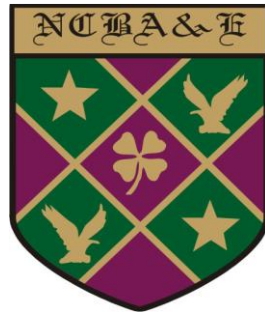


*National College of Business
Administration and Economics
Lahore*



**SELECTION INTERVIEW RATINGS AND
JOB PERFORMANCE OF AN EMPLOYEE:
ROLE OF SELF-VERIFICATION STRIVING**

BY

MUHAMMAD ARSLAN

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

DECEMBER, 2013

NATIONAL COLLEGE OF BUSINESS ADMINISTRATION AND ECONOMICS

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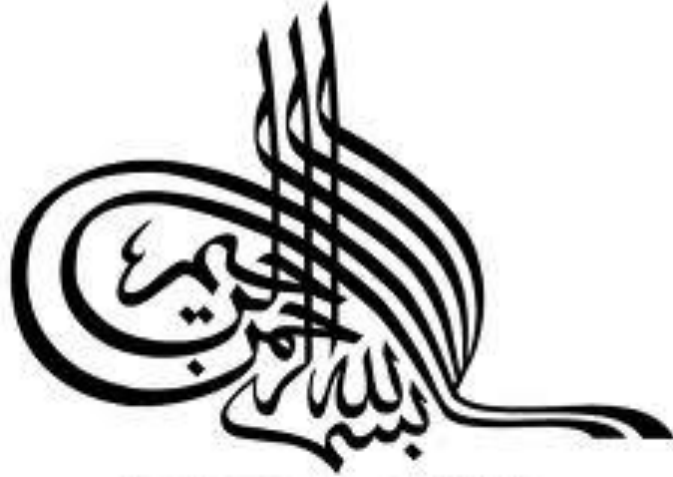
MUHAMMAD ARSLAN

**A dissertation submitted to
School of Business Administration**

**In Partial Fulfillment of the
Requirements for the Degree of**

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

December, 2013



*In the name of ALLAH,
The Most Beneficial,
The Most Merciful,*

**NATIONAL COLLEGE OF BUSINESS
ADMINISTRATION AND ECONOMICS
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Dissertation Committee:

Chairman

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Member

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National College of Business
Administration and Economics

DECLARATION

It is to declare that this research work has not been submitted for obtaining similar degree from any other university / college.

MUHAMMAD ARSLAN
December, 2013

DEDICATED
TO

My Sweet Family

ACKNOWLEDGEMENT

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My family particularly parents deserve extreme gratitude for supporting me morally and financially to complete this task. Last but not least, a special thanks to all my fellows and friends for encouraging me during this study.

RESEARCH COMPLETION CERTIFICATE

Certified that the research work contained in this thesis entitled **“Selection Interview Ratings and Job Performance of An Employee: Role of Self-Verification Striving”** has been carried out and completed by **Muhammad Arslan** under my supervision during his **M.Phil. Business Administration** Programme.

(Dr. Faisal Qadeer)
Supervisor

SUMMARY

Organizations are adopting techniques to select employees having high potential to perform. During selection interviews, selection of right person for the right job and prediction of employee performance are the main concern. However, role of self-verification striving ('bringing others to know for you who you really are', particularly at the time of organizational entry) newly developed construct, yet to be examined in organizational settings. The incorporation of self-verification striving of employees at organizational entry process may help us further understand the relationship between interviewers' evaluation and employee performance. This study specifically attempts to empirically investigate the interviewers' evaluation and self-verification striving association with employee performance in conjunction with examining the moderating role of self-verification striving on the relationship between interviewers' evaluation and employee performance.

For current study, criteria based sample is utilized from a call center based population at Lahore of a leading cellular service provider organization of Pakistan. The study employs distinctive types of data produced from multiple sources at different time slots. The empirical results have been generated through two separate self-administered questionnaires; first instrument regarding self-verification striving obtained from 112 employees and second instrument concerning job performance construct attained from their respective 36 team leaders, along with secondary data acquired from human resource department of the firm about interviewers' evaluation and periodic performance appraisal reports. The study hypotheses are analyzed using cross tabulation, descriptive statistics, bi-variate correlations and regression models.

The results show that despite granting vast encouragement to self-promotion in organizational entry context, many job contenders are strived to describe self-verifying information during this process. Research reveals that individuals evaluated high by interviewers and signify their firmness in self-views and are encouraged to bring others to perceive them as they perceive themselves have significant positive impact on employee performance. The interacting role of self-verification striving on relationship of interviewers' evaluation and employee performance has not been supported empirically. The study outcomes have been argued in terms of their contribution and implications for scholars and practitioners. Furthermore, limitations and future directions of the study are presented.

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CHAPTER 1

INTRODUCTION

1.1 STUDY BACKGROUND

For organizational competitiveness and survival, right selection turn out to be a main concern for organizations. This needs to be ensured that employees have abilities to execute their work (Gatewood et al., 2008; Polyhart, 2006). The selection procedure is organization's foremost chance to make certain that personnel with the essential skills are selected form the pool of applicants. This process is a foundation on the supposition that the procedure can forecast one or other significant related behavioral necessity or job performance feature.

The most commonly engaged routine for the selecting the human resources are interview (Moscoso, 2000). Interviews are employed to evaluate information regarding applicants with the purpose of predicting future behavior and performance. The association of the employment interview evaluation and performance evaluations has been an interesting area for exploration. Results report by Schmidt and Rader (1999) support the applying interviews for predicting performance acquiesce a good association.

Different results have been generated on the subject of utilizing of interviews and evaluating in predicting employee performance. For example; Schmidt and Hunter (1998) suggest that interview scores contribute to the *prediction* over and above cognitive ability. Robertson and Smith (2001) state that interview evaluation scores facilitate to *forecast* job performance, further than the facts supplied by cognitive ability and conscientiousness (personality trait). Cortina et al., (2000) and Campion et al. (1994) present support for the *incremental validity* of interviews over and above cognitive ability as it accounted for more variance (with increase in structure) in job performance. Specially, interviews (with high structure) are exposed to add considerably to the forecast of job performance. Similarly, other authors (like Barrick and Mount, 1991; Huffcutt and Arthur, 1994; Hunter and Hunter, 1984) conclude that for a range of jobs interview scores/ratings provide to *expect* of job performance. Further, researchers (Huffcutt and Arthur, 1994; McDaniel, et al., 1994; Wright, et al., 1989) point out that interview can comprise higher average validities than they formerly assumed.

However, interviews alone are not good predictors of future behavior and performance (Cornelius, 2001). We believe and observe that further research investigation is needed to fully understand this phenomenon. There are several strong reasons for this. For example, most of the research relating interviewers' evaluation with employee performance often ignores longitudinal results of the phenomenon. *Secondly*, usually only subjective job performance of employee measured through primary data sources captured from constructs are used rather than more objective measures of performance. Connecting interviewers' evaluations with performance appraisal scores generated from firms secondary record is very rare, may be due to issues of access to the data and privacy matters of firms. There is hardly any study to the best of our knowledge that attempts to relate both subjective and objective types of measures in interviewers' evaluation-employee performance debate. *Thirdly*, the contextual and environmental factors influencing this relation have also received less attention in this regards.

Lastly, this debate is mostly relevant for the new comer in particular, because with the passage of time the performance of the employee may show variation due to many other factors like firms' socialization process, HRD activities, coaching and counseling of peers or supervisor, self-learning, and so on. Therefore, interviewers' evaluation-employee performance debate may be more meaningful for the new entrants. When employees join new firms, they get a fresh chance to define who they are. This tendency of employee may be a very relevant factor that can change the relationship of interviewers' evaluation and employee performance for the new entrants.

Self-verification theory helps us understand the attitudes of a new comer in an organization. The introduction of this theory in organizational entry process helps as several people surrender their normal tendency to promote the continual existence of their straightforward and honest self-conceptions during organizational entry process especially at the time of interview. It describes that people desire to confirm their self-views by bringing others to see them positive or negative as they see themselves. The theory predicts that people will strive to preserve continuity in their self-views by get a hold of others to observe them as they observe themselves (Swann, 1983; Swann et al., 1992). A large and widening stream of research shows that people do in fact drift down toward the associations that present them with the assessment that authenticate their self-views, still when those self-views are not positive (Swann, 1990; Swann et al., 2003; Swann et al., 2004). At an entry stage employees are 'bringing others to know you for who you really are' this has been conceptualized as *self-verification striving* (Cable and Kay, 2012).

The study has purpose to offer new insights on selection interview ratings and employee performance relationship by considering both objective (performance appraisal score) and subjective (job performance construct) approaches. This research specifically attempts to examine the relationship among interviewers' evaluation and employee performance. The study explores self-verification striving in organizational entry phenomena, a situation that strongly encourages many people to present overly positive information about them. Further, it aims to investigate the association between self-verification striving and employee performance. Moreover, role of self-verification striving is empirically observed as moderator on relationship between interviewers' evaluation and employee performance.

1.2 STUDY CONTEXT

The study context is the call center of mobile operator segment of *telecom sector* of Pakistan. The telecom sector of Pakistan especially cellular operator segment is one of most blossoming industry which has nationwide network and providing all types of cellular services to its customers. In this growing customer centric world, *call centers* are rising as focal point for customer access for several organizations and quickly becoming a key foundation of customer-specific knowledge and a source of competitive advantage. The development of call centers and their rising significance in the strategic management of business has shaped the necessity for professionals who cannot only manage the daily function of the call center but who can unleash and administer the strategic prospective of the call center.

Pakistan mobile operators segment hosts a few of the world's most experienced and largest telecom organizations comprising Orascom, Telenor (Norway), Etisalat (UAE based company), Warid Telecom (Abu Dhabi Group) and China Mobile. To organize the infrastructure and cover mobile services to each nook and corner of the country, these firms have heavily invested in Pakistan. There is growth in mobile penetration up to 68.3%, as with in excess of 90% of the state have access of mobile service and total mobile subscribers have reached to 120 million at the end of FY 2012. In terms of revenue, cellular market has a most important share of 64% in overall revenue of the telecom industry. During FY 2012, the overall revenue of mobile segment reached at Rs. 411 billion, registering growth of 12% over last year (PTA Annual Report, 2012).

The target organization (call center) has hired large number of new recruits (144) during year 2012, fulfilling demand of current study which wants to examine study variables for new entrants. The dynamics of the

exterior and interior settings provides a suitable organizational context in the present study for investigating relationships among interviewers' evaluation, self-verification striving and employee performance. The research survey has been derived through two separate self-administered questionnaires from the call center agents (staff) and their respective team leaders (supervisors) working in the call center of Head office located at Lahore.

1.3 OBJECTIVES OF THE STUDY

- To examine relationship of interviewers' evaluation and self-verification striving with employee performance.
- To introduce the self-verification striving construct in organizational entry process specifically at the time of interviews.
- To evaluate the employee performance with both objective (performance appraisal score) and subjective (job performance) measures.
- To investigate empirically the interactional role of self-verification striving on relationship between interviewers' evaluation and employee performance.

1.4 SIGNIFICANCE OF THE STUDY

This study has significant value for both researchers and practitioners. Because it tries to explore new insights for selection interview ratings and employee performance association by utilizing the data time lagged in structure. Furthermore, employee performance has been measured with both approaches through performance appraisal score (objective approach) and job performance (subjective approach).

The present research extends new opportunities by introducing self-verification striving in organizational entry setting. This is pioneer study which examines role of self-verification striving with interviewers' evaluation and employee performance in organizational environment. Previous self-verification research examined spouse interactions, roommate selections, and other dyadic relationships. Hence, the moderating role of self-verification striving on relationship between interviewers' evaluation and employee performance has not been examined in organizational setting before.

Prior literature focuses more on self-promotion, impression management and self enhancement in organizational entry domain; through this attempt

relationship of self-verification striving will be investigated with other study variables.

Strong research methodology is another significance of this research. The study exploits *both primary and secondary* sorts of data from *multiple sources at diverse point in times*. Interviewers' evaluation is secondary type of data generated at time of selection interview acquired from human resource department of the firm while self-rating regarding self-verification striving have been gained from employees through questionnaire at present. From human resource department, secondary data concerning *performance appraisal score* has been obtained which developed at regular intervals in the form of periodic performance appraisal reports by the firm. And for job performance construct, *supervisory ratings* have been attained from managers of respective employees through another instrument.

Since last few decades, researchers are making tremendous efforts to improve interview being selection tool for selecting cream manpower. The findings of this research may perhaps drop some new light onto the previously low validity of interviewers' rating. Another significance of this study is an effort to expand call center study in this geographical area where very few studies have been conducted in call centers.

1.5 STUDY VARIABLES

1.5.1 List of Study Variables

The Table 1.1 comprises list of the study variables and their nature. These are operationally defined in this section. For further detail in terms of the conceptual and evolutionary development of these concepts please see Chapter 2 i.e. literature review and hypotheses development.

Table 1.1
Nature of Study Variables

S#	Variable	Nature
1	Performance Appraisal Score	Dependent
2	Job Performance	
3	Interviewers' Evaluation	Independent
4	Self-verification Striving	Independent and Moderator
5	a. Gender	Control Variables
	b. Age	
	c. Qualification	

1.5.2 Interviewers' Evaluation

Selection interviews for employment persist to be most commonly employed techniques to evaluate applicants for selection in organizations all around the world (Ryan et al., 1999; Wilk and Cappelli, 2003). According to Topor et al., (2007), among organizational decision makers and human resource practitioners, Interviews have been found to be the evaluation process mainly favored by human resource practitioners (Topor et al., 2007). Interview referred as a face to face interaction between two or more individuals with a motive or a purpose or a process intended to forecast future performance basis on applicants' oral responses or inquires. Organizations use employment interviews as a primary means for selecting applicants. When employers have several options and short time, interviews present an efficient and flexible arrangement for recruitment and selection. A wide stream of amplifying research suggests that interviews have high validity as selection tool as well as predictor of performance.

Interviewers' evaluation is the rating given by interviewer/s to the candidate at the time of selection interview on pre-specified characteristics. Interviewers are supposed to employ clearly defined rating scales and rating criteria to secure fine psychometric properties for the interview. Ratings ought to be based upon facts composed during the interview (usually written notes of candidate performance). On the whole, the information assembling process should be standardized (Dipboye, 1997).

1.5.3 Self-Verification Striving

Self-verification striving stands for 'bringing others to know you for who you really are', which can be hard at some stage in organizational entry (Cable and Kay, 2012). People can make it hard on themselves when they misrepresent their self-views to others. Cable and Kay (2012) conclude that self-monitoring, self-disclosure and core self-evaluation are separate constructs than self-verification striving.

According to self-verification theory, to get the majority out of estimate and control, people search for verification out of epistemic and pragmatic requirements (Swann, 1990). From an epistemic viewpoint, self-verification attempts to reproduce the demand to recognize that someone's convictions regarding the self are prudent and that someone possess a rational extent of self-understanding. From a pragmatic viewpoint, it is believed that societal relations carry on further easily, gratis of conflict and misunderstandings, to

the extent that interface allies grasp anticipations that correspond one another's self-views. Additionally, when others are observed as containing suitable expectations for the self, this offers assurance that communications with them will go smooth and easy.

Swann and his colleagues (1989; 2003) discuss that people who have negative self-views, they try to confirm them by avoiding affirmative feedback in support of negative feedback. On the other end, if a job applicant misrepresents his past success during his interview and obtains a job in which he is expected to lead to revolutionize in a dysfunctional team as a person in charge. After receiving job, he may discover that his real skills and experiences provide a poor fit with the job's necessities, resulting in poor performance. Moreover, the high expectations he formed during the entry process may rouse anxiety and uncertainty, which may in turn hinder his capability to direct the team. He may devote considerable cognitive and emotional force into performing similar to someone he is not, instead of investing these resources into resolving organizational problems. Finally, to the level that he is not being factual to himself, he may discover it harder to form trusting relationships with colleagues (Cable and Kay, 2012).

1.5.4 Employee Performance

Employee job performance referred as actions specified and required by an employee's job description and thus mandated, appraised, and rewarded by the employing organization. A vital individual resource of deviation in job performance is expertise with which workers perform their work tasks, roles and activities. These performance evaluations enable the organizations to take rational decisions about administration and development of the employees. Correct feedback regarding performance is observed as significant to an employee's capability to execute effectively and efficiently in an organization. Most of the organizations use rating techniques to appraise the performance of their employees. Indeed, team leaders are commonly one of the finest and most Frequently exercised choices to select as evaluators for the employees under their supremacy.

Even if there are various practices to split performance measures, the generally accepted are objective and subjective measures. The direct measures of gauge-able effects or behaviors are named as objective measures, while subjective measures cover supervisor ratings of employee performance. In present research, employee performance have been considered with both objective (actual outcomes) and subjective (supervisory rating) measures.

Researchers investigated both objective (outcomes) and subjective (ratings) performance measures and in general settled that they ought to be not utilized as a substitute to each other (Murphy and Cleveland, 1991). Contradictory to this, Heneman (1986) in a meta-analysis empirically finds and reports corrected mean correlation of 0.27 of the association between objective result-oriented measures and subjective supervisory ratings. McEvoy and Cascio (1989) support these recommendations and discovered no dissimilarity in potency of associations concerning objective (productivity) along with subjective (supervisor ratings) measures. Similarly, Ones et al., (1993) establish no differentiation among the interaction linking productivity results with ratings in their assessment of integrity examination and in general job performance. Likewise, Tett et al., (1991) in a meta-analysis, remain unsuccessful to discover objective/subjective performance measure dissimilarity probing personality the same as forecaster of job performance. Due to this contradiction, in current study employee performance have been measured with both objective (actual outcomes) and subjective (supervisory rating) measures.

1.5.4.1 Performance Appraisal Score

Performance appraisal score is the rating or score obtained by an employee on evaluation of performance features/ aspects over time. All organizations more often than not have various means in place to measure the performance of their employees on periodic basic. Performance appraisal score is generally evaluated in terms of productivity, quality, quantity, cost effectiveness or other combination of any of these aspects.

Bommer et al., (1995) reveal in general both performance measures (objective and subjective) have corrected mean correlation of 0.389 as compare to Heneman's (1986) discovery of 0.27. Opposing to Heneman's findings that the both performance approaches were not significantly associated, Bommer et al., (1995) further proposing that with confidence interval of 95%, these measures were extensively associated.

1.6 RESEARCH HYPOTHESES

Table 1.2 presents list of Hypotheses for this study.

Table 1.2
List of Research Hypotheses

S#	Description
H1	Interviewers' evaluation is positively related to a) performance appraisal score and b) job performance of an employee.
H2	Self-verification striving is positively related to a) performance appraisal score and b) job performance of an employee.
H3	Self-verification striving positively moderates the relationship between interviewers' evaluation and a) performance appraisal score and b) job performance of an employee.

1.7 METHODOLOGY

This research is designed for analytical purpose as correlational and predictive type of investigation has been examined. The unit of analysis is individual employee of organization and study is conducted in natural setting with minimal interference of researcher. This study is combination of time lagged and cross sectional time horizons as well as amalgamation of secondary and primary data. Criteria based sample is utilized which consist of 148 participants (112 employees and 36 team leaders) for targeted population of call center employees of large mobile operator organization. Chapter 3 surrounds complete detail of research methodology.

1.8 DATA ANALYSIS

After collecting from both sources (primary and secondary) data is entered into Microsoft Excel Sheet, 2007. After coding, data is transferred to SPSS version for analysis. Various statistical tools and techniques like cross-tabulation, descriptive statistics, correlation and linear regression modules are employed. The analysis technique is consistent with the prevailing techniques on selection interview investigating to explain, predict, forecast the employee performance on the basis of the performance during selection interviews (see for example Schmidt and Hunter, 1998; Robertson and Smith, 2001; Cortina et al., 2000; Campion et al., 1994; Barrick and Mount, 1991; Huffcutt and Arthur, 1994; Hunter and Hunter, 1984; Huffcutt and Arthur, 1994; McDaniel, et al., 1994; Wright, et al., 1989. Cronbach's Alpha is estimated to check inter item consistency and reliability. For bi-variate correlation, Pearson correlations are estimated. Along with stepwise linear regressions, other moderation analyses as prescribed are used. Chapter 4 contains complete detail of data

analysis and interpretations about sample characteristics, descriptive statistics and test of hypotheses.

1.9 FINDINGS

To achieve study objectives, data is analyzed through statistical techniques of correlation and regression and then interpreted. Empirical results of hypothesis testing suggest strong positive relationship of both independent variables with dependent variable which is measured through both objective and subjective techniques. The hypothesis that interviewers' evaluation has significant positive relationship with employee performance (performance appraisal score and job performance) is empirically supported. Other hypothesis fully substantiated the scores that self-verification striving has significant positive relationship with both performance approaches. However, moderating role of self-verification striving between interviewers' evaluation and employee performance is not supported by results. Chapter 5 comprises detailed discussion on results, implications, limitations, and future research directions.

CHAPTER 2

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 EMPLOYMENT INTERVIEW AS SELECTION TOOL

People express themselves in the most excellent way in job search framework. The most considerable characteristic of a human resources evaluation technique is predictive validity: the capability to forecast potential performance of employee, job learning, and other decisive factors. Schmidt et al., (1979) report that between the coefficient of predictive validity and utility (economic value) of an assessment method is direct positive relationship. Similarly, Hunter et al., (1990) find that the use of assessment techniques with improved predictive validity guides towards major boost in performance of an employee as calculated in percentage enhancement in outcome (output), enlarged learning of job-pertinent expertise and improved financial worth of output.

For the selection of human resources, interview is the most broadly employed routine (Moscoso, 2000). According to Hausknecht et al., (2004) and Lievens et al., (2003), applicants observe interviews as impartial put side by side to other selection tools and techniques and anticipate it as element of the selection procedure. Most of previous studies, concerning interview for employment, utilized it as selection instrument where interviewers collect and assess information regarding candidates (Cable and Judge, 1997; Harris, 1989; McDaniel et al., 1994). Interviews are specifically premeditated to evaluate job-associated competencies for a certain job, and a variety of constructs possibly entrenched in or related with these job-associated features. Klimoski (1993) state that interviews are designed for a variety of jobs and amazing to notice substantial deviation across these in both type and number of constructs evaluated. Few researchers like Arvey and Campion (1982) designates that interviewers are not proficient in evaluating candidates' special capabilities and characteristics, however other studies point out that interviewers are capable of appraise interviewees' characteristics with a little degree of precision (Jackson et al., 1982; Paunonen et al., 1987). Meta analytic investigation by various researchers proposed that interview is capable of a selection device with considerable predictive validity, regardless of articulated concern about its validity (Cortina et al., 2000; Huffcutt and Arthur, 1994; McDaniel et al., 1994; Schmidt and Rader, 1999). Pulakos et al., (1996) conduct a field study and examine individual variations among interviewers as possible source of

variance in interview validity. Results pointed out that difference in individual interviewers' rating did not differentially affect interview validity either when rating were standardized within interviewer then combined cross panel interviewers or un-standardized within interviewer and combined across the panel. In brief, results points out that related information was not omitted once rating from various interviewers were jointed.

2.1.1 Interviewers' Evaluations

Interviewers' evaluation is the ratings given by interviewer or interviewers to the candidate at the time of selection interview on pre-specified characteristics. Interviewers' motivation and their evaluations can face shift resultant of several features of the interview context and its goals.

Graves and Karren (1996) point out that interviewers support their judgments on diverse aspects, have dissimilar hiring principles and standards, and vary in extent to which their actual selection standards contest their projected standards. Interviewers vary in their assessments and employ dissimilar elements of rating scale. The summation of ratings of all interviewers methodically undervalued the capability of interviewer ratings to forecast performance of employee (Dreher et al., 1988). According to Arvey and Campion (1982), interviewers high in cognitive complexity are further expected to bestow high ratings to interviewees who are alike to them.

Research shows that when determining candidate suitability, interviewers often unconsciously consider personal qualities, for example interpersonal skills or appearance (Huffcutt et al., 2001); how similar they are to applicants (Kristof-Brown et al., 2002); and how well they think applicants would fit with their organization's culture (Cable and Judge, 1997). This is apart from of whether others in their organization would concur with their evaluations or whether those qualities are important for successful job performance. This subjectivity leaves room for applicants to present themselves as likable or similar to interviewers as a strategy to obtain higher interviewer evaluations (Levashina and Campion, 2007). Pulakos et al., (1996) investigate the broad exploration of personal diversity in interviewer validity. Scrutinizing the judgments of 62 interviewers, who have conducted averaging 25 interviews, the researcher demonstrate variations in interviewers' validity (relationship among a single applicant's scores and applicants' job performance who were appointed) have a range of -0.10 to 0.65. Opposing to Dreher et al.'s (1988) point of view, they establish that accumulation of interviewers' ratings did not reduce the anticipated validity of an interview.

Hence, there come into view to be enormous dissimilarities in interviewer validity, which recommended to some extent ironic (although evident) position that those who execute the selection (interviewers) require to be vigilantly chosen themselves. Further, some studies suggest that interviewers may use resume and background information about applicants to form preface impressions about their suitability, and then extract information during interviews that confirms these early impressions (Dougherty et al., 1994), although additional careful studies of this issue are needed.

2.2 EMPLOYEE PERFORMANCE

As described earlier, employee job performance includes all actions specified and required by an employee's job description and thus mandated, appraised, and rewarded by the employing organization (Janssen and Yperen, 2004). The performance of employee is key determinant of how successful an organization is attainment of its objectives. Even though there are numerous practices to separate performance measures, the mainly admired has been stuck between objective and subjective measures (Bommer et al., 1995). The direct measures of calculate-able outcomes or behaviors are named as objective measures, while subjective measures comprises of supervisory ratings of performance of an employee.

2.2.1 Performance Appraisal Score

Performance appraisal turns out to be a broad-spectrum heading for various actions during which organizations hunt to evaluate employees and expand their proficiency, improve performance and allocate compensation and rewards. Performance appraisal score is objective measure generally implemented in organizations and mostly examined by researchers. This study employs performance appraisal score as already implemented in the target organization along with job performance construct. As described earlier, numerous techniques are implemented by organizations to review and appraise performance of their employees. Researchers have developed different models and dimensions of employee performance in different contexts over the years. Different dimensions have been proposed for across the occupations too. Like, Campbell (1990) explains eight separate dimensions for common underlying structure of job performance. These dimensions are supervision, management or administration, demonstrating effort, job-specific task proficiency, non-job-specific task proficiency, written and oral communication, maintaining personal discipline and facilitating peer and team performance.

Similarly, Viswesvaran (1993) describes 486 job performance measures employed in published articles than by grouping conceptually similar measures derived ten dimensions. The ten dimensions are quality, job performance or productivity, effort, administrative competence, job knowledge, interpersonal competence, leadership, communication competence, compliance with rules and overall job performance.

Moreover, Murphy (1990) expresses job performance construct by comprising of four dimensions; task performance, downtime behaviors, destructive behaviors and interpersonal behaviors. Kane (1986) discusses that each job function could be evaluated through six dimensions (Kane, 1986). The six dimensions are; quantity, quality, cost-effectiveness, timeliness, interpersonal impact and need for supervision. Another significant contribution in this regard is by Borman and Motowidlo (1993) who explain the construct of job performance as consisting of task performance and contextual performance.

Therefore, the evaluation of job performance dimensions has mostly depend either on objective assessment of certain tasks or output maintained in organizational records or on subjective opinion from raters.

2.3 SELF-VERIFICATIONS STRIVING

Self-verification striving possibly will persuade the social perspectives as well that individuals enter into and stay in. People get rid of those who present societal response that do not verify their self-views, such as matrimonial populace with pessimistic self-views discard life partners who perceive them optimistically and married persons with positive self-views reject spouses who perceive them negatively. Student roommates perform in resembling way (Swann and Pelham, 2002; Swann et al., 1994). Amusingly Cast and Burke (2002) find that matrimonial partners are further tending to divorce spouses who supposed them too positively. In all these cases, individuals drifted down toward associations that supplied them the assessments that authenticated their self-views and escape from persons that did not.

Swann's self-verification theory (1983, 1987) suggests that since self-views represents the lens through which someone observe the world and systematize their behavior, it is decisive that these lenses preserve a little extent of integrity and stability, or someone lose their meaning of knowing the world and predicting others' responses.

Because continual self-esteem and self-concepts take part an imperative position in accepting the world, giving logic of rationality and leading activities, individuals turn out to be inspired to preserve them during self-verification

strivings. This strivings endow with constancy to lives of people, building their practices and experiences more comprehensible, orderly and rational than they would be or else. Groups of different backgrounds and larger society can adopt self-verification processes, in that they make people predictable to one another thus provide to smooth the progress of social interaction.

2.4 INTERVIEWERS' EVALUATIONS AND EMPLOYEE PERFORMANCE

Organizational entry is a situation in which many people sacrifice their natural propensity to promote the continued existence of their honest self-conceptions. In fact, study demonstrates that numerous job contenders even act as if to possess superior capabilities, traits and experiences than they in fact have. A recent research by Levashina and Campion (2007) originate that, to showcase their credentials, 80 percent of job candidates occupied in all-embracing image formation during employment interviews even told imaginary stories prepared in advance. Similarly, Weiss and Feldman (2006) investigate that about four out of five job applicants disclosed untruthful at least once during an interview for a job, and the large bulk of deception were related to self-promotion (46%) and self-enhancement (51%). Another research by Stevens and Kristof (1995) of candidate manipulate behavior in the context of college interviews exposed that, during interview, the entire candidates self-promoted (applied optimistic self-images and self-description), and average candidate kept busy in applying positive self-description in 33 acts and used up approximately 8 minutes on self-promotion during interview of 30 minutes.

Higgins et al., (2000) conduct meta-analysis, which discovered that self-promotion and ingratiation affirmatively influenced an interviewer's assessment of job applicant. Hence in the interview, candidates connect in behaviors of impression management and it emerges that those who keep engage in further of these behaviors attain greater achievement. Another study of impression management inspects how candidates challenge to display themselves in a constructive glow by appealing in specific behaviors like ingratiation and self-promotion. Arvey and Campion (1982) recommend that psychological research in impression management literature might present a functional structure for studies of selection interview. Higgins et al., (2000) state that behaviors of impression management are associated with job performance to some extent (and it emerges that they are). Stevens and Kristof (1995) explore affirmative association between candidates' exercise of tactics of impression management and interviewer perception of candidate appropriateness for selection of employment within an organization. Barrick et al., (2009) meta-analysis discover that applicants' impression management tactics are positively related to interviewer ratings.

Gilmore and Ferris (1989) describe techniques of impression management and candidates credentials. An upper scale of impression management correlates to greater interview performance scores and a little bit associates to appointed judgments and rated credentials in their experiment. While candidate credentials do not associate to any criterion variable. In a different laboratory research, Kacmar et al., (1992) note that utilization of self-promotion (evaluated to other focused) strategies was associated to greater scores, higher job offers and lessen refusals. Behaviors of self-promotion are moderately and negatively associated to resemblance to interviewer (Howard and Ferris, 1996). Macan and Dipboye (1990) originate that recruiter's post interview scores of candidates are greatly connected to their pre-interview impressions (foundation on job experience and understanding of coursework), but interview performance had a significant impact after controlling for grade point average, interview duration, candidates' perception and pre-interview impressions. Harris (1989) distinguishes some preliminary facts demonstrating that individual differences in interviewers may affect validity specifically, some interviewers may be more valid than others.

When someone is interviewing for a fresh job and meeting prospective team leaders and colleagues, it not only hassles fretfulness to be evaluated by others in a competitive situation, but is also psychologically painful and financially impactful to be rejected for a job (McCarthy and Goffin, 2004). On the other end, the organizational entry process is confusing because neither party typically has widespread, first-hand knowledge of the other. Because people are more likely to present themselves positively when it is important that others evaluate them positively (Tedeschi and Melburg, 1984), many authors have argue that this ambiguity encourages applicants to skew others' impressions of them (Higgins and Judge, 2004; Peeters and Lievens, 2006).

Empirical researches have focused on how well interview ratings predict actual job performance, as measured by the correlation coefficient between interviewers' ratings and hired applicants' job performances.

Numerous researches have tried to appraise the capability of interview to forecast job achievement over the years. Hunter and Hunter (1984) develop meta-analysis comprising 11 substitute forecasters of job performance for entry range jobs and concluded the dominance of mental ability tests as better predictor over the interview, in response, Huffcutt and Arthur (1994) identify their methodological limitations and through meta-analysis derived result that interviews are better predictors of performance. There have been numeral primary studies (Campion et al., 1994; Johnson, 1991; Pulakos and Schmitt, 1995; Walters et al., 1993), quite a few meta-analysis of interview validity

(Huffcutt and Arthur, 1994; McDaniel et al., 1994; Schmidt and Rader, 1999; Wiesner and Cronshaw, 1988; Wright et al., 1989), and meta-analysis of interview reliability (Conway et al., 1995), these researches communally recommend that interviews can forecast performance of an employee. According to Schmidt and Zimmerman (2004), multiple interviewers' rating to averaging these ratings yields good prediction regarding likely job performance. Researchers reveal in different contexts and situations that interviewers' evaluation (rating) is positively related to employee job performance (McDaniel et al., 1994; Salgado and Moscoso, 2002; Schmidt and Rader, 1999). Hence, it can be predicted that 'Interviewers' evaluation is positively related to a) performance appraisal score and b) job performance of an employee'.

2.5 SELF-VERIFICATION STRIVING AND EMPLOYEE PERFORMANCE

Organizational entry places for a strong position in the logic that it promotes majority of the people to present frankly optimistic portrayal of themselves. It can be tricky when someone performs as if to be someone she or he is not in the long run. In spite of the well-built situational claims created by the organizational entry process, some people place even superior value on conveying others to observe them as they perceive themselves and are motivated to convey both their competencies and their inadequacies in spite of the potential costs. If persons do not assure what they cannot deliver in terms of their proficiency, skills and capabilities, they are more probably to be elected into jobs they are in reality well-matched to perform. In other terms, high self-verifiers' indications are fewer noisy than low self-verifiers' signals, ensuing in greater ability to execute and less problematic selection decisions. High self-verifiers are more expected to stick together to those organizations that replicate their own personal principles, values and objectives or what Swann and colleagues (2004) named as a "self-verifying opportunity structure." Generally, people develop into gradually more confident of these views while they obtain increasingly confirmation to sustain their self-views. Earlier determinedly embraced, self-views permit people to formulate forecasts regarding their worlds, direct activities, and sustain a sense of stability, place, and coherence. When individuals join organizations that reflect their personal values and goals, they find the work more personally significant and fundamentally encouraging (Bono and Judge, 2003; Kahn, 1990; Rafaeli and Sutton, 1987). This is because inherent rewards (such as self-expression) increase the chances that people feature their behavior to internal causes, which increases dedication to a course of action (Shamir et al., 1993).

People whose intensity of self-verification is high are more expected to join organizations in which their colleagues authenticate their views about themselves (Swann, 1987). Polzer et al., (2002) forecast that authentication of individual self-views would persuade different group members to influence their variations in knowledge, practices and experiences and perceptions to the assignments within reach (Ely and Thomas, 2001) and that this should assist them convert their dissimilar qualities into extraordinary performance on innovative tasks. Researchers also establish consistently with that self-verification attained during first ten minutes of interface moderated effect of demographic diversity on performance. Particularly, diversity supported performance between groups that attained self-verification at upper levels.

Past empirical research shows that while individuals come into interaction through others who confirm their self-views, they experience greater satisfaction with interactions by means of those others (Swann et al., 1994; Swann and Pelham, 2002). Among groups, Moreland et al., (1998) state that collectively consistency of participation, high mind share and prolonged existence in membership encourage tacit coordination, which augments member's satisfaction, emotion of belonging and consistency and which will ultimately lead towards better performance.

On the above literature, this may be projected that some candidates are motivated to be more up-front about themselves than other applicants, because they wish for others in their new setting to appreciate both their potentials and their boundaries. It can be proposed that 'Self-verification striving is positively related to a) performance appraisal score and b) job performance of an employee'.

2.6 SELF-VERIFICATION STRIVING AS A MODERATOR

Leary (2007) describes the philosophy of present proponents of self-enhancement theory that people wish to enhance positive views or trim down negativity of their self-views. The major inspiring forecast of self-verification theory is that an individual ought to desire self-verifying assessments even though self-views within focus are not confirmatory. For instance, theory of self-verification expects that people who perceive themselves as unintelligent or disorganized ought to desire confirmation that others also identify them as such, contrary to self-enhancement theory. Individuals with personalities that boost the rate at which they communicate their personal qualities (e.g., blirtatiousness, extraversion) will be better suitable to take pleasure in authenticating reactions from others (Flynn et al., 2001).

Self-verification theory forecasts that as individuals are encouraged to convey others to confirm their self-conceptions, they ought to strengthen their attempts to extract self-confirmatory responses when they expect that others perhaps misunderstanding them. Clearly, when individuals act together with others, there is a common propensity for them to convey others to perceive them as they perceive themselves. This propensity is particularly prominent when they begin considering that the other individual has misinterpreted him, it seems that because people reimburse by exerting particularly hard to carry others to verify their self-views (Swann and Read, 1981). If individuals feel that their performance is conveying out non-verifying feedback, they will even discontinue working on assignments to which they have been allotted.

Important research advocates that individuals with greater core self-evaluations who have a propensity to contain greater beliefs in personal control, emotional stability, self-efficacy and self-esteem are aggravated to attain better performance (Judge et al., 1997). Since they sense proficient of accomplishing something and observe themselves as more in control and valuable, employees with greater core self-evaluations keep in more regular goal setting, demonstrate high determination and effort on the way to attainment of their aims and objectives, and exploit extra efficiently on their resources and opportunities (Erez and Judge, 2001; Judge and Bono, 2001). As core self-evaluations is positively correlated to self-verification striving (Cable and Kay, 2012), so it can be proposed that people with greater core self-evaluations are also high in self-verification striving and can perform their job better.

During organizational entry when individuals attempt to self-verify, their future work attitudes should be more constructive. As high self-verifiers (people whose level of self-verification is high) make it more probable that their behavior will match up with expectations they shaped during organizational entry process with future colleagues. While researchers (Polzer et al., 2002; Swann et al., 2000) find that people experience greater group identification at the same time as they come into associations in the company of others who confirm their self-views. Swann et al., (2000) evaluated in a study, participants' sentiments of relationship to group in addition to innovative tasks performance. These researchers exposed that self-verification was associated to both sentiments of relationship and performance on innovative tasks. Furthermore, besides the straight connection between verification and innovative tasks performance, there was indication as well that sentiment of relationship to group partly mediated the association among verification and performance on innovative tasks.

High self-verifying job applicants should present a realistic representation of who they are and what can be expected of them. After entering an organization accordingly these individuals can devote more of their energy in their jobs and less energy trying to live up to a false expectation they created. However, even in this situation, we foresee that some individuals place a high enough value on the process and outcomes of self-verification striving that they continue to present realistic information about themselves. The fundamental prediction advanced in this study is that individuals who strive to self-verify during selection interview are more likely to perform better. Since interviewers collect more comprehensive and rational information from self-verifying applicants, they should be capable to formulate better predictions about the future success of these contenders. Thus prediction can be made that self-verification striving have strong contingent impact on the relationship of interviewers' evaluation and employee performance. As, 'Self-verification striving positively moderates the relationship between interviewers' evaluation and a) performance appraisal score and b) job performance of an employee.

2.7 CONCLUSION

Through interview process, interviewers can discover which applicants have the greatest chances of high future performance by extracting information from candidates. In spite of their extensive utilization, interviews are not incredibly prognostic of candidates' potential performance according to some researchers. For example, Schmidt and Hunter, (1998) reveal that work samples, conscientiousness tests and tests of cognitive ability are more valid than interviews. One possible motive for interviewers' low predictive validity is that several candidates are not forthright regarding themselves during interviews (Levashina and Campion, 2007). The validity of interview rating is inadequate owing to the extent that an applicant only demonstrates enhanced information, an interviewer is obligatory to base predictions on inaccurate information.

Moreover, some candidates are motivated to be straighter about themselves than other candidates, because they desire for others in their new surroundings to appreciate both their capabilities and their limits. Since interviewers gather more comprehensive and coherent information from self-verifying applicants, they ought to be capable to create better predictions about the future success of these candidates. Hence, there is a need for a variable such as self-verification striving which leads towards better understanding of the relationship.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN ELEMENTS

The purpose of this research is *predictive* and *analytical* in nature. The study is intended to examine the hypotheses presented within the preceding chapters. The study is principally concerned in inspecting the variance in employee performance in both subjective and objective types (i.e. dependent variables). This research challenges to explain employee performance through interviewers' evaluation (i.e. independent variable) and self-verification striving (as independent variable) and through the moderation of self-verification striving, on relationship between the independent and dependent variables. The kind of investigation of the research generally classified as *co-relational* nature of research as hypotheses are assembled to study the association potency between variables is being analyzed.

Keeping in sight the nature dependent variables i.e. individual employee performance, the summation of the survey information from employees is completed at the *individual point*. Consequently, individual is the central unit of analysis of this study. Hypothesis testing is performed on primary and secondary data both accumulated at *individual level*.

The survey is conducted, without manipulation of natural setting, from the employees and their respective managers at their workplaces. As predictive and analytical nature of the study demands non-contrived setting where research can collect data without creating any disturbance in normal routine work of the organization. Hence, this research is practiced in *natural (i.e. non-contrived) setting*. The survey for this study is employing self-administrated questionnaires through *minimal interference* of investigator.

This research employs combination of *time lagged* and *cross-sectional data*. The organizational *secondary data* regarding the rating of selection interviewers carried out at interview time (T1) and mean performance appraisal score conducted at regular intervals at time T2 have been utilized. And primary data, through two separate survey questionnaires are administrated consecutively from all the respondents and managers. Information regarding self-verification striving through questionnaire have been acquired at once only from the employees. Afterward job performance of respondents through another questionnaire has been obtained from their respective managers/team leaders.

3.2 STUDY VARIABLES

3.2.1 Criterion Variables

Employee performance considered as one of most popular criterion variable because researchers are most enthusiastic to improve and enhance the performance of employee through any possible means. This research also has similar relation where employee performance of an employee has been explored as dependent variable. Employee performance has been gauged through both approaches, objective approach (performance appraisal score) and subjective approach (job performance).

Performance Appraisal Score as per first approach has two main dimensions, quantitative and qualitative performance. Average talk time, after call work, adherence, attendance and quiz are the components of an employee's quantitative performance, whereas opening and closing of a call, customer handling, problem solving and caring attitude are the components of qualitative performance. *Job Performance*, as per second approach, is appraisal rating given on the survey items by manager (team leader) on performance to his subordinate.

3.2.2 Predictor Variables

Interviewers' Evaluation collectively, consists of thirteen (13) dimensions including appearance, personality, confidence, enthusiasm, intelligence quotient (IQ), emotional quotient (EQ), understanding of job responsibility, communication capability, language proficiency, teamwork temperament, computer Skills, technical knowledge and skills and voice quality, is one of the predictor variables of this study.

Role of *Self-verification Striving* as the second predictor variable has been explored to investigate the relationship with employee performance, if any.

3.2.3 The Moderator

Self-Verification Striving has been theorized as to have an interaction affect with interviewer's evaluation score. In other words it may moderate the relationship between the predictor (interviewers' evaluation) and the criterion variables (performance appraisal score and job performance).

3.2.4 Control Variables

The difference in performance of an employee may be as a result of few other organizational features. This research has recognized these control variables *age*, *gender* and *qualification* from the prior practice of researchers that may manipulate the employee performance. Consequently, the current research tries to discover the difference in the response variable besides above mentioned control variables.

3.3 THE POPULATION AND SAMPLE

3.3.1 Target Population

Particularly, the study intends a particular *call center of leading mobile operator organization* of Pakistan, which is the member of Pakistan Telecom Authority for classification of the population. Telecom sector is the mainly thriving industry in Pakistan. The current research is trying to test the hypotheses for the telecom sector in Pakistan and within this segment we are capable of logical considerate and potential to generalize outcomes for entire telecom sector's organizations of Pakistan. The consequent results foundational on current target population are pretty expected to be general for entire population.

3.3.2 The Actual Sample

The sample consists of all employees who have been inducted by the call center through a formal selection interview during the year 2012 and are still working in the organization. There are 144 of the employees (call center agents) in total who have met this criterion. In the year 2012, organization has hired five batches of employees at different intervals described in Table 3.1. The data on all the study variables could only be completed for 112 employees in all aspects. The overall response rate is about 78%. The complete detail with regard to the actual sample for each of the batch and their respective response rate is available in Table 3.1.

Table 3.1
Actual Sample and Response Rate

Batch #	Hiring Month	Planned Sample	Actual Sample	Response Rate %
1	February	21	13	61.9
2	April	26	18	69.2
3	July	28	23	82.1
4	August	33	27	81.8
5	October	36	31	86.1
Total		144	112	77.7

3.4 DATA COLLECTION

3.4.1 Primary Data

As argued before for data collection, the present research employs two separate self-administered questionnaires. Primary data has been pulled together using two instruments for two types of respondents, employees and their respective managers or team leaders.

3.4.1.1 Instrument for Employees

First questionnaire is designed for employees regarding *Self-verification Striving* (Annexure-A). This instrument consists of two segments. The first part wraps up common information regarding the employee comprising name, gender, age, qualification, joining batch and name of team leader under whom employee was working. The second section includes the items for measuring self-verification striving of the employee.

3.4.1.2 Instrument for Managers

Second questionnaire is intended for team leaders or managers *to appraise the performance of their subordinates* in job performance construct (Annexure-B). The second instrument involves two segments, with the initial segment contains common information concerning participant name of team leader comprising his/her gender, age, qualification and organizational tenure. The second segment of this questionnaire includes the items for measuring job performance of their subordinates who have provided responses in first questionnaire.

3.4.1.3 Administration Procedure and Response Rate

In developing country like Pakistan, achieving a high response rate in a questionnaire based survey research is always a challenge, mainly where participation is required through email. For data collection the present research presumes broad arrangement to achieve rational response rate. The administration of questionnaires implicated through efforts mentioned below.

Both the questionnaires are in English language. Most of the educated persons in Pakistan understand this language at least for the reading purpose. This is anticipated that respondents could easily understand the survey items in English as they have at least minimum Bachelors qualification.

First of all, the researcher contacted the Director VAS (Value Added Services) and requested him to advance both survey questionnaires with *his initial note* via email to the respective respondents. The Director VAS benevolently agreed to our appeal.

The first questionnaire regarding self-verification striving has been forwarded to the 144 employees with his initial note. After completion of questionnaires, employees were asked for to return those at the specified email address. After online distribution of the questionnaire, researcher received almost half of the responses. Subsequently to remaining employees a reminder has been forwarded through another email. The researcher received 116 responses out of 144 after reminder.

Then second questionnaire concerning job performance has been sent to the respective team leaders / managers) to rate the job performance of their subordinates for whom responses have already been received. After follow up, 112 (response rate of 78% approximately) are the valid responses which researcher received from both employees and their respective team leaders, details regarding response rate are given in Table 3.1.

3.4.2 Secondary Data

Along with primary data, the secondary data has been utilized for this study regarding interviewers' evaluation and performance appraisal score of an employee.

From human resource department of the organization, the data regarding *interviewers' evaluation* has been collected which the actual ratings were

given by the interviewers to the employee at the time of selection interview. Moreover, along with this data, other relevant information regarding participants' marital status, relevant experience and permanent district (city) also received.

Performance appraisal score of an employee is combination of quantitative performance and qualitative performance. Annual performance appraisal report along with both semiannual performance appraisal reports have been accumulated for this study.

3.5 MEASUREMENT AND SCALES

The succeeding segments present detail regarding items utilized in variables' measurement, examples item and categorization of scale.

3.5.1 Employee Performance

The target organization has its own parameters to calculate the objective performance of their employees which is calculated under performance appraisal score. Other than that job performance (subjective performance) is also taken from team leaders to rate the performance of their subordinates.

3.5.1.1 Performance Appraisal Score

Performance appraisal score variable covers the two main proportions of performance which are *quantitative performance* and *qualitative performance*. Quantitative performance dimension is calculated through 5 items. On the other end, Qualitative performance dimension is assessed through four items. Thus the total items for measuring the performance appraisal score are nine. All of the items are gauged on a certain scale. The detail regarding each dimension and its respective weights are mentioned below in Table 3.2.

Table 3.2
Dimensions and Sub-Dimensions of Performance Appraisal Score

Variable	Dimensions	Sub-dimension	Weight %
Performance Appraisal Score	Quantitative Performance	a. Average Talk Time	15
		b. After Call Work	10
		c. Adherence	10
		d. Attendance	10
		e. Quiz	05
	Qualitative Performance	a. Opening and Closing of Call	10
		b. Customer Handling	15
		c. Problem Solving	15
		d. Caring Attitude	10
Total	2	9	100

3.5.1.2 Job Performance

Job Performance is measured by using widely used 5 items scale adopted from Janssen and Yperen (2004). Sample items include, ‘*This worker never neglects aspects of the job that he/she is obligated to perform*’, and ‘*This worker fulfills all responsibilities required by his/her job*’. One item in this scale is reverse coded. These items are gauged by means of a five-point scale (ranging, 1= Strongly Disagree to 5= Strongly Agree).

3.5.2 Interviewers’ Evaluation

Interviewers’ evaluation is measured by using 13 items which have organization adopted for selection interview actually. These items are categorized in two main proportions, i.e. general and specific. The detail regarding each category and its sub-dimensions are mentioned in the Table 3.1. All these 13 sub-dimensions are computed by means of a seven-point scale (ranging, 1=very poor to 7= excellent).

Table 3.3
Dimensions and Sub-Dimensions of Interviewers' Evaluation

Variable	Dimension	Sub-Dimension
Interviewers' Evaluation	General	a. Appearance
		b. Personality
		c. Confidence
		d. Enthusiasm
		e. Intelligence Quotient
		f. Emotional Quotient
		g. Understanding of Job Responsibility
	Job Specific	a. Communication Capability
		b. Language Proficiency
		c. Teamwork Temperament
		d. Computer Skills
		e. Technical Knowledge and Skill
		f. Voice Quality

3.5.3 Self-Verification Striving

Self-verification striving is measured by using 8 items adopted from Cable and Kay, (2012). Sample items include, '*It has worth it to be truthful with others about my habits and personality so that they know what they expect from me*', and '*It is important for an employer to see me as I see myself, even if it means bringing people to recognize my limitations*'. These items are calculated by employing a five-point scale (ranging, 1= Strongly Disagree to 5= Strongly Agree).

Table 3.4 displays the summary of all measures. Chapter 4 discusses scale reliability of all the measures.

Table 3.4
Summary of the Measures

Variable	Sub-dimensions		Items
Employee Performance	Performance	Quantitative	5
	Appraisal Score	Qualitative	4
	Job Performance		5
Self-verification Striving	-		8
Interviewers' Evaluation	General		7
	Specific		6

3.6 DATA ANALYSIS

SPSS software is utilized to analyze the data which is gathered from respondents using above mentioned measures and scales. Demographic description of respondents, group wise comparisons and descriptive statistics is interpreted and presented in next chapter. To make certain accuracy of measures reliability and validity of data is examined. Independent sample t-test and Mann-Whitney U test is employed. Data is analyzed by appropriate tests such as correlation and regression analysis for testing the hypotheses. Details of data analysis and findings are exposed in the next chapter.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATIONS

4.1 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

In this study, total 112 employees (i.e. call center agents) and 36 team leaders (supervisors) have participated where criteria based sample is used. All the recruits who have been engaged in the organization during January to December, 2012 and are still part of the organization are the respondents of this study. During 2012, five batches of employees have been hired at different intervals.

Out of these 112 employees, about 64% employees are male and an overwhelming majority of the respondents (84%) are single. The largest part of the respondents (about 74%) belongs to age of 23-26 years while less than 3% employees fall under the age of 23 years. In females, large numbers of them (about 78%) also belong to age of 23-26 years and a vast majority of the female (85%) is unmarried. The complete detail regarding Frequencies and percentages of age categories and marital status by gender of respondents is demonstrated in Table 4.1.

Table 4.1
Age, Marital Status and Gender of Participants

Variables	Category	Gender				Total	
		Male		Female		Freq.	%
		Freq.	%	Freq.	%		
Age	Below 23	-	-	3	7.5	3	2.7
	23-26	52	72.2	31	77.5	83	74.1
	27-30	20	27.8	6	15.0	26	23.2
Marital Status	Single	60	83.3	34	85.0	94	83.9
	Married	12	16.7	6	15.0	18	16.1
Total		72	100	40	100	112	100

Of the 112 almost three-fourth (75.9%) of the respondents hold a Master's degree or equivalent (16 years of formal education); 58% of the employees do not have any professional experience. Of the 40 females participants about 87% have a Master degree or equivalent. The complete detail regarding qualification and relevant experience of respondents by their gender is mentioned in Table 4.2.

Table 4.2
Qualification and Relevant Experience of the Participants

Variables	Category	Gender				Total	
		Male		Female		Freq.	%
		Freq.	%	Freq.	%		
Qualification	Bachelors	22	30.6	5	12.5	27	24.1
	Masters	50	69.4	35	87.5	85	75.9
Have Relevant Experience	No	39	54.2	26	65.0	65	58.0
	Yes	33	45.8	14	35.0	47	42.0
Total		72	100	40	100	112	100

Table 4.3 displays that of the 112 employees about 80% of the employees belong to Lahore city. The percentage of female respondents that belong to Lahore is even more than the males (about 96 % as compared to 69%). The complete detail regarding the districts the respondents by their gender is mentioned in Table 4.3.

Table 4.3
Permanent District by Gender of Participants

Variables	Category	Gender				Total	
		Male		Female		Freq.	%
		Freq.	%	Freq.	%		
District	Lahore	50	69.4	39	97.5	89	79.5
	Others	22	30.6	1	2.5	23	20.5
Total		72	100	40	100	112	100

4.2 DESCRIPTIVE STATISTICS

Before moving on to hypothesis testing let us see the descriptive statistics of the study variables. This may also be mentioned here that the 36 team leaders provide information on the job performance of the 112 employees. The average span of control is 3.11 employees per supervisor ranges from 1 to 5. Sixty-four per cent of these team leaders are male, all of them hold at least a Master's degree; 61 % are above 30 years. The study uses Cronbach's Alpha test for measuring the reliability of the scales. As to check the inter item consistency, this Alpha is considered as one of the best test.

Self-Verification Striving is primary type of data collected through a self-administered questionnaire whereas mean score of Self-Verification Striving (moderating variable) is 3.9 with standard deviation of 0.5 and alpha value is 0.798 (Table 4.4). *Job Performance* data is also collected from primary source (self-administered questionnaire from team leaders of the

respective employees), with Alpha value of 0.866 having mean score of 3.9 and standard deviation of 0.7.

Interviewers' evaluation is secondary type of data collected from Human Resource (HR) Department of the organization while mean score for interviewers' evaluation (independent variable) is 70.5 with standard deviation of 8.6 (Table 4.4). Similarly, secondary data about *Performance Appraisal Score* have been obtained from HR Department having mean score of 75.2 with standard deviation value of 10.2. The complete detail about the means, standard deviation, minimum value, maximum values and Alpha are shown in Table 4.4.

Table 4.4
Variables' Nature and Descriptive Statistics

Variables	Data	Source	Min	Max	Mean	SD	Alpha
Interviewers' Evaluation	Secondary	HR Dept.	52.0	87.0	70.5	8.6	-
Self-verification Striving	Primary	Employees	2.3	4.8	3.9	0.5	0.798
Performance Appraisal Score	Secondary	HR Dept.	52.5	94.0	75.2	10.2	-
Job Performance	Primary	Supervisor	2.2	4.8	3.9	0.7	0.866

4.3 GROUP COMPARISONS

To evaluate distribution of the characteristics of study variables, this research examines group comparisons by gender, marital status, qualification and relevant experience.

4.3.1 Comparisons by Gender

Table 4.5 demonstrates the gender-wise comparisons of all study variables. This may be noted that female participants have relatively higher mean scores and low standard deviations than male participants in all of the study variables.

In order to test statistical significance of these differences, *Independent Sample t-test* has been used. The comparison illustrates that females' receive significantly more rating in their interviewers' evaluation and job performance ($p < 0.01$) than males. However, no significant difference between the gender groups is found in case of self-verification striving and performance appraisal scores.

Table 4.5
Comparisons of Study Variables by Gender

Variables	Gender	Mean	SD	P-value
Interviewer's Evaluation	Male	69.0	9.5	**
	Female	73.4	6.1	
Self-verification Striving	Male	3.8	0.6	ns
	Female	4.0	0.4	
Performance Appraisal Score	Male	74.0	11.1	ns
	Female	77.4	8.0	
Job Performance	Male	3.7	0.8	**
	Female	4.1	0.4	

** P < 0.01

4.3.2 Comparisons by Marital Status

Table 4.6 demonstrates the marital status-wise comparisons of all study variables. This may be interesting to note that married participants have relatively higher mean scores and low standard deviations than unmarried participants in all of the study variables.

In order to test statistical significance of these differences, *Independent Sample t-test* has been used. The comparison illustrates that married participants receive significantly more rating in their interviewers' evaluation, performance appraisal score and job performance ($p < 0.01$) than single. However, no significant difference between married and single groups is found in case of self-verification striving.

Table 4.6
Comparisons of Study Variables by Marital Status

Variables	Marital Status	Mean	SD	P-value
Interviewer's Evaluation	Single	69.6	8.8	**
	Married	75.2	6.1	
Self-verification Striving	Single	3.9	0.5	ns
	Married	4.1	0.5	
Performance Appraisal Score	Single	74.0	10.4	**
	Married	81.4	6.2	
Job Performance	Single	3.8	0.7	**
	Married	4.3	0.4	

** P < 0.01

4.3.3 Comparisons by Qualification

Table 4.7 presents the qualification-wise comparisons of all study variables. In order to test statistical significance, *Independent Sample t-test* has been used. The comparison illustrates that Master Degree holder have significantly more rating in all of the four study variables ($p < 0.01$) than the Bachelors.

Table 4.7
Comparisons of Study Variables by Qualification

Variables	Qualification	Mean	SD	P-value
Interviewer's Evaluation	Bachelors	60.7	5.1	**
	Masters	73.7	7.0	
Self-verification Striving	Bachelors	3.4	0.4	**
	Masters	4.0	0.5	
Performance Appraisal Score	Bachelors	64.0	6.7	**
	Masters	78.7	8.4	
Job Performance	Bachelors	3.2	0.4	**
	Masters	4.1	0.6	

** $P < 0.01$

4.3.4 Comparisons by Relevant Experience

Table 4.8 shows the relevant experience-wise comparisons of all study variables. In order to test statistical significance, *Independent Sample t-test* has been used. The comparison illustrates that non experienced employees have significantly more rating in all of the four study variables ($p < 0.01$) than their experienced counterparts.

Table 4.8
Comparisons of Study Variables by Relevant Experience

Variables	Relevant Experience	Mean	SD	P-value
Interviewer's Evaluation	No	73.0	7.6	**
	Yes	67.1	8.9	
Self-verification Striving	No	4.0	0.5	**
	Yes	3.7	0.5	
Performance Appraisal Score	No	77.9	9.1	**
	Yes	71.4	10.5	
Job Performance	No	4.0	0.6	**
	Yes	3.6	0.7	

** $P < 0.01$

4.4 CORRELATION MATRIX

In this study, to analyze the initial support for predetermined hypothetical relationship among study variables, bi-variate *Pearson Correlation* analysis has been utilized. Table 4.9 exhibits the correlation among the 9 variables. Of the 9 variables, 5 are demographic characteristics (i.e. gender, marital status, qualification, relevant experience - entered as dummy variables - and supervision tenure) of the respondents. And the remaining are the main study variables (i.e. interviewers' evaluation, self-verification striving, performance appraisal score and job performance).

Interviewers' evaluation is significant and positive correlated with performance appraisal score (coefficients = 0.845, $p < 0.01$) and with job performance (coefficients = 0.868, $p < 0.01$). Thus there is an initial support for hypothesis 1. Interviewers' evaluation is significantly and positively related to self-verification striving (Coefficient= 0.672, $P < 0.01$).

Self-verification Striving has significant and positive correlation with both performance appraisal score and job performance with coefficients of 0.680 and 0.718 ($P < 0.01$) respectively, thereby providing an initial support for hypothesis 2.

Table 4.9
Bi-variate Correlation Matrix

Variables	1	2	3	4	5	6	7	8
1. Gender	1							
2. Marital Status	-0.022	1						
3. Qualification	0.202*	0.190*	1					
4. Relevant Experience	-0.105	0.318**	-0.663**	1				
5. Sup Tenure	0.094	-0.008	-0.167	0.084	1			
6. Interviewer's Evaluation	0.243**	0.238*	0.644**	-0.338**	0.001	1		
7. Self-verification Striving	0.158	0.158	0.492**	-0.288**	0.046	0.672**	1	
8. Performance Appraisal Score	0.160	0.269**	0.619**	-0.318**	-0.153	0.845**	0.680**	1
9. Job Performance	0.259**	0.278**	0.583**	-0.292**	0.123	0.868**	0.718**	0.899**

* $P < 0.05$, ** $P < 0.01$

4.5 HYPOTHESIS TESTING

Various narrative reviews (Arvey and Campion, 1982; Mayfield, 1964; Wagner, 1949) and meta-analyses regarding criterion related validity of selection interviews (Huffcutt and Arthur, 1994; Marchese and Muchinsky, 1993; McDaniel et al., 1994; Wiesner and Cronshaw, 1988; Wright et al., 1989) have investigated validity of selection interviews as a function of broad format or general, content, structure and criterion type. In broad-spectrum, these studies have established that job performance can be predicted through interview scores and the scores generated through structured interviews are further effectively associated to job performance than scores generated by unstructured interviews. Particularly, these research investigations have exposed overall affiliation among interview scores and job performance are lying between 0.37 to 0.47, along with the validity for interviews with structure to be between 0.44 and 0.63 and unstructured interviews' validity placing between 0.20 and 0.35.

Cortina et al., (2000) investigate incremental validity of interview scores through hierarchical regression analyses where job performance was regressed onto cognitive ability and conscientiousness pursued by the interview scores for three levels of interview structure. The incremental validity for low structural level interview scores ranges from 0.9 to 2.2 % of the variation in job performance (for further 1.5% of variance for interview). Moderate structural level interview scores clarify an added 1.8 to 6.2% of the variance in job performance (for further 3.7% of variance for interview). And high structural level interview scores describe an extra 12.3% to 22.2% of the variance in job performance over and above cognitive ability and conscientiousness (for further 16.9% of variance for interview).

In this study, regression analysis is being utilized for gauging the impacts of interviewers' evaluation and self-verification striving, independently and through the interaction of these two independent variables on performance appraisal score and job performance respectively.

4.5.1 Interviewers' Evaluation and Performance Appraisal Score

Linear regression analysis is conducted for predicting the role of interviewers' evaluation on *performance appraisal score* (i.e. H1a). Model 1 (Table 4.10) shows that out of the three control variables (entered as dummy variables), qualification of the respondent is significantly influencing performance appraisal score (coefficient = 0.593, $p < 0.01$). Overall, Model 1 explains the variance in performance appraisal score to the extent of 39.1 percent.

In Model 2, the independent variable (interviewers' evaluation) is also regressed over the dependent variable (performance appraisal score) along with the control variables. This model provides a significant positive relationship between interviewers' evaluation and performance appraisal score (coefficient = 0.763, $P < 0.01$). Overall, this model explains the variance in performance appraisal score to the extent of 72.8 percent. Therefore, interviewers' evaluation can explain an additional variance of 33.7 percent in performance appraisal score over and above the control variables. Thus *H1a is supported*.

Table 4.10
Regression Models for Performance Appraisal Score

	Model 1	Model 2	Model 3	Model 4
<i>Control</i>				
Gender	0.073	-0.027	-0.024	-0.018
Age	0.156	0.111*	0.115*	0.111*
Qualification	0.593**	0.125	0.105	0.133*
<i>Independent</i>				
Interviewer's Evaluation (IE)		0.763**	0.642**	0.173
<i>Moderator</i>				
Self-verification Striving (SVS)			0.198**	-0.327
<i>Interaction Term</i>				
IE X SVS				0.893
Adjusted R ²	0.391	0.728	0.748	0.749
ΔR^2		0.337	0.020	0.001

* $P < 0.05$, ** $P < 0.01$

4.5.2 Self-Verification Striving and Performance Appraisal Score

Model 3 (Table 4.10) presents linear regression analysis for assessing the relationship between self-verification striving and *performance appraisal score* (i.e. H2a) In Model 3, self-verification striving (as an independent variable) is regressed over performance appraisal score (dependent variable) along with the control variables and interviewers' evaluation. This model provides a significant positive relationship between self-verification striving and performance appraisal score (coefficient = 0.198, $P < 0.01$). Overall, Model 3 explains the variance in performance appraisal score to the extent of 74.8 percent. Therefore, self-verification striving can further explain an additional variance in performance appraisal score. Thus *H2a is also supported*.

4.5.3 Moderation of Self-Verification Striving in IE-PAS Relationship

The moderation of self-verification striving (SVS) on relationship of interviewers' evaluation (IE) and *performance appraisal score* (i.e. H3a) is tested by including an interaction term (IE X SVS) as a next step in Model 4 (Table 4.10). This may be noted that the interaction term is not significantly predicting the dependent variable i.e. performance appraisal score. This indicates that self-verification striving do not have any moderating impact on relationship between interviewers' evaluation and performance appraisal score. Hence, there is *no empirical support for H3a*.

4.5.4 Interviewers' Evaluation and Job Performance

Linear regression analysis is again conducted for measuring the effects of interviewers' evaluation on *job performance* (i.e. H1b). Model 1 (Table 4.11) presents that out of the three control variables (entered as dummy variables), qualification (coefficient = 0.546, $p < 0.01$) and gender (coefficient = 0.163, $p < 0.05$) of the respondent are significantly influencing job performance. Overall, Model 1 explains the variance in job performance to the extent of 34.7 percent.

In Model 2, the independent variable (interviewers' evaluation) is also regressed over the dependent variable (job performance) along with the control variables. This model provides a significant positive relationship between interviewers' evaluation and job performance (coefficient = 0.830, $P < 0.01$). Overall, Model 2 explains the variance in job performance to the extent of 74.8 percent. Therefore, interviewers' evaluation can explain an additional variance of 40.0 percent in job performance over and above the control variables. Thus *H1b is supported*.

4.5.5 Self-Verification Striving and Job Performance

Model 3 (Table 4.11) presents linear regression analysis for assessing the effects of self-verification striving on *job performance* (i.e. H2b). In Model 3, self-verification striving (as an independent variable) is also regressed over job performance (dependent variable) along with the control variables and interviewers' evaluation. This Model provides a significant positive relationship between self-verification striving and job performance (coefficient = 0.247, $P < 0.01$). Overall, Model 3 explains the variance in job performance to the extent of 78.0 percent. Therefore, self-verification striving

can explain an additional variance of 3.2 percent in job performance over and above the control variables. Thus *H2b is also supported.*

Table 4.11
Hierarchical Regression Models for Job Performance

	Model 1	Model 2	Model 3	Model 4
<i>Control</i>				
Gender	0.163*	0.054	0.058	0.053
Age	0.065	0.015	0.021	0.025
Qualification	0.546**	0.036	0.011	-0.012
<i>Independent</i>				
Interviewer's Evaluation (IE)		0.830**	0.679**	1.0542**
<i>Moderator</i>				
Self-verification Striving (SVS)			0.247**	0.666
<i>Interaction Term</i>				
IE X SVS				-0.713
Adjusted R ²	0.347	0.748	0.780	0.780
ΔR^2		0.400	0.032	0.000

* P < 0. 05, ** P < 0.01

4.5.6 Moderation of Self-Verification Striving in IE-JP Relationship

The moderation of self-verification striving (SVS) on relationship of interviewers' evaluation (IE) and *job performance* (i.e. H3b) is tested by including an interaction term (IE X SVS) as a next step in Model 4 (Table 4.11). This may be noted that the interaction term is not significantly prediction the dependent variable i.e. job performance. This indicates that self-verification striving do not have any moderating impact on relationship between interviewers' evaluation and job performance. Hence, there is *no empirical support for H3b.*

4.6 SUMMARY OF RESULTS

4.6.1 Results of Hypotheses

Table 4.12 presents results of the three hypotheses of this study. In view of that, *H1 and H2 are fully supported whereas H3 is not supported.*

Table 4.12
Result of the Hypotheses

S#	Description	Result
H1	Interviewers' evaluation is positively related to a) performance appraisal score and b) job performance of an employee.	Supported
H2	Self-verification striving is positively related to a) performance appraisal score and b) job performance of an employee.	Supported
H3	Self-verification striving positively moderates the relationship between interviewers' evaluation and a) performance appraisal score and b) job performance of an employee.	Not Supported

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 DISCUSSION ABOUT RESULTS

This research intends to discover out the relationship between three variables namely; interviewers' evaluation (predictor), self-verification striving (predictor / moderator) and employee performance (criterion) which is calculated under objective approach as performance appraisal score and subjective approach as job performance. Statistical techniques of correlation and regression are employed to investigate the assembled data which results in subsequent findings: (1) interviewers' evaluation is significantly and positively related to performance of an employee, (2) self-verification striving is significantly and positively associated with performance of an employee, (3) there is no moderating relation of self-verification striving between interviewers' evaluation and employee performance.

Young educated persons with a blend of experienced individuals having good understanding are the respondents of this study. The two separate self-administered questionnaires first regarding self-verification striving collected from 112 employees and other concerning job performance construct obtained from their 36 respective managers produced primary data for this research. The respondents comprise of married and unmarried along with fresh as well as experienced employees of both genders. The multiple data sources (i.e. self-rating, supervisory rating and HR department) facilitate to diminish common-method biases (Podsakoff et al., 2012). By employing well known statistical tools and techniques of field of *Management*, data has been evaluated and analyzed.

5.1.1 Interviewers' Evaluation and Employee Performance

This study forecasted in vision of research literature that interviewers' evaluation would be associated with employee performance and established empirical evidence of this forecast.

Over the years, questions have been raised by research scholars on validity of selection interview as whether they are reliable selection tool and can predict performance of potential candidate. As extensive image creation, increase in faking and untruthfulness, self enhancement and impression

management techniques reduce the validity of interviews. This research explored relationship of interviewers' evaluation with employee performance to overcome this ambiguity. This study is consistent with previous findings and empirically supports the positive relationship of interviewers' evaluation with employee performance. It is interesting to note that candidates who have been rated high by interviewers on specific dimensions have better performance which has been gauged under objective and subjective approaches. As objective approach in form of performance appraisal score and subjective approach in form of supervisory rating both have significant positive relationship. The beta value of association linking interviewers' evaluation and performance appraisal score is 0.763 which is significant up to level of 99%. Whereas relationship between interviewers' evaluation and job performance construct has beta value of 0.830 which is also significant to the extent of 99% level.

5.1.2 Self-Verification Striving and Employee Performance

The current research provides empirical support of relationship between self-verification striving and employee performance. Self-verification theory's prime inspirational anticipation is that individuals ought to desire self-confirming assessments albeit self-views in question is negative. As the verification of self-views of a person would motivate him to apply variation of his knowledge, experience, values and skills to different tasks (Ely and Thomas, 2001; Polzer et al., 2002), this would assist him to convert his abilities into extraordinary performance. The employees with high self-verification striving engage in more social coordination, have least ambiguities as better know the strengths and limits of colleagues, feel more job satisfaction and organizational commitment (Cable and Kay, 2012) which leads towards better performance. The relationship between self-verification striving and performance appraisal score is significant up to extent of 99% level and has beta value of 0.198. While beta value of association connecting self-verification striving and job performance construct is 0.247 which is significant to level of 99%.

5.1.3 Moderating Role of Self-Verification Striving

Empirical results of this study remained unable to support moderating role of self-verification striving on relationship between interviewers' evaluation and employee performance. The main reason may be the presence of a very strong inter-relationship between the two predictors (i.e. interviewers evaluation and self-verification striving) that the interaction term of the two

could not significantly explain employee performance. Theoretically this relationship finds some support from the literature as introduction of self-verification striving in organizational entry process reduce faking and image creation in employment interviews. Employees who are high on self-verification striving describes their strengths and limitations so interviewers can better predict performance upon provision of correct information. The results are partially contradictory to the results of Cable and Kay (2012), as interviewers were capable to formulate improved predictions about the upcoming success of candidates who reported higher self-verification striving. Our results may only be relevant for the call center context. Therefore, future research should examine this relationship in other contexts too.

5.2 CONTRIBUTIONS

The current study unlocks fresh gateways by examining time lag perspective of interviewers' evaluation and employee performance relationship. It is also an effort to launch self-verification striving in organizational entry setting. The role of self-verification striving have not been examined in organizational setting before. This is pioneer study which attempts the interaction function of self-verification striving on the association between interviewers' evaluation and employee performance in organizational environment. The empirical results display that interviewers' evaluation can predicts performance of employees thus improving the validity of interview as selection tool. In this particular geographical area, very few studies have been conducted in call center. This study is an effort to improve the situation.

Results generated with strong research methodology of this study are another significant contribution. The study collects different types of data from several sources at different point in times. Interviewers' evaluation and performance appraisal score is secondary type of data acquired from HR department of the firm which are generated on different intervals. Both objective (performance appraisal score) and subjective (job performance) approaches are employed to calculate employee performance. Moreover, as per suggestion of Podsakoff et al., (2012), self-verification striving (predictor) and job performance (criterion) construct are measured though two separate sources i.e. from employees and their respective managers respectively.

5.3 IMPLICATIONS OF STUDY

The results of the current study have numerous possible implications for researchers along with practitioners. The findings of this study are vital

contribution in prior literature of organizational entry where self enhancement has been emphasized more recently. The main results may be contradictory to perceptions of various researchers in view of the fact that image creation considered best approach in organizational entry context by many individuals.

Outcomes of this research perhaps drop some fresh light onto the previously low validity of interviewers' rating. The validity of interviewers' evaluation is positive plus significant for predicting employee performance. This result reveals the reality that interviewers can build correct predictions about employee performance upon some extent.

The study is of enormous worth for practitioners and managers too. By formulating appropriate interview questions during selection interview process, managers ought to determine the self-verification striving of the candidates for a specific job to reduce the faking and bogus image creation.

As results suggest, individuals who are high on self-verification striving, by reflecting their self-views, neither try to exaggerate their strengths nor hide their limitations, they find work personally more meaningful and more satisfied in new environment by sharing values and coordination with coworkers have better performance. After organizational entry, research demonstrates that developing a surrounding wherein people believe open to communicate their personal views, values and ideals guides to better innovation and creativity (Polzer et al., 2002; Swann et al., 2004), in addition to performance and behavioral outcomes (Cable and Kay, 2012), which is ultimate goal of managers and organization.

5.4 LIMITATIONS AND FUTURE DIRECTIONS

First main limitation of this research is that results cannot be convincingly generalized as data is collected from only one organization. For increasing generalization of results, more organizations may be addressed. Time constraints were also played major role. A limited sample size used to overcome this constraint where data would be available at ease. Although, the researcher tried his best to control the common method biases, still there are chances of presence of biases that are beyond our control for example the methods of measurement being used in the study organization. Particularly, the secondary data for the score of interviewers and performance appraisal may have some systemic biases.

Future research ought to investigate how distinctions in self-verification striving influence other interpersonal fields, such as friendship and family

interactions and team formation. It is feasible that some persons are more expected to self-verify in a variety of relationships but not in others. Furthermore, upcoming research should address the fundamental matter of why various people strive to self-verify more as compare to others. Future research should focus on self-verification in such a manner that it will reduce faking in employment interviews and improves the validity and predictability of the selection tool. The role of self-verification and self enhancement can be new prospective for researchers to investigate it in organizational design specifically at entry process.

5.5 CONCLUSION

A lot of research scholars and practitioners will astonish that despite granted huge inspiration to self-promotion in organizational entry context, several job contenders are strived to converse self-verifying information during this process. Individuals who are evaluated high by interviewers and signify constancy in their self-view and are encouraged to bring others to perceive them as they perceive themselves have significant positive impact on employee performance. The moderating role of self-verification striving on association among interviewers' evaluation and employee performance require additional investigations.

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ANNEXURE-A

RESEARCH QUESTIONNAIRE (For Employees)

Dear Sir/Madam!

This survey is being conducted for the purpose of analyzing the general workplace attitudes of employees. The results will have no effect what so ever upon your performance appraisal. Your anonymity will be strictly retained and results will be used for research purposes only. Thank you.

1. Personal Information

a) Name: _____	b) Gender: <input type="checkbox"/> M <input type="checkbox"/> F
c) Age: <input type="checkbox"/> Below 20 <input type="checkbox"/> 21 – 30 <input type="checkbox"/> 31 – 40 <input type="checkbox"/> 41 – 50 <input type="checkbox"/> Above 50	
c) Formal Education (Nos. of years):	d) Designation:
e) Date of joining this organization _____	
f) Reporting to (name of the supervisor):	
f) Working tenure under this supervisor (in months): _____	

2. Do you mostly enjoy your work?

(Please tick only one number)

Not at all	1	2	3	4	5	Very Much
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3. Please encircle only one number from 1-5 that indicates your disagreement or agreement with the following statements.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a	It has worth it to be truthful with others about my habits and personality so that they know what they expect from me.	1	2	3	4	5
b	For me it is better to be honest about myself when meeting new people, even if it makes me appear less than ideal.	1	2	3	4	5
c	It is important for an employer to see me as I see myself, even if it means bringing people to recognize my limitations.	1	2	3	4	5
d	When interviewing for a job, I try to be honest about my personality and work style.	1	2	3	4	5
e	I like to be myself rather than trying to act like someone I am not.	1	2	3	4	5
f	I would rather have people know who I really am than have them expect too much out of me.	1	2	3	4	5
g	I would be willing to take a little less pay in order to work with people who know who I am and what to expect from me.	1	2	3	4	5
h	When looking for a job, I work hard to find a place where people will accept me for who I am.	1	2	3	4	5

ANNEXURE-B

RESEARCH QUESTIONNAIRE (For Managers/Supervisors)

Dear Sir/Madam!

This survey aims to find out perception and understanding of supervisors/managers about their subordinates' behaviors at work place. The results will not be used for any purpose except research. The anonymity about your names and those of your subordinate will be strictly retained. Please complete separate questionnaire for different subordinates. Thanks for your time and cooperation.

1. Personal Information

a) Gender: <input type="checkbox"/> M <input type="checkbox"/> F	b) Formal Education (no of years):
c) Age: <input type="checkbox"/> Below 30 <input type="checkbox"/> 31 – 40 <input type="checkbox"/> 41 – 50 <input type="checkbox"/> 51 – 60 <input type="checkbox"/> Above 60	
d) Working tenure in this organization (in months):	

2. Information about the Subordinate:

a	Name:
b	Working Tenure: <input type="checkbox"/> Less than 6 months <input type="checkbox"/> 7- 12 months <input type="checkbox"/> 13- 18 months <input type="checkbox"/> More than 18 months

3. Please indicate your disagreement or agreement regarding the job performance of the above named subordinate. (Encircle only one number from 1-5)		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a	This worker always completes the duties specified in his/her job description.	1	2	3	4	5
b	This worker meets all the formal performance requirements of the job.	1	2	3	4	5
c	This worker fulfills all responsibilities required by his/her job.	1	2	3	4	5
d	This worker never neglects aspects of the job that he/she is obligated to perform.	1	2	3	4	5
e	This worker often fails to perform essential duties.	1	2	3	4	5