

Solution Manual for Human Resource Selection 8th Edition Gatewood S Feild Barrick 1305102681 9781305102682

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Job Performance Concepts and Measures 1
Human Resource Selection, 8e, Gatewood

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

- **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)

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)

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