Human Resource Selection 8th edition Gatewood Solutions Manual

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Chapter 2 - Job Performance Concepts and Measures

Job Performance Concepts and Measures (PPT 2-3)

- Applicants who score high on selection tests are predicted to do well in their future job performance
- But what is meant by "job performance"?
    - Traditionally, it has meant task performance, since most jobs involved physical activities
    - An employee's production was easy to measure
    - Selection tools measured knowledge of topics and tasks
- More service and knowledge-sector jobs (PPT 2-4)
- Concept of job performance and nature of selection tests changed
    - Teams of workers
    - Collaboration required in complex fields
    - Workers think, plan, make observations, draw conclusions, interpret data – not easily measurable
- How Job Performance is Viewed (PPT 2-5)
    - Task performance still the primary measure
    - Work characteristics behaviors measured in addition to task behaviors
    - 3 facets of job performance
        - Organizational citizenship
        - Adaptive performance
        - Counterproductive work behaviors
- How Job Performance is Measured (PPT 2-6)
    - Count the number of produced items or services rendered
    - Supervisors make judgments on a worker's job behaviors
- Type of Selection Measured Used…
    - Measuring of WRCs continues, but more
    - O*NET database identifies four categories of characteristics

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- Traditional applications also expanded

- **Task Performance - Production Data** (PPT 2-7)
  - The results of work comprising things that can be counted, seen, and compared
  - Measures based on specific nature of job tasks
  - So many measures, it is not possible to summarize
  - Table 2.1 gives examples, showing quantity and quality
- Table 2.1 – Examples of Production Criteria Measures for Various Jobs (PPT 2-8)
- Task Performance - Judgmental Data
  - An individual familiar with the work of another is required to judge the work
  - Usually uses a rating scale with numerical values
  - Usually done by the immediate supervisor, but can be done by subordinates, peers, customers
  - Judgmental data increasingly being used for performance measurement
- Types of Judgmental Instruments (PPT 2-10)
  - Trait Rating Scales - A bad method; don't use!
    - Supervisor evaluates subordinates on personal characteristics
  - Simple Behavior Scale - Better; can use.
    - Supervisor rates a subordinate on major or critical tasks of the job
  - BARS or BES - An even better method!
    - Behaviorally Anchored Rating scales (BARS)
    - Behavioral Expectation Scales (BES)
- Figure 2.1 – Example of a BES Rating Dimension for Job of Bartender (PPT 2-11)
- Types of Judgmental Instruments (cont.) (PPT 2-12)
  - 360 Degree Feedback – a useful technique for evaluating managers
    - Gathers judgmental information from superiors, peers and subordinates
- Issues with Judgmental Scales
  - Intentional and inadvertent bias
    - Halo, leniency, severity, central tendency
  - May be based on production data

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- **Organizational Citizenship Behaviors** (PPT 2-13)
- Not formally part of the job, but done by a worker to assist other workers or the organization
    - Teaching new workers
    - Assisting other workers
    - Putting extra time and effort into work
- Dimensions of OCBs: (PPT 2-14)
    - 1. Helping behavior
    - 2. Sportsmanship
    - 3. Organizational loyalty
    - 4. Organizational compliance
    - 5. Individual initiative
    - 6. Civic Virtue
    - 7. Self-Development
- What Prompts OCBs? (PPT 2-15)
    - Linked to org commitment, perceptions of fairness & leader supportiveness
- Relationship of OCBs with Other Performance Measures
    - Managers are influenced by worker's OCBs, especially judgmental performance evaluations
- Measurement of OCBs
    - Self-report judgmental scales used; bias?
- Table 2.2 – Behaviors Commonly Used in OCB Scales (PPT 2-16)
- **Adaptive Performance** (PPT 2-17)
- A deliberate change in the thinking or behavior of an individual because of anticipated or existing change in work activities or environment
    - Differences in WRCs can be used to predict differences in AP
    - Looking ahead, OCBs and AP will be included as parts of job performance in the near future
- Research on using AP in selection focused on which WRCs would predict AP: (PPT 2-18)

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    - Cognitive complexity
        - Consider and integrate conflicting information
    - Frame Changing
        - Alternate between multiple ways of attending to and interpreting problems and solution strategies
    - Resiliency
        - To persist and recover quickly
- Research on using AP in selection focused on which WRCs would predict AP: (cont.) (PPT 2-19)
    - Problem solving
        - To persist and work through the details of a problem
    - Learning ability
        - To apply lessons learned from previous experience
- Table 2.3 – Dimensions of Adaptive Behaviors (PPT 2-20)
- **Counterproductive Work Behavior**
- Undesirable performance actions that harm the organization and often its employees and customers
    - Any intentional behavior by an organization member viewed by the organization as contrary to its legitimate interests
    - Integrity tests developed to identify applicants with higher than normal probability of CWB
    - CWB costs billions of dollars
- Table 2.4 – Counterproductive Work Behaviors (PPT 2-22)
- CWBs may be classified as: (PPT 2-23)
    - ID, actions of deviance toward individuals
    - OD, actions toward the organization
- OCBs and CWBs are moderately negatively correlated
    - Two distinct constructs, not a single continuum of behavior
- Studies re relationship of CWBs to individual & organizational characteristics
- **Appropriate Characteristics of Job Performance Measures** (PPT 2-24)

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- Individualization - Must collect data about performance the individual controls
- Relevance - Must measure production of critical or important parts of job
- Measurability - Must be possible to generate a number that represents the amount or quality of work performed
- Variance – scores generated must have differences between them, to compare

- **Use of Criteria for Validation**
- Single vs. Multiple Criteria
  - Use of a single composite measure sees global performance; interpretation easy
  - Job analysis studies identify multiple tasks within jobs; each can be measured; global scores may not reflect all activities
- When to Use Each
  - For selection, use composite criterion
  - For research, use multiple scores
- Forming the Single Measure (PPT 2-26)
  - Dollar Criterion
    - What is the value of worker performance to the organization?
  - Factor Analysis
    - A majority of the separate measures combined into one factor; factor analysis may weight some factors
  - Expert Judgment
    - Must identify the weight of specific performance aspects

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