

## **ОБЩЕСТВЕНИ КОМУНИКАЦИИ И ИНФОРМАЦИОННИ НАУКИ** **PUBLIC COMMUNICATIONS AND INFORMATION SCIENCES**

### **ENHANCING EXECUTIVE SELECTION: THE IMPACT OF FORENSIC PSYCHOLOGY ON PREDICTIVE VALIDITY AND ORGANIZATIONAL FIT**

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**Abstract:** *Integrating forensic psychology principles into Human Resources (HR) practices significantly advances modern recruitment, particularly in executive selection. This study develops a research model to evaluate the impact of these approaches. By using techniques like integrity tests, situational judgment tests, and behavioral interviews, the study explores their potential to improve predictive validity and organizational fit. The methodology includes quantitative and qualitative analyses, with surveys given to HR professionals, executive job applicants, and hired executives. The study hypothesizes that forensic-psychological principles enhance predictive validity for job performance and reduce misemployment risk. Key variables include the effectiveness of these techniques and their correlation with job performance, organizational fit, and retention. Findings suggest that situational judgment and integrity tests effectively assess candidate attributes, while techniques like the Forensic Assessment Interview Technique and stress interviews present biases and negative candidate experiences. The study emphasizes the need for appropriate technique selection, thorough training for HR professionals, and ethical application. The research concludes that integrating forensic-psychological principles can improve executive recruitment by enhancing hiring accuracy and cultural alignment.*

**Keywords:** *Forensic Psychology, Executive Recruitment, Candidate Assessment*

#### **INTRODUCTION**

The evolution of interview techniques and the increasing integration of interdisciplinary approaches, particularly from forensic psychology, into HR practices represents a significant development in modern recruitment. This research aims to develop a comprehensive research model and questionnaire that allows for the investigation of the impact and effectiveness of these approaches in the context of executive selection. By carefully analyzing theoretical foundations and considering practical examples, this study seeks to gain a deeper understanding of the potentials and limitations of forensic psychology in the context of selection procedures.

Forensic psychology offers unique insights into human behavior, integrity assessments, and psychological evaluations that extend beyond traditional interview methods. Incorporating these principles into executive selection processes aims to enhance the accuracy of predicting future job performance and organizational fit, thereby reducing the risks associated with misemployment and enhancing overall organizational effectiveness.

#### **RESEARCH METHODOLOGY**

The core question of this research is to what extent principles from forensic psychology have influenced and optimized the selection process for executives. Specifically, the effectiveness of these principles in predicting job performance and determining organizational fit of candidates will be evaluated. The research will explore whether and how the application of forensic-psychological techniques can contribute to improved identification of leadership talents who not only have the necessary professional skills but also the ethical and social competencies.

## **HYPOTHESES**

This study proposes that applying forensic-psychological principles to executive selection enhances predictive validity for future job performance and organizational integration. Techniques like integrity tests, situational judgment tests, and behavioral interviews can identify suitable candidates, improve hiring accuracy, and ensure new hires align with company culture and ethical standards.

1. **Predictive Validity:** The first hypothesis posits that using forensic-psychological principles significantly increases the predictive validity of job performance and organizational integration. Candidates selected through these methods are likely to perform better and integrate more smoothly into the organization. Integrity tests assess honesty and ethical behavior, while situational judgment tests evaluate decision-making skills.

2. **Misemployment Risk:** The second hypothesis suggests that integrating forensic-psychological techniques reduces misemployment risk. By matching candidates with the company's values and ethical standards, organizations can improve retention and satisfaction, maintaining a cohesive and motivated workforce.

3. **Personality Assessment:** The third hypothesis highlights the value of forensic-psychological interviews for assessing candidates' personalities. These interviews reveal aspects of character not typically covered by conventional techniques, offering insights into candidates' integrity, reliability, and ethical orientation.

## **VARIABLES**

The study identifies variables to measure these hypotheses effectiveness. Independent variables include the application of forensic-psychological principles and the type of techniques used, such as integrity tests for counterproductive behaviors, situational judgment tests for problem-solving skills, and behavioral interviews for assessing past behavior. Dependent variables are the predictive validity of the selection process and organizational fit, measured by performance indicators and employee satisfaction surveys. High predictive validity and organizational fit indicate effective hiring and employee retention.

Integrating forensic-psychological principles into executive selection can significantly improve hiring outcomes. These methods enhance predictive validity and align candidates with organizational culture and ethical standards, building a competent leadership team. Forensic-psychological interviews provide a valuable tool for identifying trustworthy and reliable candidates, reducing misemployment risk, and fostering a positive organizational environment.

## **DATA COLLECTION**

A multi-stage research approach combining quantitative and qualitative research methods will be employed. This enables a comprehensive analysis of the effects of forensic-psychological principles on the selection process and offers the opportunity to gain deeper insights into practical applications and associated challenges.

## **SURVEYS**

The study involves the design and administration of three distinct surveys tailored to different cohorts within the recruitment ecosystem: HR professionals/managers, executive job applicants, and successfully hired executives. Each survey aims to capture demographic data, the frequency and perceived effectiveness of various forensic-psychological techniques, and the challenges encountered during implementation.

## **RESULTS**

Data was obtained through interviews with 46 HR professionals to determine whether they applied forensic psychology methodologies in their recruitment processes for executive positions. The findings provide insights into the prevalence and effectiveness of these techniques in the executive selection process.

## DEMOGRAPHIC DISTRIBUTION

The surveys captured a wide range of demographic data to ensure a comprehensive understanding of the respondents' backgrounds and experiences.

– **Experience:** The average experience of respondents is approximately 6 years, with a range from 1 to 14 years. This variation provides insights from both relatively new and highly experienced HR professionals.

– **Current Role:** Predominantly HR generalists, with a significant number of responses from the engineering sector. This indicates a diverse perspective on the application of forensic-psychological techniques across different industries.

– **Application of Forensic-Psychological Methods:** All respondents indicated using forensic-psychological methods in the interview process, highlighting the widespread acceptance and implementation of these techniques in modern HR practices.

## RESULTS VISUALIZATION

To better understand the distribution and effectiveness of forensic-psychological techniques, the following chart illustrates the average success rates and perceived effectiveness of each technique.

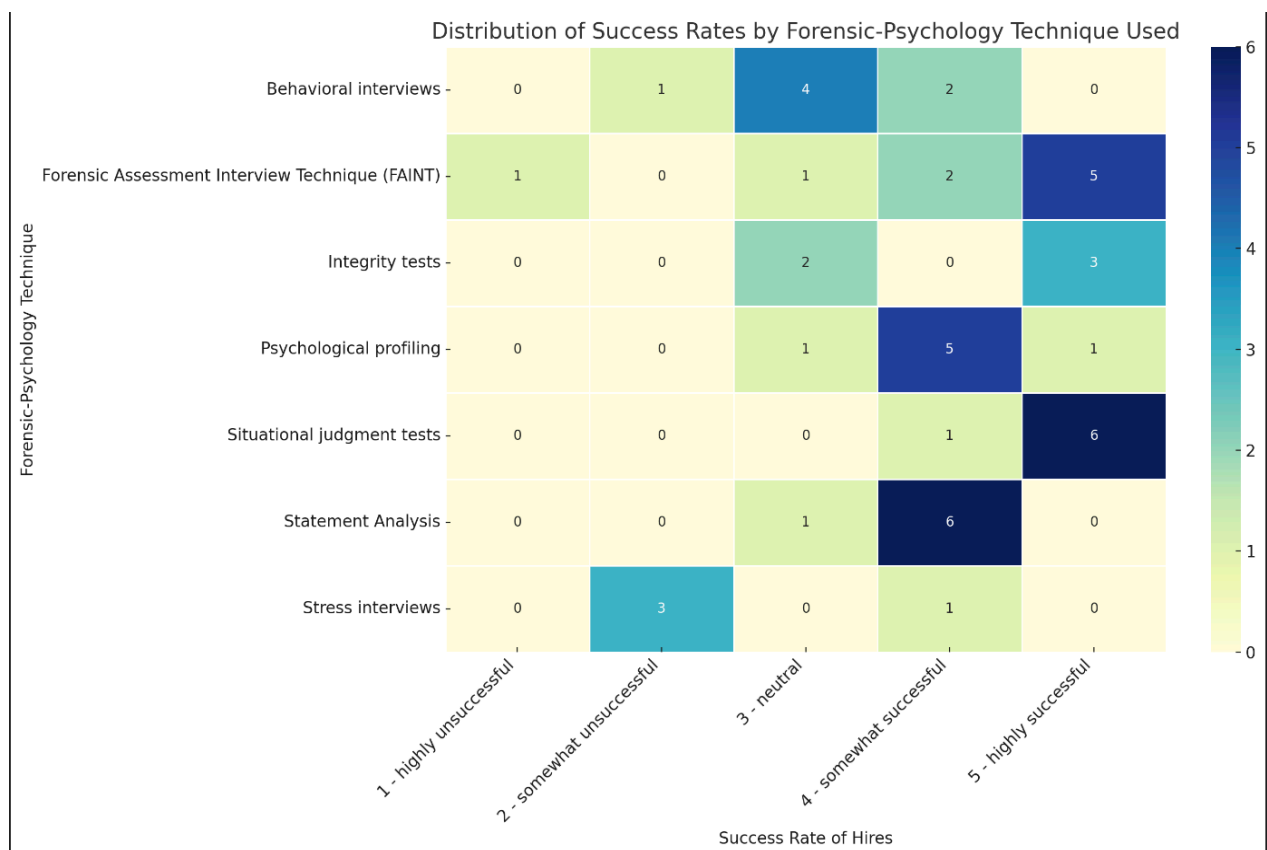


Fig.1. Heat map visualizing distribution of success rates

The heat map visualizes the distribution of success rates for each forensic-psychological technique used. Each cell shows the number of respondents who rated the success of their attitudes within a specific category for each technique:

– Series: Various forensic-psychological techniques.

– Columns: Categories of the success rate of hires, ranging from “1 – very unsuccessful” to “5 – very successful”.

This visualization not only helps to understand which techniques are perceived as most effective (by looking at the concentration of higher success rates), but also provides insight into the variability and consistency of these perceptions. For example, techniques with a high concentration of responses in the

categories “4 – reasonably successful” and “5 – very successful” can be considered more consistently effective according to the respondents’ experiences.

Some techniques may show a wide distribution across success categories, indicating different experiences among respondents, while others may have a focus on categories with higher success rates, suggesting a more consistent positive score.

### **EFFECTIVENESS OF TECHNIQUES**

The effectiveness of forensic-psychological techniques was evaluated based on their impact on the selection process and organizational outcomes. The evaluation revealed distinct differences in how each method is perceived and utilized.

– Situational Judgment Tests (SJTs): SJTs are seen as the most effective, valued for assessing candidates’ decision-making and problem-solving abilities in work-related scenarios. These skills are crucial for leadership roles, as they provide insight into how candidates might handle real-life situations (Lievens & Patterson 2011).

– Integrity Tests: These are rated highly effective for measuring honesty and ethical standards, essential for maintaining a positive organizational culture. By assessing traits like honesty and trustworthiness, integrity tests help ensure employees uphold the company’s values (Ones, Viswesvaran & Schmidt 1993).

– Forensic Assessment Interview Technique (FAINT): FAINT is moderately effective, focusing on truthfulness and deception risks, though concerns about potential biases exist (Jansen & Vinckenburg 2006). It should be applied with caution and supplemented by other methods.

– Stress Interviews: These are perceived as the least effective, as they may negatively impact the candidate experience and lead to biased judgments. The anxiety induced by such interviews can result in poor performance that doesn’t reflect candidates’ true potential (Jansen & Vinckenburg 2006).

### **CORRELATION ANALYSIS**

A correlation analysis examined relationships between forensic-psychological techniques and outcomes.

– Positive Correlations: Techniques like psychological profiling and SJTs showed positive correlations with successful evaluations and organizational fit, suggesting they effectively identify candidates who excel and fit well within the culture (Barrick & Mount 1991).

– Negative Correlations: FAINT and stress interviews correlated negatively with successful outcomes, highlighting potential drawbacks or contextual challenges. Stress interviews may induce anxiety, leading to poor performance, while FAINT’s focus on deception might introduce biases.

### **CONCLUSIONS/DISCUSSION**

Forensic-psychological techniques differ significantly in their perceived effectiveness. Situational Judgment Tests (SJTs) and integrity tests are considered the most effective, as they support hiring by accurately assessing critical candidate attributes and helping maintain a positive organizational culture. These methods are valued for their ability to evaluate decision-making skills, ethical standards, and overall suitability for leadership roles.

However, techniques like the Forensic Assessment Interview Technique (FAINT) and stress interviews present notable challenges. They can introduce potential biases and result in negative candidate experiences, which may lead to poor performance evaluations that do not accurately reflect the candidates’ true potential.

Organizations should prioritize methods that enhance accuracy and create a positive candidate experience, while carefully reevaluating those with significant drawbacks. By focusing on refining and improving their selection processes, companies can ensure that they choose the best candidates who align with their values and culture, ultimately contributing to organizational success. Continuous assessment and adaptation of these techniques will be crucial to maintaining the effectiveness and integrity of the recruitment process.

## IMPLICATIONS FOR HR PRACTICES

HR professionals require comprehensive training to apply forensic-psychological techniques ethically and effectively. Understanding both the theoretical foundations and practical applications of these techniques is crucial for maximizing their benefits (Schmidt & Hunter 1998). Regular feedback and evaluation are essential to refine these methods continually, ensuring transparency and fairness, which are vital for maintaining trust and integrity in the selection process (Archer 2008). By fostering an environment of continuous learning and improvement, HR practitioners can better align recruitment practices with organizational goals and cultural values.

## CONCLUSION

The research emphasizes the importance of forensic-psychological principles in executive recruitment. While these techniques can enhance predictive validity and organizational fit, they require careful consideration, thorough training, and ongoing evaluation to maximize benefits and minimize ethical concerns. HR practitioners should strategically integrate these techniques to improve the effectiveness and integrity of executive selection.

Organizations should prioritize techniques with high predictive validity, such as psychological profiling and situational judgment tests (SJTs), especially for roles requiring strategic decision-making and ethical judgment. Ethical implementation, including candidate understanding of the assessment process, can improve experience and perceived fairness. Regularly updating training programs and incorporating feedback from candidates and HR practitioners enhance the techniques' effectiveness over time. Comprehensive evaluations of selection outcomes help identify the most effective techniques and areas for improvement.

Strategically implementing and refining forensic-psychological techniques can significantly enhance executive selection processes, leading to better hiring decisions and improved organizational performance. Future research should expand sample sizes to include diverse industries and roles and conduct longitudinal studies for deeper insights into long-term impacts. Integrating advanced data analytics and machine learning could further optimize selection processes and improve predictive accuracy.

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## ПОДОБРЯВАНЕ НА ПОДБОРА НА РЪКОВОДНИ КАДРИ: ВЛИЯНИЕТО НА СЪДЕБНАТА ПСИХОЛОГИЯ ВЪРХУ ПРЕДСКАЗВАЩАТА ВАЛИДНОСТ И ОРГАНИЗАЦИОННАТА ПРИГОДНОСТ

**Резюме:** Интегрирането на принципите на съдебната психология в практиките в областта на човешките ресурси (ЧР) значително подобрява съвременното набиране на персонал особено при подбора на ръководни кадри. В настоящото изследване е разработен изследователски модел за оценка на въздействието на тези подходи. Чрез използване на техники като тестове за надеждност, тестове за преценка на ситуацията и поведенчески интервюта проучването изследва техния потенциал за подобряване на прогностичната надеждност и организационната

*пригодност. Методологията включва количествени и качествени анализи, като са проведени проучвания сред специалисти по човешки ресурси, кандидати за работа на ръководни длъжности и наети ръководители. Проучването изказва хипотезата, че криминално-психологическите принципи повишават прогностичната валидност за изпълнението на длъжността и намаляват риска от неправилно наемане на работа. Ключовите променливи включват ефективността на тези техники и тяхната корелация с изпълнението на работата, организационната пригодност и задържането на служителите. Резултатите сочат, че тестовете за преценка на ситуацията и за надеждност ефективно оценяват качествата на кандидатите, докато техники като техниката за интервю за съдебна оценка и интервютата за стрес създават предразсъдъци и негативен опит за кандидатите. Проучването подчертава необходимостта от подходящ избор на техники, задълбочено обучение на специалистите по човешки ресурси и етично прилагане. Изследването стига до заключението, че интегрирането на криминално-психологическите принципи може да подобри подбора на ръководни кадри чрез повишаване на точността на наемане и културното съответствие.*

**Ключови думи:** *съдебна психология, подбор на ръководни кадри, оценка на кандидатите*

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