



## NON VERBAL COMMUNICATION: FOCUS ON RECRUITMENT INTERVIEW

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### ABSTRACT.

For years, the psychology is concerned with the study of communication, and time is entered in the enterprise. This study probes the impact of nonverbal communication in the outcome of the overall interview. They examined the nonverbal behaviors of the candidates to the talks, in particular: posture, eye contact, hand gestures and facial expressions, nonverbal behaviors were recorded at regular time intervals for the first 10 minutes of 'interview, for a total of 20 surveys per candidate. At the same time, the study examines the impact of the style of the interviewer (measured on the scale SYMILOG) and the experience gained by the candidate. The assumptions included: 1. Candidates with work experience have a non-verbal behavior than candidates without experience. 2. The style of interviewer may influezare nonverbal behavior of the candidate: the attitude more or less friendly breeder can cause certain non-verbal styles in the selected data were analyzed by ANOVA results that confirm the hypothesis: The level of experience, nonverbal behaviors and style of the interviewer are expressed in significant interaction between them.

**Keywords:** non verbal Communication, recruitent interview, work experience, facial expression, body posture.

### INTRODUCTION

The professional contexts, are characterized by the assumption people's well-defined and specific roles. It happens then that nonverbal behaviors in human interaction are determined from the physician or the patient, the candidate rather than the interviewer in a job interview, or from any public official rather than the citizen.



What is interesting is grouped to identify those non-verbal behavior patterns and thus for the most part unconscious and unaware that help us understand who we face if a person is important or not, whether confident or not or whether it is manipulated or not.

Rozelle, Drukman and Baxter (1986), propose to consider the 'non-verbal' as a skill you can develop and manage. Edinger and Patterson (1983), they also stress this possibility, arguing that the ability to manage nonverbal behaviors would lead to an improvement in working relationships and facilitating a comfortable interaction.

If the behavior is of interest as non-verbal skills, you can think of it as a potential that they may develop or learn, which, converging with the verbal communication skills, making people more competent and effective in their interpersonal relationships.

Noting the importance of the latter in organizational contexts, it was considered important to dwell on two issues that can be extremely useful if explored: non-verbal understanding of the mechanisms in power relations and the management of impressions from certain nonverbal behaviors.

## NON-VERBAL COMMUNICATION IN THE RELATIONS OF POWER

As identified by Argyle (1978) four dimensions of relationships are defined interpersonal: Dominant, submissive, friendly and hostile. (Fig. 1). Two dimensions related to the status: high status, low status.

As for the membership (or friendliness), it "includes a variety of positive social attitudes. Friendship, good will and friendliness among peers are an example. The denial and aggression are the opposite of membership. Among animals as the actual attacks are rare, if not for the kids. Among the men, even the expression of hostility is often hidden, so that it can be difficult to perceive this kind of attitude".

La Crosse (1975) examined the effect of a nonverbal affiliative behavior in a counseling setting and saw that it was expressed with a smile, nods, gestures (without touching other parts of the body), 80% of eye contact and 20 ° inclination of the body forward. The affiliative behavior was characterized by 40% of eye contact, tilt the body back, no smile, a sign of assent with his head and gesture. In this research, it appeared that the consultants who adopted a nonverbal affiliative behavior were usually more persuasive. Argyle (1978), in addition to these nonverbal behaviors include affiliative behavior in a gentle tone of voice, posture characterized by open arms and open legs, eyes smile combined with a closer proximity and physical contact by touching argued, caresses and strokes by more than narrow.

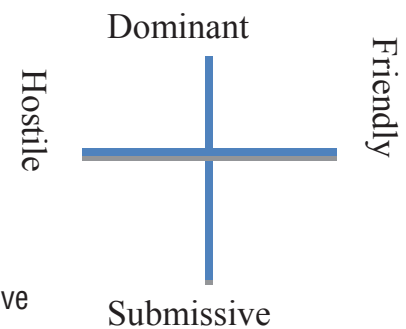
The non-verbal conduct relating to dominance, power or status has been addressed by several authors and in many ways.

Edinger and Patterson, identified four non-verbal aspects that may express high or low status: Eyes: seems to be one of the main behaviors that differentiate the status of power from one can not.

Physical Contact: This is usually associated with warmth, openness, interest and intimacy but can also be perceived as an invasion of privacy. It seems that people with high status have the privilege of deciding the degree of physical contact.

Facial expression: the results of most studies reported that non-smiling expressions were more often associated with dominant players smiling and expressions to non-dominant.

Paralanguage: people with higher status tend to characterize





their discussion of long pauses, a large percentage of overlapping speech and most silent breaks. Mehrabian (1969a) and Mehrabian (1969b), aims to investigate the significance of posture, distance and orientation relations of power in interaction by sitting or standing. The author identifies two styles of behavior essentially ways for people of high and low status: the first occurring in the general conduct relaxed posture (position of the arms and legs asymmetrical, torso leaning back, hands and neck relaxed), and if standing hands on hips and elbows out, a low percentage of nodding his head, the less positive facial expressions, speech and greater volume shifts longer and faster, and the latter are characterized by a tense posture, high percentage of gesticulation, nods his head and facial expressions positive.

Lott and Sommer (1967) deals with how the players sit around a table in relation to their status. Compared to a person with high status, the tendency is to sit on the opposite side of a table, if the status is the same but it is better to sit and then if the person has a lower status to our preferred the opposite position as in the case of 'high status. The authors do not assume that when you are sitting face to face with a person of superior status to our own, we tend to seek eye contact with other people rather subordinate.

As you can see from the above studies, whether the relationship is between two people talking in feet, whether they are seated, the look is becoming a central importance. Two authors who have contributed very interesting in understanding the function of vision in regulating and establishing relations of power.

Ellyson and Dovidio (1982) have studied the functions of power based on the percentage of eyes while talking to the percentage of looking while listening. They built an experimental situation in which subjects were shown three different videotapes were visible in which two persons of the same sex having a conversation. Investigators had varied the percentage of eyes in the three interactions and asked the people who saw the powers of expressing high or low status. The results revealed that a high level of gaze while speaking and low looking while listening was associated with an allocation of power, and who looked back when he spoke little and listened a lot when he was considered a lower status.

The authors emphasize that although the gender of the stimulus was not decisive in the allocation of power, it is possible that if the dyads were mixed results would be altered. . Scholars have wondered if sex could be regarded as a decisive variable determining status.

Argyle (1978), for example, says that women assume a posture with arms outstretched and legs spread to men as they cool and man of higher status. Males assume, however, against a very unpleasant man, a less relaxed posture, and orientation and a more direct gaze than do female subjects, which suggests that in relation to a situation of physical threat there is greater vigilance.

Mehrabian (1968) in his studies on the posture from sitting in the status reports, he also to test the differences between men and women. He saw that the woman keeps the same nonverbal behavior toward a hostile person with greater power or whether a man or a person of the same sex. The man, however, if faced with a woman expresses a relaxation of the body less evident and a greater degree of supervision that if they were interacting with a man.

Brown, Ellyson and Dovidio (1990), in another study shows if people feel responsible for a task assigned to him, they express a change in nonverbal behavior than when they have no jurisdiction. They saw that when the subjects were instructed in a particular task, they showed a non-verbal behavior similar to a higher status. So men are not verbally with higher status than women if they are involved in tasks specifically for men and women, on the other hand, show status than men in tasks specifically for women. They tried to examine the determination of the status reports where required tasks were neutral and it was found that if there is adequate training of dominance behaviors are the same for both sexes.

With regard to the professional context in which this research is to



to emphasize, we believe that it is a source of food for investigation. If you think that in the contexts of work, interpersonal relations, not place between people but between roles, it is clear why it is important to understand how to implement the power relations at the base of each role. The manager does things differently if it is at work or at a dinner with friends, because the role he assumed in the job determines his status, and entertainment in a social situation, he becomes an ordinary man.

	<b>Hight Status</b>	<b>Lower Status</b>
<b>Physical Contact</b>	Begin the physical contact Decide the degree of physical contact	extends his hand first
<b>Facial Expression</b>	Tends not to smile Expose few facial expressions positive	trend to smile Manifests many positive facial expressions
<b>Looking</b>	High percentage of eyes while talking Low percentage of eyes while listening	Low percentage of eyes while talking High percentage of eyes while listening
<b>Head</b>	Low percentage of signs of assent	High percentage of signs of assent
<b>Posture</b>	Torso leaning back Position of arms and legs uncrossed and asymmetric Neck relaxed	Torso leaning forward Position of arms and legs crossed and symmetrical, Much gesticulation, Hands resting on knees, thighs or the edge of the chair Neck stretched.
<b>Sitting Position</b>	Opposite to those with low status Back against the backrest	Opposite to those with high status Sitting on the edge of your seat
<b>Para-language</b>	Long pauses Major overlapping speech Many silent breaks Increased volume of speech Turns longer Short latency response	Short breaks Few overlapping speech A few silent breaks Low volume of speech Short Turns
<b>Language</b>	Keeps the differences Make the most prestigious accents	Convergence in language

## ABOUT SELECTION INTERVIEW

Concepts such as status, power, dominance and even persuasion, feedback and deception, are all regarded as important contributions in the management of impressions. as non-verbal communication can influence the perception of “goodness” of a candidate, paying particular attention to data collection in a real context. Several authors have been interested in the topic: Mc.Govern (1977). which stands in a candidate’s nonverbal behavior such as “low”, characterized by minimal



eye contact, low energy, lack of affection and modulation of voice, lack of fluency of speech and frequent disturbance of speech, behavior characterized by a rather style “high” expressed by the opposite behavior. He suggested to the observers’ judgmental “of videotapes of job interviews to be attended by both candidates that low style with high style and observed that 89% of subjects who saw a non-verbal conduct” high “, invited the candidate to a subsequent interview and 100% of subjects who saw the behavior as “low”, do not invite candidates for further interviews. Candidates with a style “high” were therefore considered to enthusiastic, motivated, confident and with a pleasant personality. Anderson and Shackleton analyzed the decision making in selection interviews in a population of university graduates and found that the suitable candidate was perceived as an interesting, relaxed, strong, successful, active, mature, enthusiastic, sensitive, nice, honest and dominant. What seemed to most influence in forming impressions of the interviewer was mostly nonverbal behavior of the face.

The Forbes and Jackson’s research (1980) is a rare example of a field survey with a subject of personnel selection, this examines the impact of nonverbal behavior of candidates on the opinion building by a commission made up of four members, the researcher was participant observer. They splitted sample into three subgroups characterized by “assumptions”, the “not employed” and those placed in “reserve list” and observed ten classes of nonverbal behaviors included in posture, facial area and body movements. There were no substantial differences between the three groups: the eye contact was seen in more recruits, gaze avoidance more often in exclusivity and wandering in the talks less successful than the other two groups, the smile was associated with the candidates recruited and ‘ neutral expression to those who were not hired and placed in the reserve list, the movements of the head, finally occurred more frequently in interviews with the assumptions. Contrary to expectations, there were no differences regarding the positions and movements of the body.

## RESEARCH

### *WHAT nonverbal behavior*

The literature concerning non-verbal communication in personnel selection has today placed the non-verbal aspects very different from the handshake to how to dress.

But besides these, we know that communication studies can range in an even broader range of nonverbal behaviors.

The behaviors considered in the design of research are:

The postures

The movements of the hands, head, feet, legs, torso and eyes.

Eye contact

Facial Expressions

### *HYPOTHESIS*

Hypothesis 1: Candidates with work experience have a different non-verbal behavior than first-time candidates

Hypothesis 2: the behavioral style of interviewer may influence nonverbal behavior of the candidate: the attitude more or less friendly breeder may induce certain styles in selected non-verbal.

### *SAMPLE*

The sample is composed of 60 subjects, which was followed by the selection interview conducted by two equally experienced recruiters, belonging to a society of private consulting at 2 society of information technology services.





Subjects were recruited through newspaper advertisements or on receipt of CV / line, all of age between 24 and 38 years from different Italian regions. All of Italian nationality.

(For specific requirements of the businesses is not possible to make any reference to them or to the background organizational).

### TOOLS

Data were collected and encoded using the grid to the `direct observation of nonverbal behavior in the selection interview developed by Forbes and Jakson (1980), it includes the observation of non-verbal behavior 10 classes for a total of 30 categorie / behaviors observed and coded every 30 seconds for the duration of the `interview. The version used for research are maintained 10 classes of behavior and behavioral categories were reduced to 26.

In relation to the theoretical number of demonstrations around the decision-making from part of the interviewer, in an interaction occurs within the first few minutes, it is decided to limit the analysis of data collected only during the first 10 minutes of interview ` , thereby obtaining `A total of 20 observations (one every 30 seconds) for each candidate.

After each interview is also rated `interviewer, in the middle of the basement of SYMILOG (Bales, 1970) to determine the level of hostilities in situations of dominance and friendliness.

### VARIABLES AND ANALYSIS PLAN

#### Independent variables:

Experience is divided into two levels

ESP there is already experience `gained from previous experience working

NOESP total lack of work experience

This information was obtained by reading the CV of the candidate.

Weather

FCM First five minutes far of the analysis.

Lcm Last five minutes of the analysis.

Style of `interviewer (inter-style)

Style that `s friendly or hostile interviewer adopted against the candidate. This variable was recorded at the end of the interview.

This variable is divided into cue levels (derived directly from the values of the scale SYMLOG).

Noam: unfriendly scoring SYMLOG from 3 to + 4.

Friend: friendly scoring SYMLOG from + 5 to + 8.

Dependent variables:

We consider the 26 categories of the 10 nonverbal behaviors of the grid coding, for a total of 26 dependent variables.

We proceeded with the 2x2x2 ANOVA with repeated measures for a total of 26 tests, the repeated measure is the time (FCM, LCM), while the independent variables are factor made the experience of the candidate (ESP NOESP) and style of the interviewer (Noam, friends).

	ESP		NOESP	
NOAMI	FCM	LCM	FCM	LCM
AMIC				

L'alfa critico considerato è P= .05



## RESULTS

### *INTERACTION BETWEEN INTERVIEWER'S STYLE AND NONVERBAL BEHAVIOR*

The first result that emerges is the influence of interviewer's style (friendly or unfriendly) on some nonverbal behaviors of the candidate:

Inclination of the trunk: a gesture of approval or rejection, each of us, in the presence of something that draws us \ like we tend to stretch out your upper body (whether sitting, standing, if it comes to wholesale our whole body) towards it, the reverse applies in the case of something that is repugnant or simply refuse, teneremo to bring the body back over it.

Returning to our research, there has been a positive correlation with the above: every time the interviewer took an unfriendly way, or more simply put in place challenging behaviors, the candidate reached out with greater frequency ( $P > 0.05$ ) their body back, leaning back in his chair or moving to one side as to leave the path of the interviewer. In the case of friendly style by the interviewer, the candidate brought forward the bust. (Table 1).

Table1: Style interviewer, tilt backward trunk candidate

	Unfriendly	Very friendly
Body Backwards	12,478	3,27
Body leaning forward	7,47	36,86

F= 5,10

Gdl = 1 P=,028 F (5,10) < P ,05

### **Position of the arms:**

The arms are the body part that is used to express moments of tension, create barriers between us and what lies ahead. In fact, candidates, every time the interviewer varies his style (to be unfriendly friendly) candidates tended to cross their arms (two candidates have even brought his own bag on his lap in order to create an additional physical barrier between where el 'interviewer, but such behavior, not included in the analysis grid, were not considered.

### **Location Legs:**

such as arms, can be used to express attitudes of closure and creating a "barrier" between sessions.

### *INTERACTION BETWEEN WORK EXPERIENCE OF THE CANDIDATES AND NONVERBAL BEHAVIOR*

31.6% of subjects interview research were involved in the selection of boys and girls in first jobs. In the search emeritus interesting results about some nonverbal behaviors in relation to the variable work experience:

### **Body position:**

As a first interesting result we see that the inclination of the trunk forward by the candidate, was significantly associated with lack of experience while the upright in the presence of experience. The ANOVA analysis show effect experience inclanation length:  $F(2,12) = 8.57$ ,  $P < 0.01$ .

With regard to the inclination of the body forward, the majority of research conducted on this particular show that this behavior is associated with an attitude of submission by the candidate and a positive perception by the breeder. Such an attitude "mercy seat and submissive" reflects the desire of the applicant to be interested and at the same time inclined towards him, towards the interviewer.

**Smile:**

The smile is considered one of the nonverbal behaviors that the person puts into action when his intention is to seduce or induce a feeling of indulgence / benevolence interlocutor.

Even in this case, the ANOVA shows a significant effect of experience to smile:  $F(2,10) = 8.043$ ,  $P < 0.01$ . The candidate with no work experience they smile more, smile more often show “fake” probably just download their power and try to “win” the interviewer.

**Look:**

The literature indicates it look like one of the nonverbal behaviors implemented by the candidates that are most influential in forming impressions of interviewers, although among the least aware.

As found in similar research, the look takes on a condition of status easy to relate (even intuitively) with work experience of candidates. In fact, this research shows that those with previous work experience take a look sull'intervistatore less concentrated and more “wandering” around the room, as if to indicate their superiority and thus do not need to maintain a constant visual counted.

Even in this case, the ANOVA showed a significant effect on the experience of the candidate non-verbal behavior (smiling):  $F(2,12) = 8.043$ ,  $P < 0.001$ .

**CONCLUSIONS**

We wanted to show that nonverbal behavior, communication is often neglected area, actually account for a significant on the interactive process.

It is apparent that the work experience, the attitude of the interviewer affects certain nonverbal behaviors of candidates.

With the perspective of future development is considered essential to enhance research on a larger sample and at the same time, raise the educational institutions in order to form even non-verbal communication, an aspect often neglected in education and training of people.

In daily life, the nonverbal behavior of people is so spontaneous and largely carried out in an unconscious way, which tends to cross the communicative relationship as an element transparent and silent.

The nonverbal is all the more invisible, becomes important as the verbal aspect of communication and the latter being the object of attention for many years, the first was on a scientific interest only forty years.

What we can say is that today we know much of the impact of certain verbal strategies, but we are still far from understanding the influence of nonverbal communication strategies.

In almost forty years of research, many things have been included, but many questions are still open.

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