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Headline: These are the two things you should never say in a job interview | Chronicle

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Nothing is as stressful and nervous as job search, since there are usually few quotas and many applicants, with which the possibility of achieving it is not easy and much less, when you have to go to an interview with someone from a company.

According to an article published some time ago in the magazine *Academy of Management Journal*, hiring managers often have a significant bias against candidates who ask about pay and benefits in interviews. When evaluating people for certain positions, managers rate better to candidates who are focused on tasks than those who also ask about the benefits.

“People are complex and can have many motivations when applying for a job, including pay and flexibility,” said Rellie Derfler-Rozin from the University of Maryland (UMD). “But our research shows that decision makers penalize candidates who express interest in pay and benefits, assuming their motivations for seeking that job are not pure.”

The employees motivated by the work they enjoy (intrinsic motivation) and good pay, extended vacations and family-friendly policies (extrinsic motivations) benefit organizations as well as workers themselves, he said. “I love researching. But I also love the flexibility because I am a mother of four children,” story.

Employment: experience through a book

Derfler-Rozin wrote the article –*Motivation Purity Bias: Expression of Extrinsic Motivation Undermines Perceived Intrinsic Motivation and Engenders Bias in Selection Decisions*. hiring) “– with his co-author Marko Pitesa from Singapore Management University.

Their findings have broad implications for hiring managers, who can reject the best candidates by screening those who express interest in compensation. Bias regarding purity of motivation could also have negative consequences for people with a lower income background who are looking for work, and who are more likely to need the money and to do so. Women who are more likely to be interested in flexible hours and benefits, such as daycare for children.

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“Penalizing expressed extrinsic motivations is not only unfair to candidates, but is also counterproductive from the point of view of maximizing future employee performance,” the authors wrote.

Derfler rozin was inspired to analyze the subject when together with Pitesa they directed the admissions process for the doctorate at UMD, and they discussed the accommodation of the candidates with other teachers.

Job search is not easy (Illustrative image).

“We discussed whether they should stay in a not-so-pretty hotel in College Park or a very well-located hotel in Washington DC, because we thought that the latter location was a good tool to attract students,” remembered.

But other members of the team raised their concerns. “One of the concerns that was raised was that if the students are interested in things such as the location they might not be as interested in the program.” said. “This discussion made us see that we can all be automatically penalizing intrinsic motivation when we think that someone may also be extrinsically motivated.”

Real example

It didn’t take long for the authors to find a real-life example of biases regarding purity of motivation in recruiting: Taylor barnes I was awaiting a second interview at a small startup. He emailed the hiring manager with some questions about compensation, thinking that asking doesn’t cost anything.

Barnes wrote: “There is another question I want to ask you. If I were hired for this position, how much do you think they will pay me the hour? Are benefits included as well, right? Excuse me but I thought I should ask now.”

The Hiring Manager’s Harsh Response: “Your questions reveal that your priorities are not those of the company. We will not have the new meeting on Thursday ... We are looking for people who want to face new challenges and new opportunities. We believe in hard work and perseverance to achieve the goals of the company and this is the opposite of being centrally concerned with compensation. Our corporate culture may be unique in this regard, but it is critical that staff show intrinsic motivation and initiative. “

Luckily for Barnes, one of the startup’s co-founders took an interest in her and knew that his second interview had been canceled. The co-founder apologized and offered him a second interview.

To test their theory, the authors did several experiments and in one of them they asked students to write cover letters in response to an imaginary ad, to offer the job of your dreams. Another group read the letters for signs of extrinsic or intrinsic motivation, and a third group of people acted as recruiters, indicating whether they would hire a male or female candidate based on their letter.

They determined that the candidates who expressed high levels of motivation for pay and benefits they were perceived as having less intrinsic motivation for the job itself, and as a result they were 19% less likely to be hired.

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Job: another experiment

In another experiment, a professional actor was recorded in different interview settings and in the same one in which the actor asked about salary and benefits in addition to expressing a lot of interest in the job itself, the hiring managers were more likely to give it a lower rating in terms of intrinsic motivation, which led to a 23% lower probability of being hired.

Derfler-Rozin is in favor of organizations take pay and benefits out of the hiring equation, encouraging managers to give that information to candidates up front. He acknowledged that transparency regarding pay, in particular, is difficult to achieve.

Many people for few jobs (Illustrative image).

“Hiring managers are concerned that talking about entry wages will take away a valuable bargaining chip,” said. “But the benefits that are available to employees should be transparent.”

As part of her job, Derfler-Rozin teaches negotiation to MBA (Masters in Business Administration) students. His advice to recent graduates as well as seasoned executives in their job interviews is the same: “Don’t be the first to talk about pay. Don’t start negotiating until you know they want to hire you.”