

AN INTEGRATED STUDY OF APPLICANT REACTIONS TOWARD EMPLOYMENT INTERVIEW

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Abstract

Interview is one of popular selection tools being used by employer all over the world. The employment interview is an interaction between two parties, interviewer and applicant, they communicate and trying to find more information and also confirmation. Most study about applicant's reaction only explores some variable to applicant reactions. Research that combine several factors that can affect applicant's reaction still scarce.

This study is about the affect of interviewer factor (demographics and behavior), interview factor and organizational and job factor that can affect applicant likelihood to accept the job offer, organizational attractiveness and general interview affect like willingness to recommend organization to others. The effect of two moderator variables, number of prior interview and work experience toward relation between interviewer behavior and applicant reaction also tested.

The result indicated that in overall applicant affected by interviewer behavior, interview characteristics and organizational and job attributes, while the moderator variables only have some effect to some of the interviewer behavior. Some management implication and suggestions was offered.

Keywords: Employment Interview, Applicant Reactions

Nowadays competition in every industry is very tight, every organization has needs to find good employee, motivate and retain them to lead the organization to be a good organization that can compete with other organization. The right employee is not easy to find because the right employee doesn't mean that the person only clever but also should have the right skills that the organization need and also fit to organization. The competition to get the best employee increases. Therefore the managers, human resources directors and interviewer need to know factors that can influence potential employee attractions to organizations.

As one of the recruitment tools, the employment interview remains to be the widely used employment selection technique preferred by many management officials within public and private sector in many locations (Kennedy, R. Brian, 1994), thereby applicant reactions to employment interview is very important to the organization because it can effect to the organizational attraction and may indirect affect the validity of the selection tools. When applicants have positive perceptions about selections, they are more likely to view the organization favorably

and have stronger intentions to accept a job offer and recommend the employer to others (Hausknecht, Day and Thomas, 2004; Sacks and MacCarthy, 2006).

Research about interview started since 1915. At the beginning researchers focus on validity and reliability where the findings shows that employment interview lack of validity even some study found acceptance reliability(Wright, 1969; Carlson, Thayer, Mayfield, and Peterson, 1971; Arvey and Campion, 1982; Jelf, G.S., 1999). In relation with interview types, the structure or pattern interview is more valid than unstructured interview and also structured interview have strong inter-rater reliabilities. Later on, the researcher found out that the employment interview's validity and reliability is better than before and they also broaden their research to another aspect in interview such as individual conducted interview is more valid than panel interview and behavior descriptions situational interview questions are almost equal in validity (Wright, 1969; Jelf, G.S., 1999). Despite the good findings in validity and reliability other researchers were investigating possible bias in the interview like discrimination against women and

minority group and the effects of other variables in interaction with protected group status on interviewer's decision making. They also suggest to paying greater attention to other aspect in person-perception process with examining interview from various theoretical models and frameworks like attribution models, impression formation and management and implicit personality theory (Arvey and Campion, 1982; Kennedy, 1994; Jelf, G.S., 1999).

Most research focus on how organization choose new employees rather than how applicant choose among job opportunities (Arvey and Campion, 1982; Schmitt, 1976). Research about factors affected applicants' decision focus on two types of factors, applicant reactions to various job attributes or combination of attributes (Schwab, 1982) and applicant reactions to recruiting practices such as employment interview, especially the effect of interviewer as organization representative on applicants' perceptions and decisions (Rynes, Heneman and Schwab, 1980).

There are many researches on employment interview, but relatively little research on job applicant reactions to employment interview integrated with interviewer, interviewee and organization factors. Applicant reactions should be practical concern because applicant reactions have affect to organizational attractiveness and also may indirectly affect validity. To examine applicants reaction to employment interview, several factors should be observed such as interviewer characteristics, interview type and organizational factor as factors that can influence applicant reactions. Applicant characteristics, job characteristics, alternative job, are several variables that might be able to influence applicant reactions and finally the several outcome variables.

I. Interviewer Characteristics

Previous researches notes that recruiting activities significantly affected the applicant reactions both in positive and negative direction (Rynes, Heneman, and Schwab, 1980), for example applicants tend to react favorably to warm personality interviewer who provide useful information about organization and have evaluative techniques that appear face valid and vice versa. In interview employment process, the interviewer has close interaction with interviewee; therefore, interviewer characteristics have influence toward applicant's reactions. There are several factors in interviewer characteristics as follows.

a. Interviewer Characteristics –

Demographics (Age and Sex)

Rogers and Sincoff (1978) found in a laboratory study that a 30 year old interviewer produced more favorable impressions than either 20- or 50-year old interviewer. It's proved that age is a first impression variable which can affected applicant's perception in employment interview. Later on, some researches agree that there is general agreement that applicants prefer younger, though not too young, interviewer (Alderfer and McCord, 1970; Hilgert and Eason, 1968; Rogers and Sincoff, 1978; and Rynes, Heneman, Schwab, 1980). However, this preference might not be of great importance since when age co varies with other interviewer characteristics, age preferences may be overshadowed by the effects of those other characteristics.

Taylor and Bergmann (1987) did a research at initial campus interview where interviewer demographics data was asked to applicants. Interviewer demographics has some effect to applicant especially to applicant attractiveness to organization, where applicants interviewed by older interviewers and female interviewer tended to view the organization as a less attractive potential employer but at the other hand, female interviewer seen as more personable and informative (Liden and Parson, 1986).

As Powell (1987) pointed out, research investigating the effect of interviewer gender on applicant reactions to firm is needed, gender may influence attraction to firms if, for example, applicants perceive that woman interviewer have less status and power and less clout in making job-offer decisions than men. Liden and Parsons (1986) found that although applicants saw woman interviewers as more personable and informative than men, the applicants rated the job less attractive when interviewed by women. Similarly, Taylor and Bergmann (1987) found that applicants interviewed by women were less attracted to the recruiting organization than those interviewed by men, although Harris and Fink (1987) found that interviewer gender was unrelated to reactions to organizations.

Turban and Daugherty, 1992 argue that because the subject in Taylor and Berman (1987) study were college age, it is unclear whether they preferred interviewers similar in age to themselves or has a bias against older interviewer. So in their research, they measured applicant perceptions of interviewer demographics characteristics rather

than asking interviewers directly, because as have prior researchers we assumed that it is perceptions that are influential. The result shown that interviewer demographics is relatively not important to applicant attraction to firms although applicant perceived less likelihood of their receiving further contacts from a firm when they perceived interviewers to be highly educated. In accordance with the result of this study, other research also found that there is no support for relationship between interviewer demographics and applicant attraction to the firm and only limited support / no strong evidence that demographically similarity interviewer-applicant can influence interview outcomes therefore most of the effects have been small and inconsistent (Jelf, G.S., 1999; Liden, Martin and Parsons, 1993). Thus applicants may be less attracted to firms when interviewed by older interviewer or female interviewer.

H1 : Interviewer demographics (age and gender) will affect applicant reactions for example applicants attractiveness to organization will be lower when they interviewed by an older interviewer.

b. Interviewer Characteristics – Behavior and Personality

Recruitment activities such as interview can affect applicants' attitudes and behavior both in positive and negative direction such as applicants tend to react positively to friendly interviewer who provide much information about organization and using technique that appear face valid, but otherwise applicant tend to react negatively to interviewer who have unprofessional manner and use evaluative technique that low in face validity (Rynes, Heneman and Schwab, 1980).

Other researcher did research about interviewer attitudes and behaviors in interview found out that interviewer characteristics such as interviewer personality, knowledge of the job opportunity, ability and willingness to answer questions and demonstrated interest in applicant can affect applicants' probabilities to accept a job offer if one were made and to affect organization attractiveness (Aldefer and Mccord, 1970; Schmitt and Coyle, 1976). Those previous research mostly examined new entrants to the labor market such as graduating college students therefore lead to the limitation in the generalizability of the findings (Powel, 1984). Using a cross sectional field study, Powel found that the effects of job attributes upon

applicants reactions were much stronger than recruitment activities and suggest that when assessed independently of job-attribute effects, recruitment activities may not significantly influence applicants' reactions. Interviewers' personableness have strong effect to general reactions toward interview but applicant reaction toward job was not heavily influenced by perception of interviewer only, there are some other variables who can affect this relation (Liden and Parson, 1986).

In 1987, Harris and Fink focus on the probability that there is an indirect effect of interviewer characteristics on job attributes. They noted that most researchers focused on direct effect of interviewer characteristics and likelihood to accept the job offer with implicit assumption that there is little or no relationship between interviewer characteristics and job attributes. But there might be indirect effect through impact of interviewer characteristics on job attributes. Result from their research shows that there was a significant relationship between interviewer characteristics and applicants' job perceptions and small affect to job attributes (perception of job, compensation and work environment). In conclusion, the result shows that the interviewer characteristics did have affect to likelihood to accept the job offer (Harris and Fink, 1987, Maurer, Howe and Lee, 1992) and also affect applicants' perception about how attractive is the organization (Harris and Fink 1987, Turban and Daugherty, 1992).

Affect of interviewer characteristics seems to exist only at initial stage of recruitment but fade away at later stage where applicants put more attention to job attributes therefore they was more affected by job attributes (Taylor and Bergmann 1987).

When interviewer's focus in the purpose of the interview, it influence interviewer behaviors then in turn, influence applicants' expectancy and valence perceptions. Interviewer behavior can be interpreted as signals about working condition in organization by applicants; therefore it can influence applicants' attractiveness to organization. For example, a friendly interviewer is seen as indicating a warm, friendly work environment. In addition, interviewers influence attractiveness through providing applicants with information about job and organizational attributes. Finally, interviewers with certain characteristics might be perceived as having high organizational status, therefore

making jobs appear more attractive (Turban and Daugherty, 1992)

Interviewer also can affect applicants' reactions and perception toward organization, where applicants have positive response verbal and non verbal to warm personality interviewer and less response to cold personality interviewer. The negative effect of cold interviewer behavior on applicant behavior may result inaccurate, and thus unfair, assessment of applicant (Liden, Martin and Parsons, 1993, p.382). And it may also cause applicants to have bad impression about organization (Jelf, G.S., 1999). Similar with that Conway and Paneno indicated that interviewer warmth was one of interview process characteristics that have highest correlation with applicants affect and willingness to recommend organization to others, and applicants' affect were correlated to their willingness to recommend organization to others. So, applicants' who have bad perceptions about interview process will have low affective toward interview and organization and they reduce their willingness to recommend organization to others (Conway and Paneno, 1999). Other aspect in interviewer behavior is empathy. Interviewer with good empathy can influence applicant to feel that the organization is more attractive and more chance that applicant will accept the job offer (Taylor, Bergmann, 1987; Rynes and Connerley, 1993). Other finding is the interviewer behavior is more important rather than their position in organization (Maurer et al., 1992).

H2 : Interviewer behaviors will highly positively related to applicants reactions for example applicant who being interviewed by friendly interviewer will think that the organization has a friendly environment, therefore it will increase their attractiveness to organization.

II. Interview Characteristics

Interview structure can influence applicant attraction to organization therefore it is important to know the affect of it to applicants' reactions. Some selection procedures might be perceived as aversive by applicants, which might in turn result in lower attraction to organization and thereby have negative validity and utility implications (Jelf, G.S., 1999, p.47). Applicant also react differently depend on whether the interview is more focused on examining their qualification or on selling the organization, same thing happen for structured and unstructured interview (Turban and Daugherty, 1992).

Previous study indicated that structure interviews are more valid predictors for job success than unstructured interviews (Weisner and Cronshaw, 1988). Beside that, more organizations are using structured approaches for interviewing job candidates. But little is know about how interview structure influence applicants' perception of interviewer and organization. Some applicant view structured interview as formal, evaluative, rigid, and even negative, may have low attraction to firms using such interviews. At the other hand, applicants may react positively to structured interviews if they feel that they were given the opportunity to thoroughly describe their qualifications.

The unstructured interview are more likely to allow applicants to feel free to ask questions and provide information about their qualifications, allow interviewer to appear warm, friendly, and likable, factors that appear crucial when forming impressions about interviewers and organizations (Bies and Shapiro, 1988; Liden and Parsons, 1986; Schmitt and Coyle, 1976) therefore unstructured interview procedures may signal a variety of positive organizational characteristics, such as people oriented. By contrast, highly structured interviews constrain the exchange of information and forbid applicants from straying beyond predetermined questions in their answers (Campion, Pursell and Brown, 1988) therefore may signal negative organizational characteristics, such as rigidity and a lack of autonomy.

Interviewers' reports of interview structure that measured by a single item, were positively related to likelihood to accept the job offer (Taylor and Bergmann, 1987). In 1981, Herriot and Rothwell (1981) found that applicants were less likely to accept job offers when there were discrepancies between their expectations and actual interviewer behaviors for several aspects of interviews such as how much opportunity for discussion there was, how much interviewers talked, how much information they provided about their firms, and how much they asked about applicants. It seems likely interview structure may influence those factors. Similarly, Macan and Dipboye (1990) found that the more interviewers talked about irrelevant subjects, the less favorably applicants rated them, so if interviewer use structure interview, interviewer will spend less time on irrelevant topics and more time discussing jobs and applicants' qualifications that can lead to positive influence on applicants' perceptions.

Turban and Daugherty (1992) found that Interview structure will be positively related to

applicants' perception of interviewer behavior and their attraction to firms, but further in regression analyses, interview structured was not related to attraction to organization. This result suggest that structured interview containing many selling behaviors but the applicants did not have more positive perceptions about interviewer behavior and were not attracted to the organization than they would have been otherwise.

Smither et al.(1993) showed that interviewee/applicant perceived unstructured and structured interview as face and predicatively valid and more (face) valid than biodata and some cognitive test which might increase their attraction to the organization (Jelf, G.S., 1999; Smither, Reily, Millsap, Pealman and Stoffey, 1993). Even the structures interview generally provided higher reliabilities then unstructured interview (Wright, 1969; Arvey and Campion, 1982) the applicant might have different reactions toward these two types of interview. Applicants think, they are more likely to be able to control the interview and have greater freedom in responding (Conway and Peneno, 1999), than being questioned by interviewer in structured interview therefore applicant might react positively to unstructured interview. Applicant could perceive relative invalid predictor, the unstructured interview, as being more job-related and face valid than more truly valid predictors like biodata and cognitive ability test (Jelf, G.S., 1999). When applicants have a perception that the selection tools have low validity they are likely to feel unfair, can be a targets for complaints and may lower motivation to perform well on selection process. Aspect that has relations with the validity of selection tools is job relatedness.

H3 : Interview characteristics such as interview face validity will positively related to applicant reactions for example applicants will more attractive to organization if they think that the interview held have a high face validity.

III. Organizational and Job Attributes

When applicant has an interview in one organization, they usually look for information about the organization and then their reaction will affected by that information. This information will build applicant general belief about the interview in that organization such as whether or not the employer actually needed to acquire the information to make a good hiring decision. And another one is whether the employer could be

trusted to accurately interpret the information revealed by a procedure (Rynes and Connerley 1993; Judge, Higgins and Cable, 2000). There are only two organization characteristics as beginning belief of applicant; the evidence about organization characteristics is relatively scarce (Judge, Higgins and Cable, 2000).

Research on job attributes has found that every applicant has their own preferences for certain job attributes over another and it effects their decision regarding the jobs. Several studies using expectancy theory frame work demonstrated that ratings of instrumentality and desirability of job attributes can be used to predict applicants' top rated job from various job alternatives.

Powel (1984) noted that job attributes has greater effect than interviewer behavior toward likelihood to accept the job offer. Because, when applicants want to accept the job offer and work in organization, they will put more attention to job attributes that perceived as more important than interviewer behavior. In this study Powel used graduate students for respondents which have a little work experience. According to Rynes et al. (1980) and Schwab (1982), this kind of applicant would put more attention and high importance on what happened in the employment interview. With assumption that applicants who have more work experience will know better about job attributes, they may react stronger to it. Therefore Powel state that the emphasis on recruiting practice such as positive interviewer behaviors as determinants of applicant decision maybe overstate in literature.

Similar result showed that job attributes have strong and significant relationships with applicants' reactions throughout the later stages or the recruitment process. Applicant who received information about job attributes at the campus interview tend not to react strongly to recruitment activities. Recruitment activities influence applicants' reactions primarily through their impact on the individuals' inferences about job attributes. When applicants are able to obtain direct, even if limited, information about attributes, recruitment activities no longer appear to significantly influence their reactions (Taylor and Bergmann, 1987).

In 1992, Maurer et al. do a research that put more focus on recruitment as job marketing using engineering graduates as their respondents. They noted that the amount of information provided during interviews about job and organizational attributes like financial rewards career opportunities and job security positively

related to likelihood of job acceptance and overall response to recruitment process.

H4 : Organizational attributes and job attributes will be highly positive related to applicant reactions for example applicants will have higher likelihood to accept job offer when they think that the organization have satisfied job attributes.

IV. Applicant Characteristics

Every applicant might react differently according to their preference that can be influence by so many factors such as gender, job and interview experience and also their environment.

In relation with gender, male applicants tended to have the same probability acceptance of job offer whether interviewed by either male or female interviewer. Otherwise, female applicants tended to have higher likelihood acceptance of job offer when interviewed by male interviewer than by female interviewer (Taylor and Bergmann, 1987) and female applicants tend to see interviewer as more competent and personable(Liden and Parson, 1986). But other researcher reported that the response to survey did not significantly differ according to applicant characteristics also applicant gender does not moderate the effect of interviewer characteristics (Powel, 1984; Harris and Fink, 1987).

Applicant reaction toward job was not heavily influenced by perception of interviewer only. For likelihood to accept the job offer, Liden and Parsons found out that alternative opportunity did have influence to the relation between reactions toward job and acceptance intentions, especially for young applicants if they are using a compensatory model of decision making where the number of alternatives affects the relation between the desirability of a particular job and intentions to accept it (Liden and parson, 1986).

Prior work experience seems to have some affect to applicant reactions. The assumption is that applicants with prior work experience are more aware and more concentrate on job and organizational attributes and put less attention to interviewer characteristics. Applicants with greater work experience are expected to recognize that job attributes are more important in determining job satisfaction (Rynes, Heneman and Schwab, 1980).

Other factor that can influence applicant reactions is the number of applicant's prior interview, where applicant with more experience in interview will put less attention to interviewer

characteristics rather than job and organizational attributes.

Applicants' labor market opportunities are predicted to exert a positive moderating effect on the strength of the recruitment-reactions relationship. The logic for this prediction is that the greater the opportunities that applicants have, the more able they are to reflect recruitment activities in their job decisions without experiencing a loss of other desired attributes like salary and type of work(Taylor and Bergmann, 1987). Although employment opportunities have not been examined previously as moderators of the recruitment activity-applicants' reactions relationship, Liden and Parsons (1986) found that the number of employment opportunities received by a group of applicants interviewing for seasonal jobs moderated the relationship between their general job affect and job acceptance intentions.

Result from empirical study show mixed result. Some studies noted that only applicant prior number interviews moderate the affect of interviewer characteristics, the other moderate variable had very little impact on interviewer characteristics (Harris and Fink, 1987). Taylor and Bergmann (1987) have similar result that the perceived comparability of job offers, applicants' work experience, and their labor market opportunities did not moderate relationships between recruitment activities and organizational reactions. The difference was Harris and Fink said that Applicants' work experience moderate the relationship but Taylor and Bergmann found that it didn't moderate the relationship. Other similar result was number of prior interviews has not affect to applicant reactions toward interviewer behaviors (Turban and Daugherty, 1992). Other Important finding is that the applicant perceptions of recruitment process and intention to accept the job offer were significantly linked. Number of previous interviews and length of job experience indeed moderate this relationship (Maurer et al., 1992)

H5 : The relationship between interviewer behaviors and applicant reactions will be moderates as follows:

- a. The relationship will be weaker for applicants with higher Number of prior interviews. Or Applicant with less number of prior interviews will be less affected by interviewer behaviors.*

- b. *The relationship will be weaker for applicants with longer working experience. Or Applicant with longer working experience will less affected by interviewer behaviors.*

METHOD

Procedures

This study is a quantitative study about what factors in employment interview can affect applicant reaction toward organization and job it self and how those factors affect the applicant reactions, where those factors that employed as independent variables were interviewer characteristics, interview characteristics, organizational and job attributes and the applicants' characteristics. At the other hand, the reactions are likelihood to accept the job offered organizational attractiveness, and general interview affect such as recommend the organization to others an attitude toward organization. Quantitative method was used to collect data, where the respondents must fill a questionnaire provided base on their latest interview experience.

The data was gathered by distributed questionnaires in Taiwan and also Indonesia, with three methods, direct, online by develop website for online version questionnaire and via email for

around two and a half months. In Taiwan, most of the respondents are graduate part time students in Southern Taiwan University. Totally 400 questionnaires were sent out in Taiwan, 324 questionnaire were returned and 38 questionnaires were excluded because of incomplete data which mean the responds rate for direct distribute questionnaire in Taiwan was 81%. Online version got 70 complete questionnaires and 35 partial questionnaires that can not used, so totally there are 356 complete questionnaires from respondents in Taiwan.

Due to some difficulties, the response rates from Indonesian respondents were a little bit low. Author only can collect data using website online version and email by friend's references. Approximately 550 invitations were sent out to Indonesia respondents. Totally 102 complete questionnaires in the online questionnaire website, 45 partial questionnaires that can not be used and 88 complete questionnaires gathered via email, so totally there are 190 complete questionnaires from Indonesia respondents which mean the responds rate for Indonesia respondents was 34.5%. In analysis process, author combined all questionnaires which mean totally 546 complete questionnaires from these two countries and added one dummy variable, dummy country of origin to catch the respondent's country difference and will be used in further analysis, regression.

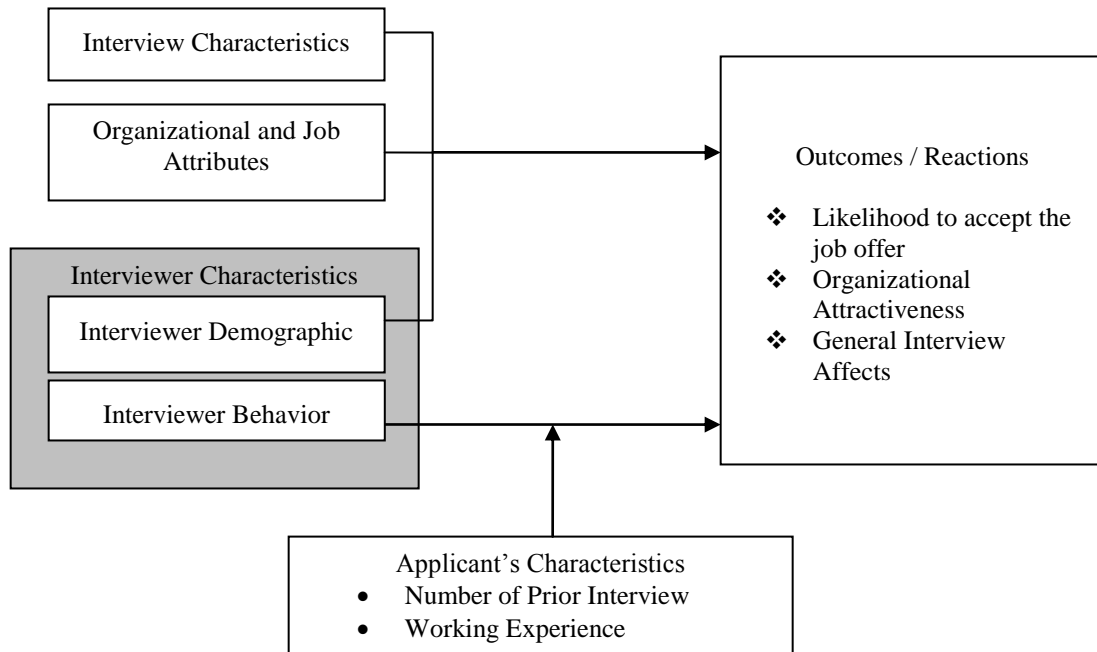


Figure 1. The theoretical framework of this study

Measures

Totally 61 items in survey questionnaire was developed to collect the data from respondents which are anyone who ever attend employment interview in Taiwan and Indonesia, with 5 constructs, interviewer characteristics, interview characteristics, organizational and job attributes and the reactions and also applicants' characteristics as moderate variables and control variables.

At beginning the questionnaire was made in English version and then translated to "Chinese Language" and "Indonesia Language" called Bahasa. Two kind of distribution method were used, Online base (via email and online survey in internet) and direct distribution to respondents using paper based questions.

Because respondents come from two different countries, author added one dummy variable for country differences. Later this variable used as control variable in regression analysis.

Interviewer Characteristics

Applicants answered some questions and statement about interviewer age, gender and interviewer behavior during the interview. The purpose of this research is to explore the applicant reactions, therefore applicants were asked about interviewer demographics (age and gender), as previous researcher assumed that this perception might influence applicant reactions according to their perception to every aspect in interview include interviewer demographics and behavior (Turban and Daugherty, 1992). For example it is not interviewer age that influence attraction but applicant's perception of interviewer's age.

Twenty four statements were used to describe the interviewer behavior adopted from previous research (Powel, 1994; Turban and Daugherty, 1992; Harris and Fink, 1987; Liden and Parson 1986) and the applicants need to scale their agreement of those statements on five point scales. Some of those statements that describe interviewer behavior such as to describe empathy or positive effect measured by statements like "The interviewer interested in me as candidate" and personableness was measured by "Interviewer have warm personality such as humorous and sociable".

Interview Characteristics

Applicant react differently depend on whether the interview is more focused on examining their qualification or on selling the organization, same thing happen for structured and

unstructured interview. To measured applicant perception toward interview, nine statements were employed to measured face validity and interview structuring with five points Likert scale (-2 : Strongly Disagree and 2 : Strongly Agree). These statements were adopted from Smither et al. (1993) and Turban and Daugherty (1992).

Those statements were asked whether applicants understand the relation between interview and the job itself and if this kind of interview needed for the job with the coefficient alpha 0.68. Also about applicants' perception on how the interviewer did an interview, for example the applicant might think that the interviewer asked the same questions to all applicants, interviewer might follow the script during interview with coefficient alpha 0.86.

Organizational and Job attributes

Everybody have their own perception about everything in the world. Two persons might have different perception about the same thing. Similarly with that every applicant might have their own preferences about job attributes, one over another and it effects their decision regarding the jobs.

Fifteen statements were employed to measure organizational and job attributes and all of those statements were adopted from previous research (Powel, 1984; Harris and Fink, 1987; Maurer et al., 1992). Five point Likert scale were used to capture the applicant perception about organizational and job attributes (-2 : Strongly Disagree and 2 : Strongly Agree) .

Those statements described about job it self such as this job give an opportunity to learn, a freedom to do the job my own and it is a challenging and interesting work. It also described the compensation offered by organization such as job security, good salary and good carrier path. Beside that the work environment and the organizational attributes also described by those statements such as competent and sociable coworker, organization has good location and good reputation.

Applicant Characteristics

Every applicant might react differently according to their preference that can be influence by so many factors such as gender, job and interview experience and labor market opportunities. Some questions were asked in order to find out about the effect of those variables to the applicants.

Applicants were asked to indicate their gender, how long their full-time work experience and their number of prior interviews attended before the latest interview. Three questions were asked to measure the applicants labor market opportunities, "How many job offers have you received so far", "Opportunities in applicants major field of interest" and "Expected job offer to receive". Those questions adopted from Liden and Parson (1986), Taylor and Bergmann (1987), Harris and Fink (1987), Turban and Daugherty (1992). Labor Market Opportunities and applicant's Number of prior interview were employed as moderator variable between interviewer behavior and the outcomes, while applicant's gender, work experience were employed as control variable.

Applicant Reactions

Applicant reaction measured by some questions adopted from Liden and Parson (1986), Taylor and Bergmann (1987), Harris and Fink (1987). Applicant reactions were likelihood to accept the job offer, organization attractiveness, and general effect of the interview.

One questions were asked to measure the likelihood to accept the job offer for example "How likely is it you would accept a job from this organization when you accept one?". Applicants were indicated their answer in five choices 1 : 0-25% to 5: 100% likely. Another question was used to measured organization attractiveness, "Out of all organization you have interviewed how attractive is this organization as a place of employment?", the answered on five points Likert scale, -2 : Very Unattractive and 2 : Extremely Attractive. Finally, General interview effect were measured by two items, for example: "How did your interview influence your attitude towards the organization as a place to work?", the answer on five points Likert scale: -2 : A Very Negative Influence and 2: A Very Positive Influence.

RESULTS

The percentages between male and female respondents were about the same, approximately 46.2% for male respondents and 53.8% for female respondents. Most of them are young age with range age between 19 years old until 35 years old, while the level education was bachelor degree (31.1%) and still studying either bachelor degree or master degree level (59.3%). Generally, around 21.4% of the respondents work as professional or technical staff and 27.5% work as staff at their organization. Finally around 37.2% of the

respondents had their last employment interview around one or less than one year ago.

One Way ANOVA and T-Test Analysis was employed to see the effect of several variables to other variables. Variable that have effect to others will be employed as control variable. Therefore there were three control variables that will be used in further analysis, applicant's labor market opportunities, applicant's gender and dummy country of origin.

4.3 Correlation Analysis

Correlation analysis is used to describe the strength and direction of the linear relationship between two variables, therefore this analysis needed in this study to examine the direction of the relationship of independent variables and dependent variables.

Pearson correlation result shows that all correlation value were below 0.5 (Cohen and Cohen, 1983) indicated there were no multicollinearity problem in this set of variables while interviewer behavior and job and organizational attributes are highly correlated with the applicant reactions such as likelihood to accept the job offer, organizational attractiveness and general interview affect. Beside that as shown with "r" value below, positive affect has the strongest correlation with likelihood to accept the job offer. Generally, respondents from Indonesia and Taiwan almost have same perceptions but the strongest difference was about organizational attractiveness.

These results were the first prove of the hypothesis that Interviewer demographics, interviewer behavior, interview characteristics, organizational and job attributes have significant effect to the applicant's reactions toward employment interview.

Factor Analysis and Reliability Test

Based on past study, 24 items were employed to measure interviewer behavior with 5 items to measured positive affect, 5 items to measured responsiveness, 5 items to measured personableness, 4 items to measured aggressiveness and 5 items to measured informativeness. Every factor have Eigenvalue bigger than one, KMO > 0.6 and Cronbach's Alpha varies from 0.701 to 0.833 which mean all of these factors have a good reliability. Factor loading for positive affect varies from 0.617 to 0.719, responsiveness from 0.560 to 0.836, personableness from 0.637 to 0.832, aggressiveness from 0.629 to 0.887 and finally informativeness varies from 0.651 to 0.823 which mean every factor loading pass the cut-off,

0.5 and each factors can explain more than 46% of total variance of the sample.

For Interview characteristics, has two factors, face validity and interview structure which shown good reliability, 0.877 for face validity and 0.784 for interview structure. Face validity has 67.13% variance explained and interview structure has 60.86% variance explained which means face validity explains 67.13% of total variance of the sample and interview structure explains 60.86% of total variance of the sample.

Job and organizational attributes was measured with 15 items where every 5 items measured one factors. All factors have a good reliability represents by Cronbach's Alpha ≥ 0.790 and every factors explains approximately 54.668% to 57.72% of total variance of the sample.

In this study author used 3 control variables, but only one variable measured by three items, labor market opportunities. This factor has medium reliability with Cronbach's Alpha 0.645 and explains 58.69% of variance.

General interview affect is the only applicant reaction measured by two items. It has acceptable Cronbach's Alpha (0.611).

4.5. Regression Analysis

Two kinds of regression analysis were employed in order to explore the relationship between variables, Multiple Regression and Hierarchical Regression. Multiple regressions used to explore the relationship between independent and dependent variable while hierarchical regressions were used to explore the moderate effect of moderator variables.

As shown in table 2, the R square for each relationship between interviewer demographics and the applicant's reaction rather low, where varies from 1.3% to 4.1% which means the model only explain 1.3% to 4.1% of the variance in applicant's reactions. Base on the F value, interviewer demographics only have overall significant effect to organizational attractiveness. Durbin Watson test was used to check first order autocorrelation where value near 2 indicated there is no autocorrelation (Mendenhall, William and Sincich, Terry, 1996). To check multicollinearity problem, VIF value produced by SPSS was used, which indicated that this data doesn't have multicollinearity problem indicated by VIF value lower than 10 or 5 (Mendenhall and Sincich, 1996; Aczel and Sounderpandian, 2006).

Further the interviewer age was positively related to likelihood to accept the job offer, but with non significant F value which means that it did not has overall statistics significance. At the other hand interviewer gender was negatively related to applicant's attractiveness to the organization with significant F value, therefore the hypothesis 1 was partially supported. Regard to direction of the relationship, interviewer gender was negative related to organizational attractiveness such that the female interviewer decreases the organizational attractiveness of the applicants.

Table 3 shows the multiple regressions to explore the relationship between interviewer behavior and the applicant's reactions such as likelihood to accept the job offer, organizational attractiveness and the general interview affect. Durbin Watson and VIF value indicated that there were no both autocorrelation and multicollinearity problems while F value for every applicant's reaction was significant, shows that interviewer behavior indeed positively related to the applicant's reactions therefore hypothesis 2 was supported. The interviewer behavior can explain 16.8% of variance of likelihood to accept the job offer, 12.4% variance of the organizational attractiveness and 16.1% variance of general interview affect. Further positive affect, and personableness were significant related to all the applicant's reactions while informativeness only significant related to organizational attractiveness. Interviewer positive affect heavily affected applicant reactions that indicated by highest beta value. When interviewer shows their positive affect to applicants it will increase applicants willingness to accept the job offer and more attracted by the organization. Meanwhile applicant attitudes after interview were highly affected by interviewer responsiveness. Interviewer who can answer applicant questions and conduct interview well will make applicants have a good perception toward interview it self and also organization and then applicant will have better attitude toward organization and willing to recommend organization to others. About directions, all the interviewer behavior functioned in positive directions except aggressiveness which functioned in negative directions. Aggressiveness was negative related to likelihood to accept the job offer and general interview affect. This means that the aggressive interviewer were associated with lower probability for applicants to accept the job offer and has negative effect to applicant's attitude toward organization therefore applicants might has lower intention to recommend organization to others.

Table 1.a. Correlation Matrix

	1	2	3	4	5	6	7	8	9	10
Dependent Variables										
Likelihood to accept the job	1									
Organizational Attractiveness	0.245***	1								
General Interview Affect	0.313***	0.389***	1							
Independent Variables										
Interviewer Age	0.071†	-0.077†	-0.001	1						
Interviewer Gender	0.029	-0.052	-0.045	-0.187***	1					
Positive Affect	0.341***	0.234***	0.309***	0.045	-0.049	1				
Responsiveness	0.308***	0.208***	0.321***	-0.005	-0.017	0.435***	1			
Personableness	0.296***	0.233***	0.288***	-0.024	0.047	0.452***	0.421***	1		
Aggressiveness	0.103*	0.034	0.118**	0.096*	-0.027	0.219***	0.201***	0.329***	1	
Informativeness	0.134**	0.176***	0.174***	-0.011	-0.154***	0.253***	0.215***	0.418***	0.288***	1
Face Validity	0.163***	0.256***	0.188***	-0.080†	0.048	0.258***	0.344***	0.279***	0.056	0.233***
Interview Structure	0.000	0.150***	0.186***	-0.059	-0.034	0.054	0.008	0.133**	0.155***	0.165***
Job It Self	0.317***	0.344***	0.268***	-0.003	-0.088*	0.321***	0.315***	0.356***	0.170***	0.284***
Compensation	0.316***	0.384***	0.372***	0.056	-0.173***	0.297***	0.180***	0.363***	0.161***	0.317***
Environment	0.364***	0.357***	0.350***	-0.042	-0.021	0.290***	0.266***	0.385***	0.206***	0.287***
Moderator Variables										
Work Experience	0.054	-0.027	0.012	0.196***	-0.055	0.054	-0.043	-0.015	0.064†	-0.015
Number of Prior Interview	-0.005	-0.019	0.049	0.087*	0.050	0.033	-0.043	-0.099*	-0.013	-0.137***
Control Variables										
Labor Market Opportunities	0.013	0.001	0.069†	-0.059	0.011	0.084*	0.010	0.049	0.069†	0.033
Gender	0.073†	-0.050	-0.092*	0.019	0.365***	-0.010	-0.022	-0.022	0.042	-0.076†
Respondents Country of Origin	0.033	0.187***	0.032	-0.267***	0.058	0.074†	0.063†	0.008	-0.387***	-0.149***

† P-value < 0.1

* P-value < 0.05

** P-value < 0.01

*** P-value <= 0.001

Table 1.b. Correlation Matrix

	11	12	13	14	15	16	17	18	19	20
Dependent Variables										
Likelihood to accept the job offer										
Organizational Attractiveness										
General Interview Affect										
Independent Variables										
Interviewer Age										
Interviewer Gender										
Positive Affect										
Responsiveness										
Personableness										
Aggressiveness										
Informativeness										
Face Validity	1									
Interview Structure	0.093*	1								
Job It Self	0.292***	0.133**	1							
Compensation	0.202***	0.195***	0.481***	1						
Environment	0.226***	0.114**	0.458***	0.527***	1					
Moderator Variables										
Work Experience	-0.064†	-0.025	-0.010	-0.012	-0.092*	1				
Number of Prior Interview	-0.032	-0.015	-0.040	-0.066†	-0.056	0.288	1			
Control Variables										
Labor Market Opportunities	0.025	0.090*	0.007	0.007	0.049	0.006	0.054	1		
Gender	0.029	-0.165***	-0.108**	-0.139***	-0.038	0.064†	0.034	-0.048	1	
Respondents Country of Origin	0.211***	0.042	0.180***	0.087*	0.054	-0.252***	-0.219***	0.129**	-0.125**	1

† P-value < 0.1

* P-value < 0.05

** P-value < 0.01

*** P-value <= 0.001

Table 2. Multiple Regression Analysis Result for Interviewer Demographics Variables

Independent Variables	Dependent Variables		
	Likelihood to accept the job offer	Organizational Attractiveness	General Interview Affect
	Standardized Coefficients (β)		
Interviewer Demographics			
Interviewer Age	0.090 (*)	-0.043	0.006
Interviewer Gender	0.014	-0.070†	-0.015
Control Variable			
Labor Market Opportunities	0.014	-0.025	0.063†
Applicant Gender	0.075 (†)	-0.001	-0.08†
Country of Origin Dummy	0.064	0.183***	0.016
R2	0.015	0.041	0.013
Adjusted R2	0.005	0.032	0.004
F	1.599	4.633***	1.418
Durbin Watson	1.844	1.890	1.921
VIF Range	1.019–1.211	1.019-1.211	1.019-1.211
N	546	546	546

Table 3. Multiple Regression Analysis Result for Interviewer Behavior Variables

Independent Variables	Dependent Variables		
	Likelihood to accept the job offer	Org. Attractiveness	General Interview Affect
	Standardized Coefficients (β)		
Interviewer Behavior			
Positive Affect	0.212***	0.113*	0.160***
Responsiveness	0.162***	0.079†	0.194***
Personableness	0.140**	0.097†	0.117*
Aggressiveness	-0.021	0.008	-0.007
Informativeness	0.001	0.117**	0.037
Control Variable			
Labor Market Opportunities	-0.009	-0.045	0.044
Applicant Gender	0.084	-0.013	-0.079*
Country of Origin Dummy	0.01	0.198***	-0.006
R2	0.168	0.124	0.161
Adjusted R2	0.155	0.111	0.148
F	13.523***	9.487***	12.88***
Durbin Watson	1.953	1.903	1.995
VIF Range	1.028-1.603	1.028-1.603	1.028-1.603
N	546	546	546

Table 4. Multiple Regression Analysis Result for Interview Characteristic Variables

Independent Variable	Dependent Variables		
	Likelihood to accept the job offer	Org. Attractiveness	General Interview Affect
	Standardized Coefficients (β)		
Interview Characteristics			
Face Validity	0.160***	0.217***	0.181***
Interview Structures	-0.005	0.124**	0.154***
Control Variable			
Labor Market Opportunities	0.012	-0.034	0.050
Applicant Gender	0.069†	-0.020	-0.073†
Country of Origin Dummy	0.007	0.138***	-0.029
R2	0.032	0.101	0.072
Adjusted R2	0.023	0.093	0.063
F	3.516**	12.127***	8.373***
Durbin Watson	1.883	1.901	1.945
VIF Range	1.025-1.082	1.025-1.082	1.025-1.082
N	546	546	546

As result shows in table 4, the interview characteristics (face validity and interview structure) were related to the applicant's reactions, therefore hypothesis 3 was supported, even the variance explained a little bit low (3.2% for likelihood to accept the job offer, 10.1% for organizational attractiveness and 7.2% for general interview affect). Further the face validity indeed related to all applicants' reactions and interview structure only related to organizational attractiveness and general interview affect. Applicant perceived high face validity for interview will more like to accept the job, more attract to the organization and also have better attitude toward organization. This result can be trusted because autocorrelation and multicollinearity problems were not exist as indicated by Durbin Watson and VIF value produced by SPSS. Only interview structure has negative directions toward likelihood to accept the job offer. Applicants who attended the highly structured interview will have lower probability to accept the job offer because they don't have enough time and chance to express their self and to talk about things that they think is important for them. This result a bit contradictive with others where interview structure was positive related to organizational attractiveness and general interview affect. It may cause by two side face of structured

interview, in one side applicant don't have any chance to express and ask about matter that they think important, but at the other side, structured interview offer fairness feeling because interview ask same questions to every applicants which means everybody has same chance to express their self and ability during employment interview.

Additional analysis was done to check the relation between the interview structures and face validity. The result shows that even the variance explained was very low (R square = 0.9%) but the F value was significant (F=4.733, Pvalue=0.03) which means the interview structure positive related to the face validity (β = 0.093). Applicants perceived structured interview to have higher face validity than unstructured interview.

Model for relationship between Organizational and job attributes to likelihood of job acceptance can explained 18.4% of the variance of the samples, 21.8% variance explained for organizational attractiveness and 18% variance explained for general interview affect without autocorrelation and multicollinearity problems as indicated by Durbin Watson value near 2 and VIF value below 10 and 5. While in overall organizational and job attributes were significant related to all the applicant's reactions, therefore hypothesis 4 was supported. For further analysis,

the environment and organization attributes have stronger effect to the likelihood to accept the job offer, while compensation and security have stronger effect to organizational attractiveness and general interview affect. This explains that applicants take high consideration for working environment and organizational attributes when consider to take the job offers, while applicants will more attract to organization that have a good compensation and security therefore more willing to recommend organization to others.

Additional analysis was made for full model in order to examine the effect of all variables in one full model to dependent variable. It seems that organizational and job attributes have

significant related with applicant's reactions while only two of the interviewer behavior, positive affect and responsiveness related to likelihood to accept the job offer and general interview affect. For organizational attractiveness, interview behavior effect was eliminated by organizational and job attributes. Which means that when applicants see every variable in a whole picture, organizational and job attributes was the most important thing to be consider, followed by interviewer behavior where interviewer behavior can affect applicants perception about the organizational and job attributes, because interviewer is the organizational representative during the interview process.

Table 5. Multiple Regression Analysis Result for Organizational and Job Attributes

Independent Variable	Dependent Variables		
	Likelihood to accept the job offer	Org. Attractiveness	General Interview Affect
	Standardized Coefficients (β)		
Organizational and Job Attributes			
Job It Self	0.163***	0.138**	0.067
Compensation and Security	0.138**	0.216***	0.233***
Work Environment and Org	0.221***	0.174***	0.194***
Control Variable			
Labor Market Opportunities	0.007	-0.027	0.058†
Applicant Gender	0.118**	0.018	-0.045
Country of Origin Dummy	-0.006	0.140***	-0.024
R2	0.184	0.218	0.180
Adjusted R2	0.175	0.209	0.171
F	20.312***	24.996***	19.684***
Durbin Watson	1.889	1.951	1.982
VIF Range	1.022-1.560	1.022-1.560	1.022-1.560
N	546	546	546

In full model, interviewer behavior is the second important aspect that can affect applicant's reactions. Consider interviewer as the organization representative who inform applicant about various information about organization, additional analysis is needed to prove if is right that the interviewer behavior was related to organizational and job attributes. Base on the multiple regressions results, there were no autocorrelation and multicollinearity problems. F value for every relationship between interviewer behavior and organization and job attributes was significant (F value varies from

16.559 to 21.721 and Pvalue \leq 0.001) which present that the interviewer behavior indeed related and can affect the organizational and job attributes. Applicants saw the interviewer as the organization representative who can inform about the organizational and job attributes and interviewer behavior indeed have impact to organizational and job attributes. Informative and personableness heavily affected organizational and job attributes because applicant only get information from interviewer when interviewer willing to answer the questions and applicant will believe information

from interviewer when they think interviewer is trustworthy but if interviewer had too fast response about salary, applicants will think that organization has difficulties in finding a good candidate for the

position because this position might have some problems. Applicants also interpret the working environment base on how the interviewer behaved during the employment interview.

Table 6. Multiple Regression Analysis Result for Interviewer Behavior and Organizational and Job Attributes

Independent Variables	Dependent Variables		
	Job It Self	Compensation	Work Environment and Org
	Standardized Coefficients (β)		
Interviewer Behavior			
Positive Affect	0.121**	0.149***	0.092*
Responsiveness	0.129**	-0.036	0.077†
Personableness	0.137**	0.206***	0.219***
Aggressiveness	0.122**	0.068†	0.095*
Informativeness	0.165***	0.193***	0.142***
Control Variable			
Labor Market Opportunities	-0.058	-0.048	0.006
Applicant Gender	-0.067†	-0.109	-0.011
Country of Origin Dummy	0.233***	0.124**	0.096*
R2	0.244	0.210	0.198
Adjusted R2	0.233	0.198	0.186
F	21.721***	17.849***	16.559***
N	546	546	546

Moderator variable used to describe a variable that interacts with relationship between two variables to enhance predictability of a criterion. Hierarchical regression was employed to determine if number of prior interview and work experience can moderate the relationship between interviewer behavior and applicant's reactions such as likelihood to accept the job offer, organizational

attractiveness and general interview affect. The interviewer behavior and three control variable was entered at the first step. In the second step, the cross product of interviewer behavior and moderate variables were entered. The moderating effect was tested by determining whether the cross products explain any additional variance in the dependent variable.

Table 7. Hierarchical Multiple Regression Analysis Result for Moderator variables

	Predictor Variable	Likelihood job acceptance	Org. Attractiveness	General Interview Affect
Control Variables	Labor Market Opportunity	-0.014	-0.043	0.036
	Applicants Gender	0.075†	-0.030	-0.09*
	Applicants Country of Origin	0.026	0.178***	0.001
Independent Variable	Positive Affect (PA)	0.432***	0.494***	0.368***
Moderator Variables	Number of Prior Interview (NPI)	-0.028	0.008	0.041
	Working Experience (WE)	0.045	0.001	-0.010
Cross-products	PA x NPI	-0.038	-0.232*	0.004
	PA x WE	-0.063	-0.061	-0.074
	R2	0.125	0.096	0.107
	Δ R2	0.001	0.009†	0.001
	F	9.755***	7.100***	8.065***
<hr/>				
Control Variables	Labor Market Opportunity	0.007	-0.034	0.055
	Applicants Gender	0.078†	-0.029	-0.088*
	Applicants Country of Origin	0.041	0.186***	0.013
Independent Variable	Responsiveness (RS)	0.535***	0.632***	0.705***
Moderator Variables	Number of Prior Interview (NPI)	-0.011	0.013	0.055
	Working Experience (WE)	0.076†	0.026	0.020
Cross-products	RS x NPI	-0.068	-0.255*	-0.081
	RS x WE	-0.175†	-0.216†	-0.334**
	R2	0.113	0.084	0.138
	Δ R2	0.006	0.22**	0.19**
	F	8.542***	7.280***	10.708***

Table 7. Hierarchical Multiple Regression Analysis Result for Moderator variables (Continued)

	Predictor Variable	Likelihood job acceptance	Org. Attractiveness	General Interview Affect
Control Variables	Labor Market Opportunity	-0.005	-0.040	0.051
	Applicants Gender	0.078†	-0.025	-0.093*
	Applicants Country of Origin	0.067†	0.203***	0.044
Independent Variable	Personableness (PR)	0.525***	0.317***	0.575***
Moderator Variables	Number of Prior Interview (NPI)	0.015	0.045	0.087*
	Working Experience (WE)	0.065†	0.016	0.005
Cross-products	PR x NPI	-0.129	-0.068	0.072
	PR x WE	-0.115	-0.019	-0.378***
	R2	0.106	0.094	0.12
	Δ R2	0.006	0.001	0.019**
	F	7.946***	6.929***	9.008***
<hr/>				
Control Variables	Labor Market Opportunity	-0.011	-0.046	0.032
	Applicants Gender	0.077†	-0.027	-0.087*
	Applicants Country of Origin	0.126*	0.252***	0.097†
Independent Variable	Aggressiveness (AG)	0.286*	0.057	0.116
Moderator Variables	Number of Prior Interview (NPI)	0.002	0.035	0.070
	Working Experience (WE)	0.072†	0.018	0.010
Cross-products	AG x NPI	-0.127	-0.007	-0.114
	AG x WE	-0.026	0.093	0.158
	R2	0.031	0.054	0.039
	Δ R2	0.003	0.001	0.004
	F	2.116**	3.805***	2.758**
<hr/>				
Control Variables	Labor Market Opportunity	-0.004	-0.045	0.046
	Applicants Gender	0.091†	-0.006	-0.074†
	Applicants Country of Origin	0.093*	0.241***	0.079†
Independent Variable	Informativeness (IN)	0.312*	0.242***	0.427**
Moderator Variables	Number of Prior Interview (NPI)	0.007	0.055	0.086†
	Working Experience (WE)	0.076†	0.026	0.014
Cross-products	IN x NPI	-0.228†	-0.120	-0.186†
	IN x WE	0.062	0.099	-0.068
	R2	0.040	0.085	0.041
	Δ R2	0.006	0.002	0.006
	F	2.822***	6.272***	3.894***

The result for the effect of moderate variables presented at table 7, hierarchical multiple regression used for every factor in interviewer behavior with two moderator variables number of prior interview and working experience. The result shows that for likelihood to accept the job offer, only cross product between responsiveness and work experience and cross product between informativeness and number of prior interview were significant, while informativeness have negative directions. These result indicated that number of prior interview have moderate effect to relation between informativeness and likelihood to accept the job offer and work experience has moderate effect on responsiveness and likelihood to accept the job offer.

For organizational attractiveness, cross product of positive affect and number prior interview, cross product of responsiveness and number of prior interview and also cross product of responsiveness and work experience were significant. Number of prior interview has moderate effect on relationship of positive effect and responsiveness with organizational attraction, while work experience has moderate effect on relation of responsiveness with organizational attractiveness.

Finally, three cross products were significant for general interview affect. They are cross product of informativeness and number of prior interview, responsiveness and work experience and also personableness and work experience, which means number of prior interview only has moderate effect on the relationship between informativeness and general interview affect but work experience has moderate effect on relationship between responsiveness and personableness with general interview affect.

At the other hands, base on the R squared changes, number of prior interview and work experience has moderate effect on organizational attractiveness and general interview affect. Further it moderated positive affect and responsiveness on organizational attractiveness while in general interview affect, responsiveness and personableness were moderated. Therefore hypothesis 5 was partially supported.

Country Differences

In all regression analysis there is one control variable represent respondent's country of origin which can tell is there any difference between result from Indonesia respondents and Taiwan respondents.

As shows in all result to explore relationship between independents variable and

dependents variable and also moderate effect, country of origin only have significant difference on organizational attractiveness for all independents variable. At the other hand, when checking moderate effect of number of prior interview and work experience, the difference in respondents from Indonesia and Taiwan occurred for personableness, aggressiveness and informativeness toward all the applicant's reactions, likelihood to accept the job offer, organizational attractiveness and general interview affect.

Respondents in Indonesia have different value for organizational attractiveness with Taiwan respondents. To know what is the differences further study should be done. This study just capture is there any difference or not. But base on the situation in Indonesia and Taiwan, the difference might cause by the economic situation where Indonesia respondents put more emphasize on compensation while Taiwan respondents have other consideration such us working environment.

DISCUSSION

Statistical results indicate that most of the hypotheses were supported but only two hypotheses were partially supported. Interviewer demographics and moderate effect of number of prior interview and work experience were partially supported, while others aspects were have significant influence to applicant's likelihood to accept the job offer, organizational attractiveness and general interview affect. Every finding will be explains in this part.

Applicant demographics like gender did not affect their perception about interviewer behavior and applicant's education did not affect their perception about organizational and job attributes, interviewer demographics and reactions. Meanwhile applicant age generally don't have affect to dependent and independent variables, except for interviewer demographics and likelihood to accept the job offers.

The first hypothesis purposed that interviewer demographics can influence the applicant's reactions, but statistical result shows that only interviewer gender has affect to organizational attractiveness and interviewer age has effect to applicant's likelihood to accept the job offer, even F values is not significant which means that this result can not be generalized to population because don't have a strong overall significance. This finding is consistent with past study which found that age did not explain the relationship with likelihood to accept the job offer (Turban and Daugherty, 1992; Taylor and Bergman, 1987).

Otherwise gender has significant relationship with organizational attractiveness where applicant who interviewed by male interviewer tend to rate the organization to be more attractive than applicants who interviewed by female interviewer (Liden and Parson, 1986; Taylor and Bergman, 1987; Saks and McCarthy, 2006). It seems that respondents still have a thought that male interviewer has more power in making the job-offer, but when others aspect were included in the analysis, interviewer demographics become unimportant to applicants.

Second the relationship between interviewer behaviors and applicant's reactions. When applicants only consider interviewer behavior during the employment interview, it did have strong affect to applicant's reactions. Such findings similar with others past study which found that interviewer behavior can influence the applicant's reactions (Turban and Daugherty, 1992; Maurer et al., 1992; Harris, 1989; Harris and Fink, 1987; Liden and Parson 1986). There were three main behaviors that have strong contribution to this relationship, positive affect, responsiveness and personableness. When consider applicant's likelihood to accept the job offer and organizational attractiveness, interviewer positive affect tend to be the strongest link but it was different with general interview affect where highly influenced by responsiveness. In detail, these findings seems to be a little bit different with past study, where applicant's reactions only affected by only one or two kind of interviewer behavior. This might cause by characteristics Asia respondents that more focus on the communication and inter personal relationship therefore put more emphasize on interviewer behavior. When interviewer give positive treatment to applicants with shows the interest to applicant, responsive and also friendly, applicants will have a positive perception about organization therefore will increase probability to accept the job offer and organizational attractiveness finally applicant more willing to recommend organization to others.

Third hypothesis was supported, where the interview face validity and interview structure were related to applicant's reactions. Applicant rate interview to be has high face validity and tend to have positive reactions while interview structure was not really important. Despite to the interview structure, applicant perceived interview as highly related to the job and has high face validity and finally has influence to applicant reactions (Smither et al., 1993). Applicant will have more positive reactions when they think that interview has good validity (Jelf, G. S., 1999). When consider the interview structure the result indicate that

unstructured interview would lead applicants to have higher probability to accept the job offer but contrary with that they have seen structure interview to be positive related to job attractiveness and general interview affect. These findings were contrary with past study where highly structured interview negatively affected the applicant's reactions (Kohn and Dipboye, 1998). The reason is with structure interview interviewer will spend less time on irrelevant topics and more time discussing jobs and applicants' qualifications that can lead to positive influence on applicants' perceptions. And also in the interview process, even though it was structure interview but applicant's might still have a chance to ask questions, therefore applicant's will have a good perception about company and feel that the interview process fair enough which represented by high face validity and at the end it effect the applicant reactions (Macan and Dipboye, 1990).

Applicant's reactions were highly influenced by organizational and job attributes where compensation and organizational and job attributes were the important aspect that applicant will consider, which mean have similar result with past studies (Powel, 1984; Taylor and Bergmann, 1987; Turban, Forret and Hendrikson, 1998; Maurer et al., 1992; Thomas and Wise, 1999; Chapman et al., 2005). In relation with likelihood to accept the job offer, applicant put higher attention to work environment and organizational attributes such as organizational reputation and working environment, while organizational attractiveness and general interview affect were heavily affected by compensation and security. Applicants tend to be more attractive and more likely to accept the job which has good compensation and good working environment in company with appropriate size and good reputation. And also applicants would more willing to recommend this organization to others.

About the relation of interviewer behavior with organizational and job attributes, the result shows that interviewer behavior significant related to job attributes (Harris and Fink, 1987). In interview process, interviewer is an organization representative that communicates directly to the applicants about organizational and job attributes, therefore interviewer will always be an important source of information about job attributes.

In the full model, all variables still important and affected the applicant's reactions, but only interviewer demographics variables become unimportant, because applicant put more attention to variables that can affect them when they work in the organization, such as job attributes, fairness

(high face validity) and interviewer behavior that can indicate the working environment.

This study purposed working experience and number of prior interview to be moderate the relationship between interviewer behavior and applicant's reactions. The result shows that both of these moderator variables only affected some interviewer behavior. Applicant with work experience will less affected by interviewer responsiveness and personableness while applicant with several prior numbers of interviews were less affected by informativeness, positive affect and responsiveness. Applicant with work experience and several numbers of prior interviews tend to have more information about job attributes therefore less affected by interviewer behavior. This finding conflict with other study which found that work experience and number of prior interview did not have moderate effect to the relation between interviewer behavior and applicant's reactions (Turban and Daugherty, 1992; Taylor and Bergmann, 1987). But this finding replicate some result from past study where the number of prior interview did have a moderating effect to applicant's reaction (Harris and Fink, 1987). Moderating effect of work experience in this study was significant because samples of this study

mostly are employee, not just regular student who have limited information about organizational and job attributes. Respondents with working experience have more information about organizational and job attributes and also know that interviewer behavior is not the only indicator for working environment, therefore put less attention to interviewer behavior.

Country differences

The culture of a nation is very complex but Hofstede purpose 4 dimension that represent elements of common structure in the cultural systems of the countries. This four dimensions are power distance that described as the extent to which the unequal power distribution in organisations is accepted in a society. Uncertainty avoidance is the degree of tolerance for uncertainty or the extent of feeling secure with uncertainty. Individualism~collectivism is the extent to which people consider the collective equally or more important than the individual. Masculinity is the orientation of assertiveness and the caring for others (Hofstede, G., 1984). Base on the value difference purpose by Hofstede, Indonesia and Taiwan not have big differences in these four dimension as follows:

Table 5.23. Hofstede Dimensions

	Taiwan	Indonesia
Individualism vs. Collectivism	17	14
Power Distance (Large vs. Small)	58 / 76	78
Uncertainty Avoidance	69	48
Masculinity vs. Feminity	48	46

In the recent study, it states that Hofstede made wrong calculation for Taiwan Power Distance, it should be 76 not 58 (Fang, 2009). As shown above Indonesia and Taiwan do not have big difference. The difference lays on the Uncertainty Avoidance, where in company in Taiwan more like to be more structuring of activities, more written rules, a larger number of specialists, more uniformity and standardization, less individual and risk-taking managerial style and that is more task-oriented, lower labor turnover, less ambitious employees, higher satisfaction scores, more power through control of uncertainty and more ritual behavior (Yeh, Rhy-song).

This theory support the findings that the difference between Indonesia and Taiwan only at the applicant attraction while the rest of it were the same. Respondent in Indonesia are more likely to

attract by organizational and job attributes rather than other variable even though it's significant. This finding similar with other research which stated that Indonesia employee feel that they don't have comparable job alternative so they will maintain their current employment in part out of necessity and as result more sensitive to higher wages and better fringe benefits. This different with Taiwan that they not worried to lose their current job because easier for them to find new job (Shin, Mannsoo, 2004).

5.2. Implications

According to the results and findings, it's obviously that applicant reactions were influenced by interviewer behavior, interview characteristics and organizational and job attributes. In order to

find employee who match with organization needs, organization should monitor applicant's perception about those variables that can lead to applicant's reactions which can affected organization in findings high performance employee. The interviewer will always be an important source of information about job attributes. Interviewer can affect the applicants to have positive or negative impression about organization and job attributes.

Beside that, the interview structure also has impact on applicant's reactions. Organization need to assess their interview structure has negative or positive impact to applicants. Organization need to be careful about this, because as shown in past study, there were mixed result about interview structure. Highly interview structure can lead applicants to negative effect because applicants feel they do not have time to ask what they want to know but at the other hand it has positive side that it prevented the interviewer to ask too many unrelated questions. In this study, the applicants give interview high face validity regardless of the interview structure. Thus, base on the fact above, the organization can conduct the structure interview with give some addition time for applicants to ask what they want to know (semi-structure interview). Another possible solution is to use two interviews, one designed for prediction and the other designed to allow an informal questions-and-answer session to meet the applicant needs and also may soften the negative impact of structure interview (Kohn and Dipboye, 1998).

Usually before applicants attend the interview, they will find some information about the organization, but applicant usually only have limited information about job attributes. Applicant only can get this information during interview, as mention above; interviewer is the only source for it. But the interviewer need to be careful with this, interviewer can not give too few or too much information about it, because applicants will have negative reactions about it. Too much information will cause the applicant to think that interviewer trying to sell this position too much because maybe this position is not so good and finally will reduce the probability to accept this job and also the attractiveness.

Base on the explanation above the interviewer training is needed to be provided by organization in order to make the interviewer can conduct the interview well and shows the right behavior that can positively affect the applicant and

give enough information about the job attributes. Organization also need to always monitoring applicants perceptions in order know what value that applicants highly consider when they want to join the organization, because the economic and value of life is always changes.

5.3. Limitation

There are some limitations in this study to be considered. First, this study using convenient sample and most of the respondents were Southern Taiwan University of Technology (STUT) part time graduate students for Taiwan and most respondents from Indonesia from 2 different cities in Java Island, Surabaya and Bandung. So, the result might not represent well for applicants in Indonesia and Taiwan.

Second, the respondent for this study was anyone who ever join the employment interview. 37% had their latest interview approximately less than one year ago, 29.7% 2-3 years ago, 13.6% 3-5 years ago and 19.6% had their latest interview over 5 years ago. Respondents answer the questionnaire only base on their memory which can lead to some mistakes because they might forget something.

Third, the interactions between variables were not tested. This might explain more about which variables have strongest affect to applicants in employment interview. For example, the interaction between age and behavior, how applicants might react when they was interviewed by an older but friendly interviewer.

Beside that, most of the respondents already work in the organization, they might already know the interviewer better than before and also organizational and job attributes. This can cause some bias in answering the questionnaire.

5.4. Suggestion

The sample for this study was relatively small 356 questionnaires for Taiwan respondents and 190 for Indonesia respondents. Larger sample size will be better predicting the relationship between the variables.

This study only checks the overall difference between Taiwan and Indonesia respondents. Further study needed to detailed explore the difference between Taiwan and Indonesia respondents.

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