

行政院國家科學委員會專題研究計畫 成果報告

面試官行為對應徵者求職反應之影響：主效果與干擾效果 之探討(第2年) 研究成果報告(完整版)

計畫類別：個別型
計畫編號：NSC 95-2416-H-004-016-MY2
執行期間：96年08月01日至97年08月31日
執行單位：國立政治大學企業管理學系

計畫主持人：蔡維奇

計畫參與人員：碩士級-專任助理人員：林芳如
博士班研究生-兼任助理人員：黃敦群

報告附件：出席國際會議研究心得報告及發表論文

處理方式：本計畫涉及專利或其他智慧財產權，2年後可公開查詢

中華民國 97年10月29日

一、摘要

根據社會訊息處理理論與印象管理的相關文獻，本研究提出一個新的研究概念（面試官印象管理戰術）以了解面試官如何影響應徵者在求職面談後對徵才企業與出缺工作的態度。在研究一中採用歸納法總結出 12 種可行的口語戰術與 7 種非口語戰術。後續的研究二（實驗法）與研究三（實地法）的研究結果均支持面試官印象管理戰術會正向的影響應徵者認知的企業吸引力、知覺企業聲望地位，以及求職意願。即便控制客觀的工作與組織特性後，此一正向關係仍然存在。

關鍵詞：招募、求職面談、印象管理

Abstract

From the perspective of social information processing and the impression management (IM) literature, we propose a new construct, entitled “interviewer impression management tactics,” and examine its effects on applicant attraction in three studies. Based on an inductive approach (Study 1), 12 verbal and 7 nonverbal interviewer IM tactics were identified. The results of a laboratory experiment (Study 2) and a field survey (Study 3) showed that interviewer IM tactics influenced applicant attraction such as perceived attractiveness, prestige perceptions, and job pursuit intentions, even after controlling for the effect of job and organizational characteristics.

Keywords: recruitment, employment interview, applicant attraction, social information processing, impression management

二、緣由與目的

In recent years, the “war for talent” (Michaels, Handfield-Jones, & Axelrod, 2001) has pushed organizations to attract the very best job candidates in an effort to ensure

their long-term success. The employment interview has proven to be one of the most popular selection and recruitment devices. Therefore, researchers have long been interested in studying interview-related determinants of applicant attraction. For example, researchers have examined the extent to which applicant attraction is influenced by the focus of the interview (e.g., Stevens, 1998; Taylor & Bergmann, 1987), by interview structure (e.g., Turban & Dougherty, 1992), or by interviewer or recruiter characteristics, such as warmth, trustworthiness, gender, and race (e.g., Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005; Liden & Parsons, 1986).

A number of important job, organizational, and interviewer characteristics have been identified to affect applicant attraction. However, an important question remains largely unanswered: What are the most effective interviewer behaviors that attract quality job candidates? To answer this question, we propose a new construct, interviewer IM tactics, based on the social information processing theory (Salancik & Pfeffer, 1978) and the impression management literature (e.g., Schlenker, 1980). Social information processing theory has been used to study employee job attitudes and task design (e.g., Griffin, 1983; O'Reilly & Caldwell, 1985). However, it has received little attention in the recruitment literature. As employees' work attitudes and behaviors (e.g., perceptions of task attributes, affective responses, and productivity) are found to be affected by the way social information is processed by their supervisors, we argue that job applicants' attitudes and behavioral intentions may also be influenced by how job and organizational information is interpreted by the interviewer. In other words, favorable evaluations of organizational attractiveness or higher job pursuit intentions would be solicited from applicants when interviewers present the job and the organization in an attractive way. Accordingly, we believe that interviewer IM tactics, which can be defined as interviewers'

verbal and nonverbal behaviors that aim to control the images of the job and the company to facilitate favorable applicant evaluations toward the job or the prospective employer, should be a useful means for interviewers to attract job applicants. Whilst these arguments make intuitive sense, they have yet to be systematically developed and empirically examined. Therefore, the primary purpose of the paper is to introduce the concept of interviewer IM tactics into the recruitment literature and provide some evidence of its effects on applicant attraction.

To date, we know little about the type of interviewer IM tactics in the recruitment context. Similarly, we have little information about how interviewers and applicants evaluate these tactics. Thus, the present studies are intended to contribute to the literature by: (a) providing a taxonomy of interviewer IM tactics and (b) comparing and contrasting the evaluation of the effectiveness of these tactics from both the interviewer's and the applicant's perspective. Three consecutive studies were conducted to achieve these objectives. First, in Study 1, we identified the forms of interviewer IM tactics and assessed interviewers' attitudes toward these tactics by employing an inductive approach. Next, a laboratory experiment (Study 2) was designed to explore the effectiveness of two of the most frequently mentioned interviewer verbal IM tactics that were identified from Study 1 (i.e., self-promotion and information-sharing tactics). Finally, a field survey (Study 3) was conducted to find out how actual job applicants reacted to four types of interviewer IM tactics (self-promotion, other-focused, rapport building, and nonverbal tactics). Results of these studies not only extend the previous recruitment research on recruiter effects but also widen the range of applications of IM tactics to the practice of attracting job applicants.

三、研究方法

Study1

Data of this study were collected in February 2007. We approached managers who were currently enrolled in EMBA

programs at two universities in northern Taiwan. Among 65 managers approached, 56 (86.2%) agreed to participate in this study. Among them, 61% were male, the mean of age and work experience were 41.0 and 16.5 years ($SD = 5.1$ and 5.0), respectively. None of them came from the same organization. Overall, they held a wide variety of positions (e.g., HR and marketing manager) in various industries (e.g., banking, electronics, and retailing). All of them had experience in conducting employment interviews (the mean interview experience was 32.7 times ($SD = 103.0$)). This diverse sample reduced the possibility of any particular industry or job function exerting disproportionate influence on the items generated. Participants were asked to recall the employment interviews they conducted in past twelve months and write down the exact verbal and nonverbal IM incidences they, as an interviewer, had engaged in to build a positive image of the job (or the company). Respondents were also encouraged to write down how and why they believe such behaviors were beneficial to create a positive image.

Study 2

Data were collected between June and September 2007. This study was a 2 (self-promotion vs. information-sharing) \times 3 (job attributes vs. compensation and benefits vs. work/company environment) between-subject factorial design. Participants came from business schools at six universities located in northern and central Taiwan. One hundred and thirty-two college and graduate students who were currently seeking a job (full-time or part-time) or planning to get a full-time job within the next twelve months participated in this study. Among them, 81 (61.4%) were female, and the mean age was 22.8 years ($SD = 1.8$). One hundred and fifteen (87.1%) participants had previously held a full- or part-time job or were currently employed at the time the study was conducted. On average, their full-time and part-time work experience was 1.7 and 21.3 months ($SD = 6.9$ and 19.4), respectively.

Study 3

Sixty-six interviewer-interviewee dyads

from 27 firms in Taiwan formed the basis of this study. The 66 interview sessions were exclusively one-to-one, first-stage interviews in which interviewers had to fulfill both selection and recruitment objectives. These interview sessions consisted of 66 interviewees, 42 interviewers, and were concerned with various job positions, such as managerial, administrative and professional positions. Among the 42 interviewers, 27 (64.3%) were female. Their mean age and the mean work experience were 36.6 and 10.3 years ($SD = 7.6$ and 7.2), respectively. Of the 66 interviewees, 34 interviewees had a college degree and 25 had a master degree or above. Among them, 36 (54.5%) were female. Their mean age and the mean work experience were 28.0 and 4.6 years ($SD = 6.4$ and 4.7), respectively.

Survey data were collected between October 2007 and March 2008. Contacts in each participating company received a package that included a brief description of the purpose of the study, five pairs of numbered questionnaires (one for the interviewer and one for the applicant), and ten self-addressed envelopes to facilitate direct returns to the researchers. Contacts were informed that this study was concerned with the employment interview process. They were asked to distribute questionnaires to both the interviewer and the job applicant at the completion of employment interviews.

Interviewers and interviewees were instructed to fill out their respective questionnaires immediately after the interview has been completed. They were also informed that their responses would be used only for research purposes. Interviewers were asked to provide their demographic information, to evaluate the job and organizational characteristics and to rate the extent to which they use the four IM tactics. Applicants were asked to report their demographic information and post-interview reactions.

四、結果與討論

Three studies were conducted to explore the types of interviewer IM tactics and examine the influences of these tactics on

applicant attraction. These studies identified a number of interviewer IM tactics that have been frequently used by corporate recruiters. Results of these studies also demonstrated that at least some of these tactics can lead to greater applicant attraction. We found that self-promotion is the most effective interviewer impression management tactic that leads to applicant attraction. Interviewers' self-promotion tactics were positively and significantly related to all three applicant attraction variables. Moreover, the positive relationship between self-promotion tactics and applicant attraction was observed even when the objective characteristics of the job and the organization have been taken into consideration.

Our results suggest that corporate recruiters generally use some IM tactics to attract job candidates. This finding highlights that a gap may exist between academic research and recruitment practices. Interviewers can do more in attracting job applicants than what have been labeled as "recruiter effects" in previous recruitment studies. For example, in addition to being informative, interviewers can highlight the positive meanings behind such information to enhance applicants' perceptions of organizational attractiveness and their job pursuit intentions (i.e., self-promotion tactics). We believe the research on broader impacts of interviewer IM tactics not only contribute to the development of the recruitment literature, but are also of practical relevance to practitioners in conducting effective employment interviews.

五、計畫結果自評

本研究發現面試官印象管理戰術可以正向地影響應徵者在面談後對徵才企業與出缺工作的評價，並且可以提昇應徵者之求職意願。更重要的是，此一正向關係並不因為控制客觀的組織與工作特性而消失。本研究發現特定戰術（例：自我導向戰術）可以在客觀的組織與工作特性之外正向地影響應徵者面談後的態度。本研究之研究發現不僅補足過去文獻中較少研究

面試官行為的研究缺口 (Harris & Fink, 1987), 且對面談實務亦具有顯著的意義: 企業客觀的組織或工作特性可能短期間內不容易改變, 但企業主仍可以藉由訓練面試官表現出特定的印象管理戰術來提高企業對人才的吸引力。最後, 整合不同的研究與資料收集方法 (歸納法、實驗法、實地研究法) 於同一研究中的作法也兼顧了研究結論的類推性與內在效度。整體來說, 本研究結果極具潛力發表在國際一流學術期刊。

六、參考文獻

1. Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005). Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes. *Journal of Applied Psychology, 90*, 928-944.
2. Griffin, R. W. (1983). Objective and social sources of information in task redesign: A field experiment. *Administrative Science Quarterly, 28*, 184-200.
3. Harris, M. M., & Fink, L. S. (1987). A field study of applicant reactions to employment opportunities: Does the recruiter make a difference? *Personnel Psychology, 40*, 765-784.
4. Liden, R. C., & Parsons, C. K. (1986). A field study of job applicant interview perceptions, alternative opportunities, and demographic characteristics. *Personnel Psychology, 39*, 109-122.
5. Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). *The war for talent*. Boston: Harvard Business School Press.
6. O'Reilly, C. A., & Caldwell, D. F. (1985). The impact of normative social influence and cohesiveness on task perceptions and attitudes: A social information processing approach. *Journal of Occupational Psychology, 58*, 193-206.
7. Taylor, M. S., & Bergmann, T. J. (1987). Organizational recruitment activities and applicants' reactions at different stages of the recruitment process. *Personnel Psychology, 40*, 261-285.
8. Turban, D. B., & Dougherty, T. W. (1992). Influences of campus recruiting on applicant attraction to firm. *Academy of Management Journal, 35*, 739-765.
9. Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative Science Quarterly, 23*, 224-253.
10. Schlenker, B. R. (1980). *Impression management: The self-concept, social identity, and interpersonal relations*. Monterey, CA, Brooks/Cole.
11. Stevens, C. K. (1998). Antecedents of interview interactions, interviewers' ratings, and applicants' reactions. *Personnel Psychology, 51*, 55-85.

行政院國科會補助國內學者出席國際學術會議報告

姓名：蔡維奇
服務機構及職稱：國立政治大學企業管理學系教授
會議時間地點：二〇〇八年八月八日至八月十三日於美國加州
會議名稱：美國管理學會 2008 年會(2008 Academy of Management Conference in Anaheim, California)
發表論文題目：(Comparing employment interviews across countries and cultures)

一、參加會議經過

每年暑假於北美(美國、加拿大)舉行的美國管理學會(Academy of Management)，其主要目的是提供全世界的一般管理領域教授、博士班學生及實務界人士一個學術交流的機會。今年的會議於美國加州 Anaheim 的 Convention Center 及周圍的飯店舉行，從二〇〇八年八月八日至八月十三日中午止共六天，有超過八千人與會，共發表兩千多篇經嚴謹審查的學術論文。大會採分組方式進行，個人可依其興趣參與合適分會(Division)所舉辦的論文研討會。

二、與會心得

此次本人參加的場次仍以組織行為及人力資源管理方面的課題為主。組織行為分會(Division of Organizational Behavior)與人力資源分會(Division of Human Resources)均為美國管理學會中規模較大的分支機構，會員人數均在兩、三千人以上。此次本人參加的場次包括招募、人格特質的議題，其中，人格特質的場次是由我的博士生在參加千里馬計畫期間共同跟 host professor 組織的一個 symposium，這樣的歷練，對我的學生幫助很大；由於 host professor 與 discussant 的名氣很大，當天也吸引不少學者參與，我的學生表現也很稱職，雖然 host professor 並未到場，但她主持得算是有模有樣，會後也有多人跟她互動、詢問相關議題的發展。另外，本人亦參加一場組織行為領域終身成就講得主的演說，這是過去數年來我很喜歡參加的一個場次，因為在這當中得以聆聽獲獎者的心路歷程及其研究成果，有助於重新審視自己研究生涯的經營，是否有需要調整之處。這次得獎的是 UC-Berkeley 的一位組織行為老師，當天由他的學生開場，展現薪火相傳的意境，相當感人。最後，本人亦參加一場 PDW，與組織行為幾個重要期刊的主編面對面交換意見，期間我與組織人管領域 A 級期刊 Personnel Psychology 的主編有進一步的互動，也得到一些寶貴的建議，對於日後要投這個期刊有所助益。

三、建議

參加國際會議可瞭解最新的研究趨勢，也提醒自己要持續努力，讓自己團隊的研究成果得以被國際認可。國內學者、博士生今年亦有近百人與會，人數較往年又更增加一些，為一可喜的現象，顯示國內一般管理領域學者及博士生已有意願及能力與國外學界進行交流。在研究的量已有提昇的情形下，今後大家應努力提昇研究的品質，並以團隊方式加強與國際學界的交流與合作，進而在某些研究領域能取得發言甚至主導權。