Perceived resiliency: The influence of resilience narratives on attribution processes in selection[☆]

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ABSTRACT

Resilience narratives (stories of encountering and overcoming adversity) are often solicited in pre-interview (e.g., application) and interview selection contexts. In this work, we examine the effectiveness of resilience narratives in pre-interview and interview selection contexts where applicants share personal narratives about themselves. Drawing on Attribution Theory (Heider, 1958; Kelley, 1967) we make hypotheses about how perceived resiliency is shaped by resilience narratives and how this perception influences the hiring recommendations and emotional reactions of organizational decision-makers. Specifically, we examine the effects of two key elements of resilience narratives (locus of adversity and locus of support) on attribution processes and decision-making. To test the hypothesized model, we conducted a set of in-depth interviews and three experiments. Preliminary interview data demonstrated that hiring personnel consciously seek to assess perceived resiliency and resilience narrative loci in selection. In Study 1 we tested proposed effects with 178 working adults in a university application pre-interview context, Study 2 included a parallel experiment in an organizational interview context with 194 participants who had hiring experience, and Study 3 involved quantitative experimental assessments of job interviewees conducted with 124 working adults with hiring experience. Across two selection contexts (pre-interview applications, interviews) and three samples, results revealed that: (a) resilience narrative loci affect perceived trait resiliency attributions formed about applicants, and (b) perceived resiliency directly relates to emotional reactions and hiring recommendations, incrementally beyond competence perceptions. We detail theoretical and practical implications for the extension of Attribution Theory by integrating resilience narratives, perceived resiliency, and selection processes.

Interest in resilience (positive adaptation despite experienced adversity; King et al., 2016), especially in adults at work, has increased among organizational scholars over the last few years (see Britt et al., 2016; Linnenluecke, 2017). As the global environment is ever-changing and often turbulent (Shin et al., 2012), resilience has become an element of many organizations' goals and value statements (January, 2016). In fact, Kossek and Perrigino's (2016) grounded review of resilience utilized the Occupational Information Network (O*NET) to demonstrate that resilience is important and potentially beneficial across occupation types. Empirically, resilience has been linked to critical work outcomes such as job satisfaction and engagement (e.g., Mache et al., 2014; Meneghel et al.,

2016), in addition to turnover and performance (e.g., Hudgins, 2016). Academic interest in resilience at work has also been accompanied by material investments in resilience interventions and trainings (e.g., Seligman & Fowler, 2011; see Vanhove et al., 2016).

Although scholars have argued that the capacity for resilience is malleable and able to be trained (e.g., Luthans et al., 2006), there are also cost- and time-related benefits to selecting for resilience—a competitive advantage. Practical observations indicate that some organizations already are selecting for resilience, despite limited scientific insights available. In illustration, the occupation resource website *Glassdoor* reported that several Fortune 500 companies specifically ask job applicants to discuss a time when they overcame an adversity (Glassdoor Team, 2016). As another example, the Common App[1]–a member organization that allows prospective undergraduates to complete one application for multiple colleges of interest–lists, "*The lessons we take from obstacles we encounter can be fundamental to later success. Recount a time when you faced a challenge, setback, or failure. How did it affect you, and what did you learn from the experience?*" as one of seven essay prompt options. However, despite observed practical interest in selecting for resilience, little research to date has empirically examined how and why organizational decision-makers attribute resilience to candidates or how these attributions relate to selection ratings. This is important because the extent to which decision-makers attribute overcoming obstacles to characteristics the applicant possesses (rather than circumstances external to the applicant) will likely play a role in perceptions of the applicant's capability to navigate the trials and obstacles of their new role. As such, in this paper we examine how elements of resilience stories shared by applicants (i.e., resilience narrative loci) affect decision-makers' perceptions of the applicants' trait resiliency and subsequent ratings in both pre-interview (e.g., applications) and interview selection contexts.

A second limitation that has stifled cumulative knowledge building in the resilience domain is theoretical confusion concerning the use of the term resilience. Resilience has been defined as a trait, a behavior, and a process (Luthar et al., 2000). Our approach is anchored in conceptual clarity and aligned measurement, as we aim to demonstrate the potential for integration of different resilience perspectives. Specifically, we follow the model presented by King et al. (2016) of using the term "resilience" when referring to state-like *demonstration* of overcoming an adversity, and the term "trait resiliency" when discussing the trait-like *capacity* to bounce back from a difficulty. Further, we integrate two novel forms of resilience that are most relevant to pre-interview and interview selection contexts. We introduce "resilience narratives" as the stories applicants share concerning their past experiences of demonstrating resilience, and we take a first look at "perceived resiliency" via measuring interviewers' perceptual ratings of applicants' trait resiliency. The purpose of this differential labeling is to: (a) offer clarity in our conceptual presentation, (b) establish and assess the potential for two novel manifestations of resilience that may be useful in pre-interview and interview selection contexts and beyond, and (c) extend research beyond the current norm of self-reported resilience by considering presentations and perceptions of resilience.

Grounded in Attribution Theory (Heider, 1958; Kelley, 1967; Weiner, 1985), across three studies, we present and test a model of: (a) the influence of different elements of applicants' shared resilience narratives on the perceived resiliency rating they receive, and (b) the role of perceived resiliency on subsequent hiring recommendations and emotional reactions. Attribution theory is particularly relevant to the proposed model because it describes the process through which observers make inferences about individuals based on available information. Specifically, this theory concerns whether available information is attributed to stable characteristics of the person (e.g., perceived resiliency) or to the situation, and also how such inferences influence subsequent expectancies (e.g., hiring recommendations; Heider, 1958; Kelley, 1973; McArthur, 1972). We extend the traditional examination of behavioral expectations by also assessing emotional reactions. Weiner's (1985, 1986) comprehensive attribution theory of motivation asserts that attributions formed about causal explanations influence both observers' expectancies *and* emotions (e.g., emotional reactions).

Our work offers three main contributions to research on pre-interview and interview selection contexts, attributions, and resilience. First, we provide needed empirical evidence concerning the role of resilience in selection contexts, including pre-interview applications and interviews, where applicants often share personal stories about their experiences with adversity. Despite the known importance of resilience at work and the current practice of attempting to select for trait resiliency, we take a first step in empirically delineating how views on this characteristic are formed and why they relate to decision-makers' ratings of applicants. The current paper directly contributes to research on selection interviews and specifically impression management in selection, which are techniques applicants use to influence decision-makers' favorable impressions of them (e.g., other-enhancement, self-promotion; Ellis et al., 2002; Stevens & Kristof, 1995). McFarland et al. (2003) define personal stories as descriptions of specific past events or actions that applicants share to, intentionally or unintentionally, convey a positive image. Research on the use of personal stories in assessment suggests that personal stories serve a helpful sensemaking function for decision-makers because personal stories provide contextual information—including the consequences of the events or actions described and whether applicants were responsible for those consequences (McFarland et al., 2003). Although researchers have alluded to the effects of personal stories on hiring decisions, extant research has not investigated how or why different elements of personal stories affect decision-makers' perceptions of applicants (Levashina et al., 2014). Our study fills this necessary gap by examining how different elements of resilience narratives are received and evaluated by organizational decision-makers.

Second, we integrate Heider's (1958) Attribution Theory formulation and Weiner's motivation and emotion extensions (1985; 1986) into understanding mechanisms underlying the effects of different elements of resilience narratives on decision-makers' perceptions of applicants. This is important because attribution-related emotions and expectations are said to guide subsequent behavioral reactions (Weiner, 1985). Weiner (1985) theorized that attributions play an important role in our emotional reactions. However, the role of the emotional reactions of an observer, compared to emotions experienced by the actor, is less well understood. Evidence suggests that this is a complex process, and that expected emotions do not always follow causal ascriptions (e.g., one may not put forth

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[1] The Common App is comprised of more than 800 schools across 20 countries and is used by more than 1 million applicants each year.

effort but may still not feel guilt following a poor outcome; see Hoffman, 1976). Thus, in this paper, we empirically examine the role of trait resiliency attributions in shaping both hiring recommendations and emotional ratings in selection.

Finally, we directly contribute to the resilience domain by modeling, in tandem, resilience narratives and how those narratives relate to perceptions of trait resiliency. As resilience considerations to date are overwhelmingly cross-sectional, self-reported, and stifled by conceptual confusion (e.g., labeling everything "good" as resilience; see Britt et al., 2016; King, 2016), our interview, experimental, and perceptual assessments more clearly outline and integrate different forms of resilience. In considering the mediating effect of perceived resiliency, we begin to unpack how foundational elements of resilience narratives are involved in shaping selection attributions and ratings.

1.1. Resilience in selection contexts

Selection research offers insights concerning selection method reliability and validity, applicants' intentional and unintentional impression management, and applicant experiences and reactions. Yet, a clear picture of how and why applicants' sharing of personal stories shape organizational decision-makers' perceptions of applicants is still emerging (Levashina et al., 2014; McFarland et al., 2003). We aim to demonstrate how and why resilience narratives relate to decision-makers' perceptions of applicants' resiliency and how perceptions of trait resiliency shape decision-makers' hiring recommendations and emotional reactions.

Pre-interview applications (e.g., application blanks, application essays) and interviews are among the most universal methods in selection procedures (Huffcutt & Culbertson, 2011). Research has shown that applicants may engage in impression management tactics in applications and interviews by answering open-ended questions in ways that create favorable impressions in the eyes of the decision-makers (e.g., Ali et al., 2017; Anderson et al., 1999; Baumeister & Tice, 1986; Varma et al., 2006). Further, Bangerter et al. (2014), in their recent content analysis of actual interview questions and response types, found that questions often ask applicants to tell stories about their past experiences (e.g., "*Tell me about a time when you had to deal with an angry client?*"). In this paper, we extend research on resilience in pre-interview and interview selection contexts by focusing on decision-makers' perceptions and ratings when given different personal stories from candidates about resilience. As previous research details that personal stories can shape perceptions of job applicants (Ibarra & Barbulescu, 2010; Ibarra & Lineback, 2005), we extend this work by advancing our understanding of how and why resilience narratives shape decision-makers' cognitive reactions, and subsequent behavioral expectations (i.e, hiring recommendations) and emotional reactions to applicants.

2. Theoretical background

2.1. Resilience conceptual grounding

Research has identified that the conceptualization of resilience involves two elements: (1) facing adversity and (2) overcoming the adversity (Fisher et al., 2019). Individuals are said to have an opportunity to demonstrate resilience if they have faced difficulty—there must be some current or past adversity that presents a threat to normative functioning (Masten, 2001). Resilience researchers have studied adverse conditions such as parental mental illness, socioeconomic disadvantage, and natural disasters. Further, in order to demonstrate resilience individuals must overcome or "bounce back" from the adversity (Masten, 2001). Investigators have focused on the absence of symptomology, goal accomplishment, or returning to baseline functioning following adversity as indicators of resilience (e.g., Conrad & Hammen, 1993; Tiet et al., 1998). Although researchers agree on these two necessary conceptual elements of resilience—encountering adversity and overcoming adversity—it is unclear whether and how these elements of applicants' personal stories relate to perceptions about their trait resiliency.

In this paper, we examine the different loci that make-up resilience narratives, (a) locus of adversity encountered and (b) locus of support used to overcome adversity. *Locus of adversity* refers to the source of the adversity encountered—whether the adversity is caused internally (i.e., attributed to the person) or externally (i.e., attributed to something or someone external to the person). *Locus of support* refers to the source of resources used to reach an adaptive outcome after adversity—whether it be internally-oriented (i.e., attributed to the person who experienced the adversity) or externally-oriented (i.e., attributed to something or someone external to the person). Locus of adversity directly maps onto the resilience conceptualization of experienced adversity, and we test variation in locus of support because in resilience narratives there can be (and realistically is) variation in the source of resources/support utilized to overcome an adversity, which maps onto the second dimension of overcoming resilience.[2] We examine resilience narratives—in all cases, adversity is encountered and the adversity is overcome—yet we test specifically whether these elements of resilience narratives (i.e., loci of adversity and support) differentially shape perceived resiliency and subsequent selection ratings and emotional reactions.

2.2. Attribution theory model grounding

Attribution theory is particularly useful in understanding how loci of adversity and loci of support may influence perceived resiliency and explaining the link between resilience narratives and selection ratings. Attribution theory, as formulated by Heider (1958) and Kelley (1967), primarily concerns person perception—that is, how observers form inferences about the intentions and

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[2] We do not model variation in locus of overcoming itself (i.e., whether the individual or some external entity overcomes), as an external attribution of overcoming would not map onto our conceptual presentation of individual resilience or personal resilience narratives.

dispositions of others. This theory forms the general conception concerning the way people think about and analyze cause and effect information. Specific attributions involve the degree to which an actor is viewed as *responsible* for an event (Harvey & Weary, 1981; Weiner, 1985, 1986). For example, if a student quits a sport due to challenges faced, does that mean the student has low ability (internal attribution) or that the student has family obligations that prevent her or him from participating in the sport (external attribution)? The observer's answer to such a question demonstrates an attribution. We examine the role of narrative attributions shared concerning (a) an adversity (locus of adversity) and (b) outcoming an adversity (locus of support) on perceived resiliency attributions formed. We answer the question: Does a resilience narrative uniformly lead to attributions of perceived resiliency?

In our full proposed model, we integrate three dimensions of attributions outlined in prior theory. Attribution dimensions include causality, controllability, and stability (Heider, 1958; Weiner, 1985). The foundational attribution dimension, locus of causality, was described by Heider (1958) as follows: "In common-sense psychology (as in scientific psychology) the result of an action is felt to depend on two sets of conditions, namely, factors within the person and factors within the environment" (p. 82). Weiner and Kukla (1970) and Weiner (1985) later expanded this perspective to include controllability and stability. Theoretical reasoning for this expansion was that among the internal or external causes for an event, some are under the individual's control, while others are not under the individual's control (i.e., reflecting controllability), and some fluctuate, whereas other remain relatively constant (i.e., reflecting stability). Thus, locus of causality refers to whether the perceived cause of an event is in the individual (internal) or in the environment (external). Controllability pertains to whether the individual influences the outcome of an event (controllable) or outcomes of an event are beyond the individual's influence (uncontrollable). Finally, stability concerns whether the cause of an outcome is permanent (stable) or varies across contexts and time (unstable). In this work, we are interested in uncovering effects of narrative *causality* concerning an adverse event (locus of adversity), and narrative *controllability* enacted in overcoming the adversity (locus of support), in the prediction of perceived trait resiliency, which reflects an attribution of *stability* concerning one's capacity to overcome adversity.

Expectancies are important because they have cognitive and behavioral consequences (Valle & Frieze, 1976). Attribution dimensions may inform predictions about perceived resiliency and subsequent selection ratings. According to Heider (1958), the attributing organism integrates observed cues in order to infer the more stable factors that gave rise to them; dispositional and relatively fixed characteristics such as traits can be contrasted with fluctuating factors like effort and luck. Kelley (1967) identified attributions of stable dispositions as central in relationship formation and development. And although proximal stimuli (e.g., behavior) serve as cues to the underlying distal stimuli (e.g., traits), Brunswik (1952) noted that there is no one-to-one connection between them, and that the observer must often venture hypotheses concerning what entity to hold responsible for a given cue. Attribution theory supports the idea that there may be conditions under which resilience narratives will influence observers to attribute resilience information to applicants' more stable trait characteristics, such as trait resiliency, and other conditions in which this might not occur.

2.3. Resilience narratives and perceived resiliency

Attribution research has considered locus of adversity in discussing perceptions formed (Passer, 1977). In general, more negative reactions and retributive behaviors are directed toward individuals if they are seen as responsible for an adverse event (Anderson et al., 1996; Weiner, 1995). Individuals experiencing adversity are generally reacted to more positively when the adversity is due to some external locus (i.e., not the fault of the individual) rather than an internal cause (i.e., the fault of the individual). This is likely because external loci of adversity can be attributed to some circumstantial misfortune (i.e., unlucky) rather than a deficit of the individual. For example, in the context of job interviews, Lyons et al. (2017) showed that applicants' whose disability was attributed to a factor beyond the applicant's control (i.e., hearing impairment due to ear infection) were given higher hiring recommendations than the applicant whose disability was attributed to an internal cause within the applicant's control (i.e., hearing impairment due to listening to loud music). Internal sources of adversity are often seen as indicative of a flawed character trait (e.g., irresponsible, impulsive; Jones et al., 1984) invoking negative reactions. Here, we test the mechanism of narratives shared and attributions formed in selection and expect that individuals' whose resilience narrative conveys an internal locus of adversity encountered will be rated lower on perceived resiliency. On the other hand, individuals' whose resilience narrative conveys an external locus of adversity will garner more positive character perceptions in terms of higher perceived trait resiliency.

Hypothesis 1. Locus of adversity will relate to perceived trait resiliency, such that resilience narratives that convey an external locus of adversity will result in higher perceived trait resiliency, compared to resilience narratives that convey an internal locus of adversity.

In terms of describing the support used to reach an adaptive outcome despite adversity (e.g., resources, tools, assistance), we examine cases in which the "overcoming" outcome was reached through behaviors only due to the individual (internal support locus) or through some external source (external support locus). Attribution Theory's discounting principle asserts that when other plausible causes for an event are present, a given reason may be discounted (i.e., disregarded or discredited). This has been illustrated in several experiments. For example, research has shown that attributions about stable individual characteristics take circumstances into account such that when individuals perform helpful acts they are more likely to be perceived by observers as kind when there is no potential circumstantial or external explanation for their helpfulness (Baldwin et al., 1971; Baldwin & Baldwin, 1970). It follows that an applicant is likely to be rated lower on perceived trait resiliency (i.e., their resiliency is discounted) when external factors could explain why they were able to overcome the adversity. We thus expect that resilience narratives that convey external support in overcoming adversity (e.g., assistance from others), rather than those that convey internal support (e.g., helping oneself), will result in lower perceived trait resiliency.

Hypothesis 2.   Locus of support will relate to perceived trait resiliency, such that resilience narratives that convey an internal locus of support will result in higher perceived trait resiliency, compared to resilience narratives that convey an external locus of support.

The prediction of trait resiliency perceptions based on different elements of resilience narratives highlights the possibility that individuals' use of past behavior information to form corresponding trait attributions is not always parallel. In other words, not all stories of resilience—experiencing and overcoming adversity—will necessarily lead to equal perceived trait resiliency attributions. In addition to main effects of resilience narrative factors, we also examine the potential for an interactive effect. We assess whether locus of adversity will interact with locus of support to cause differential effects on perceived resiliency—locus of support may have a buffering effect on the relationship between locus of adversity with perceived resiliency. Meaning that, despite an individual causing the adversity, one might be considered higher on perceived trait resiliency when an internal locus of support is used to overcome the adversity. Theoretically, this buffering effect on perceptions of stable, trait resiliency is expected because although the causality dimension conveyed via locus of adversity is important for perceptions and expectations, the subsequent controllability dimension of attributions is conveyed in the narrative loci of support. This added dimension of controllability exerted to overcome an adversity may be especially important in the formation of stable expectations about relevant traits (i.e., trait resiliency). Observers may heavily weigh how the individual overcame the adversity (i.e., locus of support), especially when the individual caused the experienced adversity (i. e., internal locus of adversity), in forming their trait resiliency attributions.

Hypothesis 3.   Locus of support will moderate the relationship between the locus of adversity and perceived trait resiliency, such that an internal locus of support will buffer the negative effect of an internal locus of adversity.

2.4. Resilience narratives and selection outcomes

According to attribution theory, observers interpret others' behaviors in terms of their causes and those interpretations play an important role in determining subsequent reactions, emotions, and behavior (Bem, 1967; Kelley & Michela, 1980; McArthur, 1972; Weiner, 1985). Attribution theory is particularly relevant to the sharing of personal stories in pre-interview and interview contexts because these selection contexts focus on observers' perceptions of and reactions to applicants' shared past behaviors, history relevant to the role, and their likelihood to engage in such behaviors in the future (Struthers et al., 1992; Weiner, 1985). One of the first studies of attribution theory was conducted by Tucker and Rowe (1979). These authors used a sample of 72 students, who read a series of 10 fictional interview transcripts, to investigate the effect of attributions concerning applicants' work history on selection decisions. When negative information about the job candidate was shared, selection decisions were directly related to attributions from past work history–the final decision to accept or reject an applicant was related to causal attribution interpretation of past outcomes. Further, Struthers et al. (1992) varied two work history factors: locus (internal vs. external) and stability (stable vs. unstable), in an interview study. Results indicated that different loci of work history factors presented by the job candidate influenced expectancies of an applicant's future job performance and their emotions toward the candidate (e.g., hopefulness). Applicants who offered luck explanations for their past negative work outcomes were rated higher and were more likely to be hired than applicants who offered negative ability or effort explanations. More recently, Silvester et al. (2002) assessed how candidates' self-described typical attribution use in interviews related to impressions of the candidate. These authors found that candidates who described themselves as more likely to typically use internal-controllable attributions for past experiences received higher interview ratings. Building on this stream of work, we examine the effect of resilience narrative locus of adversity and locus of support on perceived resiliency (i.e., a stable characteristic) and the subsequent influence this attribution has on selection ratings: hiring recommendations and emotional reactions.

When applicants are perceived as being more adept at overcoming obstacles (i.e., higher perceived trait resiliency) they are likely expected to be more prepared for the potential trials that a new role may bring. Such applicants are likely seen as having greater capacity to be successful because they possess the ability to overcome inevitable obstacles in life and work. Thus, we expect that perceived resiliency will mediate the relationship between resilience narrative elements and selection ratings. In addition to job-related ratings (i.e., hiring recommendations), we also expect the effect of resilience narrative factors and subsequent perceived resiliency to manifest in interpersonal ratings (i.e., emotional reactions). Perceived controllability of a cause for a negative experience in part determines whether anger or pity is directed toward a target. Research suggests that people tend to feel anger toward, and aim to avoid, those who are able to but do not exhibit effort (Weiner & Kukla, 1970) and sympathy toward, and not avoid, those who put in effort to change their circumstances (e.g., a lonely person who puts forth effort to make friends; Wimer & Peplau, 1978). These findings parallel our assessments of locus of adversity and support in resilience narratives. Overall, we extend prior work by examining the mediating attribution mechanism of perceived resiliency, combining loci dimensions to test main and interactive effects concerning potential determinants of formed trait attributions, and uncovering selection effects on both role-expectancy and emotion-based ratings. The assertion of Weiner (1986) that favorable expectancies of future performance and positive feelings about future success should lead to a higher probability of being hired supports the importance of assessing these relationships.

Hypothesis 4.   Perceived trait resiliency will mediate the moderated relationship between the interaction of locus of adversity with locus of support and hiring recommendation.

Hypothesis 5.   Perceived trait resiliency will mediate the moderated relationship between the interaction of locus of adversity with locus of support and emotional reaction.

3. Preliminary qualitative exploration

Although online job search resources, such as Glassdoor, claim that hiring managers are interested in how applicants overcome adversity, we aimed to test this claim to ensure that hiring managers seek information regarding resilience narratives in pre-interview and interview contexts. Organizational psychology research has yet to directly assess resilience narratives in the selection context, and we intended to provide empirical evidence to demonstrate whether resilience narratives are relevant in real-world interview and hiring situations. Thus, we conducted this initial work with a sample of hiring managers in North America. Individuals who work in hiring typically plan, direct, or coordinate human resource activities concerning selecting individuals from a pool of applicants (O*NET; National Center for O*NET Development, 2019), with jobs commonly located within management, admissions, or human resources. Employees in our sample worked full-time, were on average forty-one years old and averaged nine years of hiring experience.

With this sample of 46 individuals, the third author conducted phone interviews. The purpose of the phone interviews was to better understand the role of resilience attributions during pre-interviews and interviews, and whether hiring personnel consciously form associations between resilience and work expectations. In these phone interviews, participants were asked to discuss their hiring experiences and perspectives. Interview data was audio-recorded and transcribed using the Transcription Panda service.

In the structured phone interviews, the author asked the following questions: 1) In previous job interviews, what were the main characteristics that you were looking to assess about the job applicants? 2) Across various job types, tell me the top few characteristics that you think would make a job applicant stand out in a positive way. 3) One behavioral question that is commonly asked in job interviews is, "*Tell me how you handled a difficult situation.*" Do you think this is a useful question to ask job applicants? 4) If you were to ask the question "*Tell me how you handled a difficult situation*," what characteristics of the applicant would you try to assess based on their answer?

To assess the qualitative interview data detailing whether hiring personnel were consciously (or unconsciously) seeking indicators of resilience in typical hiring interviews, the first author read the interview transcriptions and counted occurrences observed in participant responses. Interview data indicated that 5 (out of 46) hiring personnel described resiliency as a trait that they consciously seek or that they believe would make an applicant positively stand out in the interview process. The characteristics most often described included: competence, relevant experience, dependability, and communication skills. Most participants (Yes: $n = 24$; Probably yes: $n = 15$) stated that a question such as "tell me how you handled a difficult situation" is something that they typically ask in interviews and/or would be useful to ask (No: $n = 7$). While many participants stated that they would be assessing "problem solving" ($n = 9$) or "critical thinking" ($n = 5$) with such a question, some participants directly stated that they would be seeking to assess the candidate's resiliency ($n = 7$) and many others described resilience narrative loci (those detailed in the current study) as the elements of the applicant's response that they would be seeking to assess: locus of adversity (e.g., why the adversity happened, could it have been prevented; admitting responsibility) ($n = 6$); locus of support (e.g., asking for help; shared responsibility in problem solving; resources used to solve the problem) ($n = 7$).[3] Exemplary quotes from the interviews that illustrate the stated role of resilience narrative loci and resiliency in hiring personnel assessments are presented in Table 1.

Observed trends in interview data indicated that it is common practice to pose questions in which participants are asked to describe a past encounter with adversity. Further, although there was variability among the characteristics hiring personnel sought to assess with such questions, some participants directly named resiliency (directly assessed) and other participants described the dimensions of resilience narratives here presented and examined (indirectly assessed). This qualitative data indicates that most hiring personnel tend to and aim to include interview questions that asked applicants to share personal narratives of encountering adversity, and many described resilience narrative loci and trait resiliency as the factors they would consciously assess based on answers to such questions. These interview findings provide initial support for the importance of resilience narrative loci and perceived resiliency in selection.

4. Manipulation pilot study

The experiment manipulation material wording was assessed in a pilot study. This was done to determine whether the wording used to describe the manipulated resilience narrative factors (i.e., locus of support and locus of adversity) was adequate and effective in conveying the intended loci. Subject matter experts (SMEs; Organizational Behavior and I-O Psychology Ph.D. students) were recruited via email to participate in this pilot study. Twenty-three individuals made up the SME sample ($M_{age} = 26.33$, $SD = 2.85$). The sample was predominantly female (78.3%), and were 47.8% Caucasian, 26.1% Asian, and 13% African American.[4]

In this pilot study, participants were shown the wording of the four conditions to be employed in the experiments. SMEs were then asked to rate each prompt (in random order) on 2 items: (1) This person's difficult situation was caused by their own actions (locus of adversity: 1 *strongly disagree* to 5 *strongly agree*); (2) The person was able to overcome the difficult situation because of their own resources/actions (locus of support: 1 *strongly disagree* to 5 *strongly agree*). The prompts were perceived by the SMEs as effectively differentiating between the manipulations as intended. The internal adversity condition ($M = 4.78$, $SD = 0.52$) evidenced significantly higher ratings on Question 1 concerning locus of adversity as compared to the external adversity condition ($M = 1.22$, $SD = 0.39$), t $(22) = 26.51$, $SE = 0.13$, $p = .00$ [Diff. 95% LLCI = 3.29; Diff. 95% ULCI = 3.84]. In addition, the internal support condition ($M = 4.74$, $SD = 0.42$) was rated significantly higher on Question 2 regarding locus of support in overcoming the adversity, as compared to the

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[3] Other characteristics assessed in answering the posed question included integrity ($n = 4$); calmness ($n = 3$); communication skills ($n = 3$); personality ($n = 1$); and weakness ($n = 1$).

[4] Thirteen percent of the sample chose not to provide their race information.

Table 1
Resiliency and resilience narrative interview quotes from Study 3.

ID	Interview quotes - characteristics assessed
10	"…How did they respond to that and then do they demonstrate an ability to problem solve in a difficult situation. Do they demonstrate some resiliency and ability time to move forward and reframe the situation? I think a lot of people are looking for the people who, you know, have that resiliency and ability to bounce back from that particular situation."
12	"The people that do not shy away from stuff, you can tell that they have, like, a resilience in them. That's good."
16	"Independence… were they able to, or at least attempted to, deal with that situation on their own instead of immediately going to a supervisor or something for assistance. Also, their process of how they went about it. Did they find an answer to the problem? How did they? … How effective did it seem? And then, what was the end result?"
19	"It tells you what they believe is difficult … and I think the way they handle it or the way they talk to you about it can tell you a lot about their personalities… and then I was also looking for someone who didn't feel like they had to do all of it alone but felt empowered to pull in who they needed when they needed."
26	"I would be looking at their willingness to take responsibility for their actions."
28	"Resiliency, communication, humbleness, and ownership of whatever the cause may be or whatever caused the situation."
31	"To figure out if they have the ability to overcome their mistakes. We all know every employee's going to make a mistake at some point, so… what we're looking for is how did they overcome that… I would say probably their willingness to correct the matter and their willingness to learn from their mistake."
34	"At least 70% of the time in the workplace, there's going to be some type of conflict or problem that they're going to encounter, and just knowing how they're going to work through that problem. Whether it's with an individual or if it's a technical problem… Looking at their past and seeing how they've handled previous situations I feel is a good indicator of how they're going to react in the future."
37	"I was looking for people's ability to bounce back… I want to know how they handled the problem. I want to know the outcome of the problem."
38	"Issues are pretty much inevitable when working, it shows what kind of person they are a little bit depending on what they choose to say… if they took initiative or just told somebody or tried to fix it themselves."
43	"Top characteristics that make job applicants stand out in a positive way I would say are persistence-you know, if you've been able to demonstrate that… I want to see what resources do they involve in trying to solve [a] problem."
45	"Their resiliency and their problem-solving abilities, what sort of personality traits might come out when they feel challenged and then how they learn from setbacks, or how they learn from difficulties"

external support condition ($M = 1.83$, $SD = 0.70$), $t(22) = 17.31$, $SE = 0.17$, $p = .00$ [Diff. 95% LLCI = 2.56, Diff. 95% ULCI = 3.26]. Thus, the manipulation wording was deemed appropriate and effective for use in the experiments.

5. Study 1: application

5.1. Participants and procedure

We surveyed 199 working adults in the United States using Amazon's Mechanical Turk (MTurk) task system. Participants were selected based on their approval rating on previous human intelligence tasks (HITs; self-contained tasks) that they completed to receive a reward. We used at least 95% approval ratings as a cut-off for eligibility to ensure the sample contained MTurk workers who have a reputation for successful and attentive completion of surveys. Research has demonstrated that MTurk workers are slightly more demographically diverse than standard Internet samples, are significantly more diverse than typical American college samples, pay as much attention to directions as traditional samples, and provide data that are as reliable as those obtained via more traditional methods (Buhrmester et al., 2011; Paolacci et al., 2010). Participants received two dollars (U.S.) for completing the survey.

For better data quality, we removed 21 participants from the sample prior to data analyses because they failed at least one of the two attention check items that (a) asked the participant to select a specified response (e.g., strongly agree) to a question for data quality purposes or (b) asked them to recall a specific fact from the manipulation script presented. The final usable sample consisted of 178 participants ($M_{age} = 34.76$; $SD = 9.92$). The final sample was 55.5% male, and 79.8% Caucasian, 8.4% Asian, 7.9% African American, and 3.9% Hispanic. In terms of education, 16.3% of the sample held a high school diploma, 27.5% completed some college, 41.6% earned a college degree, and 14.6% completed an advanced degree.

Participants were recruited via the MTurk platform and those who met the selection criteria were redirected to an online survey on the Qualtrics platform. Once participants accessed the survey, those who consented to participate were told that their responses would be used to help University officials understand how selection processes work and can be improved. On the following pages participants were shown materials created by the researchers, intended to portray actual university application materials. Participants first viewed a generic application cover sheet with fictional questions and answers such as: Age = 19, Country = Unites States, Application type = Full-time student, and Prior application to this University = No. Participants then read an excerpt from the applicant's personal statement. Above the personal statement excerpt the following excerpt from the essay prompt was shown:

> "In your essay, be sure to describe a previous challenge or adversity that you faced, and whether and how you overcame that experience."

Within the personal statement excerpt, the resilience narrative factors of locus of support (internal vs. external) and locus of adversity (internal vs. external) were manipulated. In all manipulation conditions, the student faced and overcame an adversity (i.e., conveyed resiliency). After viewing all application materials, participants rated the University applicant on the focal variables and provided demographic information about themselves. See Appendix A for full Study 1 materials and manipulations.

5.2. Measures

5.2.1. Support and adversity loci conditions

The randomly assigned, manipulated conditions 0 (*internal*) or 1 (*external*) were used for locus of support and locus of adversity as the independent variables.

5.2.2. Perceived resiliency

Perceived trait resiliency was assessed using the six-item Brief Resilience scale (Smith et al., 2008; α = 0.84). Although there is no current consensus about which resiliency scale is best for research purposes, reviews of resiliency scales for adult populations indicate that the Brief Resilience Scale has the highest psychometric ratings and best theoretical adequacy (see Cheng et al., 2020; Windle et al., 2011). The Likert scale for this measure ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). The question stem read: "This person appears to be able to…" Example questions included: 1) come through difficult times with little trouble, and 2) have a hard time making it through stressful events (reverse scored).

5.2.3. Hiring recommendation

Recommendation for selection was assessed using the 4-item measure created by Derous, Nguyen, and Ryan (2009; α = 0.86). The Likert scale for this measure ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). The question stem read: "Given the information you have been presented about this applicant…" And an example question included: "How suitable do you believe this applicant is for this role?"

5.2.4. Emotional reaction

We assessed participants' emotional responses to the applicant using a 12-item scale (Tellegen et al., 1999; α = 0.77), with higher scores corresponding to more positive emotional reactions to the candidate. The Likert scale for this measure ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). The question stem read: "To what extent does this person make you feel…" Example items included: 1) disgust, 2) anger, and 3) sympathy.

5.2.5. Participant resiliency

With the same (above mentioned) Brief Resilience Scale (Smith et al., 2008; α = 0.94) participants also self-reported their level of resiliency. As one's personal experiences with resiliency may relate to their perceptions of others' resiliency.

6. Study 1 results

Confirmatory factor analyses (CFA) using MPlus with listwise deletion and maximum likelihood estimation (Muthén & Muthén, 1998–2012) was conducted to test the measurement model. The hypothesized 4-factor model: perceived resiliency, hiring recommendation, emotional reaction, and participant resiliency (X^2 [344] = 1042.87; CFI = 0.82; SRMR = 0.09) demonstrated superior fit to two alternative models. The hypothesized model was compared to an alternative 3-factor model that combined hiring score and emotional reactions (X^2 [347] = 1536.93; CFI = 0.69; SRMR = 0.13); and a plausible alternative 3-factor model that combined participant reported and applicant perceived resiliency scales (X^2 [347] = 1520.75; CFI = 0.69; SRMR = 0.17). Table 2 presents descriptive statistics and correlations among Study 1 variables.

The hypothesized full model was tested using structural equation modeling with path analysis in MPlus using listwise deletion and maximum likelihood estimation. Main and interactive paths from locus of adversity and locus of support were included as predictors of perceived resiliency. In addition, perceived resiliency was modeled as a mediator between these resilience narrative loci factors (adversity and support) and subsequent interview outcomes. The full moderated mediation model was assessed. Participants' level of resiliency was controlled for in the prediction of perceived resiliency. See Fig. 1 for full model beta weights.

The hypothesized structural model demonstrated good fit: X^2 [7] = 5.57; CFI = 1.00; SRMR = 0.04. As would be expected with a well-fitting model (Kelloway, 2015), there were no modification indices suggested that would result in significantly improved model fit. As expected in hypotheses 1 and 2, perceived resiliency was significantly related to locus of adversity ($\beta = -0.18$, $SE = 0.07$, $p = .01$, 95% CIs: −0.33, −0.04) and locus of support ($\beta = -0.19$, $SE = 0.08$, $p = .01$, 95% CIs: −0.33, −0.03), respectively. The evidenced relationship between locus of adversity and perceived resiliency was in the opposite direction as hypothesized (H1). That is, perceived

Table 2
Descriptive statistics and correlations for Study 1 variables.

	M	SD	(1)	(2)	(3)	(4)	(5)	(6)
(1) Locus of support	0.47	0.50	–					
(2) Locus of adversity	0.47	0.50	0.03	–				
(3) Participant resiliency	3.49	0.99	0.03	0.02	–			
(4) Perceived resiliency	3.64	0.76	−0.14	−0.14	0.20**	–		
(5) Hiring recommendation	3.70	0.85	−0.08	−0.03	0.20**	0.68**	–	
(6) Emotional reaction	3.84	0.47	−0.02	−0.01	0.21**	0.46**	0.53**	–

$N = 178$. *$p < .05$, **$p < .01$; Locus of support and adversity: 0 = Internal, 1 = External.
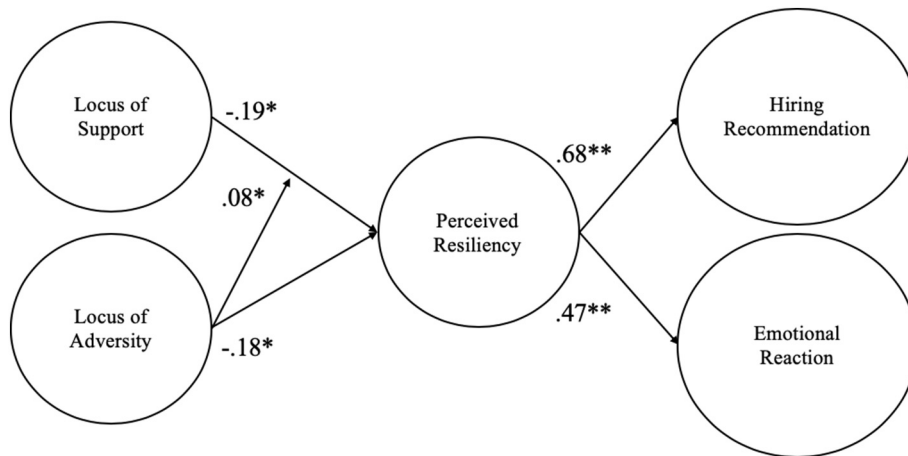
Fig. 1. Study 1 structural equation model.
Note. Standardized path estimates are reported. *$p < .05$; **$p < .01$.

trait resiliency was higher when locus of adversity was internal rather than external. Further, as expected in Hypothesis 3, the interaction between these two resilience narrative factors significantly related to perceived resiliency ($\beta = 0.08$, $SE = 0.04$, $p = .03$, 95% CIs: 0.01, 0.16). Follow-up simple slopes analyses for this interaction indicated that the slope was negative and significant for the internal locus of adversity line (internal [0]: $\beta = -0.28$, $t = -6.31$, $p = .00$), but was not significant the for the external locus of adversity (external [1]: $\beta = -0.13$, $t = 1.18$, $p = .24$, *ns*). These analyses (see Fig. 2) demonstrate that significant differences in the effect of support locus (i.e., whether internal or external support was used to overcome the adversity) on perceived resiliency are observed only in the case in which there is an internal adversity (i.e., the adversity was caused by the individual). In cases of internal adversity, greater perceived resiliency was observed for individuals who, despite causing the adversity, utilized internal rather than external support to overcome the difficulty.

Subsequently, perceived resiliency significantly related to both focal selection outcomes (hiring recommendation: $\beta = 0.68$, $SE = 0.05$, $p = .00$, 95% CIs: 0.58, 0.76; emotional reaction: $\beta = 0.47$, $SE = 0.06$, $p = .00$, 95% CIs: 0.34, 0.58). The model evidenced significant moderated mediation in the prediction of hiring recommendation (IMM $\beta = 0.12$, $SE = 0.05$, $p = .03$, 95% CIs: 0.01, 0.22), but was only marginally significant in the outcome of emotional reaction (IMM $\beta = 0.04$, $SE = 0.02$, $p = .06$, 95% CIs: 0.01, 0.10, *ns*). These results offer support for Hypothesis 4, but did not support Hypothesis 5.

7. Study 1 discussion

Study 1 results demonstrated that the interaction between locus of support and adversity related to perceived resiliency in the expected manner. Further, the hypothesized moderated mediation relationship between resilience narrative loci and hiring recommendation via perceived resiliency was supported. Further, although perceived resiliency related to emotional reactions, the moderated mediation effect was not significant. To extend this assessment beyond a pre-interview application context, we next conducted a second experiment with a new sample of working adults with hiring experience in the job interview selection domain.
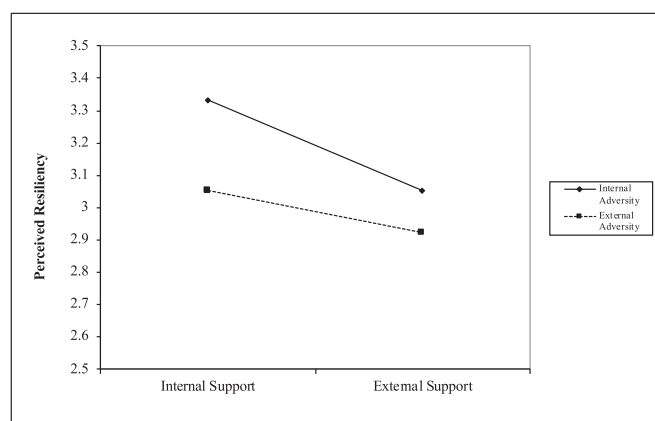

Fig. 2. Study 1 Interaction between support and adversity condition in the outcome of perceived resiliency.

8. Study 2: interview

8.1. Participants and procedure

For Study 2, we surveyed working adults at or above the age of 18 in the United States using the Qualtrics Panel participant recruitment system. We restricted this sample to individuals with prior experience in the hiring context (i.e., experience conducting job interviews). Participants received two dollars (U.S.) for completing the survey.

The initial sample included 273 participants. For improved data quality, we removed 21 participants from the sample prior to data analyses because they failed an attention check item that asked the participant to select a specified response (e.g., strongly agree) and 58 participants were removed because they incorrectly answered a question that asked them to recall a specific fact from the manipulation interview video presented. In addition, participants were only permitted to complete the survey measures if they indicated that they were able to see and hear the video clips in the survey. Thus, the final, usable sample consisted of 194 participants (M_{age} = 44.20; SD = 11.46). The final sample was 42.3% male. In terms of race, the sample was 73.9% Caucasian, 9.7% African American, 7.2% Asian, 6.1% Hispanic, 2.1% Multiracial, and 1% Middle Eastern. In addition, 12.4% of the sample held a high school diploma, 20.6% completed some college, 42.8% had earned a college degree, and 24.2% had completed an advanced degree.

Once participants accessed the survey, they were given information about the study and those who consented to participate were told that their responses would be used to help business leaders understand how selection processes work and can be improved. Participants first read a job advertisement for an entry-level position. Desired skills listed for the position included: knowledge of social media and Internet marketing, experience with photo editing software, and multitasking ability. After reading the job advertisement, participants watched a video clip of a trained confederate, posing as applicants, answering interview questions. Within the interview, three questions were asked: 1) Why are you applying for the current position? 2) Tell me about a time you faced adversity. 3) Did you overcome this adversity? If so, how? The answer to Question 1 remained constant across conditions. The same resilience narrative factors from Study 1 (locus of support and locus of adversity) were manipulated. In all manipulation conditions, the job applicant described facing and overcoming an adversity (i.e., conveyed resilience). After reviewing the candidate information and watching the full interview, participants rated the applicant on the focal variables and provided their demographic information. See Appendix B for full Study 2 materials and manipulations.

8.2. Measures

All measures used were identical to those in Study 1, adapted to fit the organization selection context, rather than the university selection context. Measure reliabilities in the current study were as follows: perceived resiliency: α = 0.73; emotional reaction: α = 0.88; hiring recommendation: α = 0.88; participant resiliency: α = 0.81.

9. Study 2 results

Confirmatory factor analyses (CFA) using MPlus with listwise deletion and maximum likelihood estimation (Muthén & Muthén, 1998–2012) demonstrated superior fit for the hypothesized 4-factor model: perceived resiliency, hiring recommendation, emotional reaction, and participant resiliency (X^2 [344] = 1202.64; CFI = 0.71; SRMR = 0.12), as compared to two alternative measurement models. The hypothesized model was compared to an alternative 3-factor model that combined hiring score and emotional reactions (X^2 [347] = 1674.72; CFI = 0.55; SRMR = 0.13); and a plausible alternative 3-factor model that combined participant reported and applicant perceived resiliency scales (X^2 [347] = 1442.44; CFI = 0.63; SRMR = 0.16). Table 3 presents descriptive statistics and correlations among Study 2 variables.

The hypothesized model was tested using structural equation modeling with path analysis in MPlus using listwise deletion and maximum likelihood estimation. See Fig. 3 for full model and resulting beta weights. The hypothesized structural model demonstrated good fit: X^2 [7] = 9.31; CFI = 0.99; SRMR = 0.05. There were no modification indices suggested that would result in significantly improved model fit. Contrary to Hypothesis 1, locus of adversity did not relate to perceived resiliency (β = 0.01, SE = 0.07, p = .86, 95% CIs: −0.13, 0.16, *ns*), and, as expected in Hypothesis 2, perceived resiliency was significantly related to locus of support (β = −0.30, SE = 0.07, p = .00, 95%CIs: −0.42, −0.17). The interaction between these two resilience narrative loci significantly related to perceived resiliency (β = 0.13, SE = 0.05, p = .01, 95% CIs: 0.03, 0.22), offering support for Hypothesis 3. Follow-up simple slopes

Table 3
Descriptive statistics and correlations for Study 2 variables.

	M	*SD*	(1)	(2)	(3)	(4)	(5)	(6)
(1) Locus of support	0.53	0.50	–					
(2) Locus of adversity	0.49	0.50	0.07	–				
(3) Participant resiliency	3.71	0.72	−0.01	−0.03	–			
(4) Perceived resiliency	3.50	0.60	−0.23**	0.07	0.22**	–		
(5) Hiring recommendation	3.07	0.94	−0.18*	0.11	0.01	0.49**	–	
(6) Emotional reaction	3.60	0.63	−0.15*	0.16*	0.08	0.45**	0.59**	–

N = 194. *$p < .05$, **$p < .01$; Locus of support and adversity: 0 = Internal, 1 = External.
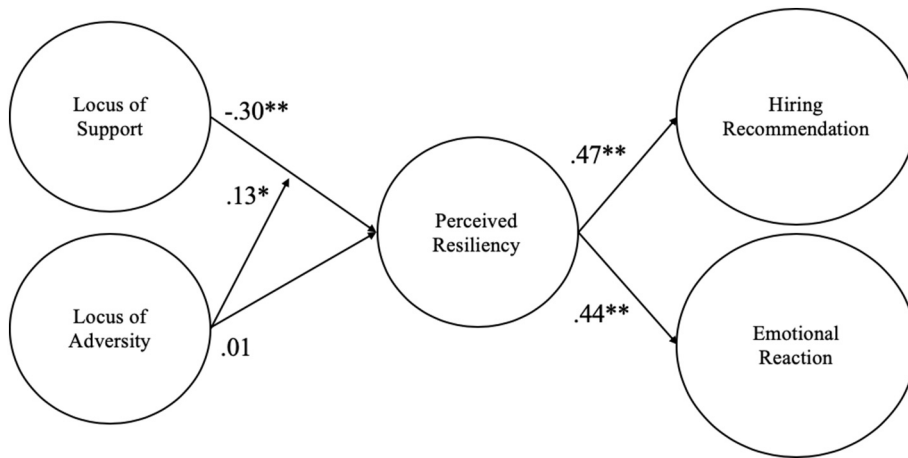
Fig. 3. Study 2 structural equation model.
Note. Standardized path estimates are reported. $*p < .05$; $**p < .01$.

analyses for this interaction indicated that the slope was significant for the internal locus of adversity line (internal [0]: $\beta = -0.36$, $t = -8.14$, $p = .00$) (i.e., internal adversity caused by the individual), but not for the external locus of adversity line (high [1]: $\beta = -0.19$, $t = -1.77$, $p = .08$, ns). Consistent with Study 1, these results (see Fig. 4) demonstrate that significant differences between support loci in the prediction of perceived resiliency (i.e., resiliency was significantly reduced in the case of external support, compared to internal support) are observed when an internal adversity locus (i.e., the adversity was caused by the individual) was presented in the resilience narrative.

Perceived resiliency significantly related to both focal selection outcomes (hiring recommendation: $\beta = 0.47$, $SE = 0.06$, $p = .00$, 95% CIs: 0.35, 0.58; emotional reaction: $\beta = 0.44$, $SE = 0.07$, $p = .00$, 95% CIs: 0.31, 0.56). The overall model test evidenced significant moderated mediation in the prediction of hiring recommendation (IMM $\beta = 0.13$, $SE = 0.05$, $p = .01$, 95% CIs: 0.03, 0.23), in support of Hypothesis 4, and emotional reaction (IMM $\beta = 0.08$, $SE = 0.03$, $p = .01$, 95% CIs: 0.02, 0.15), in support of Hypothesis 5.

10. Study 2 discussion

Study 2 results, parallel to Study 1, showed that the interaction between locus of support and adversity related to perceived resiliency. Perceived resiliency also directly related to selection ratings (i.e., hiring recommendations and emotional reactions). Further, the hypothesized moderated mediation relationship between resilience narrative loci and both hiring recommendation and emotional reactions via perceived resiliency was supported in this study. Next, to further assess generalizability, ecological validity, and experimental effects observed in Studies 1 and 2 we conducted a third experiment with a sample of hiring personnel via a new recruitment method (e.g., organizational and social network recruitment). We also included a key predictor of selection outcomes, perceived competence, in Study 3 to assess the incremental validity of perceived resiliency above and beyond perceived competence.
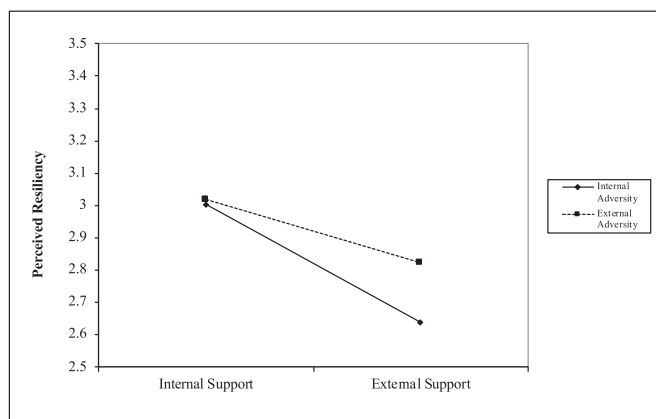

Fig. 4. Study 2 Interaction between support and adversity condition in the outcome of perceived resiliency.

11. Study 3: interview

11.1. Participants and procedure

For this study, we surveyed 124 adults who have previous hiring experience (i.e., conducing job interviews) in the United States. To recruit adults with hiring experience, we posted study recruitment flyers on social media groups (e.g., Facebook, LinkedIn) comprised of hiring personnel, as well as on local online community boards. We also contacted the HR departments of organizations, advertised the study in professional social media circles, and used snowball sampling—invited participants to tell their network about the study. Finally, we used Prolific, an online recruitment platform, to help recruit potential participants. Prolific invited individuals to participate in this study if they previously indicated (on the Prolific platform) having prior hiring experience, being 18 years of age or older, and living in the United States. Only those who met our inclusion criteria were able to view and access the study Qualtrics link. Participants received twelve dollars (U.S.) for completing the baseline survey (included demographics and control variables) and the experimental survey.

The initial sample included 156 participants who enrolled in the study. We removed 9 participants for failing attention check questions (e.g., "Select 'strongly agree' for this item"; "What hardship did the applicant describe in the interview?"), 1 participant for failing a CAPTCHA robot/human detection question, and 22 participants for not completing all parts of the study procedure. The final, usable sample consisted of 124 participants ($M_{age} = 42.00$; $SD = 12.48$). The final sample was 53.2% male. In terms of race and ethnicity, the sample was 70.2% Caucasian, 4.8% African American, 9.7% Asian, 4.8% Hispanic, 8% Multiracial, 0.8% Middle Eastern, and 1.7% selected "not listed" among available options. On average, participants had 8.40 ($SD = 8.28$) years of hiring experience.

Upon finishing the baseline survey, participants accessed the experimental survey. Participants first read a job advertisement for a marketing position. We used O*NET to create a realistic job description for the position. Desired skills listed for the position included: experience with professional social media and other internet marketing mediums, experience with photo editing programs, and the ability to multitask. The job description stated that the position involves researching product demand, consulting with product developers, and determining strategies to maximize the company's profits.

Participants then viewed an application cover sheet and a resume, in which competence (high vs. low) indicators were included (fully crossed with the resilience narrative loci factors). The cover sheet contained general information about the applicant such as: age, country of residence, current job title, job application type, and cognitive ability test score. The resume included education, relevant work experience, awards, and skills. In the high competence condition, the cognitive ability test score was 1 standard deviation above the test average and the job applicant held both a bachelor's and a master's degree. In the lower competence condition, the cognitive ability test score was 1 standard deviation below the test average and the job applicant held a bachelor's degree. All other information in the cover sheet and resume was identical. After reviewing the job description and applicant information, participants read a transcript detailing the applicant's job interview questions and responses. The hiring manager in the transcript asked the job applicant the same three questions from Study 2. The answer to Question 1 ("Why are you applying for the current position?") remained consistent across conditions. The same resilience narrative factors from Studies 1 and 2 (locus of adversity and locus of support) were manipulated. In all conditions, the job applicant described facing and overcoming an adversity (i.e., resilience) that involved meeting an important deadline at work. After reading the transcript, participants rated the applicant on focal outcome variables. See Appendix C for full Study 3 materials and manipulations.

11.2. Measures

In this experiment, we used the same measures from Studies 1 and 2, which were again adapted to fit the organization selection context. Measure reliabilities for those measures in the current study were as following: perceived resiliency: α = 0.86; hiring recommendation: α = 0.92; emotion reaction: α = 0.78; participant resiliency: α = 0.92.

In this Study, we added the following measure:

11.2.1. Perceived competence

Participants rated the competence of the candidate on an 8-point bipolar scale (Cuddy et al., 2007; Fiske et al., 2002). Five items assessed competence perceptions: incompetent/competent, unintelligent/intelligent, incapable/capable, unskillful/skillful,

Table 4
Descriptive statistics and correlations for Study 2 variables.

	M	SD	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
(1) Locus of support	0.48	0.50	–							
(2) Locus of adversity	0.49	0.50	0.01	–						
(3) Hiring experience tenure	8.40	8.28	−0.05	−0.09	–					
(4) Participant resiliency	4.21	0.86	−0.03	0.12	0.25**	–				
(5) Perceived competence	6.24	1.25	−0.16*	0.05	0.07	0.10	–			
(6) Perceived resiliency	3.94	0.71	−0.08	−0.15	0.00	0.10	0.57**	–		
(7) Hiring recommendation	3.60	0.96	−0.18*	0.04	0.00	0.03	0.67**	0.61**	–	
(8) Emotional reaction	3.80	0.39	−0.07	−0.06	0.07	0.02	0.55**	0.57**	0.63**	–

$N = 170$. *$p < .05$, **$p < .01$; Locus of support and adversity: 0 = Internal, 1 = External.

unknowledgeable/knowledgeable, ($\alpha = 0.94$). We included this variable to test incremental validity for the prediction of selection outcomes, above and beyond applicants' perceived competence. We examined perceived resiliency as an incremental predictor, above and beyond, perceived competence because there is established criterion-related validity to support the assessment of competence in admissions and job selection (see Hunter, 1986; Ones et al., 2005).

12. Study 3 results

Confirmatory factor analyses (CFA) using MPlus with listwise deletion and maximum likelihood estimation (Muthén & Muthén, 1998–2012) demonstrated superior fit for the hypothesized 5-factor model: perceived resiliency, hiring recommendation, emotional reaction, participant resiliency, and perceived competence (X^2 [485] = 1022.75; CFI = 0.83; SRMR = 0.08), as compared to two alternative measurement models. The hypothesized model was compared to an alternative 4-factor model that combined hiring score and emotional reactions (X^2 [489] = 1289.12; CFI = 0.74; SRMR = 0.09); and a plausible alternative 4-factor model that combined participant reported and applicant perceived resiliency scales (X^2 [489] = 1440.93; CFI = 0.69; SRMR = 0.19). Table 4 presents descriptive statistics and correlations among Study 2 variables.

The hypothesized model was tested using structural equation modeling with path analysis in MPlus using listwise deletion and maximum likelihood estimation. See Fig. 5 for full model and resulting beta weights. The hypothesized structural model demonstrated good fit: X^2 [7] = 7.59; CFI = 0.99; SRMR = 0.03. No modification indices were presented that would result in significantly improved model fit. In partial support of Hypothesis 1, locus of adversity significantly related to perceived resiliency ($\beta = -0.25$, $SE = 0.11$, $p = .03$, 95% CIs: -0.43, -0.07), but in the opposite direction anticipated. Contrary to Hypothesis 2, perceived resiliency was not significantly related to locus of support ($\beta = -0.17$, $SE = 0.14$, $p = .21$, 95% CIs: -0.39, 0.05, ns). Contrary to Hypothesis 3, the interaction between the two resilience narrative loci did not relate to perceived resiliency ($\beta = 0.06$, $SE = 0.05$, $p = .24$, 95% CIs: -0.03, 0.24, ns).

Perceived resiliency significantly related to both focal selection ratings (hiring recommendation: $\beta = 0.61$, $SE = 0.06$, $p = .00$, 95% CIs: 0.51, 0.70; emotional reaction: $\beta = 0.59$, $SE = 0.07$, $p = .00$, 95% CIs: 0.46, 0.69). The overall model test did not evidence significant moderated mediation in the outcome of hiring recommendation (IMM $\beta = 0.08$, $SE = 0.07$, $p = .24$, 95% CIs: -0.02, 0.19, ns), and emotional reaction (IMM $\beta = 0.03$, $SE = 0.03$, $p = .24$, 95% CIs: -0.01, 0.08, ns). Thus, support was not observed for Hypotheses 4 or 5.

12.1. Incremental validity analyses

In addition to our proposed model tests, we sought to answer a key research question concerning incremental validity of observed effects on selection ratings. The research question we examined in this study included: does perceived resiliency relate to focal selection outcomes above and beyond previously known selection predictors (i.e., competence)? To test this research question, we conducted hierarchical linear regression (Cohen & Cohen, 1984) in SPSS. We entered applicant perceived competence in Step 1 and perceived resiliency in Step 2. In the prediction of hiring recommendations, perceived competence was a significant predictor ($\beta = 0.50$, $SE = 0.05$, $p = .00$, 95% CIs: 0.39, 0.60) in Step 1 (F [1,122] = 83.91, $R = 0.64$, $R^2 = 0.41$, $SE = 0.74$), and perceived resiliency significantly predicted hiring recommendation score ($\beta = 0.47$, $SE = 0.10$, $p = .00$, 95% CIs: 0.27, 0.68) when added at Step 2 (F [1,121] = 59.61, $R = 0.70$, $R^2 = 0.50$, $SE = 0.69$), offering incremental validity ($\Delta R^2 = 0.09$, $\Delta F = 21.33$, $p = .00$). Similarly, in the prediction of emotional reaction, perceived competence was a significant predictor ($\beta = 0.17$, $SE = 0.03$, $p = .00$, 95% CIs: 0.12, 0.22) in Step 1 (F [1, 122] = 41.41, $R = 0.50$, $R^2 = 0.25$, $SE = 0.36$), and perceived resiliency significantly predicted emotional reaction ($\beta = 0.25$, $SE = 0.05$, $p = .00$, 95% CIs: 0.15, 0.35) when added at Step 2 (F [1, 121] = 37.99, $R = 0.62$, $R^2 = 0.39$, $SE = 0.33$), offering incremental validity ($\Delta R^2 = 0.13$, $\Delta F = 26.06$, $p = .00$).

13. Study 3 discussion

Study 3 results, in line with Studies 1 and 2, demonstrated that perceived resiliency directly related to selection ratings (i.e., hiring recommendation and emotional reaction), although evidence of moderated mediation was not found. In addition, this study showed incremental validity for perceived resiliency, beyond the variance explained by perceived competence, in relation to both hiring and emotional ratings. In terms of relative effects, perceived competence was more strongly related to hiring ratings than perceived resiliency, and perceived resiliency was more strongly related to emotional reactions than perceived competence.

14. General discussion

Resiliency is an important characteristic to understand because it is recognized as a competitive advantage in today's organizations (e.g., Avey et al., 2011; Shin et al., 2012). Accordingly, it is useful to understand the factors influencing how resiliency is attributed in pre-interview and interview selection contexts and the effects of such attributions. However, current research on resiliency has mainly adopted a self-report approach and has not investigated the factors that contribute to applicants being *perceived* as having resiliency. Further, existing research on how personal stories relate to decision-makers' perceptions of applicants has not yet investigated how or why different elements of such stories affect their evaluations of candidates. The current research highlights specific elements of resilience narratives—locus of adversity and locus of support—utilized by applicants in pre-interview and interview selection contexts where they are asked to share personal stories about themselves that affect perceived resiliency and subsequent selection ratings.
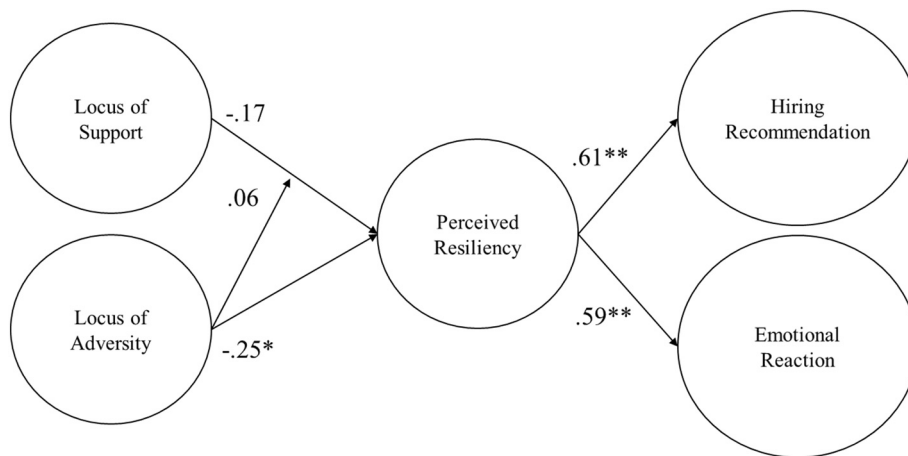
Fig. 5. Study 3 structural equation model.
Note. Standardized path estimates are reported. $*p < .05$; $**p < .01$.

We conducted experiments across different populations (working adults and working adults with hiring experience) and selection contexts (university applications and organizational selection interviews) to bolster the internal and external validity of our inferences. We also conducted interviews to test the ecological validity of current study effects. Preliminary interview data demonstrated that it was common for hiring personnel to ask applicants to share stories of encountering and responding to adversity, and hiring personnel also consciously assessed resiliency and the resilience narrative loci in applicant responses. Across Studies 1 and 2 we found that locus of support relates to perceived resiliency, when locus of adversity is internal, such that when one causes an adversity internal locus of support is related to higher perceptions of trait resiliency. This suggests that decision-makers are most likely to perceive an applicant as having greater trait resiliency if that applicant conveys that they have used internal resources of support to overcome an obstacle that they caused, relative to utilizing external support. All three experiments demonstrated that perceived resiliency relates to hiring recommendation and emotional reactions. Further, Study 3 demonstrated that perceived resiliency is significantly, positively related to selection outcomes above and beyond perceptions of competence. Overall, those perceived as having greater resiliency are more likely to be seen as suitable for selection and earn more positive emotional reactions.

Our findings demonstrate an underlying process for how perceived resiliency is evaluated and used in selection contexts, given that many of these results were replicated across different selection contexts and samples—with observers in each sample having their own selection procedures and goals when reviewing applicants. One interesting point to note in interpreting our findings is that not all study effects were replicated across the three experiments. Specifically, locus of support evidenced a significant relationship with perceived resiliency, in the expected direction, in Studies 1 and 3, but not in Study 2. And locus of adversity was significantly related to perceived resiliency in both Studies 1 and 2, but in the opposite direction than expected. Meaning, participants were seen as being higher on trait resiliency in Studies 1 and 2, when they stated that the adversity was internally caused. Interestingly, this finding aligns with quotes from the interview data concerning the desire for applicants and employees who acknowledge fault (see Table 1). For example, one individual with hiring experience in the interview study stated, in relation to asking interview questions about past adversity experiences: "I would be looking at their willingness to take responsibility for their actions," while another shared that they look for "ownership of whatever the cause may be or whatever caused the situation" in high quality applicants. Further, the interactive effect between locus of support and adversity on perceived resiliency replicated across Studies 1 and 2. However, locus of adversity, or its interaction with locus of support, did not significantly relate to perceived resiliency in Study 3. Although we cannot definitively determine why this lack of replication was observed, this may be due to a number of study-related characteristics. For example, in Study 3 a diverse set of recruitment methods were utilized, compared to recruiting from one source (as was done in Studies 1 and 2). In addition, participants read the job interview transcript in Study 3 but watched video interview excerpts in Study 2. Although written materials were also utilized in Study 1, this is the norm in assessing college applications; while job interview norms typically involve seeing and hearing an applicant. These diverse study characteristics offered useful insights and support for the effects that replicated across samples, mediums, and contexts, but these differential study characteristics may have diminished the relationship between our manipulated resilience narrative loci and perceptions of resiliency in some cases.

14.1. Theoretical implications

These findings are both theoretically interesting and informative. First, this work offers needed evidence concerning the role of resilience in pre-interview and interview selection contexts where applicants share personal stories. This work demonstrated that an assessment of resilience narrative elements and trait resiliency occurs consciously among decision-makers. In addition, across three studies, our findings demonstrate a significant positive relationship between perceived resiliency and selection ratings (i.e., hiring recommendation and emotional reaction). Finally, study findings offer direct contribution to research on impression management in

selection, as this model offers insight into how and why different elements of personal stories, which are a less commonly studied form of impression management, affect decision-maker's cognitive processes and their impact on selection ratings.

We believe that the link between resiliency and both hiring recommendations and emotions may be due to expectancy and morality beliefs. Weiner (1982) highlighted that, "effort attributions elicit strong moral feelings–trying to attain a socially valued goal is something that one 'ought' to do…[and] rewarding and punishing effort is instrumental to changing behavior" (p. 239). Thus, those perceived as doing what many would believe they "ought to do" (e.g., investing effort to overcome adversity) are viewed more positively, emotionally, and as better prepared for selection, and are rewarded for these characterizations with higher hiring ratings. In line with previous research showing a discounting effect (e.g., Baldwin & Baldwin, 1970), current empirical results demonstrated that when a potential external cause for a resilient outcome is a part of resilience narratives (i.e., external support in Studies 1 and 2), the applicant's resilience is discounted (i.e., was perceived as lower on resiliency), even though they overcame the adversity. This is an interesting finding, as Schumm et al. (2006) assert that social support is one of the most robust single markers of resiliency resources, yet sharing the use of support from others is linked to decreased attributions of trait resiliency.

In addition, although previous research has shown a negative direct effect of internal locus of adversity on perceptions of and reactions to individuals, our results did not support that assertion in selection contexts. In fact, in Studies 1 and 3 the opposite effect was observed. In interviews, hiring personnel stated that, as we are all expected to encounter failure or setbacks at some point, taking responsibility for faults is favored; and the qualitative results supported this idea. These findings offer novel insight into the link between behavioral resilience narratives and perceptions of resiliency, and also specific factors that shape resiliency attributions.

Further, we draw on and extend Attribution Theory by integrating this framework with resilience perspectives and situating this assessment within critical organizational contexts: pre-interviews and interviews. We offer a novel and important qualification to the assumption that sharing resilience narratives links to parallel perceptions of trait resiliency. Our investigation and results highlight that attribution processes may not always directly align with conceptual assumptions (e.g., assuming all resilience narratives will lead to the same attributions of trait resiliency). Rather, we uncover that decision-makers focus on internal sources of support and internally ascribed adversity causes in attributing trait resiliency to applicants. In addition, this work answered prior calls to go beyond behavioral expectation attributions to also examine the emotional effect of attributions (Weiner, 1985, 1986). The ideas here support the notion that attributions are a complex process, not always parallel to our assumptions (even among experienced hiring personnel), and contributes the knowledge that attributions of resiliency shape both hiring and emotional reactions to applicants.

Finally, as few investigations have considered or integrated research on perceived (other-reported) resiliency and resilience narratives (see King et al., 2016; Luthans, 2002), we delineate novel theoretical ties between various forms of resilience. We also contribute empirical insights based on experimental studies that highlight direct effects of resilience narrative elements on perceived resiliency and subsequent selection ratings. This is meant to offer greater clarity and utility to the resilience and selection domains. Overall, we demonstrate the role of resiliency in a context that is in need of empirical research concerning this topic, despite common practical applications, and we encourage further integration of resilience in selection and attribution frameworks.

14.2. Practical implications

By examining the effects of resilience narratives and how these narratives influence attributions, our results offer practical implications that can be directly implemented. The implications of this research address multiple groups of people: selection personnel, job applicants, and broader organizations. These results suggest that it matters to interviewers whether the applicant is perceived as having high trait resiliency. Thus, personnel selection interviewers should be made aware of how and why resilience narratives can affect their emotional reactions and hiring ratings. Organizations may benefit from developing tools and trainings that standardize or validate assessments of perceived resiliency. In terms of applicant experiences and goals, in line with previous research that has investigated how individuals are viewed when they disclose encountered difficulties (e.g., Ali et al., 2017; Lyons et al., 2017), the results of our work indicate that job applicants would do well to share narratives that focus on their internal support resources used to overcome and the responsibility they accepted for adversity. One caveat we offer concerning selecting for resilience is that some people may have a lower capacity to overcome adversity or share a resilience narrative through no fault of their own (e.g., due to overwhelmingly negative environmental conditions or not having encountered previous significant difficulties). Thus, organizations may first consider whether there is a need to select for resiliency for certain jobs and also consider expanding currently available organizational support resources to foster resilient outcomes among employees.

Further, the role of impression management in potentially affecting selection ratings should also be practically considered here. Meta-analytic evidence shows that although structured interview practices (e.g., having a standard set of questions consistently asked to all applicant) can weaken the positive correlation between impression management and hiring evaluations, a small to moderate relationship remains (Barrick, 2009; Levashina et al., 2014). Giving job candidates the opportunity to share their resilience narratives may give rise to greater self-promotion tactics (Huffcutt, 2011). The current study demonstrates the important effects of resilience narratives during pre-interview and interview contexts, so it may be fruitful for organizations to incorporate standardized, quantitative measures of trait resiliency into selection materials if interviewers plan to ask about personal stories. Our results show that hiring managers may be specifically interested in resilience, yet without formal measures of a candidate's resiliency, impression management may influence hiring recommendations during structured interviews in a biased manner.

14.3. Limitations and future directions

Our research has limitations that shed light on avenues for future research. First, our study design included an interview with

individuals with hiring experience and three laboratory experiments, but we did not conduct a field study in a real-world hiring context. To combat this potential realism concern, we shared with participants that their responses would be used to better understand and to improve current selection practices. In addition, interview data contributed to the ecological validity of our model, and manipulation check data supported the effectiveness of our interview wording in effectively conveying focal variables. Further, video and transcript methods are frequently used in selection research and they offer the valuable tradeoff of experimental control. Gorman et al. (1978) were unable to demonstrate statistically significant differences between transcript interviews and in-person interviews used in research. Future research will benefit from examining these effects in a field study with actual selection decisions.

Second, participants in these studies were only exposed to one candidate interview, as opposed to multiple rounds of interviews with an applicant, in making attributions and ratings. However, Kelley (1973) suggested that attributions can be made on the basis of a single observation, as individuals have prior life experiences and notions about plausibility from which they often draw on in the attribution process. We sought to address this limitation through the inclusion of a resume and other general applicant information presented. Third, the current study lends itself to future research on impression management during pre-interview and interview settings that was not captured in the current data. Future research can explore the extent to which job applicants formulate their past experiences to control others' perceptions of their trait resiliency. Researchers may also then investigate the extent to which job interviewers recognize impression management techniques when asking interview questions that illicit personal stories about resilience (i.e., resilience narratives). With the ultimate goal of accurately assessing candidates and determining fit between persons and job needs, it may be valuable for future research to tease apart the role of faking, psychological safety (e.g., whether applicants feel comfortable sharing their resilience narratives), and interviewer perceptions of applicant authenticity in achieving effective selection practices.

A fourth limitation of the current work is the assessment of perceived resiliency and selection outcomes ratings at the same time point. Scholars could delve deeper into this important process by longitudinally assessing these outcomes of perceived resiliency, as well as other relevant theoretical frameworks that can be used to better understand resiliency-related effects in selection. Future research would also do well in further exploring additional resilience factors and outcomes of perceived resiliency. As resilience in selection is understudied, future research can offer useful insights by testing other factors of shared resilience narratives (e.g., calmness and composure, specificity) and how these factors influence perceptions and decisions.

Lastly, the boundary conditions of the effectiveness of resilience narratives and attributional processes considered in the current work should be further developed. For example, future research may investigate if elements of resilience narratives differ in effectiveness depending on the extent to which expectations regarding the job require resiliency, such as jobs that involve high levels of turbulence and change (see Kossek & Perrigino, 2016). Also, importantly, future research should examine potential, theoretically-based individual difference moderators. Although we randomly assigned participants to conditions, and thus individual differences should be evenly distributed among our study conditions and should not be driving the observed effects, our study only sets forth an initial examination of a general selection phenomenon and does not account for potential heterogeneity due to individual differences.[5] Thus, future work is needed in this domain. Potential ideas include utilizing theories such as Social Identity Theory (Tajfel & Turner, 1986), to examine the role of interviewer characteristics like age, race, and gender, or Broaden and Build Theory (Fredrickson, 2004), to examine individual differences such as positive affectivity, in driving the who and when of observing these resilience narrative effects. As another example, Similarity Attraction Theory (Byrne, 1971) may provide a useful framework for examining whether alignment between individual differences of the interviewer and interviewee alters the observed effects.

14.4. Conclusion

The purpose of this study is to utilize Attribution Theory (Heider, 1958; Kelley, 1967), and extensions of this theory (e.g., Weiner, 1985), to guide an examination of resilience in selection. Specifically, this work provides evidence connecting elements of resilience narrative to the perceptions of trait resiliency formed by interviewers. This work also demonstrates the direct and incremental effect of perceived resiliency on important selection ratings: hiring recommendations and emotional reactions, above and beyond perceived competence. Interview and experimental data presented here provide support for the relevance of resilience in selection, and also highlight how and why personal stories of resilience relate to job-related and interpersonal outcomes. By conceptually integrating distinct, novel manifestations of resilience (i.e., resilience narratives and perceived resiliency), this work contributes definitional advancements to the domain of resilience research. Further, our findings offer specific empirical insights to the attribution, interview, and impression management domains of research. Future work would do well to extend these contributions via consideration of novel theoretical framing and boundary conditions (e.g., alternative resilience narrative dimensions, individual difference moderators not considered here, and other important outcomes) in selection contexts and at stages of employment.

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[5] At the request of a member of the review team, in Study 3, we included two individual difference measures. We chose a personality trait relevant to our focal variables: resilience (i.e., participants' self-reported trait resiliency) and a demographic variable relevant to our study context: selection (years of hiring experience), to explore as potential moderators. The interaction between years of hiring experience with neither locus of adversity ($\beta = -0.00$, $SE = 0.02$, $p = .80$, ns) nor locus of support ($\beta = -0.05$, $SE = 0.07$, $p = .49$, ns) predicted perceived resiliency. In addition, the interaction between rater trait resiliency with locus of adversity ($\beta = 0.44$, $SE = 0.37$, $p = .23$, ns) and locus of support ($\beta = 0.34$, $SE = 0.27$, $p = .21$, ns) did not significantly predict attributions of perceived resiliency.

CRediT authorship contribution statement

Danielle D. King: Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Project administration, Supervision, Writing – original draft. **Brent Lyons:** Conceptualization, Investigation, Supervision, Writing – original draft. **Cassandra N. Phetmisy:** Data curation, Investigation, Writing – review & editing.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Appendix A. Study 1 materials and manipulations

Candidate profile

```
AGE: 19
COUNTRY: UNITED STATES

UNDERGRAD INSTITUTION: Bellmore
APPLICATION TYPE: Full Time Student
ADMISSION PERIOD: Upcoming Fall Semester

HAS THIS STUDENT PREVIOUSLY APPLIED FOR ADMISSION?
YES             NO ✓
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"PROMPT EXCERPT: 'In your essay, be sure to describe a previous challenge or adversity that you faced and how you overcome that experience.'"

In the "**Internal Locus of Adversity**" condition, applicants stated, "I took on more credit hours in school than I could manage, along with my extra-curricular activities, in one semester."

In the "**External Locus of Adversity**" condition, applicants stated, "My school doubled the required credit hours and it became more than I could manage, along with my extra-curricular activities, in one semester."

In the "**Internal Locus of Support**" condition, applicants stated, "By honing my time management skills, I was able to overcome this difficult time. I had to cut back on all non-essential events until I was in a better academic situation. I am very happy that I made those decisions."

In the "**External Locus of Support**" condition, applicants stated, "By receiving assistance from school tutors and peer mentors, I was able to overcome this difficult time. These individuals helped me get to a better academic situation. I am very happy that they made those decisions".

Appendix B. Study 2 materials and manipulations

In the "**Internal Locus of Adversity**" condition, applicants stated, "This issue arose because I bought a car that was too expensive for my budget."

In the "**External Locus of Adversity**" condition, applicants stated, "This issue arose because a company that I worked for was hurt by the financial crisis and decided to cut all employees' salaries by almost half."

In the "**Internal Locus of Support**" condition, applicants stated, "I was able to overcome this adversity by reducing my spending and carefully managing my finances. I had to cut back on any non-essential purchases until I was in a better financial situation."

In the "**External Locus of Support**" condition, applicants stated, "I was able to overcome this adversity by receiving financial assistance from family and close friends. These individuals sacrificed to help me get to a better financial situation."

Appendix C. Study 3 materials and manipulations

High competence summary and resume

AGE: <u>33</u>

COUNTRY: <u>United States</u>

CURRENT: <u>Product Marketing Specialist</u>

APPLICATION TYPE: <u>Marketing Manager</u>

COGNITIVE ABILITY TEST SCORE: <u>130 (1 standard deviation above the average)</u>

RESUME

(Note: The job applicant's contact information has been removed to ensure confidentiality.)

EDUCATION
MS in Strategic Advertising and Marketing, **Temple University,** May 2009
BS in Business, **Temple University,** May 2007

RELEVANT WORK EXPERIENCE
Product Marketing Specialist, **Verizon,** 2014-Present
- Created and implemented a national social media marketing campaign, resulting in 7M new views
- Recruited and trained over 20 marketing specialists
- Initiated email, print, and digital marketing campaigns

Marketing Assistant, **JPMorgan Chase & Co.,** 2009-2014
- Assisted Marketing Manager with creation of a national marketing campaign
- Conducted keyword research and identified effective, high-volume keywords to increase online traffic

AWARDS
- *Employee of the Month,* **Verizon,** May 2019
- *Excellence in Graphic Design,* **JPMorgan Chase & Co.,** 2014

SKILLS
Proficient in Google Ads, Google Analytics and Tag Manager, Wordpress, Adobe Photoshop

Low competence summary and resume

AGE: <u>33</u>

COUNTRY: <u>United States</u>

CURRENT: <u>Product Marketing Specialist</u>

APPLICATION TYPE: <u>Marketing Manager</u>

COGNITIVE ABILITY TEST SCORE: <u>110 (1 standard deviation below the average)</u>

RESUME

(Note: The job applicant's contact information has been removed to ensure confidentiality.)

███████████████████

EDUCATION
BS in Business, **Temple University,** May 2007

RELEVANT WORK EXPERIENCE
Product Marketing Specialist, **Verizon,** 2014-Present
- Created and implemented a national social media marketing campaign, resulting in 7M new views
- Recruited and trained over 20 marketing specialists
- Initiated email, print, and digital marketing campaigns

Marketing Assistant, **JPMorgan Chase & Co.,** 2009-2014
- Assisted Marketing Manager with creation of a national marketing campaign
- Conducted keyword research and identified effective, high-volume keywords to increase online traffic

AWARDS
- *Employee of the Month,* **Verizon,** May 2019
- *Excellence in Graphic Design,* **JPMorgan Chase & Co.,** 2014

SKILLS
Proficient in Google Ads, Google Analytics and Tag Manager, Wordpress, Adobe Photoshop

In the "**Internal Locus of Adversity**" condition, applicants stated, "I overcommitted myself by scheduling meetings and other project tasks during the time that I should have been working on the budget-related assignment."

In the "**External Locus of Adversity**" condition, applicants stated, "My supervisor overcommitted me by scheduling meetings and other project tasks on my calendar during the time that I should have been working on the budget-related assignment."

In the "**Internal Locus of Support**" condition, applicants stated, "I was able to overcome this difficulty by working overtime and staying late in order to compensate for the time lost until I completed all the necessary tasks."

In the "**External Locus of Support**" condition, applicants stated, "I was able to overcome this difficulty by receiving assistance from my coworkers who pitched in and took on some of the critical tasks to help me meet the deadline."

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