

Stacey M. Stremic  
Middle Tennessee State University

Aneeqa Thiele  
Louisiana State University

Alexander Jackson, Ph.D.  
Middle Tennessee State University

## ABSTRACT

Hiring managers often use their intuition to make selection decisions even when decision aids are readily available to them. This research sought to test whether experience with and the ability to modify a decision aid would influence its use. The results demonstrate that hiring managers who receive experience using decision aids are more likely to make selection decisions that match that of the decision aid. Additionally, allowing managers to customize the decision aid results in poorer selection decisions. Exposing managers to decision aids may result in an increased utilization of the aids, which will allow for better hiring decisions.

## INTRODUCTION

Previous research demonstrates that hiring managers heavily rely on their intuition for selection decisions (Highhouse, 2008; Slaughter & Kausel, 2014). Consequently, researchers have questioned the accuracy of these hiring decisions when they are solely based on automatic judgments rather than validated methods. Despite the evidence showing the superiority of statistical prediction, managerial decision makers over-rely on intuition when making personnel selection decisions.

One factor that may increase or impede the degree to which managerial decision makers rely on intuition is the amount of freedom they have in using the decision aid (Dietvorst, Simmons, & Massey 2015). We sought to test whether experience with and the ability to modify a decision aid would influence its use.

## HYPOTHESES

**Hypothesis 1:** Participants who can adjust the decision aid will rely on the decision aid more than those who cannot adjust the decision aid.

**Hypothesis 2:** Participants who gain experience with the decision aid will rely on the decision aid more than those who do not gain experience with the decision aid.

**Hypothesis 3:** Participants who gain experience AND who can adjust the decision aid will rely on the decision aid more than people in any other condition.

## METHODS

A total of 372 hiring professionals were recruited from Qualtrics's research panels. Approximately 70% were female, 80% were White, non-Hispanic. Participants' average age was 39.65 ( $SD=12.35$ ). Eighty-seven percent were employed and worked an average of 41.21 hours per week ( $SD=10.79$ ). All participants had at least one year of hiring experience ( $M=4.64$ ,  $SD=1.12$ ).

Participants completed a modified version of the decision task used by Jackson, Knight, Young, and Howes (2018) in which they were asked to make 20 randomized hiring decisions by predicting job performance and selecting between pairs of applicants. Participants were presented with the candidates' cognitive ability, conscientiousness, and interview scores.

Participants were randomly assigned to either gain experience with the decision aid prior to making decisions or not gain the experience. Participants were also randomly assigned to either have the ability to customize the decision aid weights or not have the ability to adjust the weights.

## RESULTS

Decision aid use was operationalized as the extent to which participants' choices and predictions matched the decision aid's. Repeated measures logistic and linear regressions were conducted using the lme4 package in R (Bates et al., 2015). When predicting a match in hiring choice, there was a significant main effect of ability to adjust the decision aid ( $\beta=-.22$ ,  $z=-7.08$ ,  $p<.05$ ), a significant main effect of experience with the decision aid ( $\beta=.20$ ,  $z=-6.48$ ,  $p<.05$ ), and a significant main effect of trial,  $\beta=-.02$ ,  $z=-3.96$ ,  $p<.05$ . There was not a significant three-way interaction between these variables.

When predicting a match in performance predictions, there was not a significant main effect of trial. There was a significant main effect of ability to adjust the decision aid ( $\beta=.43$ ,  $t=-19.91$ ,  $p<.05$ ) and a significant main effect of experience with the decision aid ( $\beta=-.38$ ,  $t=-17.53$ ,  $p<.05$ ). Further, these main effects were qualified by a significant interaction ( $\beta=.20$ ,  $t=9.15$ ,  $p<.05$ ). Figures 1 and 2 display the results.

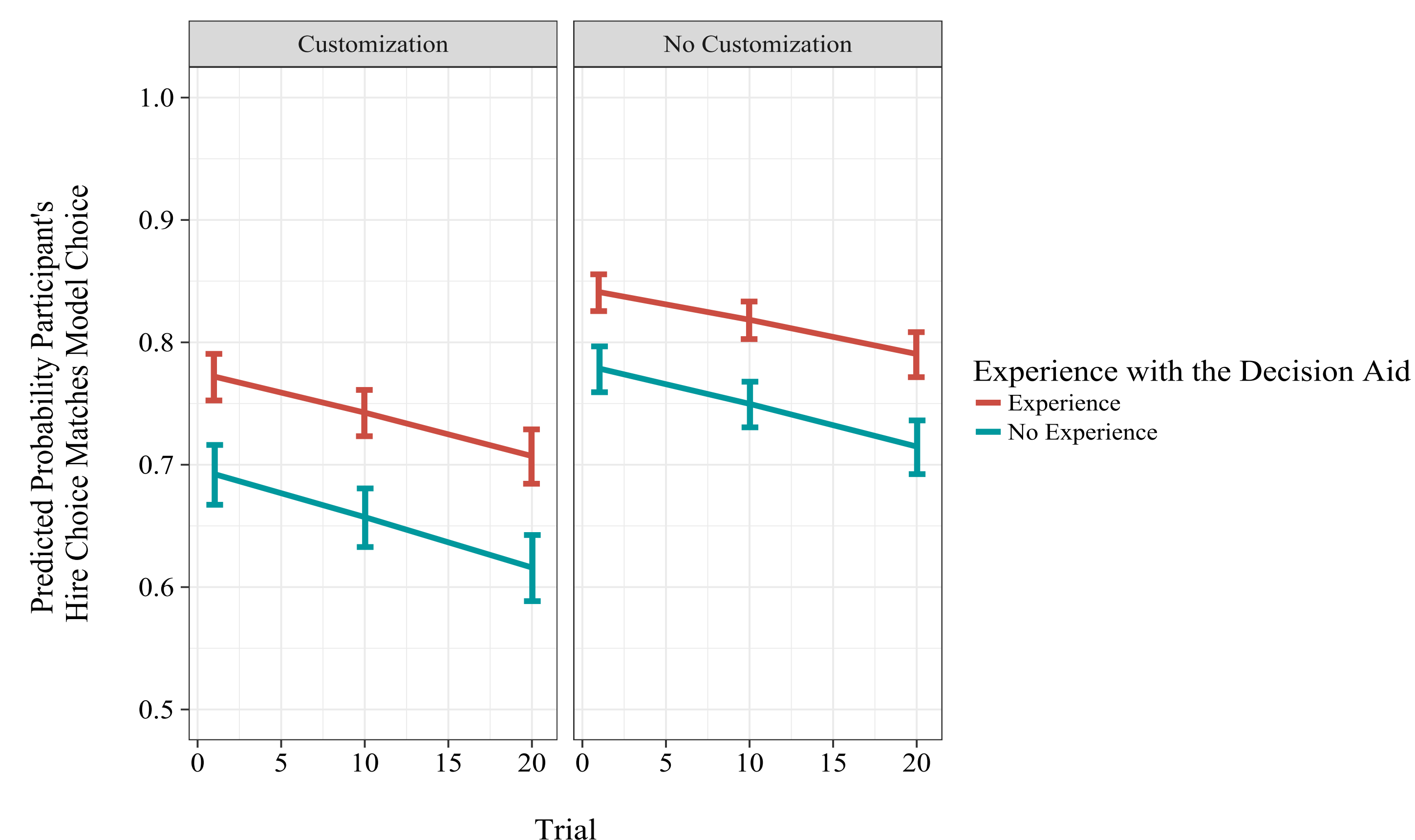


Figure 1. Predicted match in hiring choices. Error bars represent  $\pm 1$  standard error.

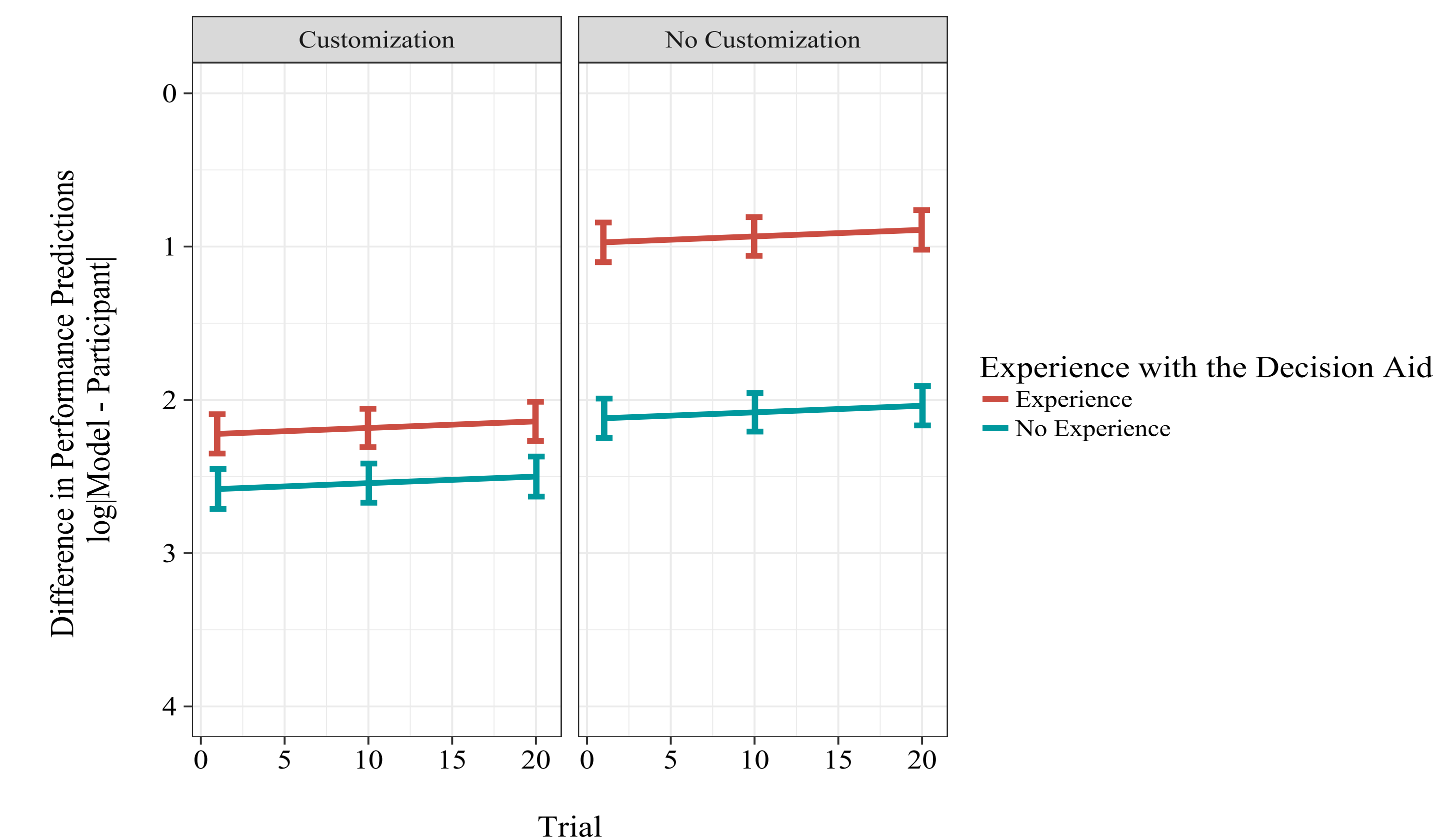


Figure 2. Predicted match in performance predictions. Note that the y-axis has been inverted to ease comparisons across operationalizations of decision aid use. Error bars represent  $\pm 1$  standard error.

## DISCUSSION

Our results show that receiving experience with a decision aid prior to making any decisions led to choices and performance predictions that more closely matched the decision aid compared to those who received no prior experience. In other words, experience with a decision aid leads one to be more likely to rely on and use a decision aid in the future. Further, participants who could customize the decision aid made choices and predictions that differed from the decision aid's to a greater extent than participants who could not customize the decision aid. It appears that ability to modify the decision aid may allow personal biases, heuristics, or intuition to hinder the decision aid's predictive power, ultimately leading to a poorer quality decision.

Interestingly, those who received experience with the decision aid and were not allowed to customize it had the greatest degree of match with the decision aid. This suggests that hiring managers who have more experience with decision aids may be more likely to use them. Therefore, organizations should provide hiring managers with training on decision aids to give the managers experience with the decision aids.

## REFERENCES

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