Predictor Constructs

- Constructs used in personnel selection
- Ability
  - Cognitive
  - Physical
- Personality
  - Conscientiousness
  - Emotional Stability
  - Agreeableness
  - Openness to Experience
  - Extraversion
- Integrity
- Occupational Interests

Cognitive abilities

- degree to which a person is able to learn and solve problems
- Specific cognitive abilities
  - verbal
  - mathematical
  - memory
  - reasoning
- **General Mental Ability**
  - Commonly used to refer to "overall" cognitive ability, across sub-dimensions
  - Synonymous with "intelligence"
  - A person with high GMA is likely to score well across various cognitive ability sub-dimensions
    - Have a strong vocabulary
    - Be a strong reader
    - Be good at math
    - Have a good memory

    - Learn quickly
    - Solve problems easily
  - GMA is a **stronger predictor** of important life outcomes, includes
    - task performance
    - academic performance
  - interviews are a method, not a construct
  - The strength of the validity coefficient depends on job complexity.
  - GMA is a stronger predictor of performance in highly complex jobs, relative to low complexity jobs
    - Low $r_{xy} = 0.4$: GMA is positively correlated with performance, even relatively simple jobs.
    - Mod $r_{xy} = 0.51$: No evidence of being "too smart" for a job.
    - High $r_{xy} = 0.58$: GMA matters most for the most complicated jobs.

- **Other cognitive abilities**
  - **Mechanical Ability**
    - Ability to work successfully with machines and equipment.
    - An understanding of how mechanical systems work
  - **Clerical Ability**
    - Ability to check and copy text entries quickly and without error.
  - **Physical Abilities**
    - Muscular Strength
      - Tension/Power/Endurance
    - Cardiovascular Endurance
      - Stamina
    - Movement Quality
      - Flexibility/Balance/Coordination

Non-cognitive predictor

- **Personality**
  - personality tends to affect work outcomes via a person's level of motivation and social engagement in the work environment
  - personality and GMA tend to be complimentary, accounting for unique sources of variance in performance
  - Personality traits are used to account for behavioural consistency

- **Five factor Model**
  - Openness to experience: Imagination, interest in art, curiosity
  - Conscientiousness: Dependable, achievement oriented, hard-working
  - Extraversion: Sociable, gregarious, assertive
  - Agreeableness: Courteous, flexible, good natured
  - Neuroticism: Anxious, easily upset, highly emotional
- two of big 5 traits are universal predictors
  - **Conscientiosness**: $r_{xy} = 0.24$
  - **Emotional stability**: $r_{xy} = 0.17$
- others of big 5 traits
  - Agreeableness: teamwork
  - opennes: training performance
  - extraversion: managerial perforamnce
- personality traits are continuous variables
- **Myers-Briggs Type Indicator (MBTI)**
  - the MBTI assigns people to **discrete** "types" or categories of personality instead of continusous variables
  - the MBTI is fairly unreliable and not very useful.
- broad traits(e.g. conscientiousness) are better predictors of broad outcomes(e.g., overall work performance),
- personality constructs tend to be largely uncorrelated with general mental ability
  - adding personality as a predictor results in incremental validity
  - personality accounts for variance in performance above and beyond GMA
- faking may not be as large of a problem as it initially may seem
- Strategies that can be used to reduce faking
  - Warnings that faking will be detected
  - Using other-reports
    - other-reported personality scores are often more valid than self-reports
  - Use personality to "screen out" rather than "select in"
    - Use personality inventories to narrow the pool, but make final decisions using other predictors

Integrity is defined as the degree to which a person is honest, reliable, and ethical

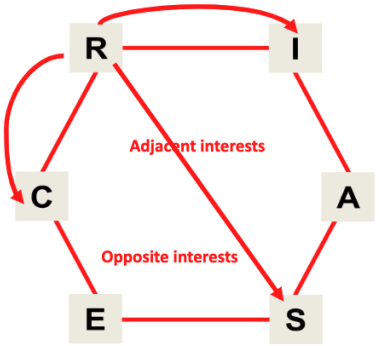
- integrity is a relatively strong predictor of counterproductive work behaviours
- integrity is also a useful predictors of task performance

occupational interests

- Holland's RIASEC model is the most common conceptualization of occupational interests
  - Realistic Interests
    - Technical, hands-on tasks
  - Investigative Interests
    - Scientific, intellectual tasks
  - Artistic Interests
    - Creative, imaginative tasks
  - Social Interests
    - Helping, interpersonal tasks
  - Enterprising Interests
    - Leadeship and influencing tasks
  - Conventional Interests
    - Data management tasks

Holland's interests are arranged in a hexagon, such that individuals are likely to hold adjacent interests.

Likewise, people are least likely to hold interests that are in opposite positions on the hexagon.



  - people who has realisitc interests, are more likely having conventional interests and investigative interests, but less likely to have social interests
- Interests predict job performance best when the interests are matched to the job.
- the relationship between interests and job performance is strongest when there is strong congruence between the interest and the job