

Management 450 Exam #2 Study Guide Chapters 6,7,8

Chapter 6: Selecting Employees and Placing Them in Jobs

FROM CLASS NOTES:

Selection:

- What are relevant KSAOs?
 - Did job analysis to find KSAOs
- Can you assess them?
 - Math, excel you can test on
 - Creativity & teamwork harder to assess
 - Some are cheap/expensive

Evaluating a Selection Test

- **Reliability:** extent to which a measure is free from random error
- **Validity:** useful
 - **Criterion-related validity:**
 - Correlations between “test” score and criterion (usually job performance)
 - Predictive validation
 - Concurrent validation
 - Do with employees you already have
 - A problem could be you don't have enough variation
 - People might approach the test differently if they already have a job compared to people trying to get a job

POTENTIAL TEST QUESTION: For the video in class does the test the firefighters do have high content validity? Answer: YES

- Physical fitness for state troopers is important but not content valid

POTENTIAL TEST QUESTION: Why would you use an In-Basket Test? Answer: Managerial aptitude

Selection process:

- **Personal selection:** the process through which organizations make decisions about who will or will not be allowed to join the organization
- **Steps in selection process:**
 - Screening applications and resumes
 - Testing and reviewing work samples
 - Interviewing candidates
 - Checking references and background
 - Making a selection
- **Reliability:** the extent to which a measurement is free from random error
 - Reliable measurement generates consistent results
 - Are you measuring something accurately???
 - *Correlation coefficient: statistics that measure the degree to which two sets of numbers are related, higher correlation signifies a stronger relationship*
- **Validity:** the extent to which performance on a measure (such as a test score) is related to what the measure is designed to assess (such as job performance)
 - **Criterion-Related Validity:** measure of validity based on showing a substantial correlation between test scores and job performance scores
 - **Predictive validation:** research that uses the test scores of all applicants and looks for a relationship between the scores and future performance of

- the applicants who were hired (more time consuming and difficult but best method)
 - **Concurrent validation:** research that consists of administering a test to people who currently hold a job, then comparing their scores to existing measures of job performance
 - **Content and Construct Validity:**
 - **Content validity:** consistency between the test items or problems and the kinds of situations or problems that occur on the job
 - exposes the job applicant to situations that are likely to occur on the job
 - validity based on experts subjective judgment, so most suitable for measuring behavior that is concrete and observable
 - **Construct validity:** consistency between a high score on a test and high level of a construct such as intelligence or leadership ability, as well as between mastery of this construct and successful performance of the job
 - **Ex:** if you could show that a test measures something called “mechanical ability” and that people with superior mechanical ability perform well as assemblers, then the test has construct validity for the assembler job
- **Generalizable:** valid in other contexts beyond the contexts in which the selection method was developed
 - Is a selection method that was valid in one context also valid in other contexts???
- **Utility:** the extent to which something provides economic value greater than its cost
 - **Ex:** at a company where sales people are responsible for closing million-dollar deals, the company will be willing to invest more in selection decisions
- **Immigration Reform and Control Act of 1986:** federal law requiring employers to verify and maintain records on applicants’ legal rights to work in the United States
 - **E-verify:** online site where employers input Form I-9 information showing employees identity and eligibility to work

Job Applications and Resumes:

- **Application forms:** low-cost way to gather basic data from many applicants and also ensures the organization has certain standard categories of information such as mailing address and employment history
 - Contact information: name, address, phone number, email address
 - Work experience: companies the applicant worked form job titles, dates of employment
 - Educational background: high school, college, and universities attended and degrees awarded
 - Applicants signature: signature following a statement that the applicant has provided true and complete information
- **Resumes:** usual way that applicants introduce themselves to a potential employer
 - Inexpensive way for employer to gather information and provide employers with a starting point
- **References:** applicant provide the names and phone numbers of former employers or others who can vouch for their abilities and past job performance
 - Up to the organization to call references and verify
 - If the person who is a reference gives negative information, then there is a chance for **defamation**, meaning the person damaged the applicant’s reputation by making statements that cannot be proved truthful

- **Background checks:** way to verify that applicants are as they represent themselves to be

Employment Tests and Work Samples:

- **Aptitude tests:** tests that assess how well a person can learn or acquire skills and abilities
 - Best known aptitude test is the **General Aptitude Test Battery (GATB)**
- **Achievement tests:** tests that measure a person's existing knowledge and skills
- **Physical ability tests:** many jobs still require certain physical abilities or psychomotor abilities (those connecting brain and body, as in the case of eye-hand coordination)
 - Use when these abilities are essential to job performance and avoidance of injury
 - Evaluate muscular tension, muscular power, muscular endurance, cardiovascular endurance, flexibility, balance, and coordination
- **Cognitive ability tests:** tests designed to measure such mental abilities as verbal skills, quantitative skills, and reasoning ability (intelligence tests)
 - Legal concern: historical adverse impact on African Americans
 - Some organizations responded with *race norming* (establishing different norms for hiring members of different racial groups)
- **Assessment center:** a wide variety of specific selection programs that use multiple selection methods to rate applicants or job incumbents on their management potential
 - Combination of several assessment methods to increase the validity of this approach
 - In-basket tests, test of more general abilities, personality tests
- **Personality inventories:** big 5 traits
 - Extroversion: sociable, gregarious, assertive, talkative, expressive
 - Adjustment: emotionally stable, nondepressed, secure, content
 - Agreeableness: courteous, trusting, good-natured, tolerant, cooperative, forgiving
 - Conscientious: dependable, organized, persevering, thorough, achievement-oriented
 - Inquisitiveness: curious, imaginative, artistically sensitive, broad-minded, playful
- **Honesty Tests and Drug Tests:**
 - Integrity tests used, generally ask applicants directly about their attitudes toward theft and their own experiences with theft
 - Drug testing might invade privacy, have procedures and policies clearly communicated so no controversy occurs
- **Medical Examinations:**
 - Employer may want to conduct medical examinations to see if the applicant can meet the job's requirements
 - Also may wish to establish the employee's physical condition at the beginning of employment so there is a basis for measuring whether the employee has suffered a work-related disability later on
 - May not use measure of size or strength that discriminates against women, unless requirements are valid in predicting ability to perform job
 - To protect candidates privacy, medical exams must be related to job requirements and may not be given until the candidate has received the job offer

Interviews:

- **Typical (nondirective):** interviews have low reliability/low validity
- **Structured interview:** can have acceptable validity
 - Trained interviewers ask questions based on job analysis
- **Situational questions (would do):** here's a situation that might arise on the job and what would you do?