PhD THESIS

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A New Model For Job Interview:

Examining Candidates' Stress Level

By Personality Traits

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1 Introduction

An effective and successful recruitment and selection process is an essential indicator of professional quality for all organizations. Hiring processes of new employees and the related selection method are parts of strategic decision making for larger organizations, but it is also a measure for smaller companies of their ability whether they may achieve economic and financial goals. If an organization has a well-functioning workforce selection process, it is easier for them to attract future employees as they, being applicants, might gain good impressions of their prospective employer at an early stage in the selection process.

In the recruitment and selection process, the goal is clearly visible. To fill vacancies, companies need to recruit the most talented and competent candidates on whom they can count in the long run. While this seems to be a simple goal, human resources professionals do not have an easy job to do, as comparisons between candidates, as well as the future performance of the selected staff can never be fully predicted.

The topic of my research is examination of job applicants' stress and anxiety during job interviews. Having conducted several job interviews at various organizations, the question arose, how to measure and detect the strongest stressors and anxiety factors of candidates.

After analyzing the initial results, the next researching question turned up to find out whether it is possible to differentiate the level of stress and anxiety of individual applicants based on personality traits, namely:

- What kind of attitude and impression do introverted and extroverted candidates have related to job interviews?

- What stress elements do candidates with particular personality traits detect?

- Which interview types are considered to be the most stressful by them?

- How do introverted and extroverted candidates reduce level of stress on job interviews?

- Analyzing these data, can significant difference be found between the two types of personality traits or typology differentiation is not relevant in this case?

All prove to be extremely exciting research questions. Since there are few research history to be found measuring job interview stress broken down by personality traits, I have found it essential and useful to analyze these differences, that may serve as practical guide for both the human resources professionals, as well as for job applicants.

1

2 THEORETICAL BACKGROUND

2.1 Selection process

In order to execute its desired business strategy, to be able to succeed and grow, organizations need employees. Employees, who are aware of the company's values, strategies and goals. Those who are well-trained, motivated, and do the job suited to their skills are the engines of their own, as well as of the organization' progress. Selection process is the method of obtaining the skilled workforce with the right competencies and defining the time and cost of recruiting (Dajnoki, 2015). The recruitment process is a strategically important factor of the organization and needs to function as a partner for the management.

The first part of the selection process is recruitment, when potential employees are looked up for vacant positions. A vacancy can be a new role established in line with the corporate strategy or a replacement for an employee leaving.

The next step after recruitment is the selection of applicants. At this stage, checking the curriculum vitaes and evaluation of the candidates need to take place, as well as the selection of the most suitable applicants, often utilizing job interviews or assessment centers, sometimes including personality or aptitude tests.

Finally, the selected and on-boarded employee is introduced and integrated into the corporate environment, which can be successful in case the new member becomes familiar with the tasks of his/her job and responsibilities as quickly as possible and works effectively as part of the organization.

2.2 Assessment techniques

In terms of selection methods and candidate screening, previous decades of research followed Steiner and Gilliland's (1996) classification of identifying 10 assessment techniques, as presented in Table 1.

One of the most outstanding technological achievements of the past 100 years of work and organizational psychology is the availability of a number of support tools for human resource professionals in the recruitment (Schmidt, Hunter, 1998). These include paper-based aptitude and other tests, structured interviews, personality tests, graphology, and online questionnaires. These supplementary tools reduce the risk of the employer making a bad decision on hiring.

Personal job interview as a popular selection tool is still preferred among organizations. Its popularity has been unchanged for almost a hundred years (Scott, 1916; Ryan et al., 1999; Wilk and Cappelli, 2003). Non-structured job interviews are more prevalent in case of face-to-face interviews, and this is the method that is most utilized by human resource management (Dipboye, 1994). This type is chosen despite the fact that maintaining structure results in a better decision, gives the

ASSESSMENT TECHNIQUES	
1	Personal job interview
2	Resumé (Curriculum Vitae, CV)
3	References
4	Personal contacts
5	Honesty tests
6	Personal data analysis
7	Written ability tests
8	Personality tests
9	Graphology
10	Work-sample tests

Table 1
Recruitment assessment techniques (Steiner, Gilliland, 1996)

human resource expert a lead and the possibility of comparing applicants along the same metrics (Dipboye et al., 2004).

2.3 Impact of personality traits, stress in job interviews

Examining the personality traits and the effectiveness of job interviews, the so-called Big Five theory needs to be quoted, that is a five-factor personality typology published by Digman (1990). The hierarchical system is exemplified by the widely used NEO Personality Inventory (NEO-PI-R; Costa, McCrae, 1992), which divides the five factors into six independent facets. Since then, this classification model has been widely studied and accepted, and includes the following five factors: extroversion, conscientiousness, neuroticism, agreeableness and openness.

In the context of personality trait research, the question arises whether it is possible to examine the Big Five factors in a job interview environment in order to predict the prospective job performance as accurately as possible. Personality trait mapping would be essential for the human resources specialists to determine the person-organization fit that would be the key to predict future performance, which could possibly set the path for organizational training and development.

Job interviews can be regarded as one of the most difficult situations in life (Yuen, 1998; Haffner, 2016). Feelings of anxiety are common in stressful and rapidly changing workplaces and working environments of the 20th -21st century, furthermore, they may occur even prior to the expected job interview. In order to select the most suitable candidate for a particular job, employers prefer the personal interview, which – being an evaluative situation – is a manifestation as an exam for the candidates (Heimberg et al., 1986). Therefore it is not surprising that stress and anxiety are integral parts of the job interview and overall the whole selection process.

McCarthy and Goffin (2004) examined the theoretical aspects of anxiety in job interview context. During the research, a multidimensional method called 'Measure of Anxiety in Selection

Interviews' has been developed (MASI). This method, which has proven to be a psycho-metrically appropriate measure, examines five dimensions of stress perceived on job interview (stress related to communication, behavior, performance, social factors, and physical appearance). According to the research findings, higher level of stress, anxiety, or worries were associated with lower performance in all five dimensions. This confirms that individuals with less social anxiety – typically extroverted ones (Barrick et al., 2000) – are generally considered as more socially positive (Hawkins, Stewart, 1991) and more intelligent (Richmond et al., 1985).

2.4 Extroversion and Introversion in the job interview context

Carl Gustav Jung's personality classification published in 1923 has had a great impact on academic psychology and has been considered to be his most perpetual achievement in psychology (Pléh 1992). According to his theory, two types can be distinguished (Jung, 1989): the extroverted and the introverted psychological type.

According to the Jungian typology, the extroverted individual typically possesses high social skills, enjoys and seeks company, is proactive, active, stimulant, and eager to connect with others. Their strongest determinant is that they receive the energy essential for their function from external stimuli (such as events and gatherings).

In contrast to extroversion, the introverted person's activity is directed toward his or her own inner world. They are characterized by analytical thinking and perseverance, moreover, by focused attention and patience. They have excellent listening skills and are cautious, and they are the ones who tend to express themselves in writing rather than in speaking. They obtain their energy not from external stimuli but from internal charging, by avoiding social interactions.

How people respond to stress, thus to stress in job interviews, is significantly influenced by introversion or extroversion as a personality trait (Bolger, Zuckerman, 1995; Ebstrup et al., 2011). Introverted individuals tend to associate stressful social situations with anxiety, while extroverts associate this with anger (Sipprelle et al., 1977).

Personality traits influence the behavior and image that individuals convey, hence it affects the final outcome indirectly (Akert, Panter, 1988). Introverted applicants have more difficulty disclosing their true selves and their strengths in these social-challenging situations.

For socially active extroverted people preferring such events, this situation is unlikely to cause anxiety. Despite its highly evaluative nature, this type of stimulation and social interaction is connected with high arousal level in their case. The fact that interviewers tend to prefer candidates with extroverted traits on job interviews may be explained by extroverts' high level of enthusiasm, that suggests more satisfaction and happiness, and that can be perceived by the interviewers (Hills, Argyle, 2001).

3   RESEARCH QUESTIONS

Since stress and anxiety occur for individuals in an evaluative type situation, the distinct question arises for the researcher: how to measure, raise awareness and reveal the most stress-generating factors associated with job interviews. If this can be discovered successfully, one can support the job applicant to identify symptoms and to achieve better interview performance. For them, better performance results in job offer, for the employer on the other hand it means finding the right employee, which ensures the completion of the recruitment process.

Although there are researches to be found on stress measurement pertaining to job interviews, only a small number of studies focus on the analysis of the same issue by personality types. The relevance and novelty of the research lies in its exploration of pre-interview state anxiety and interview-related stress-perceptions in a sample of extroverted and introverted personality types.

3.1   Aims

The first pre-research targeted exploring the attitude of candidates related to environmental context, as well as analyzing the environmental factors that may have an impact on applicants, either consciously or unconsciously. Since the job interview is a stressful situation that requires concentration and attention, it was initially important to investigate whether applicants recognize and are aware of the affects of environmental perception on performance in general.

The second research followed up the first study incorporating more specific aspects. The aims included measuring the general attitude of candidates concerning different types of interviews, detecting the stress items influencing their performance, and mapping the stress reduction methods perceived by them.

The third research, retrieving some aspects from the previous two studies, further investigated perceived stress of applicants including personality traits, the different types of interviews, their impressions of former interviews, as well as perceived stress level of mentioning various topics or of existence of certain circumstances. This research already handles introverted and extroverted individuals separately and presents the results along this segmentation.

The research hypotheses are summarized in Table 2.

RESEARCH 1 (Pre-research)
EXPLORATION OF ENVIRONMENTAL FACTORS

General applicant attitude

Investigative scope 1	Exploring whether applicants have positive or negative attitude towards the job interview;

Environmental factors-related attitude

Investigative scope 2	Examining to what extent candidates consider venue of the job interview environment important; whether they have the opportunity to look around before or after the interview; also what are their views regarding the importance of the environmental factors for the sake of the success of the job interview;

RESEARCH 2
INTERVIEW TYPES AND STRESS-RELATED ITEMS

General applicant attitude in various interview types context

Hypothesis 1	Candidates find stress interview and interview with committee the most stressful type;

Examining stress itmes affecting performance

Hypothesis 2	Among the items and factors examined, candidates consider the question related to their salary expectation the most stressful;

Stress reduction methods

Hypothesis 3	Candidates consider informal and friendly communication style as well as warm-up chat an important role in reducing stress during a job interview;

RESEARCH 3
EXPANSION OF THE FIRST TWO RESEARCHES COMPRISING
INTROVERTED AND EXTROVERTED
PERSONALITY TRAIT EXAMINATION

Candidate impression related to previous interviews

Hypothesis 4	Introverted candidates' impressions are more positive pertaining to former job interviews compared to those of extroverts'; the more interviews candidates participate, the better their impressions become, for both personality trait groups;

Candidates' attitudes towards different types of interviews, perceived stress

Hypothesis 5	Job interviews are more stressful for introverted applicants than for extroverts; the most stressful type is Assessment Center, the least stressful type is the one with a single interviewer for both personality groups;

State anxiety prior to job interview

Hypothesis 6	Pre-interview state anxiety is on a higher level in case of introverted candidates as opposed to extroverts;

Psycho-physiological and emotional/behavioral symptoms

Hypothesis 7	Most recent interviews' psycho-physiological and emotional / behavioral symptoms are more pronounced for introverted candidates compared to extroverts; the most noticeable symptoms are general stress, loss of verbal skills, dry mouth and sweating for both personality groups;

Impact of interview circumstances and various topics

Hypothesis 8	The interviewer's personality and friendly atmosphere are of the utmost importance factor for both groups. Interviewer's gender and age are not considered as important for neither groups;
Hypothesis 9	Discussion of private life-related or sensitive topics are considered to be more uncomfortable for introverted candidates as opposed to extroverted ones.

Table 2

Summary of research hypotheses

3.2   Research 1 (Pre-research)

Method

The investigation took place at the headquarter of a multinational IT services company in Budapest. Having received the survey questionnaire electronically, the study sample consisted of individuals working in different organizational units of the headquarter and holding various positions in the corporate hierarchy. Of the 150 questionnaires sent, a total of 112 could be processed. Majority of the sample indicated Budapest as residence of living (62 %), gained BA or MA degree (87 %) and were in age group of 26-35 (64 %).

Results[1]

The first investigative scope question examined whether candidates had positive or negative attitude towards the job interview.

Despite the highly evaluative nature of the job interview, according to the results applicants do not have negative attitude towards them. Subjects participated in several job interviews previously and generally gained positive experiences (Table 3, where 1='very positive' and 5='very negative' on 5-factor Likert scale).

		Average ± SD	Mean difference	p	n
No. of previous interviews	Male	3,10 ± 1,11	0,14	0,522	62
	Female	3,24 ± 1,22			50
Impression of previous interviews	Male	2,19 ± 0,74	0,11	0,468	62
	Female	2,30 ± 0,79			50
No. of interviewers	Male	1,97 ± 0,70	0,37	**0,013***	62
	Female	2,34 ± 0,82			50
Duration of previous interviews	Male	1,98 ± 0,74	0,10	0,544	62
	Female	2,08 ± 0,90			50

**p<0,01

*p<0,05

Table 3

Candidate impression pertaining to previous interviews, n=112

The second investigative scope questions sought to determine the importance of environmental factors, as well as exploring whether applicants had the opportunity to look around the venue before or after the interview, whether they could recall environmental elements retrospectively, and how important they considered these elements as for the interview success. Of the five environmental elements, room temperature and lightening conditions gained the highest importance score of 3.95, which is considered to be significantly more important than the other elements (1='not important', 5='very important' on Likert scale). Applicants do have the opportunity to look around at the interview venue ('yes' answer = 55 %), but the environmental factors observed here were not

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[1]Statistical data were analyzed using SPSS 25 software package.

considered to affect performance ('not important' = 45.19%). They regard their ability to recall the environmental elements of the interview surprisingly good (recalling at least two factors = 69.38 %).

Pre-research investigation has resulted in candidates being active in their environmental perceptions arriving to job interview, in addition, they feel these factors to be important in similar situations. In their view however, environmental factors do not influence their interview performance. This finding is not unexpected when unconscious impacts of environmental factors and circumstances are considered that is prevalent in most cases.

3.3 Research 2

Method

The method is the same as that described in the first research.

Results

Hypothesis 1 states that most applicants find the stress interview and interview with committee to be the most stressful type. The results verified the assumption (Table 4).

	Average ± SD
Interview with committee (4-6 interviewers, 1 candidate)	3,91 ± 1,23
Stress interview	3,58 ± 1,21
Interview with general manager /stakeholder	3,46 ± 1,27
Interview with foreign manager, other than mother tongue	3,44 ± 1,32
Assessment Center (4-5 interviewers, 6-12 candidates)	3,38 ± 1,32
Second or third round interviews	3,32 ± 1,19
Interview with couple of participants (2-3 interviewers, 1 candidate)	2,99 ± 1,29
Interview with personality test	2,58 ± 1,15
Interview in foreign language	2,54 ± 1,22
Interview with 2 participants (1 interviewer, 1 candidate)	2,39 ± 1,11
Interview with HR representative in mother tongue	2,38 ± 1,13

n=112

Table 4
Perceived stress of candidates in various interview types context;
Likert scale: 5='very much stressful', 1='not stressful at all'

Hypothesis 2 assumes that among the items and factors examined, applicants find the question related to their salary expectation the most stressful. This hypothesis was not fully verified (Figure 1), as this element gained the second place only.

It is remarkable that inquiring about strengths and weaknesses obtained the third strongest place
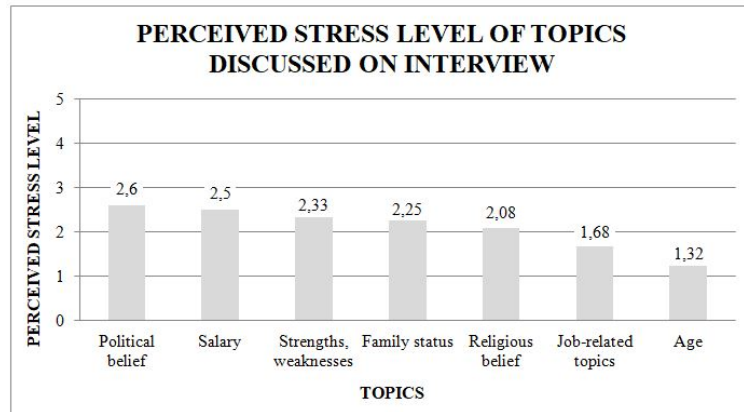
Figure 1
Perceived stress level of certain topics discussed,
mean; n=112;
Likert scale: 5='very stressful', 1='not stressful at all'

causing stress, and its standard deviation rate (1,18) equals with that of the salary-related question. Asking about strengths and weaknesses is already outdated in the human resource management practice, furthermore it can be well prepared for using online materials. Therefore it is a surprising result that it is nevertheless considered a stress factor for applicants. In addition, the strongest correlation among items turned out to be the one between strengths-weaknesses and salary topics (r=0.949, p=0.000). Relationship between the two is positive, meaning, if the first's stress level increases, the other's stress level increases as well.

According to Hypothesis 3, applicants are convinced that informal and friendly communication style and warm-up conversation play an important stress-relieving role during job interviews. The question was open-ended and based on various answers, nine categories were coded by two independent coders. The correlation index of inter-rater reliability, that is the Cohen – Kappa value of the coding turned out to be good (Cohen–Kappa=0.735). For the 9 categories, classification of homogeneity has been executed by using Ward-Cluster analysis method, in order to reveal the relating item groups. The dendrogram showed that it was not possible to separate clearly distinguishable cluster groups, so it seemed more appropriate to analyze the responses by categories and based on content analysis.

According to the results (Figure 2), friendly atmosphere (including communication, warm-up conversation, kind approach) obtained a stable lead position among the topics and expressions mentioned. Out of 112 responses, 69 individuals marked one or a combination of words belonging to this category, that is 61.6% of the total sample. Items related to the other categories were marked to a significantly lesser extent.
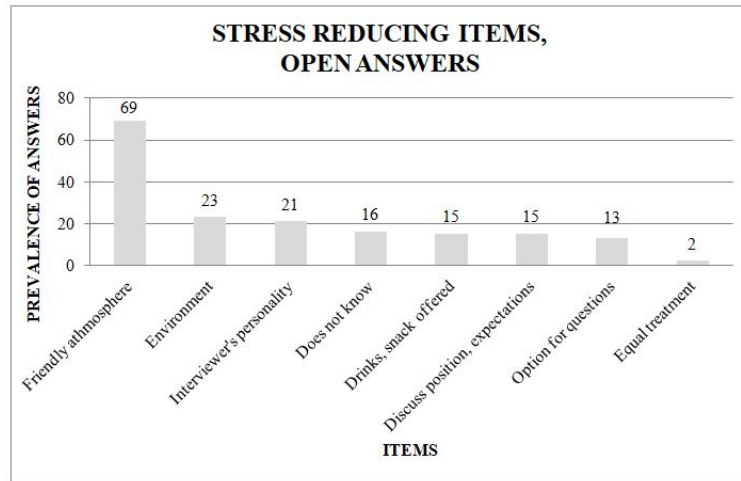
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Figure 2
Stress reducing items, open responses
n=112

The analysis of the responses carried out by ATLAS.ti 8 Content Analysis Software suggests that the words most commonly used by individuals were 'pleasant', 'introductory', 'informal', 'friendly', 'environment', 'questions', 'atmosphere' and 'flexible'.

3.4 Research 3

Method

The research was carried out at an IT service provider organization in Budapest. Besides its agricultural-related and other services, the globally existing company provides IT solutions as well. The study sample were composed of job applicants applying for open positions at the organization in question, all of them were invited for a personal interview with their prospective hiring manager present. Based on their choice, the subjects completed a paper-and-pencil or online questionnaire which were equivalent. A total of 77 responses were received.

Results

For measuring anxiety, the commonly acknowledged Y-1 part of the Spielberger STAI (State-Trait Anxiety Inventory, Spielberger et al., 1970) questionnaire was utilized, specifically the version of STAI-H adapted by Kornél Sipos et al. (1988). For the segmentation of introversion and extroversion, Hungarian version of the Big Five Inventory (BFI-H, Szirmák, Nagy, 2002) was used, out of which questions focusing only on extroversion-introversion dimension were applied. Exploring the remaining BFI factors (openness, conscientiousness, neuroticism, and agreeableness) were ignored in this research, since the primary goal was to differentiate between extroversion and introversion. (Note: the analysis does not contain the ambiverted personality group, current study sample consisted of

71 persons.)

In terms of age, the average was 33.52 years (extroverts=32.68, standard deviation=8.46; introverts=34.84, standard deviation=9.95). The majority of the study population were residents of Budapest (50 persons, 70.42 %).

Candidate impression related to previous interviews

Hypothesis 4 focused on introverted and extroverted applicants' impression of previous job interviews and the number of their previous interviews.

Although the results (Table 5) confirmed the hypothesis that introverted job applicants gained better impression of job interviews in general (Mean_{extro}=3,48; Mean_{intro}=3,80; mean difference =0,32; p=0,183), no significant difference between the two groups can be found (p = 0.183).

		Mean $\pm SD$	Mean difference	p	n
Job interview impression	Extroverts	3,48 $\pm 0,74$	0,32	0,183	41
	Introverts	3,80 $\pm 1,09$			30
n=71					

Table 5
Introverted and extroverted candidates' impression related to job interviews

Attitude and perceived stress

Hypothesis 5 examined the candidates' attitudes towards the different types of interviews and the perceived stress associated with them. These research questions were based on the second research already described, but the study comprised an analysis of the two personality types and a differentiation of their responses.

The first part of Hypothesis 5 assumes that job interviews are more stressful for introverted applicants than for extroverts.

Results show (Figure 3) that perceived stress level of the introverted group was higher for each interview type than that of extroverts (on Likert scale: 1='I do not find it stressful'; 2= 'I find it stressful'), excluding one particular item. The only type where extroverted group scored higher is the Assessment Center (AC, group selection), although the difference is negligible (mean: 1.61 and 1.60).

The second part of Hypothesis 5 assumes that stress interview, interview with more than three interviewers, and the Assessment Center (AC, group selection) are perceived as the most stressful type of interview by both groups; additionally, interview with one interviewer are considered to be the least stressful by them. The results (Table 6) indicate that stress interview and interview with more than three interviewers fall into the first three types considered most stressful for both
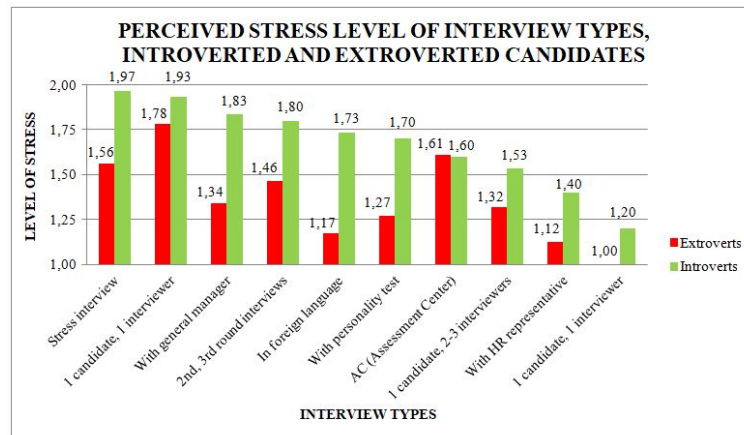
Figure 3
Perceived stress level of interview types, both personality types
n=71

groups, although introverts reported higher scores in each case.

		Average ± SD	Mean difference	p	n
1 candidate, 1 interviewer	Extroverts	1,00 ± 0,00	0,20	0,012*	41
	Introverts	1,20 ± 0,41			30
1 candidate, 2-3 interviewers	Extroverts	1,32 ± 0,47	0,21	0,073	41
	Introverts	1,53 ± 0,51			30
1 candidate, 3+ interviewers	Extroverts	1,78 ± 0,42	0,15	0,061	41
	Introverts	1,93 ± 0,25			30
AC (Assessment Center)	Extroverts	1,61 ± 0,49	0,01	0,935	41
	Introverts	1,60 ± 0,50			30
Interview with HR representative	Extroverts	1,12 ± 0,33	0,28	0,011*	41
	Introverts	1,40 ± 0,50			30
Interview with general manager	Extroverts	1,34 ± 0,48	0,49	0,000**	41
	Introverts	1,83 ± 0,38			30
2nd, 3rd round interviews	Extroverts	1,46 ± 0,50	0,34	0,003**	41
	Introverts	1,80 ± 0,41			30
Interview in foreign language	Extroverts	1,17 ± 0,38	0,56	0,000**	41
	Introverts	1,73 ± 0,45			30
Interview with personality test	Extroverts	1,27 ± 0,45	0,43	0,000**	41
	Introverts	1,70 ± 0,47			30
Stress interview	Extroverts	1,56 ± 0,50	0,41	0,000**	41
	Introverts	1,97 ± 0,18			30

**p<0,01
*p<0,05, n=71

Table 6
Mean, standard deviation, difference of means, p and n values of interview types

The findings verified the first part of Hypothesis 5, i.e. 'Job interviews are more stressful for introverted applicants than for extroverted ones'. What the second part of Hypothesis 5 concerns ('Stress interview, interview with more than three interviewers and the Assessment Center is considered to be the most stressful type for both groups; the least stressful type is the interview with one interviewer), the first statement was not completely verified, while the second statement was confirmed.

State anxiety prior to job interview

Hypothesis 6 assumes that pre-interview anxiety is more pronounced in case of introverted applicants than in case of extroverted ones.

Results for the state anxiety level for both groups are illustrated in Figure 4.
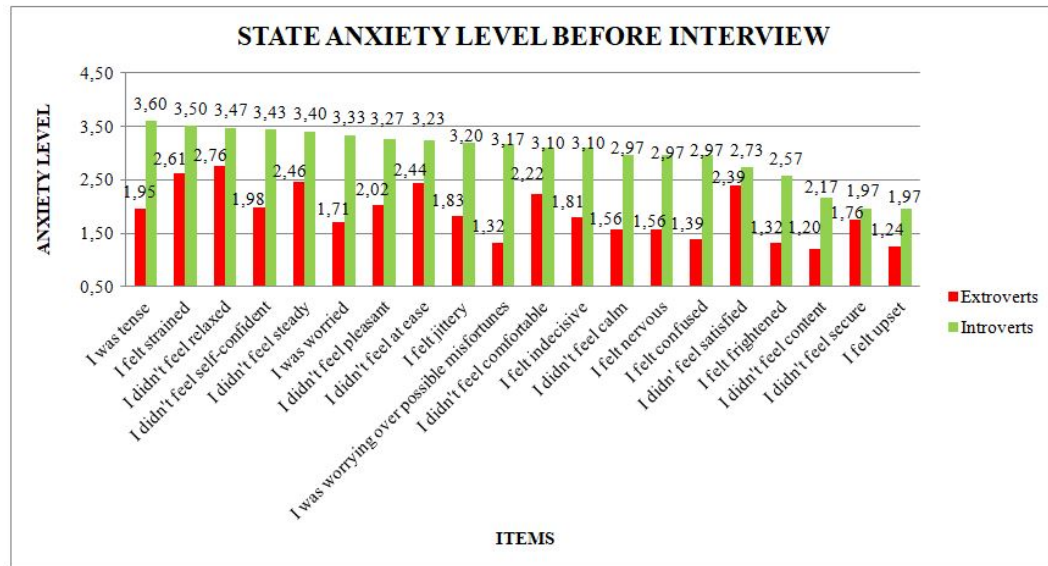

Figure 4
Pre-interview state anxiety level, both personality groups
n=71

It is visible that the extent of pre-interview anxiety is significantly different for the extroverted and introverted groups. All 20 items of state anxiety are higher in the introverted group. Taking the mean values into consideration, 12 out of 20 items are above 3 and the lowest value is close to 2 out of 4 ('I didn't feel safe' and 'I was pulled up': 1.97-1.97). The mean of items for introverts is 3.01, which is a rather high score to be considered and analyzed. Hypothesis 6 is hence confirmed based on the above.

Psycho-physiological and emotional/behavioral symptoms

The first section of Hypothesis 7 states that in job interview context the perceived psycho-physiological and emotional/behavioral symptoms are stronger for introverts as opposed to extroverts. In the connecting set of questions subjects were asked to what extent they felt the symptoms listed at their most recent job interview. The responses had to be marked on a four-factor Likert scale, where score 4 was equal with 'I felt very strongly', and score 1 with 'I didn't feel at all' option.

Having analyzed the descriptive statistical results of psycho-physiological symptoms (Table 7) it was found that the extroverts' maximal score was strong heartbeat (1.83), the minimum was

		Average ± SD	Mean difference	p	n
Strong heartbeat	Extroverts	1,83 ± 0,77	0,00	0,000**	41
	Introverts	3,10 ± 0,76			30
Headache	Extroverts	1,10 ± 0,37	0,60	0,000**	41
	Introverts	1,70 ± 0,79			30
Cramped stomach,	Extroverts	1,44 ± 0,78	1,83	0,000**	41
	Introverts	3,27 ± 1,05			30
Trembling hand, foot	Extroverts	1,51 ± 0,68	1,42	0,000**	41
	Introverts	2,93 ± 0,94			30
Pimpled skin	Extroverts	1,07 ± 0,35	0,40	0,002**	41
	Introverts	1,47 ± 0,57			30
Fatigue	Extroverts	1,51 ± 0,81	0,89	0,000**	41
	Introverts	2,40 ± 0,93			30
Heavy breathing	Extroverts	1,12 ± 0,40	0,81	0,000**	41
	Introverts	1,93 ± 0,87			30
Sweating	Extroverts	1,80 ± 0,90	1,47	0,000**	41
	Introverts	3,27 ± 0,91			30
Cramped hand, foot	Extroverts	1,20 ± 0,51	0,67	0,000**	41
	Introverts	1,87 ± 0,82			30
Sneeze	Extroverts	1,07 ± 0,35	0,06	0,472	41
	Introverts	1,13 ± 0,35			30
Dry mouth	Extroverts	1,59 ± 0,71	1,81	0,000**	41
	Introverts	3,40 ± 1,04			30

*p<0,05
**p<0,01

Table 7
Mean, standard deviation, difference of means, p and n values,
psycho-physiological symptoms for both personality groups

sneezing (1.07). The same values for introverts were dry mouth (3.40) and sneezing (1.13). In the
extroverted group, the second highest score was sweating (1.80), whereas in the introverted group
it were digestive-related problems (3.27) and sweating (3.27).

For extroverts, all values range from 1 to 2 scores, while for introverts, values between 2 to 4 also
appear, consequently the result clearly shows the more pronounced psycho-physiological symptoms
of the introvert group. According to the t-test, except for sneezing item (where $Mean_{extro}$=1,07,
SD=0,35; $Mean_{intro}$=1,13, SD=0,35), there is a significant difference between the two personality
traits to be identified.

As for emotional / behavioral symptoms, the following results can be found (Table 8): Extroverts'
maximal score was general stress (1.90), minimum was inadequate laughter (1.12). For introverts,
the same values were associated with a decrease in self-confidence, equal to loss of verbal skills /
stuttering (3,40). The second highest value in the extrovert group is loss of verbal skills / stuttering
(1.66), while in the extrovert group this item proved to be general stress (3.23). In terms of these
values it can be observed that the scores of extroverts' are between 1 and 2 points, while those of

		Average ± SD	Mean difference	p	n
Memory loss	Extroverts	1,34 ± 0,66	1,39	0,000**	41
	Introverts	2,73 ± 0,91			30
Pull up short	Extroverts	1,41 ± 0,59	1,59	0,000**	41
	Introverts	3,00 ± 0,95			30
Anger	Extroverts	1,17 ± 0,44	0,00	0,967	41
	Introverts	1,17 ± 0,38			30
Loss of self-confidence	Extroverts	1,54 ± 0,67	**1,86**	0,000**	41
	Introverts	3,40 ± 0,86			30
Loss of verbal skills	Extroverts	1,66 ± 0,69	1,74	0,000**	41
	Introverts	3,40 ± 0,97			30
Inadequate laughter	Extroverts	1,12 ± 0,46	1,78	0,000**	41
	Introverts	2,90 ± 1,24			30
General stress	Extroverts	1,90 ± 0,92	1,33	0,000**	41
	Introverts	3,23 ± 0,94			30

*p<0,05
**p<0,01, n=71

Table 8
Emotional/behavioral symptoms for both personality groups
Mean, standard deviation, mean difference, p and n values

the introverts' generally exceed score 2. According to the t-test, there is a significant difference between the two personality traits (except for the item of anger).

Based on the results, the first statement of Hypothesis 7 was verified, and the second half of Hypothesis 7 (which assumes that among the strongest perceived symptoms are general stress, loss of verbal skills, dry mouth and sweating in case of both groups) was partially confirmed.

Impact of interview circumstances and various topics

Hypothesis 8 assumes that in terms of job interview, the interviewer's personality and friendly atmosphere are the most important factors for both groups; the interviewer's gender and age are not considered relevant for either personality trait group.

Within the first set of questions, subjects had to decide on 11 items to what extent they consider them important in the job interview context. Responses were marked on a four-grade Likert scale (4='very important'; 1='not important').

Results of mean, standard deviation, p and n values are illustrated in Table 9 .

According to the results of the t-test, the most significant differences between the groups were in case of small talk ($Mean_{extro}$= 2,73,; $Mean_{intro}$=3,43,), opportunity for posing questions ($Mean_{extro}$=3,44,; $Mean_{intro}$=3,83,), and nice environment ($Mean_{extro}$=2,63,; $Mean_{intro}$=3,27,). All of these seem to be more important for introverts than extroverts. On the other side of the scale, the gender of the interviewer ($Mean_{extro}$=1,54,; $Mean_{intro}$=1,43,), and the venue's easy accessibility ($Mean_{extro}$=3,02,; $Mean_{intro}$= 2,90,) were not significantly different. The combined

		Average ± SD	Mean difference	p	n
Interviewer's personality	Extroverts	3,51 ± 0,67	0,19	0,117	41
	Introverts	3,70 ± 0,46			30
Interviewer's age	Extroverts	1,73 ± 0,83	0,27	0,197	41
	Introverts	2,00 ± 0,87			30
Interviewer's gender	Extroverts	1,54 ± 0,67	0,11	0,509	41
	Introverts	1,43 ± 0,62			30
Drinks, snack	Extroverts	2,07 ± 1,03	0,53	0,038 *	41
	Introverts	2,60 ± 1,03			30
Small talk	Extroverts	2,73 ± 0,74	0,70	0,000**	41
	Introverts	3,43 ± 0,67			30
Option for questions	Extroverts	3,44 ± 0,67	0,39	0,003**	41
	Introverts	3,83 ± 0,37			30
Friendly athmosphere	Extroverts	3,66 ±0,52	0,21	0,049*	41
	Introverts	3,87 ± 0,34			30
Venue easy to access	Extroverts	3,02 ± 0,98	0,12	0,580	41
	Introverts	2,90 ± 0,84			30
Option for choose seat	Extroverts	2,17 ± 0,97	0,60	0,010**	41
	Introverts	2,77 ± 0,89			30
Nice environment	Extroverts	2,63 ± 0,82	0,64	0,003**	41
	Introverts	3,27 ± 0,86			30
Salary negotiation	Extroverts	3,44 ± 0,70	0,29	0,048*	41
	Introverts	3,73 ± 0,52			30

* $p < 0.05$

**$p < 0.01$, n=71

Table 9
Perceived importance factor of certain conditions,
Mean, standard deviation, mean difference, p and n values
for both personality groups

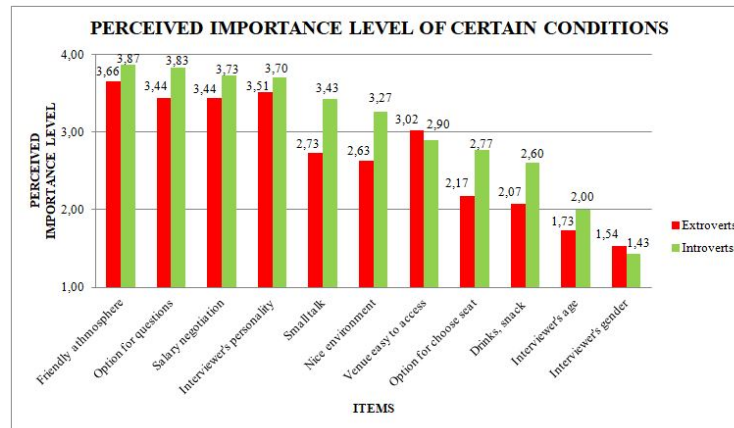results pertaining to the two groups are seen in Figure 5 .

Figure 5
Perceived importance level of certain conditions, n=71

The correlation between the items is indicated by the Pearson correlation coefficient (r). There are several strong correlations to be identified between the personality groups. The most remarkable and strongest synergies are shown in Table 10 .

There are more stronger associations to be found in the introverted group as opposed to the

17

		r	Linear regression coefficient
Extroverts	Nice environment / Option for choose seat	0,669**	0,570
	Interviewer's age / Interviewer's gender	0,748**	0,929
Introverts	Drinks, snack / Small talk	0,646**	0,988
	Salary negotiation / Nice environment	0,620**	1,034

**p<0,01

Table 10
Perceived importance level of certain conditions
Strongest correlations, n=71

extroverted one, the nice environment item is within the first two strongest correlations in both groups. This finding underlines the fact that the physical environment (in this case, the nice venue) not only affects the general well-being of the applicants and influences their performance (Haffner, Bárdos, 2019), but also interacts with other components, such as anxiety or communication (Applebaum, 2010).

Assumptions of first set of questions in Hypothesis 8 (according to which friendly atmosphere and interviewer's personality are the most important factors) were verified in case of extroverts. What the introverted group concerns, item of friendly atmosphere gained the first, the interviewer's personality the fourth place.

Goal of the second question group was to explore the differences between the responses given to the previously defined categories and the subjects' own formulated answers. The question was the following: *'What do you think the ideal job interview look like from the candidate's perspective? What are the circumstances that help you not to feel stressed, maintain the self confidence you need, and do the best you can?'* Based on their content, responses were classified into 8 categories defined by two independent coders (Cohen–Kappa α=0,838).

The classification of Ward's hierarchical cluster analysis proved to be the most appropriate way to explore the coherent elements of the eight created categories. Findings are shown in dendrogram of Figure 6, clusters are illustrated in Table 11.

Analyzing the own-formulated responses, it is visible that extroverts marked most of their answers on the scale of cluster 2 (20 answers), followed by cluster 1 (14 answers). Far fewer of them marked items in cluster 3 (6 replies). What introverts concern, cluster 2 leads (13 answers), however cluster 3 is only one answer behind (12 answers), finally cluster 1 ends the row with 5 answers.
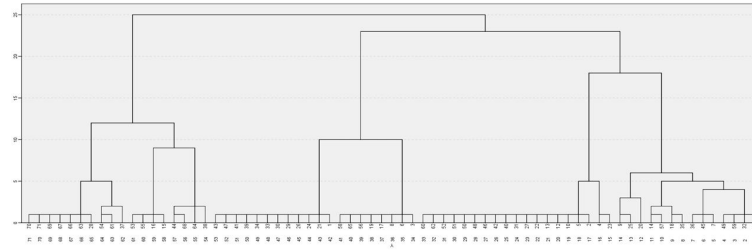
Figure 6
Perceived importance level of certain factors, dendrogram

	Cluster 1	Cluster 2	Cluster 3
No. of Cluster items	19	33	18
Cluster elements	Friendly atmosphere, Communication, Interviewer's personality	Environmental factors with friendly atmosphere and communication, Snack, drinks	Option for questions, Discussion of role, Prospective position, Equal treatment

Table 11
Cluster elements
(Note: Clusters include 70 responses, one person
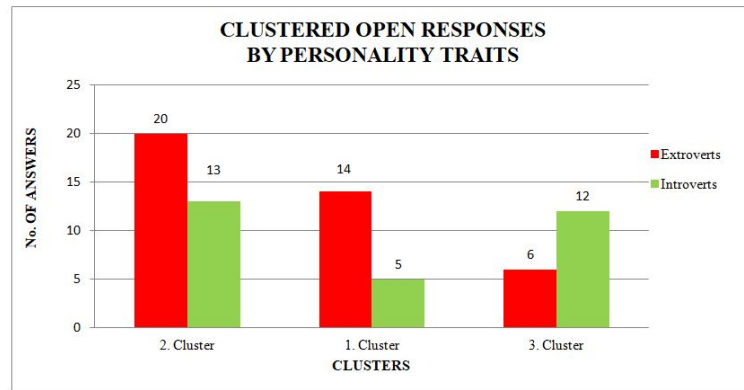refused to answer)
n=70

Result is shown in Figure 7.

Figure 7
Clustered open responses
by personality trait, n=70

For introverts, the almost equal extent of answers of cluster 2 and 3 indicates that for them the position details and option for questions dominate besides the item of friendly atmosphere, which justifies the same results of the first set of questions. The extremely low number of responses in cluster 1 suggests that friendly atmosphere, communication and interviewer's personality alone are

not sufficient for them, other additional aspects are regarded as important when formulating their impressions.

Hypothesis 9 assumes that in a job interview context, private life-related and confidential topics as well as certain uncomfortable circumstances are perceived to generate more anxiety and stress by introverts than by extroverts. Findings are shown in Figure 8 (Likert–scale: 4='I find it very stressful'; 1='I do not find it stressful').
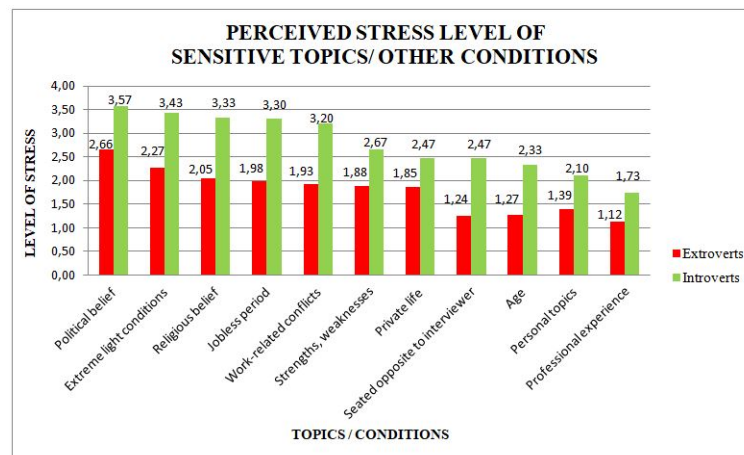

Figure 8
Perceived stress level of sensitive topics and
other conditions, n=71

Introverts are generally more disturbed by certain topics and circumstances. The three strongest stress elements were ranked on the first couple of places by both groups, that are politics-related topics, extreme lightening conditions and questions in terms of one's religious belief.

For introverts, majority of responses were graded between 2–4 points, for extroverts they were scaled around 1–2 points. The greatest mean difference is represented in connection with the previous unemployment period item, this topic (when discussed) is significant less stressful for the extroverted subjects. The smallest mean difference of the two groups is to be seen in case of professional experience item, which suggests that candidates closely associate this topic to the job interview as an essential element of the selection process, so they are keen to prepare for it. Based on the results, Hypothesis 9 was verified, as well as might serve as an important implication for human resources experts in a sense to refrain themselves from political- and religion-related topics, as well as avoiding discussion of unemployment periods, also focusing on not applying too much or too little light during the job interview.

4 DISCUSSION

In recruitment and selection processes, the clear goal of employers is to fulfil their vacant positions with the most suitable, loyal and competent candidates who may be on-boarded as quickly as possible.

The mission of the recruitment selection process is always to ensure that the new colleague meets the expectations at both individual and organizational level. In order to achieve this purpose, organizations and human resources professionals need to develop selection methods and processes that enable them to select the right candidate in the fastest and most effective way. In addition, they ought to predict the future performance of the prospective employee so that they can retain them for a long run provided they are performing well. The process is rather complex and requires resources, professional expertise, energy and time from companies, as well as a thorough understanding of the vacant role profile.

Likewise a private life event, a job interview also incorporates people with diverse personality traits, various behaviors, responses, and perceptions, either being applicants or interviewers. Analyzes focusing on personality traits in terms of anxiety or stress can lead to impressive and progressive results and may provide further research paths, as it was studied and verified in the present research. The human resource management - including the practice of recruitment and interacting with candidates - is likely to remain an area that has to develop and grow with the new era and trends, even with the fresh habits of the new generations. Adjustable and flexible process management that is tailored to the individual or one's personality will certainly provide more success than the traditional, fixed, rigid selection structure and the maintenance of outdated, ineffective tendencies.

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