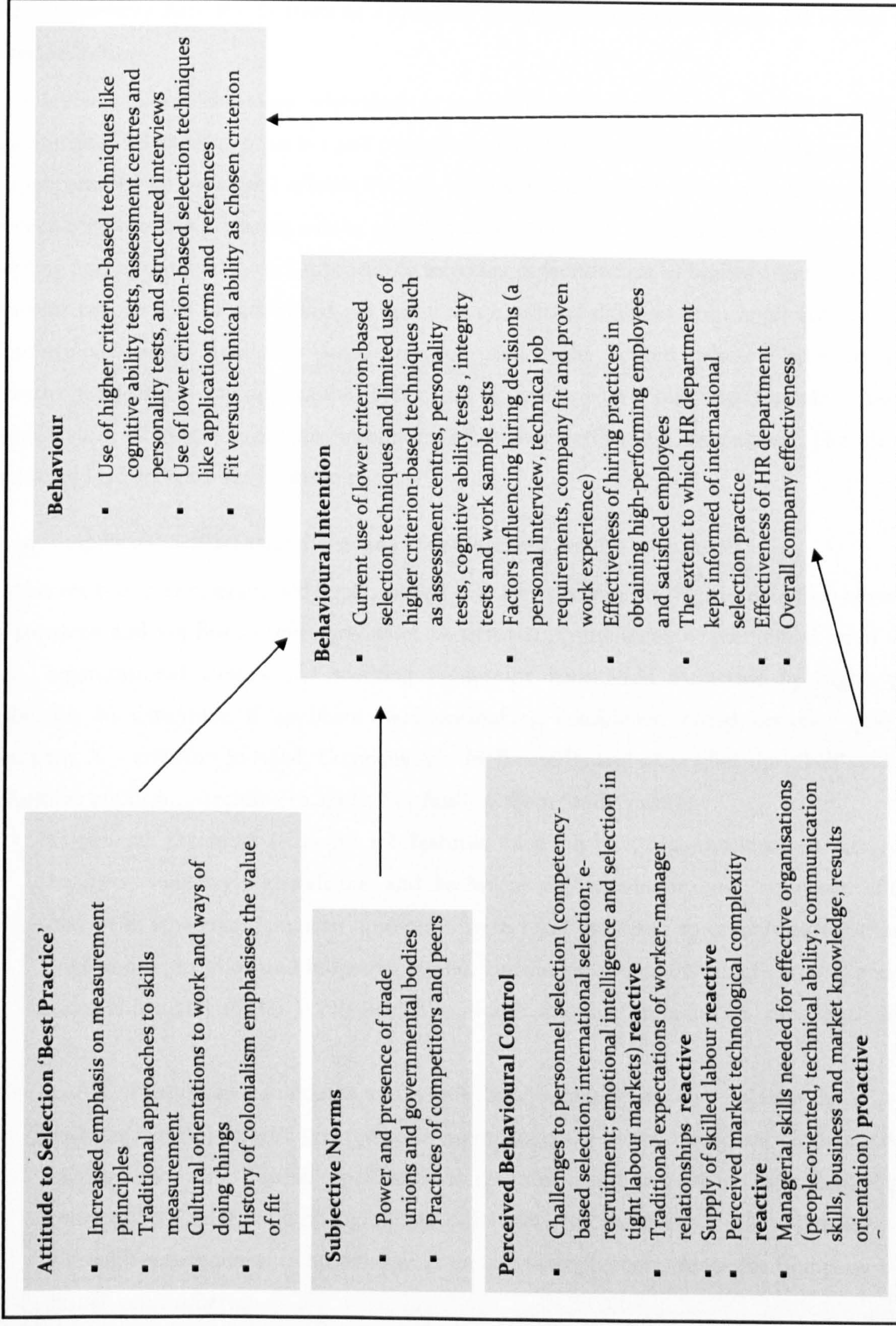


Figure 8.1: Jamaican organisational selection decision-making as components of the Theory of Planned Behaviour

8.1.2 Summary Part B – Culture in Applicant Selection Decision-making: Fit versus Criterion-Based Selection

With labour market shortages identified as one the most important external factors impacting organisational selection approaches and organisational selection decisions clustering around the ability of applicants to be socialised effectively into an organisation, Part B examined: a) the relationship between organisations adopting a fit or criterion-based approach to selecting candidates and applicants adopting a fit or criterion-based approach to selecting organisations; b) higher versus lower-performing applicant perceptions of advertised job features; c) cultural differences in applicant decisions; d) the relationship between applicant perceptions of used higher criterion-based selection techniques, attractive job features and application intent; and e) developed a robust psychometric measure of fit-based factors driving job-pursuit intentions of higher-performing candidates. The three studies conducted for Part B are summarised next.

8.1.2.a Applicant Self-Selection Behaviour with Simulated Job Advertisements

Study three (Chapter 5) examined applicant self-selection decisions using simulated job advertisements. 179 Jamaican and 235 British undergraduates participated in the study which aimed to: a) identify job tasks, organisational factors and working conditions considered attractive by higher-performing applicants; b) determine if applicant decision-making confidence varied between type of advert (Company X – criterion focused; Company Y – fit focused); and c) predict the likelihood of higher-performing applicants deciding to apply. Key findings from Study 3 were:

- In general, the most attractive job features were job role, organisational characteristics (size, location, industry), knowledge and technical ability sought, and company and industry presence. However, Jamaican applicants were most attracted to organisational characteristics such as size, location and industry (25.9%), knowledge and ability sought (17.3%) and advertised pay and benefits (16.1%). While British applicants found job-role (26.3%) most attractive.
- 52.8% of Jamaican candidates and 57.8% British candidates chose Company Y. Across both cultures, lower-performing applicants were generally more confident of their choice while higher-performing British applicants were more confident than their lesser performing compatriots. There were no significant differences in confidence levels of Jamaican applicants, although Jamaicans were on average more confident in their choice for Company Y than their British counterparts.

- Across cultures organisational characteristics, attractiveness of advertisement, job tasks, and previous experience with selection techniques were the best predictors of higher-performing candidates applying to Company X.

8.1.2.b Applicant Perceptions, Job Attraction and Self-Selection Decision-making

Study four (Chapter 5) explored the relationship between organisational decisions to use higher criterion-based selection techniques and application intent of higher-performing candidates. All 179 Jamaican undergraduates from Study three participated in the study examining the relationship between applicant perceptions of selection techniques, attractiveness of job features and applicant self-selection decisions. Perceptions were based on 4 dimensions relating to selection procedural justice (Gilliland, 1993): a) fairness and objectivity; b) job-relatedness; c) ability to identify candidate skills; and d) utility and professionalism. Key findings from Study four were:

- In general Jamaican applicants have the highest positive perceptions of the structured interview although there was much variation in perceptions of the interview's ability to identify candidate skills and the fairness and objectivity of references. Structured interviews and references were perceived to have the best ability to identify applicant skills.
- Jamaican overall perceptions of structured interviews mediated the relationship between attractiveness of advertised pay and benefits and job chosen, as more positive perceptions of the interview resulted in less emphasis placed on pay packages offered. This confirmed previous findings that candidates' attitudes and beliefs about selection processes do influence their application behaviour (Chan, 1997; Imus & Ryan, 2005).

8.1.2.c Developing a Psychometric Measure of Applicant Self-Selection Intent

Study five (Chapter 6) validated findings from Study four by developing a psychometrically robust measure of fit-based factors influencing applicant self-selection intent. Following a 10-step development process and a pilot, two types of exploratory factor analyses revealed the robustness of 34 items. Confirmatory Factor Analyses were conducted using the 414 participants from Study 3 to identify which algorithm generated the more accurate structure. Main findings from test development process were as follows:

- Parallel Analysis generated a more accurate structure of applicant self-selection intent compared to the traditional Scree Plot (Zwick & Velicer, 1983). Advertised information relating to an

organisation's values, approach to effective working and emphasis on employee satisfaction were the strongest predictors of a candidate deciding to pursue a job accounting for 84%, 64% and 62% of variance respectively.

- Fit-based factors can be used to effectively predict the application intent of candidates as higher-performing Jamaican applicants considered advertised organisational values, and approach to effective working significantly more important than their less qualified compatriots. However, all three dimensions were equally valued across British candidates.

Results from Part B can also be transposed as components of the TPB model and therefore provide further justification for the analysis of cross-cultural personnel selection as a socio-cognitive phenomenon. Findings suggest that overall perceptions of utilised selection techniques influenced an applicant's image of an organisation; the value placed on fit-based versus criterion-based factors and applicant perceptions of behaviours required to be a successful candidate. These in turn influenced an applicant's decision to apply to a job. Findings represented within the TPB framework are depicted in Fig 8.2.

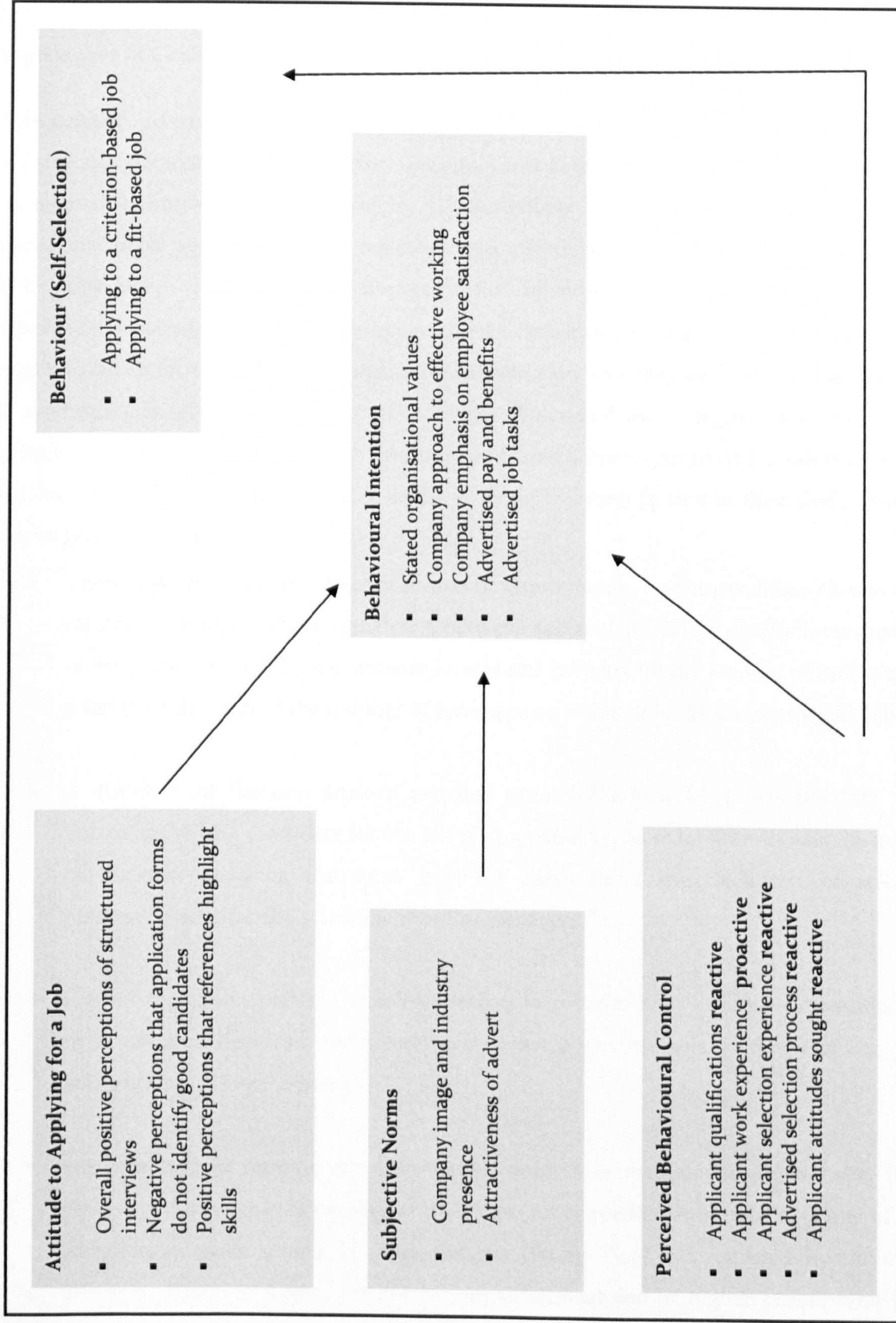


Figure 8.2: Jamaican applicant selection decision-making as components of the Theory of Planned Behaviour

8.1.3 Summary Part C – The Role of Culture in Selector Decision-making: Fit versus Criterion Approaches in Candidate Selection

With cultural, external and internal factors influencing organisational selection decisions identified and self-selection decisions of higher-performing applicants determined, Part C examined Jamaican selector decisions in a simulated selection exercise. Given findings of challenges to future personnel selection, managerial skills needed for future organisational effectiveness, and higher criterion-based selection techniques being considered most important for the future (Study 2a), the study used a quasi-experimental managerial selection exercise with 40 Jamaican early-career selectors to identify: a) the degree to which factors influencing organisational selection decisions were reflected in selector choices; b) the impact of selector experience on candidate choice and use of higher criterion-based selection techniques; c) the role of information framing and biases on perceptions of a candidate's suitability; d) the degree to which selectors emphasised fit or criterion-based factors in their decision-making. Key results generated were:

- There was no significant effect of format of questionnaire on the candidate chosen or selectors' ratings of candidate characteristics. A between subjects MANOVA revealed no significant main or interaction effect of questionnaire format and industry on the amount of information used in a selection decision or the number of assumptions made about a candidate's suitability.
- A discriminant function analysis revealed general HR experience was the best predictor of choosing the best candidate for the job ($F=3.13$; $df=2;37$; $p=.05$). However was the best predictor of selectors choosing the most qualified applicant.ict the likelihood of selectors using personality tests for the selection of future managers.
- Logistic regression analyses revealed selectors were most likely to utilise personality tests to aid their selection decisions and selection experience was the best predictor of personality tests being utilised ($W=3.62$; $p=0.5$).
- Findings suggest framing and information order may mediate the relationship between the process and outcomes of decisions rather than act as predictors of choices in and of themselves. In addition, skills sought by organisations (Study Two) are reflected by those sought by selectors. However factors influencing organisational use of higher criterion-based selection

techniques (external organisational variables) are not mirrored by those influencing selector decisions (internal individual variables). Of the selection techniques identified as important for the future (assessment centre, personality tests, and structured interviews), only personality tests were favoured by selectors.

- Jamaican selectors make attributions about a candidate's suitability based on perceptions of both functional and psychosocial consequences. Fit-based characteristics are given priority as fit with the organisation and team is cognitively weighted as an indicator of effective performance.

Results from Part C can also be transposed as components of the TPB framework, further justifying the value of socio-cognitive theories to cross-cultural personnel selection research. Findings represented within the TPB framework are depicted overleaf.

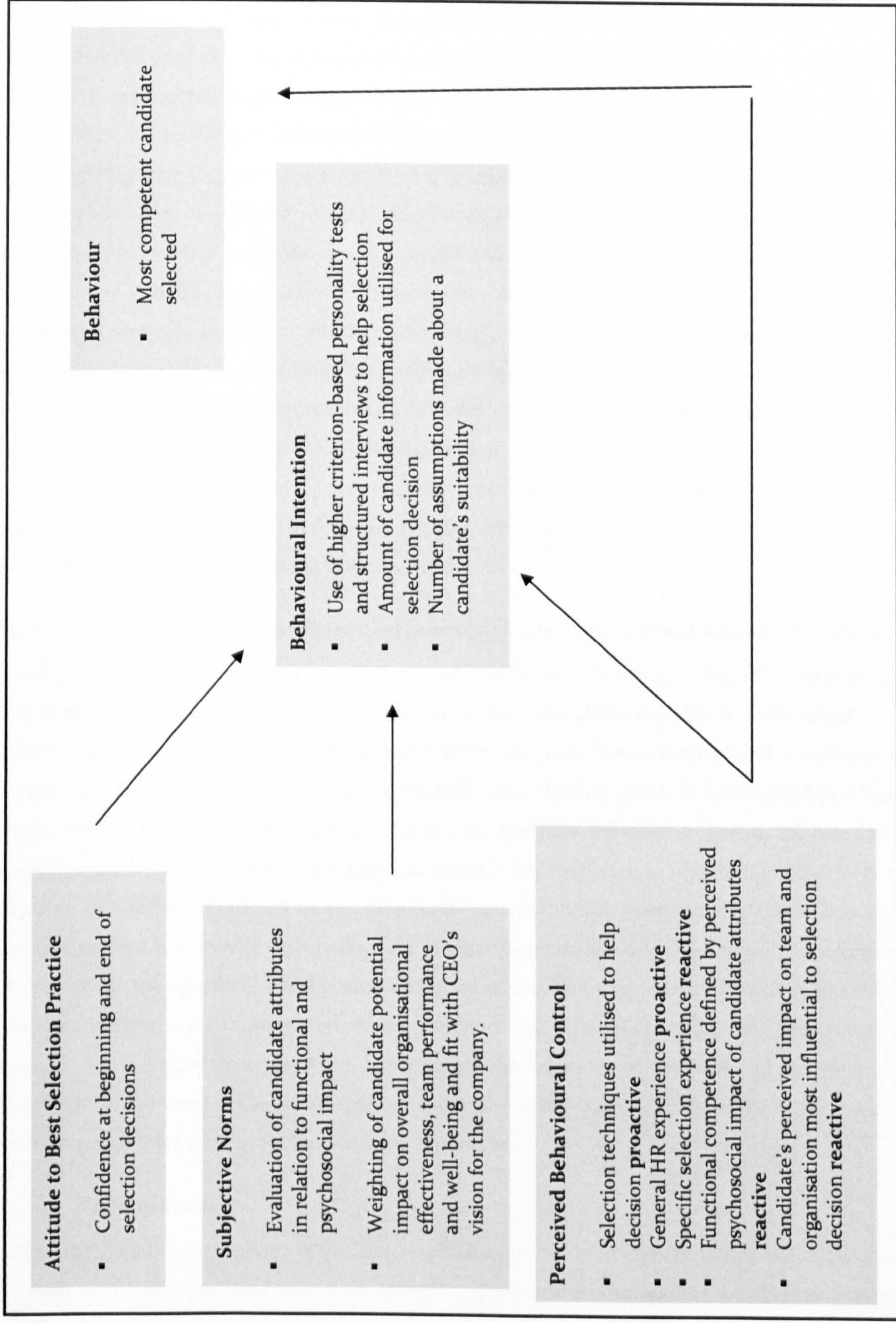


Figure 8.3: Jamaican selector decision-making as components of the Theory of Planned Behaviour

8.2 General Discussion

Generated findings from the studies throughout this thesis have ontological and epistemological implications for understanding the role of culture in personnel selection decisions; underlying personnel selection theory; methodological orientations of future research; and the process of organisational, selector and applicant decisions. The following section therefore discusses the ramifications of these results with the aim of achieving four key objectives. Firstly, to relate these findings to existing theoretical accounts of employee selection, and having noted shortcomings in both the objectivist-psychometric and the social subjectivist perspectives, prescribe a socio-cognitive theoretical perspective to modern personnel selection comprising of attitudinal, cognitive and behavioural components. Secondly, to highlight the role of culture in organisational and individual selection decisions, perceived challenges to personnel selection and the adoption of fit or criterion-based approaches in the determination of effective performance. Thirdly, based on this alternate theoretical approach to personnel selection, discuss the practical implications of this perspective and these findings for: a) the utilisation of higher criterion-based selection techniques in culturally unique contexts and b) the importance of psychosocial factors in the conceptualisation of 'scientific' selection practice. Finally, this chapter concludes by championing important directions for future selection research stemming from this work.

8.2.1 *Re-Conceptualising the Personnel Selection Process as a Socio-Cognitive Phenomenon*

These results constitute grounds for an empirically-driven re-theorising of the selection experience since they highlight important facets of the process which have previously been undervalued in both the objectivist-psychometric (Cascio 1995; Hough and Oswald 2000; Howard, 1995) and the subjectivist-social perspectives (Anderson, 2001; Anderson & Ostroff, 1997; Herriot, 1989). It was argued in Chapter 1 that despite the social-subjectivist approach offering an alternate perspective due to its focus on eliciting meaning from behaviours, personnel selection research has continued to underemphasise the role of social variables in the determination of organisational and individual selection decisions. This in turn has contributed to a restricted conceptualisation of what is generally considered scientific selection. Against this backdrop, the epistemological position adopted throughout this course of research was that scientific selection practice is a culturally determined construct and attempts to promote a prescriptive approach primarily via the objectivist paradigm, has derailed the relevance of the field and the value of research outputs to practitioners (Cascio & Aguinis, 2008; De Wolff, 1993; Herriot; 1989; 1993; 2002; Herriot & Anderson, 1997; McCourt, 1999; Derous & De Witte, 2001).

8.2.1.a *Cultural Valence*

Collectively, results throughout this thesis emphasised the role of culture in not only how the selection experience is conceptualised but how selection decisions are influenced by factors external to the individual and organisation. It was found that despite knowledge of and experience with higher criterion-

based selection techniques (Studies 1 and 6), cultural orientations to work, traditional worker-manager relationships and historical bases of employee expectations impacted Jamaican organisational and selector decisions. A history of colonialism and commonwealth heritage has played a role in managerial skills sought, perceived selection challenges, candidate characteristics influencing selection decisions and selection techniques used to identify fit (Studies 1, 2a and 2b). In addition, factors driving selection decisions in Jamaica clustered around the ability of and speed at which and ability an applicant was socialised into the organisation (Study 1). The role of culture was also evident in applicant self-selection decisions and ability of applicant likely to apply. For example, despite being more confident than their British counterparts in their choice of the criterion-based job, Jamaican applicant preferred applying to the fit-based job and generally found fit-based job features more attractive (Study 3). In addition, given the cultural homogeneity of the selectors in the quasi-experimental condition (Study 6), the importance of the fit-based paradigm in determining a candidate's suitability is specific to the Jamaican context.

Findings indicate that culture is very influential in the key stages of the employee life cycle. Firstly, in employee attraction as demonstrated by the effect of advertised job features on the quality and culture of applicant likely to apply. Secondly, in skills identification as demonstrated by differences in application intent of higher-performing applicants and skills identified by organisations as important for addressing personnel challenges. Thirdly, in skills measurement as evidenced by organisational and applicant perceptions of criterion-based selection techniques; the likelihood of organisations and selectors utilising higher criterion-based techniques to select candidates; and selector conceptualisation of effective performance through organisational and team fits. It is therefore feasible to conclude that culture plays a viable role in the perception of what is skill and how it is subsequently measured.

These findings challenge the strict psychometric orientation endemic to the objectivist approach as discussed in Chapter 1, as there is much support for earlier conclusions made by Oswald (2000) that use of selection techniques may be measured along socially constructed criteria and has distinct behavioural indicators. Hofstede's (1980;2003) research attesting to variability in organisational and cultural practices due to differences in power distance, individualism, masculinity and uncertainty avoidance is especially credible. If organisational practice is expected to vary across cultures as demonstrated by Hofstede (1980), it is logical to assert that hiring decisions, selection technique use, competency definition and measurement, applicant perceptions and decisions and selector decision-making will also have a cultural nucleus. A cultural orientation may also necessitate the demand for culturally tailored selection tools; culturally-specific ways of processing information; culturally-derived preferences for decision-making strategies and approaches to framing candidate information; and cultural manifestations of biases in the decision-making process. By extension, the conceptualisation of scientific selection through a criterion or fit-based paradigm would also be culturally determined rather than dependent on the validity of research evidence.

In relation to the subjectivist school of thought, findings endorse social components of selection practice. Previous criticisms of researchers lacking awareness of the complexity of factors influencing organisational selection decisions (Herriot & Anderson, 1997; Hodgkinson & Payne, 1998; Judge & Ferris, 1994; Latham & Whyte, 1994; Robertson & Makin, 1986; and Shackleton & Newell, 1991) cannot be contested within a strict psychometric paradigm. Findings indicating organisational selection decisions were influenced by cultural, external and HR decision-making factors further emphasise the value of the social approach to the understanding, measurement and interpretation of individual and organisational selection decisions.

8.2.1.b Information Complexity and Fluidity

Writings in both the objectivist and social perspectives, have previously underestimated the impact of fluidity and complexity of information to information processing and selection decision-making outcomes, and have tended to portray information as static and unrelated. As discussed in Chapter 1, the traditional selection platform is often characterised by predictable, available and easily measured information. However, Herriot (2002) points to the understanding of the selection process as an integrative framework whereby selection is a two-way interactive and inter-subjective process. With organisational structures becoming increasingly complex and unpredictable, it is therefore in the decision-maker's best interest to be able to process, analyse and solve information that is both complex and fluid in nature.

Existing research supports this assumption of information fluidity. Mason and Mitroff (1981) and then Stubbart (1989) argued that environmental complexity and ambiguity were the most fundamental challenges facing managers, while Cowan (1986) found that individuals in organisations interpret the same situational and environmental cues differently. From the applicants' perspective the impact of information fluidity was evidenced by candidate reactions to negative information (Rynes, Bretz and Gerhart, 1991) and applicant behaviours across different job outcomes (Chapman, Uggerslev, Carroll, Piasentin and Jones, 2005). Theoretical underpinnings driving the Social Process Model of Selection (Derous & Witte, 2001); Judge and Ferris' (1994) theoretical framework of fit in selection decision-making and Born and Scholarios' (2005) emphasis on combining information in their multi-level selection decision-making model (2005) all highlight the importance of information fluidity and complexity to modern selection decision-making.

In addition findings from the present course of research also highlight the pertinence of analysing the fluidity of information in selection decisions. Selector use of different strategies to analyse and weigh candidate attributes relative to information provided on the job, organisation and chairman (Study 6); the relationship between applicant perceptions of frequently used selection techniques, attractive job features and application intent (Study 4) and perceived impact of external global factors on organisational selection approaches adopted (Study 2b) may be mediated by decision-makers' estimation of the variability of information. Neither the objectivist nor the subjectivist paradigms readily lend themselves to the investigation of the fluidity of information influencing selection decisions. With the focus of the former on

outcomes and the emphasis of the latter on processes, alternate approaches to analysing selection are needed in order to capture main and interaction effects of variables that influence processes that determine outcomes. This makes a socio-cognitive approach best suited to identify the influence of complexity and fluidity of information on organisational, selector and applicant decisions.

For selection decisions across the three levels of analysis, it is the decision-maker's need to estimate the potential effect of fluid and complex information that appears most problematic. Both variety and quantity of information can be managed using weighting systems generated through cognitive strategies or behavioural checklists that measure established performance criteria based on a job analysis. However, a lack of similar strategies to help decision-makers more accurately determine the risks associated with fluid information such as a candidate's potential impact on existing employees (particularly with the absence of objective data), forces decision-makers to resort to strategies triggered by norm and habit. This subsequently increases the likelihood of biases and selectors having illusions of problem manageability (Das & Teng, 1999).

The complexity of information also increases the role of biases in selection decisions. The effects of biases on selection decisions were examined in selector decisions in Study 6 and factors influencing applicant self-selection decisions in Study 3. In the experimental condition of the former, questionnaire format had no impact on number of assumptions made about a candidate's suitability or the amount of information used to make a choice. However in the latter survey on applicant decision-making, preferences for organisational characteristics were more clear-cut. This was likely due to a number of factors. Firstly, applicants are generally not as restricted temporally in making a decision and are aware of having the opportunity to verify information and test assumptions made about organisations, therefore manifestations of biases are not as urgent. Conversely, depending on the stage of the selection process, the time to review and validate information may not be perceived as logistically possible by selectors. This therefore results in a dependence on cognitive strategies to aid information processing and time effectiveness (Bruner & Postman, 1949; Westen, 2002). Secondly, applicants are aware that they can feasibly apply to all jobs presented and as such may utilise more efficient cognitive strategies when weighing fit or criterion-based information. However, for selectors, the cognitive presence of a criterion (the need to select the best person for the job), may result in the dependence on a variety of strategies when weighing the same information.

8.2.1.c Multiple Options as Features of Modern Organisations

The complexity and difficulty associated with challenging selection decisions were explored with organisations in Study 1, applicants in Studies 3 and 5 and selectors in Study 6. With multiple options being a feature analogous to modern organisations, these studies enabled the examination of decision-making behaviours when multiple alternatives exist (Boudreau, 1988; Payne, 1982). Based on findings, it

can first be concluded that organisations make trade-offs between fit-based and criterion-based candidate attributes; a strategy best reserved for when limited options exist. Although one could rightly conclude that modern organisational selection is influenced by multiple factors, an alternate explanation for this phenomenon rests on the perception of senior Jamaican organisational decision-makers that use of selection techniques is deducible to two options; *known* traditional *liked* techniques versus *unknown* robust *sterile* techniques. For Jamaican organisations utilising higher criterion-based techniques (cognitive ability tests, assessment centres and work sample tests), is perceived as a greater risk when compared to using lower criterion-based techniques (application forms, references, and structured interviews) as fit represents a more accurate predictor of job performance with the Jamaican selection context. Secondly, the emergence of a three-factor structure of fit-based factors influencing applicant job pursuit intentions provides validation for the weighting of choices in terms of their best attribute. However, the presence of multiple attributes did not have a conclusive impact on selectors' choices, with the probed verbal protocol generating the adoption of a number of decision-making strategies to compare applicant characteristics. One theoretical explanation for this finding can be drawn from Thorngate's (1988) choice constraint resulting in adjudicated contests. With candidates sharing similar backgrounds and leadership skills representing a constraint, selectors identified peripheral attributes such as hobbies and voluntary activities as the reason for their choice. However this constraint represents a potential topical area in the future research on the selection of managerial candidates.

8.2.1.d A Focus that is both Internal and External to the Individual and Organisation

The third point of criticism against the objectivist and subjectivist perspectives is that writings have generally failed to sufficiently take account of factors external to the individual and organisation that impact selection decisions and information processing (Born & Scholarios, 2005) as traditionally research has emphasised the role of internal factors to organisational selection decision-making (Hefferman & Flood, 2000; Herriot & Anderson, 1997; Whyte & Latham, 1997). It was argued in Chapters 1, 3, and 4 that external factors not only impact organisational use of selection techniques and selection decisions but may filter into applicant perceptions of selection techniques and their subsequent self-selection decisions. Objectivist-psychometric texts have virtually without exception concentrated on measurements of individual differences (applicant reactions to selection outcomes; Truxillo, Steiner & Gilliland, 2006) and test motivation and performance (Arvey, Strickland, Drauden & Martin, 1990; Chan 1997; Chan & Schmitt, 2004; Lievens, De Corte & Brysse, 2003). While writings in the subjectivist perspective have proposed conceptual frameworks of a more external coverage of the selection phenomenon, both variants of the social process of selection have not clearly delineated the interplay between external and internal factors resulting in or facilitating particular selection social processes. Firstly, the social process of selection is evident by way of its impact on individuals (Anderson, 2001) however individuals are likely to be impacted prior to entering the selection process (Imus & Ryan 2005). Secondly, if selection is the first episode in the employment relationship (Herriot, 2002), it is feasible to argue that the strength and or speed of

development of that relationship may be triggered by factors external to applicant, organisational and selector characteristics. In light of the impact of the changing nature of jobs and organisations on organisational selection decisions and approaches, Lievens, Van Dam and Anderson (2002) rightly point out that more attention needs to be given to external socio-economic environmental factors on selection behaviours. This suggests organisational selection decision-making frameworks proposed by Born and Scholarios (2005) and Judge and Ferris (1994) emphasising the role of external, internal and HR decision-making processes as factors integral to understanding modern selection decisions.

8.2.1.e A Selection Theoretical Framework that includes Attitudinal, Behavioural and Cognitive Components

Existing theoretical perspectives under-emphasise the notion of selection as a cultural forum driven by internal and external factors within a multi-way process. However, justification for such an approach is founded upon three central tenets. Firstly, the selection process should be re-theorised from a 'social-behavioural forum' perspective, whereby the interaction between the three key stakeholders (organisation, applicant, and selector) are mutually discreet and two-dimensional. Within the modern organisational landscape, a two-dimensional selection space under-represents the relationship between internal and external variables; stakeholder cognitive and social processes and the accurate measurement of the resulting behavioural manifestation of the two. Findings on internal and external factors influencing organisational use of higher criterion-based selection techniques and selection decisions (Chapter 3) provide support for this suggestion. It is therefore championed that a multiple approach to organisational selection decision-making would readily facilitate a more accurate determination of the weight and relationship of each factor in predicting the likelihood of a desired selection outcome. Judge and Ferris (1994) accurately identified the connectivity between external environmental influences, internal organisational policies and staffing decisions; thereby confirming the importance of stakeholder inter-connectivity to the multi-dimensionality of selection decisions.

Secondly, the findings of this research point to the fact that the forum must be seen as being long-term and *both* micro and macro analytical in nature. Previous research has intimated that the selection process is a short-term activity (Anderson, 1988). However in light of identified challenges to Jamaican personnel selection (Chapter 4) and the likelihood of organisations using higher criterion-based selection techniques (Chapter 3) relative to that of selectors using them (Chapter 7), the connection between selection experience and organisational objectives gives it long-term emphasis. In addition, the impact of cultural and historical antecedents on worker expectations, manager-employee relationships and skills valued (Chapter 4) as well as applicant perceptions of technique procedural justice (Chapter 5); point to a long-term effect of social factors driving applicant job-pursuit decisions (Chapters 6 and 7). This positions the examination of attitudes, perceptions and cognitive processes centre-stage to the understanding of selection behaviours across cultures.

Thirdly, with continuous change in the world of work projected (Cascio 1995; Choi & Kleiner, 2002; Lievens, Van Dam & Anderson 2002; O'leary 2002; Herriot & Anderson, 1997; Stuart & Dahm, 1999) and its attendant impact on personnel selection expected (Cardy & Dobbins, 1996; Montgomery, 1996; Werbel & Johnson, 2001), findings underscore the need for a theoretical overhaul in selection approaches as the dominant focus on outcome (behaviour) do not produce effective models of factors involved in processes leading to a desired selection behaviour (utilisation of higher criterion-based selection techniques). Previous research by Chapman, Uggerslev, Carroll, Piasentin and Jones (2005) gives credence to the adoption of attitudinal, social and cognitive theoretical frameworks within the personnel selection domain. The utilisation of the theory of planned behaviour as a schema for understanding selection decisions has proven effective throughout the course of this research. Organisational selection decisions were influenced by the emphasis on measurement principles (attitudes); power and presence of trade unions (subjective norms); as well as challenges to personnel selection and supply of skilled labour (perceived behavioural control, See Figure 8.1). Similarly, in applicant self-selection, perceptions of structured interviews mediated the importance of pay and benefits (behavioural intention) to the type of job chosen (See Figure 8.2). These findings highlight the value of the theory of planned behaviour as a social-attitudinal-cognitive perspective to the selection spectrum. However, in light of the focus on selection decisions adopted throughout this study and despite its limitations the robustness of the objectivist-psychometric approach in measuring discrete behaviours, examining organisational, applicant and selector selection decisions through this framework will: a) enhance the predictive validity of selection techniques given the influence of applicant perceptions; b) provide a methodological basis to develop additional models of the socio-cognitive components of targeted selection behaviours; c) enable the examination of other social-oriented theories such as the Attraction-Selection-Attrition Hypothesis (ASAH) and Image Theory in alternate contexts such organisational and selector selection decision-making; and d) facilitate more viable practical recommendations thereby bridging the practitioner-researcher divide.

8.3 Research Limitations

As with all research there are a number of limitations to the studies conducted throughout this thesis. They include threats to internal validity, which are primarily related to the use of self-report data, sample size and a need in the future to link explanations to real-life decision-making processes. In light of the unique cultural context, generalizability of findings to other environments is also given due consideration before the practical implications of findings from this thesis are discussed.

The data collected in Studies 1 and 6 were self-reported. In Study 1, key decision-makers reported what factors influenced organisational selection decisions while in Study 6 selectors, particularly in the Probed

Verbal Protocol condition reported how they made their selection decision. Given Lyle and Thomas' (1988) assertion that managers awareness of their own decision-making processes is faulty and Willig's (2004) conclusion that self-reported data can be problematic to psychological research, the use of self-reports may have impacted the findings reported here as managerial reports may be influenced by social desirability and impression management. The lack of significant differences in decisions by experts versus novices in Study 6 may have been a manifestation of the effects of self-reports. However, as selector experience had no significant effect on either the amount of information used or number of assumptions made about a candidate; impression management may have been reduced. In addition, the ease at which both selectors and experts freely admitted their biases suggests participant need to respond in socially desirable ways was kept to a minimum.

In addition, the use of self-report ethnographic interview data has some additional potential problems. With a sample size of 17, the data collected is idiosyncratic and may not reflect 'reality' as perceived by others in a similar position. Perceptions of selection techniques and strategies to combat effects of external global factors may have been atypical. For example, it may be that an organisation's decision to emphasise issues of worker-manager distrust within their selection process, is as a result of recent problems experienced by a number of employees. However, the administration of Study 2a, provided some validation for the challenges to personnel selection identified by key decision-makers in Study 1. Given the level and years of expertise of the sample, level of detail and information required by the research was not deemed problematic (Flick, 2006).

A second limitation of the methodological approach adopted throughout this thesis concerns the small sample sizes utilised in Studies 1 and 2a and thereby the power of findings in making practical generalisations. Study 1 was a survey generating findings from 50 organisations while Study 2b utilised 30 HR professionals. Whilst it is readily conceded that larger sample sizes are more scientifically robust (Dewberry, 2004; Field, 2005; Rust & Golombok, 2000), results from the former are methodological sound as the sample size represents organisations employing over 400,000 employees while results from the latter represent a replication of a study sampled with 26 Belgium HR professionals while. This is particularly valid, given previous assertions by Chell (1998) of the difficulties associated with accessing occupational groups for applied research. In general, threats to internal validity throughout the course of this thesis were effectively managed with a multi-method approach examining selection decisions from an organisational, applicant and selector perspective.

A third limitation is that the methods used in this study do not allow full exploration of the circumstances under which organisations may adopt criterion-based selection approaches. For Part A factors influencing organisational selection decisions as well as use of selection techniques were obtained. However in light of the emphasis placed on applicant potential in hiring decisions, the research would have benefitted from

questions tapping into types of techniques used for various selection purposes; such as graduate versus managerial selection; new versus traditional job roles; or selection for promotion versus that for development. In addition, for the applicant perspective, the current scheme of research did not examine the impact of multiple individual processes on job factors found attractive. For example, the use of a work-oriented personality inventory such as Hogan's Motives Values and Preferences Inventory in conjunction with applicant critical thinking skills (Watson Glaser Critical Thinking Appraisal) would have facilitated more robust conclusions made about the relationship between applicant quality and job-pursuit behaviours.

As well as considering issues of internal validity, this programme of research can be evaluated in terms of threats to its external validity. In this regard, the primary concern is the degree to which findings can be generalised to other cultural and organisational settings and or employee populations. This thesis has looked at selection as a culturally-derived phenomenon and focussed on the impact of external and internal factors on the selection choices of three key stakeholders. With all three stakeholders utilised in samples throughout this research, generalizability of findings have been primarily limited by the aforementioned issues. However, in light of samples from Part A being drawn from active members of the Human Resource Management Association of Jamaica; the applicant sample drawn from the main university in the country; and selectors drawn from graduates with post graduate qualification in Human Resources Management, findings can be generalised. However, given the evidence of cultural divergence and convergence of hiring decisions (Bowen, Galang & Pillai, 2002; Geringer, Frayne & Milliman, 2002; Huo, Huang & Napier, 2002; Von Glinow, Drost & Teagarden, 2002); cultural variability in selection decisions (Ryan, McFarland, Baron & Page, 1999; Hough & Oswald, 2000); and cultural orientations to work and organisational structures (Baba, 1996; He, 1995; Hofstede, 1980; Ngowi 1997; Sui Pheng & Yuquan, 2002); while the theoretical framework adopted can be utilised in any research investigation, findings can only be discussed in relation to the Jamaican selection experience.

8.4 Practical Implications

Although the practical implications of the findings of this thesis have been alluded to in several chapters, there are other ramifications stemming from this alternate account of the selection process. These concern the three inter-related areas of organisational, applicant and selector decision-making. This work was conducted in an applied context and therefore the results of this work have already been used in a practical way.

Firstly, key decision-makers in organisations appear to give more weighting to external and cultural factors when deciding on a selection strategy. This suggests that contrary to underpinnings of 'text-book' selection practice (Becker & Huselid, 1992; Cook, 2002; Cooper, Robertson & Tinline, 2003; Robertson & Smith,

2001), decisions to use specific selection techniques are not fuelled by a job analysis based on specifications of work components, task structure, and individual KSAOs, but governed by social components which impact orientations to work, leadership perceptions, ability expectations and worker-manager relationships. This implies that organisations are more open to adopting selection techniques with a social component. It is therefore expected that practitioner buy-in of selection techniques will be more favourable for personality and attitude inventories, group exercises for assessment centres. While the use of cognitive ability tests are not expected to advance given the emphasis on social skills.

Secondly, key decision-makers have already utilised the cognitive task in Chapter 7, to identify potential selectors' approaches to selection. The task has already been adopted by one organisation for the recruitment of managerial selectors. This has significant implications for the future identification of biases in personnel selection and the impact on organisations identifying candidates who have a positive impact on both organisational effectiveness and existing employees. The utilisation of the task will also help organisations to identify and clarify behavioural indicators and indices of good performance to enable more effective decision-making based on essential criteria.

Thirdly, because the research included university students, senior stakeholders such as Heads of Career Services from major universities in Jamaica have also expressed interest in findings to inform existing schemes of applicant preparation. This is essential in order to improve applicant perceptions of selection instruments, which may play a role in their decisions to apply for a job (Imus & Ryan, 2005). Preparation with measures such as personality tests, application forms and assessment centres will also go a long way to develop applicant awareness and expectations of fair and valid selection approaches, thereby having a direct impact on perceptions of procedural justice (Gilliland, 1993). In addition, as the applicant study included a comparison with British students, two graduate recruitment agencies have already expressed interest in using simulated job advertisements in conjunction with personality tests to tailor the strategy to identify better-fitting applicants.

Commensurate with this perspective is the possibility of careers advisors conducting training with simulated organisational settings designed to develop more realistic and positive applicant perceptions of work behaviours and organisational functioning. This will also foster the development of skills needed to communicate and negotiate employment contracts and worker disputes in line with the modern organisational thrust. Training provisions should also centre upon the development of the five competencies identified by organisations as incremental to future success, that is, people-oriented leadership skills; advanced technical ability and expertise; communication and interpersonal skills; business understanding and market knowledge; and results orientation. The use of work sample exercises, assessment centre exercises and case studies would prove both a realistic and valid approach to help

applicants identify skill levels while having the additional bonus of improving applicant perceptions of technique job relevance and skills identification capability.

Further practical implications from this programme of research include addressing how an organisation manages the impact of external processes on its selection agenda. Whilst awareness of North American evidence-based selection techniques and principles appears to be growing, companies would benefit from a more proactive approach to the inclusion of psychometric assessments rather than operating in reactive mode to the dictates of trade unions. A first step for an organisation could include the running of half-day workshops with middle and senior managers on the economic, logistic and practical benefits of incorporating more robust measures in the selection process. This would be followed by the opportunity for managers to become familiar with tests by doing them and ultimately more focused training for personnel managers with heightened interest. This would help to encourage improvement in testing perceptions while removing the pressure of compliance without sufficient information. Such an approach would also serve to emphasise the value of adopting scientific approaches without the risk of omitting the preferred techniques. In light of technique experience identified by both senior decision-makers and selectors, this approach would generate a more favourable welcome instead of the standard test-training approach that is often championed.

An additional practical implication for organisational selection decision-making involves assessing how hiring decisions in an organisation are influenced. Findings from this research have suggested that while there are geographical and historical differences in factors influencing hiring decisions, an applicant's potential is particularly favoured by Jamaican organisations. This is in contrast to underpinnings of the traditional job analysis (Anderson, Lievens & Van Dam, 2002; Cook, 2002; Cooper, Robertson & Tinline, 2003; Herriot & Anderson, 1997) whereby, existing observable skills represent the hallmark of good selection. It is therefore imperative that organisations include an assessment which enables applicants to detail their potential as much as possible to effectively obtain the skills demanded while successfully actualising the objectives of the business. A work sample test in the form of a case study for example, would prove an effective medium to identify an applicant's capability given a stipulated work scenario. This would also necessitate a more robust training schedule for selectors tasked with identifying candidates with 'good' potential.

8.5 Future Research

Calls for various types of additional research stemming from the findings reported in this thesis have been made in the preceding chapters. As objectives of studies were structured around research agenda propounded by Anderson and Herriot (1997), directions for future research here will also be discussed in

relation to these research taxonomies. Future research directions for selecting for change, international generalizability, multi-level selection, applicant decision-making and construct validity are discussed next.

8.5.1.a Selecting for Change

Changes in the structure and approach to work have been consistently mentioned throughout the course of this research. With findings indicating a distinct impact, future research will need to adopt methodological and theoretical approaches that reflect this shift in order to make scientific and practically relevant contributions. The validation of selection theories embracing this change is therefore paramount. The components of Judge and Ferris' (1994) and Born and Scholarios' (2005) models of selection decision-making therefore need to be validated within an organisational context. Similarly the adoption of decision-making approaches addressing demands of the modern workplace such as those presented by Eisenhardt and Zbaracki (1992) and Lyles and Thomas (1988), need to be further utilised in order to more accurately explain the impact of managerial decisions on organisational effectiveness.

8.5.1.b International Generalizability of Findings

Findings from the current research indicate that the pervasive assumption of international generalizability of selection research is false. In line with conclusions made by Herriot and Anderson (1997) and later Newell and Tansley (2001), establishing international generalizability of research findings will be difficult given the impact of culture on work orientations, organisational practice and selection behaviour. However, the international generalizability of theoretical frameworks to address selection research remains possible as demonstrated by the utilisation of the theory of planned behaviour (Ajzen & Fishbein, 1980) in the seven studies presented in this thesis. Whilst variability in components is expected across and between cultures, the adoption of a theoretical 'template' will help to position the discipline as more construct-driven and empirically sound, whilst generating culturally tailored practical solutions. The universal adoption of theories will also enable a more robust estimation of effect sizes of factors driving selection behaviours.

8.5.1.c Multi-level Selection P-J, P-T and P-O Fit

The need to measure multiple levels of fit in light of fluidity of skills and organisational demands was also a recurrent theme in results generated from organisations, applicants and selectors. However, all three stakeholders appear to weigh the three levels of fit differently based on perceptions of the three dimensions being complimentary, contradictory or neutral. Future research is therefore needed to determine the degree to which multiple-fit is determined in selection. If the underpinnings of multi-attribute choice are transposed onto this taxonomy, the value of each can be determined experimentally with decision-making strategies. It is strongly encouraged that future research identifies the practical valence of this taxonomy.

8.5.1.d Applicant Decision-making in Selection Processes

The scope for future research on applicant decision-making is very broad as demonstrated by the inter-relationship between applicant perceptions, job preferences and self-selection behaviour. However, the modelling of both social and cognitive processes in the explanation of applicant decisions will go a long way to advance the scientific rigor of the discipline in this domain. Research by Chapman et al (2005), have proven fruitful in the understanding of the variability of applicant choices. In light of continued organisational complexity and job dynamism, understanding the behaviours of a skilled, budding workforce will be incremental to selection research being perceived as proactive, practically relevant and empirical.

8.5.1.e Construct Validity and Adverse Impact

As stated throughout this thesis, there is a paucity of studies adopting a cognitive approach to selection research. That is, few studies have attempted to examine the effect of framing, biases and multiple choices to stakeholders' ability to make desired selection decisions. The findings of this research strongly suggest that selection and assessment research should be directed towards establishing the cognitive processes involved in attending to, evaluating and choosing relevant information. This research would particularly benefit from findings in the social psychological domain. Image Theory by Beach (1990) for example, was proffered as a theoretical framework for applicant decisions, however the notion of decision-makers being constrained by three knowledge structures or images can be adopted to examine organisational and selector decision-making as well. Similarly, the utilisation of established cognitive theories, particularly descriptive approaches, to guide future selection research will go a long way in addressing issues of criterion-related validity; the disjuncture between theory and practice; and the lack of understanding of the 'whys' of predictor efficacy pervasive in the IWO Psychology literature.

Appendix 1

English translation of Carter's worker attitude gem

'My dear, I don't have the education to answer all the smart questions in your questionnaire (RPS). But I'll put it in my own words for you (ECI), and I do not care if you go back to the managers and tell them (DL) because I'm leaving my job anyway (MPW). But you see those shiny-teeth hypocrites in the bank, who sit behind their big desks and flash fake smiles and ask you how you're children, are doing (DPSC), while all the time they order you around like a dog and treat you like you are not a human being too? (ECI). I get my revenge every morning. I just cough and spit in their coffee before serving it. They are so stupid, when they see the curdle on top they gobble it down thinking it's cream'. (BEHAVIOUR).

Appendix 2

2.1 Study 1: Revised IHRMBS Questionnaire

BACKGROUND INFORMATION

Please select the most appropriate answer to each of the following questions. In a few cases please fill-in the blanks.

1. Gender Male Female
2. Age _____
3. What is the highest level education you have completed?
 High School Diploma or Less Some Graduate Education
 Some College Education Graduate Degree
 Bachelor's Degree Other _____
4. What is your job title? _____
5. How long have you been in your current role? _____ years
6. How long have you been with your current company? _____ years
7. Do you formally supervise other employees? Yes No
8. If yes, how many employees formally report to you? _____

YOUR COMPANY

9. Approximately how many employees are there in your company?
 Less than 250 250 to 1000 Over 1000
10. Do you have employees belonging to union(s) in your company? Yes No
11. If yes, do you know approximately what proportion of employees are members of unions?
 Less than half About half More than half Don't Know
12. What is the core business of your organisation? Please identify if it is in the public or private sector.
 Public Sector Private Sector
 Manufacturing Agriculture/Forestry/Fishing
 Mining/Quarrying/Energy/Water Hotels/Restaurants/Entertainment
 IT/Communication Banking/Financial Services
 Education Wholesale/Retail/Distribution
 Health/Social Work Professional Services/Business Activities
 Other (Please Specify) _____
13. Please select the one description below, which most accurately describes what stage your company and its products/services are in:

A. Mature stage: products or services familiar to vast majority of prospective users. Technology and competitive environment are reasonably stable.

B. Growth stage: sales growing at 10 percent or more annually. Technology and competitive environment are still changing.

14. How accurately does each of the following describe the business environment that your company faces?

	Not at All					Definitely
1. Marketplace competition has increased dramatically.	1	2	3	4	5	
2. Conditions in our business environment and government regulations are rapidly changing.	1	2	3	4	5	
3. The technology in our product/services is complex.	1	2	3	4	5	
4. Abundant supply of skilled people in the labour market.	1	2	3	4	5	

15. Think of your company's Human Resource Management or Personnel Department. How accurately do the following statements describe that Department, overall? Please use the following scale for the questions below:

	Not at All					Definitely
It is viewed as an important department in the company.	1	2	3	4	5	
It tends to imitate the human resource practices (e.g. in hiring, pay, etc.) used by other firms in our industry.	1	2	3	4	5	
It works closely with the senior management group on the key strategic issues facing the company.	1	2	3	4	5	
It seems to keep informed about the best human resource management practices that are used in other countries.	1	2	3	4	5	
It is viewed as an effective department.	1	2	3	4	5	
Other (Specify) _____	1	2	3	4	5	

16. The descriptions below apply to four different types of managers. First, please read through these descriptions.

Manager 1: Usually makes decisions promptly and communicates them to staff clearly and firmly. Expects them to carry out decisions loyally and without raising difficulties.

Manager 2: Usually makes decisions promptly, but before going ahead, tries to explain them fully to staff, then gives them the reasons for the decisions and answers whatever questions they may have.

Manager 3: Usually consults with staff before reaching a decision. Listens to their advice, considers it, and then announces the decision. Expects all to work loyally to implement it whether or not it is in accordance with the advice they gave.

Manager 4: Usually calls a meeting of staff when there is a decision to be made. Puts the problem before the group and invites discussion. Accepts the majority viewpoint as the decision.

Please mark one of the above four types which most resembles the general style of management in your organisation.

Manager 1 Manager 3
 Manager 2 Manager 4

17. How accurately do the following statements describe your company's practices? For each statement provide two responses. First, use the left column to indicate to what extent the statements below describe the way Hiring Practices currently are conducted (PRESENT). Second, use the right column to indicate to what extent the statements below describe the way Hiring Practices ought to be conducted to promote organisational effectiveness (FUTURE). Please use the following scale for the questions below:

1 2 3 4 5
 Not at all To a small extent To a moderate extent To a large extent To a very great extent

Hiring decisions here are influenced by:

	PRESENT	FUTURE
a. A person's ability to perform the technical requirements of the job.	1 2 3 4 5	1 2 3 4 5
b. A personal interview.	1 2 3 4 5	1 2 3 4 5
c. A person's ability to get along well with others already working here.	1 2 3 4 5	1 2 3 4 5
d. Having the right connections (e.g. school, family, friends, region, government, etc.).	1 2 3 4 5	1 2 3 4 5
e. The company's belief that the person will stay with the company (e.g. 5 years or longer).	1 2 3 4 5	1 2 3 4 5
f. An employment test in which the person needs to demonstrate their skills	1 2 3 4 5	1 2 3 4 5
g. Proven work experience in a similar job.	1 2 3 4 5	1 2 3 4 5
h. A person's <u>potential</u> to do a good job, even if the person is not that good when they first start.	1 2 3 4 5	1 2 3 4 5
i. How well the person will fit the company's values and ways of doing things.	1 2 3 4 5	1 2 3 4 5
j. Future co-workers' opinions about whether the person should be hired	1 2 3 4 5	1 2 3 4 5

18. Please use the same scale to indicate to what extent your company's hiring practices are effective.

a. The hiring practices help our company to have high-performing employees.	1 2 3 4 5
b. The hiring practices help our company to have employees who are satisfied with their jobs.	1 2 3 4 5
c. The hiring practices make a positive contribution to the overall effectiveness of the organisation.	1 2 3 4 5

19. The following question is geared to assess your company's usability of specific selection techniques. Please indicate if they are currently used in a paper or electronic format (e-based) as well as your opinion of frequency of usage in the future. Please use the following scale:

		1					2					3					4					5				
		Not at all					Rarely					Sometimes					Most Times					Very Frequently				
		Current Use										Future Use														
		Paper					E-based					Paper					E-based									
a.	Application forms	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
b.	Cognitive/Mental Ability Tests	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
c.	Assessment Centres	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
d.	Personality Tests	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
e.	Biodata	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
f.	Integrity Tests	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
g.	Unstructured Interviews	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
h.	Structured Interviews	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
i.	References	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
j.	Work Sample Tests	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
k.	Peer Assessments	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
l.	Medical Background Check	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
m.	Criminal Background Check	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
n.	Graphology/Hand Writing Analysis	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
o.	Other (Please Specify) _____																									

Appendix 3

Study 2a: Questionnaire on Personnel Challenges

1. What 3 key competencies do you think are required for managers to be effective today in your organisations?

- a. _____
- b. _____
- c. _____

2. What 3 key competencies do you think are required for managers to be effective in your organisation in the future?

- a. _____
- b. _____
- c. _____

3. Which of the following do you think will be the 3 main issues affecting selection in the future? (Select 3 ONLY).

E-recruitment, e-assessment, online recruitment and testing, Internet selection, technological challenges

Competency-based selection, competency-based interviewing, competencies, competency management

Selection in tight labour markets, job marketing, war for talent, human resource marketing, shrinking labour force

Emotional Intelligence

International selection, expatriate selection, selection in the CARICOM, globalisation

Specialisation of consultancy firms, increasing competition

Impact of legislation

Outsourcing of Selection

Team Selection

Other (Please Specify) _____

4. Which one selection technique do you think will become most important in the future and why?

5 Which one selection technique do you think will become least important in the future and why?

6. What do you think are the 3 main challenges to selecting to selecting the best candidates at the moment?

7. What measures does your organisation currently employ to ensure selection is fair, valid and reliable?

Study 2a: Participant Invitation E-mail

Dear Sir/Madam,

As part of a doctoral research, your participation in an interview is being sought to discuss factors influencing selection decisions in Jamaican organisations.

The interview will last for a maximum of 45 minutes and is arranged exclusively at your convenience. You will decide the time and location of our meeting. If you would like to meet outside working hours or on the weekend that can be facilitated. Interviews as late as 9pm can also be accommodated. The last interview is scheduled for August 24th at 1pm.

Your identity, the identity of your organisation will remain anonymous. Your opinions will be treated with the strictest confidence with only the researcher having access to the information. To arrange interviews, you may contact me on 399-9567. Alternatively, you may submit contact details via this medium at p.cruise@city.ac.uk

Looking forward to hearing from you.

Sincerely,

Paula A. Cruise

Study 2b: Ethnographic Interview Questions

- a. There's a lot of research/debate going on now about selection in a constantly changing global environment. Researchers and practitioners alike have identified 4 key issues affecting global trends: technological advancement, the changing nature of work, the war for talent and globalisation. What are your views on this and how do you think these elements will affect selection in the Jamaican landscape?
- b. Of these four factors, which do you think will have the greatest impact on how selection is perceived, addressed, designed, implemented and evaluated?
- c. Let's turn our attention a bit to junior selection and graduate recruitment. Much attention has been given to the issue of the war for talent. What KSA's do you think future graduates will need in order to have competitive advantage? What selection techniques do you think will be most reliable in identifying them?
- d. What do you regard as the ideal characteristics of the twenty first century manager? Given the existing global issues, what systems do you think will need to be in place to attract and refine these characteristics?
- e. Innovation, emotional intelligence and strategic thinking are buzz constructs at the moment used to describe essential managerial competencies. Do you think these constructs can easily be measured and developed with regard to executive selection?
- f. The changing nature of work is another important issue as companies are now faced with the task of selecting employees who will need to function outside the traditional organisational environment. Given the advent of flexi-time, remote working and job sharing, do you think organisations are facing additional pressures in selecting such candidates? What measures do you think need to be in place to ensure both good candidate selection as well as performance management?
- g. The changing nature of work as well as globalisation have also resulted in much interest in expatriate selection. The selection of employees to work in culturally foreign settings both on a local and international level. To what extent do you consider cultural adaptation in selection

procedures? How relevant do you think the issue of culture will be in selecting future employees both at the junior and executive levels?

- h. Do you think there are sufficient measures in place to facilitate fair, valid and reliable selection? How can future legislation better facilitate the selection process given the existing external global challenges?
- i. Do you think companies will be faced with additional pressures to present an image that promotes the use of selection systems that are fair, valid and technologically advanced?
- j. Applicant reactions to and perceptions of selection systems have generated a lot of interest in the past few years. Should companies in Jamaica be concerned about how their selection mechanisms are perceived by job applicants? How best can they promote this message of interest in the applicant's welfare?
- k. Finally, I would just like to touch on the issue of selection in key industries in Jamaica. Finance, Tourism, Manufacturing, Sports and Politics play a key role in the functioning of the country. How do you think selection needs to be approached with regards to these industries? Are bespoke selection systems critical or can generic selection procedures suffice?

Study 2b: Participant Consent Form

Dear Participant,

Thank you for agreeing to take part in an interview examining organisational selection decisions. Interviews are being conducted as part of the data collection process for the academic thesis of Paula Cruise, a doctoral student at City University London. You have been selected as a participant from the senior membership list of the Jamaican Human Resource Management Association.

The interview will last for a maximum of 45 minutes. For the purpose of analysis and with your permission, the interview will be recorded and then transcribed. During transcription, all names and identifiable information will be removed from the data and tapes will be destroyed upon completion of the research. If you need to, you are free to withdraw from the interview or the recording at any stage. If you have any questions about the research, the interviewer will be happy to answer them now or at a later date.

Prior to the beginning of the interview please complete the consent form below:

I confirm that I have volunteered to participate in this interview and I understand that the information I provide will be made anonymous and treated confidentially. I also give my consent for Paula Cruise to use the information I provide as part of her PhD research.

(Participant)

(Date)

(Researcher)

3.5 Study 2b - Interview Coding Frame

Theme	Code	Description
Technological Advancement	Organisational functioning and effectiveness	Organisational functioning and effectiveness
	Skills accessibility	Impact of technology on an organisation's ability to obtain the skilled workers it needs to be productive
	Selection process	Impact of changing technology on current selection processes (recruitment, assessment or evaluation)
	Skills and competences required	Impact of changing technology on skills and competencies required by the organisation
Labour Market Shortages/War for Talent	Organisational functioning and effectiveness	Role labour market shortages play on an organisation's ability to meet its objectives
	Skills accessibility	Impact of labour market shortages on an organisation's ability to obtain the skilled workers it needs to be productive
	Selection process	Impact of labour market shortages on current selection processes (recruitment, assessment or evaluation)
	Selection techniques utilised	Impact of labour market shortages on current selection techniques utilised
	Availability of skills in demand	Impact of labour market shortages on the availability of the skills and organisation requires to be productive
Changing Nature of Work	Organisational functioning and effectiveness	Role of the changing nature of work on an organisation's ability to meet its objectives

	Definition of skills	Cultural impact on definition and conceptualisation of a skilled worker
	General approaches to working	General approaches to work and productivity
	Importance of culture in selection	Impact of culture on recruitment, assessment and evaluation approaches adopted
	Social challenges created by trends	Impact of global trends on Jamaican social, economic and legislative environment
Social, Economic and Legislative Environment	Current selection legislation compliance	Extent to which organisations comply with existing selection legislation
	Pressures to conform to best practice	Extent to which organisations feel forced to comply with evidence-based selection mandates
	Future selection legislation	Future selection legislation required given impact of future trends
	Country preparation for external changes	Country preparation for technological advancement, labour market shortages, changing nature of work and globalisation
	Confidence in best practice selection	Organisational confidence in evidence-based selection approaches
Compliance and Confidence in Best Practice Selection	Confidence in traditional selection	Organisational confidence in traditional selection approaches (interviews, references, application forms)
	Challenges to best practice approaches	Challenges to organisations adopting evidence-based selection methods
	Incentives to use best practice approaches	Legal, social and economic incentives for organisations adopting evidence-based selection methods
	Sharing ideas on selection best practice	Approaches utilised by organisations to obtain and share information on evidence-based selection methods
	Managerial skills and attitudes sought	Managerial skills and attitudes in demand by organisations to be effective
Current Selection Practice	Graduate skills and attitudes sought	Graduate skills and attitudes in demand by organisations to be effective
	Challenges to manager skill measurement	Challenges to effectively measuring manager knowledge, skills, attitudes and other abilities
	Emerging new skill assessment	Development of approaches to effectively measure changing skills requirements
	Ethical assessment	Organisations being fair, objective and ethical in their assessment of candidates

	Reliance on interviews	Importance of interviews for the assessment of skills
	Selecting for industry fit	Selecting candidates who are best suited for the industry in which they apply to work
	Selecting skills from overseas	Challenges to selection skilled workers from overseas when skills not available locally
Future Selection Practice	Organisational strategies for future selection	Strategies adopted by organisation to obtain skilled workers given global trends
	Future use of selection best practice	Utilisation of evidence-based selection methods in future assessments
	Selection effectiveness measures	Measures to be put in place to ensure good candidate selection
	New approaches to assessing managerial skills	Adoption of approaches to ensure good assessment of managerial skills

Appendix 4

4.1 Study 3: E-mail to Career Development Centres to Encourage Participation

Dear Career Centre Manager,

I am a graduate of the University of the West Indies currently undertaking a Doctoral Degree in Occupational Psychology at City University London. My research focuses on examining new approaches and methodologies in employee selection. A part of which, I will be investigating selection from the applicant perspective, particularly factors influencing graduate applicants to apply to specific organisations.

The aim is largely to compare graduates/existing university students' decision-making processes as well as their perceptions of organisational factors. Utilising a bottom-up approach to understanding the selection paradigm, I'm hoping to make comparisons between students in the UK to those in Jamaica. The research adopts a futuristic approach to consumer-based selection and therefore represents a new addition to the selection literature.

There is an online questionnaire to be completed and I would really appreciate it if you could encourage students visiting the Career Centre to complete it. Would it be possible for you to post the link on your website? Or perhaps include the questionnaire as a preamble/summary for students completing aptitude testing/online applications? Or e-mailing the link to members in your data base?

The questionnaire is located at

<http://staff.city.ac.uk/psychstudies/orgpsych/ApplicantDecision/Welcome.htm>

The only criterion for completion is that students must have completed their first year of tertiary education. Students from all disciplines and backgrounds are welcomed. As an incentive, students who complete the questionnaire by November 25th, 2005 will be entered into a draw where one lucky winner will have the chance to win \$5000 cash.

Your help with this would be most appreciated as I'm aiming to get a minimum of 300 participants. If you have any queries or require additional information please do not hesitate to contact me.

Yours Sincerely,

Paula

Paula A. Cruise
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+44 207-040-8580 (Fax)

4.2 Study 3: Notice Circulated by Career Development Centres to Students

Second and third year students are invited to participate in an online questionnaire which focuses on their career planning. The aim of this questionnaire is to identify what factors influence graduates when deciding what companies to apply to for a job.

For more information and to complete the questionnaire, please visit - <http://staff.city.ac.uk/psychstudies/orgpsych/ApplicantDecision/Welcome.htm>

For further assistance, direct your queries to Paula Cruise, Doctoral Candidate, Department of Psychology, City University, London. Tel: 0207-040-0155;
fax -0207-040-8580.

4.3 Study 4: Advertisement for Company X



Rare opportunity to join the PR team behind one of Jamaica's leading news channels

PUBLICITY ASSISTANT

Competitive salary + benefits + New Kingston

A large media company is looking for a Publicity Assistant to work in the busy Press Office in New Kingston. You will be working in a small team, providing PR services to some of the best journalists in the business both local presenters as well as overseas correspondents.

The job will be varied and in addition to providing administrative support, you will require a proactive approach to garnering media coverage. It requires a willingness to undertake tasks as diverse as promoting breaking news using all PR tools at your disposal, from issuing press releases, transcripts and grabs, to helping organize photo shoots, press briefings and receptions.

Although this is an entry level position requiring no previous PR experience, an awareness of the Jamaican media landscape, including national newspapers would be a distinct advantage.

Essential is a key interest in news and current affairs and the ability to stay calm, confident and be motivated to operate effectively in demanding and frequently deadline driven situations.

To apply, please send a cover letter with your CV, stating your current salary, to apply@companyx.com or post to Company X Recruitment, Human Resources, 5 Tobago Avenue, Kingston 10. Short-listed candidates will be expected to provide 2 References and to attend a 1 hour Interview.

Closing date for applications: November 25, 2005.

4.4 Study 4: Advertisement for Company Y



COMPANY Y

**Team Co-ordinator
Marketing & PR Related Company**

**\$400,000–\$620,000 per annum
(dependent upon skills and experience)**

Working within this vibrant organization based in the heart of New Kingston, this is a varied and stimulating role. As part of a friendly and dynamic team, you will be required to work on your own initiative to provide admin and PR support to this high profile department.

This diverse role includes handling enquiries, diary management, arranging meetings, drafting correspondence, planning and delivering programs of marketing events, administering courses and seminars. Ability to multitask and prioritize a busy work schedule is essential. Excellent written and verbal communication skills a must.

With a well developed collaborative approach, you will be a strong team player with excellent interpersonal skills. You will have a successful record of managing relationships with key players. Educated to degree level or equivalent, you will have strong computing skills including the use of spreadsheets and the deployment of databases.

To apply , send your CV to Sandra@companyY.com. Ref GP145

Short listed candidates will be asked to attend an Assessment Centre and to complete a Psychometric Test

4.5 Study 4: Applicant Demographic Information Form

The following questionnaire is to identify what factors influence graduates when deciding what companies to apply to for a job. The study is a part of ongoing research into Jamaican employee selection practices. Using the scale below, indicate the extent to which each of the following factors influences your decision when applying for a job. There are no right or wrong answers. Your name is NOT required and responses will be kept confidential. Answer ALL questions.

Gender Male Female

Age

How many years work experience do you have? (While not studying)

Ethnic Origin White Asian Black Chinese
 Mixed Other

Nationality

Based on your current grades what quality degree do you expect to graduate with?

Approximately how many job selection procedures have you gone through within the past 3 years? (This includes job application forms submitted; interviews attended or any other form of job selection technique experienced.)

4.6 Study 3: Applicant Perceptions of Selection Technique Questionnaire

The following questions are to determine how you generally feel about the most popularly used job selection techniques by organisations in Jamaica. Using the scale below, indicate the box that accurately describes your views.

Strongly Disagree	Disagree	Do Not Know Enough to Make a Judgement	Agree	Strongly Agree
1	2	3	4	5

1. The Application Form

		1	2	3	4	5
1	The content of application forms is clearly related to the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I find it easy to complete application forms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Application forms give candidates the opportunity to show what they can really do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The content of application forms does not appear to be unfair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The content of the application form tends to appear relevant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	When I read application forms, it is easy to understand what the company is looking for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	I do not usually feel offended by any of the items on the application form	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	A candidate who did well on an application form would be a good graduate intern/employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Structured Interview

		1	2	3	4	5
1	Questions asked tend to be relevant to the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The interview gives applicants the opportunity to show what they can really do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Interviewers are usually very professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I feel I have the opportunity to highlight my strengths as a candidate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The interview gives me an opportunity to learn more about the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	The interview focuses on skills needed to be a successful graduate intern/employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	I do not feel uncomfortable while being interviewed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Interviewers tend to encourage me to ask questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	In the interview I feel I have an equal chance of being selected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. References

		1	2	3	4	5
1	The reference is a biased way of obtaining information about a candidate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	References give you an equal chance of being selected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Referees are usually very professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I feel referees have the opportunity to highlight my strengths as a candidate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The reference gives me an opportunity to learn more about the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	The reference focuses on skills needed to be a successful graduate intern/employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	I do not feel uncomfortable with a referee sending comments without me knowing what they are	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	References are a reliable way of assessing a candidate's abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	With a reference I feel I have an equal chance of being selected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 5

5.1 Applicant Decision-Making Scale

The following questionnaire is to identify what factors influence graduates when deciding what companies to apply to for a job. The study is a part of ongoing research into Jamaican employee selection practices. Using the scale below, indicate the extent to which each of the following factors influences your decision when applying for a job. There are no right or wrong answers. Your name is NOT required and responses will be kept confidential. Answer ALL questions.

Using the scale below, how much influence does each company factor have when you're making a decision to apply for a job?

None	Small Amount	Moderate Amount	A lot	Great Amount
1	2	3	4	5

		1	2	3	4	5
1	Encouraging me to learn new skills while doing my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Treating me fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Having transparent assessment systems (appraisal, development etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Providing me with opportunities to develop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Ensuring managers and staff have the same rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Making me feel like I'm part of a 'family'	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Having flexible working schedules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Giving me freedom to express my individuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Having a good selection system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Treating everyone equally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Valuing my difference as an individual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Publicly acknowledging my contribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Having a fair selection system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Encouraging team development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Paying me well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Providing opportunities for training in different departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Encouraging me to take initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Promoting work-life balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Rewarding me for good work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20	Encouraging me to be innovative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	Giving me a pay package that reflects the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	Enabling me to work in teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	Having a friendly environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	Providing opportunities to further my education while working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	Assessing my performance objectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	Encouraging me to find different ways to do my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27	Recognising the importance of my job in the everyday running of the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	Making me feel free from pressures to conform on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	Encouraging me to give my opinions when decisions are being made	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	Promoting working in a safe physical environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	Having chances for me to exercise leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32	Promising a stable and secure future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33	Promoting professional integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34	Encouraging me to be the best I can be	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35	Challenging me by the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36	Encouraging managers to tell everyone what's going on	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37	Being one of the best in the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38	Giving me a chance to use my special abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39	Being internationally recognised	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40	Paying highly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41	Encouraging me to learn more about the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42	Being concerned about my well-being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43	Having managers I can talk to about personal problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44	Providing me with constructive feedback if I'm not doing well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45	Exposing me to a range of functional areas of the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46	Being an ideal place to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47	Providing opportunities to develop customer-related skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48	Being involved with the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49	Striving to be the best	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50	Being a place where my friends would like to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51	Making me feel respected in my position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52	Having friendly employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53	Having perks (company car, health insurance, rental allowance etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54	Providing guidelines on how to be a better worker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

55	Conducting its business in an ethical way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56	Demanding that the job matches ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57	Having clear organisational values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58	Promoting a cooperative organisational culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59	Offering opportunities for overseas training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60	Being honest about their expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61	Having managers with integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62	Respecting my opinion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63	Being committed to developing me as an employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64	Listening to my ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65	Promoting team work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66	Being interested in how satisfied I am at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67	Giving me the option to work from home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68	Being understanding in the event of a personal emergency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69	Having equal opportunities for promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70	Having clear organisational objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71	Being respected by other companies in the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72	Using modern technology for day to day tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73	Having team-mates with integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.2 Randomly Generated Eigenvalues

Communalities

	Initial	Extraction
q1	1.000	.696
q3	1.000	.624
q4	1.000	.609
q5	1.000	.576
q8	1.000	.657
q9	1.000	.549
q10	1.000	.719
q11	1.000	.735
q17	1.000	.694
q18	1.000	.564
q20	1.000	.644
q25	1.000	.632
q27	1.000	.618
q28	1.000	.562
q30	1.000	.615
q32	1.000	.539
q34	1.000	.629
q35	1.000	.542
q45	1.000	.542
q46	1.000	.479
q48	1.000	.542
q51	1.000	.625
q52	1.000	.615
q55	1.000	.543
q57	1.000	.689
q58	1.000	.667
q60	1.000	.688
q61	1.000	.650
q62	1.000	.677
q63	1.000	.629
q64	1.000	.664
q66	1.000	.528
q70	1.000	.555
q73	1.000	.529

Extraction Method: Principal Component Analysis.

Appendix 6

Study 6 – Participant Information for Cognitive Task

Dear HRM Graduate,

You were referred to me by the Team at the HRD Unit at the University of the West Indies, Mona campus.

I'm a finalising Occupational Psychology PhD student researching futuristic strategies in selection and development. I would be very grateful if you would participate in one of my studies.

The study is part of ongoing international research on the future directions of selection and development and explores how future decision-makers in the field assess talent. The experiment consists of information on a company, a job role and 3 short-listed candidates. Your task is to select the best candidate for the job. This task will last a maximum of 15 minutes.

You have been randomly selected as a participant from the database of HRD Graduates from the University of the West Indies. An MSc in HRM is the only criteria necessary for your participation. If you do not currently work in HR or Training, you are still eligible to take part.

The questionnaire can be accessed using any of the links below. If it fails to launch, simply copy the link into your web browser.

<http://www.staff.city.ac.uk/psychstudies/cgi-bin/MDMIntro.pl?State=Intro&type=A>

If you have any queries or require additional information, please do not hesitate to contact me.

Many thanks in advance.

Sincerely,

Paula

Paula A. Cruise BSc. MSc.

PhD Researcher, City University

Tel: +44 020 7040 0155 // Fax: +44 020 7040 8580

City University, Northampton Square London EC1V 0HB.

Study 6 - Task Materials Job Selection Experiment

COMPANY PROFILE

Manpower Inc is a medium-sized specialist Marketing and Advertising Consultancy firm, with 210 employees in four locations in Jamaica. The company has been operating for fifteen years targeting small to medium businesses. They are currently undergoing major organisational change and development. There is much competition in the marketplace with their primary competitor being **Human Factors Plus**.

The new Chairman is very charismatic and is considered a visionary. He openly acknowledges the changes in the global environment and the potential impact on the organisation. His key objective is to position **Manpower Inc** as one of the top 5 providers of 21st century Marketing and Advertising solutions. He is keen on employing staff who share that vision. His leadership style encourages an open, inclusive organisational culture that facilitates the creation of innovative and futuristic solutions and practices. He particularly does not want new employees who subscribe to the 'old ways of doing things'.

As a result of the change in the nature of jobs, the senior management team would like to identify people who have the capability to refocus their behaviour towards more managerial, more commercial and whole-business issues rather than take a strict functional approach.

THE JOB

A new position of Executive Marketing Analyst (EMA) has been created. The job holder will report directly to the Marketing Director. The key function of the EMA is to identify innovative solutions to meet client needs and beat the competition. Essential skills required are: people management; functional management; strong technical ability; communication & negotiation ability; and advanced market knowledge.

Key Responsibilities include:

- Managing team of 8 Marketing Analysts
- Co-ordinating key departmental functions
- Planning and conducting marketing research and development initiatives
- Designing strategic Marketing & PR solutions for both long and short terms
- Developing skills base of team members

CANDIDATE A – SIMONE BROWN

Background Information/Personal Details

- Current Marketing Analyst at Manpower Inc.
- Female
- 35 years of age
- Likes to play chess
- Dances with the National Dance Theatre Company (NDTC)
- Volunteers at a weekly soup kitchen

Qualifications & Experience

- Marketing Researcher at PriceWaterhouseCoopers
- Various positions in Marketing division of Manpower Inc. over the last 10 years
- Executive MBA 3 years ago
- Specialist Marketing Analyst Diploma

Leadership Skills

- Good attention to detail
- Completed managerial leadership programme sponsored by company
- Staff complain she can be a bit moody
- Good research, development and analytical skills
- Got good reviews as chair of conflict resolution committee
- Has not followed through on a number of small projects
- Actively encourages development of junior staff
- Worked in the Marketing department at the PwC offices in New York
- Not an inspiring speaker

CANDIDATE B – NATALIE PHILLIPS

Background Information/Personal Details

- Senior Marketing Strategist at Human Factors Plus (MI Chief Competitor)
- Female
- 35 years of age
- Senior management at Human Factors have expressed a strong interest in keeping her at the company
- Chair of the breast cancer drive for Human Factors
- Was the volunteering campaign organiser for the neighbourhood car wash
- Speaks fluent Spanish and French

Qualifications & Experience

- Worked for 2 years in Sales at IBM
- Various managerial positions at Human Factors
- MSc. Marketing Management 10 years ago
- BSc. Marketing and Business Administration

Leadership Skills

- An excellent public speaker
- A creative – oriented personality
- Some staff complain that she can be overbearing interpersonally
- Played a key role in initiating the development of the staff nursery
- Mentors junior colleagues
- Subordinates complain that they don't like to work with her as she can be overly demanding
- Staff say she is a master at understanding and using organisational politics to her advantage
- Worked in Miami for 2 years in the Marketing division of the American arm of Human Factors Inc.

CANDIDATE C – MARK JOHNSON

Background Information/Personal Details

- Current Operations Manager at Manpower Inc.
- Male
- 35 years of age
- He is renowned for being a cricket aficionado
- Coaches his local boys under 12 football team
- Enjoys art and literature

Qualifications & Experience

- Research Analyst at KPMG
- Positions of Sales Analyst and Training Manager throughout Manpower Inc. over the last 5 years
- MBA 6 years ago
- Bsc. Psychology and Management

Leadership Skills

- Good attention to detail
- Staff complain he can be a bit moody
- Does not always remember to recognise the contributions of others once projects are completed
- Good insight into organisational politics
- He has a habit of being late to meetings
- Subordinates report that he is overly demanding
- Staff report he is very good at seeing the 'big' picture
- Fellow managers think he is too authoritative and paternalistic as a manager

Study 6 - Experiment Demographic Information Form

1. GENDER	<input type="checkbox"/> Male	<input type="checkbox"/> Female
2. AGE		
3. YEAR ENROLLED ON HRM COURSE		Select One
4. NUMBER OF YEARS GENERAL HR/Training EXPERIENCE		Select One
5. NUMBER OF YEARS STAFF SELECTION EXPERIENCE		Select One
6. HIGHEST HR/Training-RELATED POSITION HELD TO DATE		Select One

7. Do you expect you will be in HR/Training for the next 5 or more years?

Definitely will not be in HR/Training	Unlikely I will be in HR/Training	It's possible I will be in HR/Training	Very likely I will be in HR/Training	Definitely will be in HR/Training
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Which of the following selection techniques have you previously used or served as a member of the panel?
Please indicate if you have experience with paper-based, electronically-based or both formats.

SELECTION TECHNIQUES	PAPER-BASED	E-BASED
Application Forms	<input type="checkbox"/>	<input type="checkbox"/>
References	<input type="checkbox"/>	<input type="checkbox"/>
Structured Interviews	<input type="checkbox"/>	<input type="checkbox"/>
Medical Background Check	<input type="checkbox"/>	<input type="checkbox"/>
Criminal Background Check	<input type="checkbox"/>	<input type="checkbox"/>
Assessment Centres	<input type="checkbox"/>	<input type="checkbox"/>
Personality Tests	<input type="checkbox"/>	<input type="checkbox"/>
Cognitive Ability Tests	<input type="checkbox"/>	<input type="checkbox"/>
Integrity Tests	<input type="checkbox"/>	<input type="checkbox"/>
Work Sample Tests	<input type="checkbox"/>	<input type="checkbox"/>

Based on the information provided, please select the best, second best and worst candidate for the job and indicate how confident you feel you have made the best decision. (Please ensure you have selected a different candidate for each choice)

Choice	Candidate	Confidence with decision (100%)
Best Candidate	Select One	_____%
Second Best	Select One	_____%
Worst Candidate	Select One	_____%

THANK YOU FOR PARTICIPATING.

Study 6 - Probed Verbal Protocol Question Guide

1. How did you find the activity?
2. You were presented with 5 bits of information, company, job, 3 candidates, what did you think of them overall?
3. Did you read all the information beforehand?
4. Which bits did you think was most relevant to make a selection?
5. If you were to rank these on a scale of 1 to 3 with 1 being the most important in helping you make your decision what would be

1st
2nd
3rd

6. Please describe how you went about making the decision
7. Who did you select for the job?
8. Why did you select this candidate?
9. Of these factors which would you say influenced your decision the most?
10. What was it about this particular factor that influenced your decision?
11. Which factor would you say influenced your decision the least?
12. Why would you say this was the least important factor?
13. Is there any information about the candidate that you did not use in your decision?
14. Which candidate was your best alternative?
15. Why wasn't this candidate your first choice?
16. What additional information would you need for this candidate to have been your first choice?

17. How certain are you that you have made the right decision in choosing this candidate as your best alternative?

18. Which additional selection technique would you have used to help you make your decision about your best alternative?

19. Which candidate would you definitely not select?

20. Why do you believe this candidate was the least fit for the job?

21. What additional information would you need to help you make a different decision?

22. How certain are you that you have made the right decision in choosing this candidate as your worst alternative?

23. Which additional selection technique would you have used to help you make your decision about your worst alternative?

24. On the basis of your thinking now, which candidate would you select as the:

Best Choice

Best Alternative

Worst Choice

25. If I were to ask you to redo the activity, and you had 6 selection techniques at your disposal, where you could use any you choose which would you use to help with your choice? So you can choose from structured interviews, assessment centres, personality tests, cognitive ability tests, integrity tests and work samples. You can choose any you like and as many as you like.

6.5: Study 6 - Frequency of identified managerial attributes

Choice	Candidate Attributes			Organisational Attributes			Job Attributes	
	Background Information & Personal Details	Qualifications and Experience	Leadership Skills	Company Profile	Characteristics of Chairman and Senior Management Team	Job Description and Skills Needed	Key Responsibilities	
A	<ul style="list-style-type: none"> Plays chess (3) Volunteers weekly at soup kitchen (2) Dances with NDTC (2) 	<ul style="list-style-type: none"> Executive MBA 3 years ago (4) Overall qualifications and experience (1) Various positions in specialist area over last 10 years (1) 	<ul style="list-style-type: none"> Not followed through on a number of small projects (negative) (4) Encourages junior staff development (3) Chair of conflict resolution committee (3) Overall leadership skills (3) Good attention to detail (2) Worked in PwC New York (2) 	<ul style="list-style-type: none"> Overall company description (1) 	<ul style="list-style-type: none"> Charismatic visionary (1) Open, participative leadership style (1) 	<ul style="list-style-type: none"> Overall job description (4) Strong technical ability (1) Advanced market knowledge (1) 	<ul style="list-style-type: none"> Managing a team of eight (2) 	
Total	7	6	16	1	2	6	2	
B	<ul style="list-style-type: none"> Currently employed at chief competitor (11) Senior management at competitor is interested in keeping her (4) Speaks fluent Spanish & French (3) 	<ul style="list-style-type: none"> Overall qualifications and experience (4) Worked for 2 years in Sales at IBM (5) Various managerial positions at competitor (4) Specialist MSc. Management 10 years ago (7) 	<ul style="list-style-type: none"> A creative-oriented personality (10) Master at understanding organisational politics (7) Initiated development of staff nursery (6) Mentors junior colleagues (6) Staff complain she can be overbearing interpersonally (negative)(3) Worked in Miami Branch for 2 years (3) 	<ul style="list-style-type: none"> Overall company description (1) 	<ul style="list-style-type: none"> Charismatic visionary (3) Open, participative leadership style (3) Whole business rather than functional approach (1) 	<ul style="list-style-type: none"> Overall job description (4) Communication and negotiation ability (2) People management skills (1) Advanced market knowledge (1) 		
Total	18	20	35	1	7	8	0	
C	<ul style="list-style-type: none"> Cricket aficionado (1) Local football coach (1) Enjoys art and literature (1) 	<ul style="list-style-type: none"> Positions of Sales Analyst and Training Manager over the last 5 years (1) MBA 6 years ago (1) BSc. Psychology & Management (1) 	<ul style="list-style-type: none"> Overall leadership Skills (1) Very good at seeing the 'big picture' (2) 					
Total	3	3	3	0	0	0	0	

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