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工商管理经典英文版·人力资源管理系列

Human Resource Selection

人力资源甄选

(第5版)

罗伯特·D. 盖特伍德 (Robert D. Gatewood) / 著
休伯特·S. 菲尔德 (Hubert S. Feild)



清华大学出版社

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by Robert D. Gatewood and Hubert S. Field

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21世纪的人类社会正处于一个前所未有、复杂多变的环境之中，企业的生存方式和发展模式也随之改变。中国企业面临着以下严峻的挑战：

全球化的冲击。中国经过10多年的努力，终于加入了WTO，全面融入了全球化的经济体系。但是随之而来的问题是，中国企业不得不面对强大的外国企业的挑战，包括市场挤压和人才争夺等等，这就促使中国的企业必须具有全球化的意识，从更高的视角制定和实施企业发展战略。

高科技的发展。高新科技的发展，一方面提高了企业生产与服务的质量和效率，降低了企业成本；但另一方面，由于技术可模仿性的增强，也加剧了企业之间的竞争。

知识资本的地位显著提高。伴随着全球化趋势的加剧，以及科技日新月异的发展，知识资本逐渐取代了财物资本而上升到企业战略性资源的地位，成为企业价值增值的主要源泉。所以，能否吸引、获得、培训和激励员工，尤其是知识型员工，对于企业能否赢得竞争优势至关重要。

在这种大环境下，现代人力资源开发与管理也逐渐显现出新的特点：

1. 人力资源管理是企业战略的重要组成部分，是建立和保持企业核心竞争力的关键。从高层领导到中低层管理者，都必须对企业的人力资源管理负责，而不仅仅是由企业人力资源部门人员唱“独角戏”。

2. 现代人力资源管理强调员工对企业的重要性，人力资源既然是资源，就需要经营。企业应该以一种全新的视角看待员工，要按照营销的思维开发组织中的人力资源，即站在员工需求的角度，通过提供令员工满意的职业生涯规划 and 人力资源产品与服务

务，来吸引、保留、激励和开发企业所需要的各层次人才。

3. 21世纪人力资源管理的核心是如何通过价值链的管理，来实现人力资本价值的增值。而价值链的设计和实施，就是对人才进行激励和开发的创新过程。

为了应对知识经济带来的以上挑战，我国的企业必须借鉴国外先进的企业管理理论和实践经验，尤其是人力资源管理领域的丰富经验。为此，我们与国际著名的汤姆森学习集团、麦格劳·希尔教育出版公司合作，引进出版了这套国外人力资源管理领域的经典丛书，以期能够为中国人力资源管理教育和企业的人力资源管理实践，提供最前沿的管理理念、最实用的技能和方法，以及最具操作性的案例，从而全面提升我国人力资源管理研究和实践的水平以及企业的竞争力。

在本丛书版本的甄选过程中，我们本着重视结构、宁缺毋滥、参考世界著名商学院人力资源管理专业设置和教材选用情况，以及对中国企业具有实用性的原则，重点确定了一批内容新、国外采用量大、操作性强的优秀教材。本套丛书覆盖了人力资源开发与管理各重要领域的最新研究成果，并汇集了世界各国企业在人力资源开发与管理方面的大量优秀案例，包括《战略人力资源》、《人力资源开发》、《人力资源甄选》、《职业生涯管理》、《薪酬手册》和《经理人薪酬完全手册》等。

本丛书的读者包括：全国各工商管理院校教师与高年级本科生、研究生、MBA、各企业和事业单位高中级管理者、人力资源管理研究者、咨询机构人员和管理培训人员，以及对人力资源管理感兴趣的广大社会自学者。

希望我们这套丛书能为中国企业形成“以人为本”的管理文化，全面提升企业竞争力做出应有的贡献。

和君创业·闻洁工作室

2003年3月



我们每一个人都曾经接触过人力资源甄选活动，或者应聘过某一学校或公司的职位，或者曾作为某一组织的工作人员做出过甄选决策。无论是从哪个角度来看，大家普遍认为人力资源甄选活动是令人不安的，而且具有较大的不确定性。我们曾经不止一次地听应聘者说过这样的话：“我不知道他们在寻找什么样的人？”我们也曾经不止一次地听招聘者嘀咕：“我怎样才能够区分这些应聘者呢？我希望我做出了正确的选择。”

甄选过程对我们大多数人来说并不陌生。在此过程中，收集应聘者的信息是必不可少的一环，申请表、面试以及各种各样的测试都可以服务于此目的。接着，这些信息被用来对应聘者进行比较，以便分辨出哪些人的工作绩效可能会更好。即便如此，我们还是常常会感到疑惑，“既然甄选过程是如此常见，为什么还会存在着焦虑和不确定性呢？”

我们认为可能有两个原因：（1）在对应聘者及其未来工作绩效进行评价方面，甄选存在着一些内在的不能够完全被控制的特性；（2）即使甄选在程序上是明确的，它仍然有一些更重要的方面，人们还并不十分清楚。比如，应该考察应聘者的哪些方面，应该使用哪些工具来收集信息，以及应该如何归纳信息来确定合适的候选人，等等。为了设计一个有效的甄选计划，并且使应聘双方对甄选过程感觉舒适，明确甄选的上述每一个方面都是至关重要的。我们认为，甄选的这些方面是甄选的技术性要素，因为对这些方面的明确离不开心理测验、统计分析、甄选的概念框架、以往经验研究的结论以及各种各样的法律约束。

提供人力资源甄选方面的技术性知识正是本书的目的所在。我们希望这些知识会对那些现在正在或者将来会为某一组织设计并实施甄选计划的人有用。我们总结了在甄选过程中的一些重要

结论，并且将这些结论揉进了我们对甄选计划设计的建议当中。本书分如下五个部分系统地介绍了甄选的技术。

第Ⅰ篇：人力资源甄选概述。本部分介绍了甄选的性质以及相关的法律知识。第1章描述了甄选的目的——确定高绩效工作者，并且描绘了为制定一个有效的甄选计划所必须采取的几个主要步骤，以及这些计划的局限性。第2章通过讨论法律、联邦法规、法庭判例以及确定歧视的手段，为读者介绍了在甄选过程中所必须考虑的法律约束。

第Ⅱ篇：人力资源甄选基础。本部分介绍了作为甄选基础的心理测量。第3章介绍了测量的定义及性质。第4章分析了信度对于测量的重要意义，以及确定信度的各种方法。第5章讨论了效度，并且集中讲述了有效信息的解释与含义。第6章介绍了使用相关信息进行甄选决策，以及为甄选测量设立指标体系的方法和策略。

第Ⅲ篇：人力资源甄选中的工作分析。本部分描述了制定甄选计划的第一个步骤。第7章概述了甄选中的工作分析，以及组织中工作分析的应用情况。第8章描述了甄选中最常用的工作分析方法及其应用方法。第9章讨论了使用工作分析方法确定工人的知识、技术、能力以及其他特点。本章的重点是工作分析数据是如何转化为甄选手段的。

第Ⅳ篇：工作绩效预测。本部分是全书最长的部分，包括7章（10-16章）。本部分在每一章中都讨论了一种甄选工具，回顾了以往关于这些工具效度和信度方面的研究，以及如何建立并使用这些工具。

第Ⅴ篇：标准测量。本部分只涉及一个主题：标准测量。第17章概述了工作绩效测评的本质特征与手段。标准测量是制定和实施一项全面的甄选计划的关键环节。

本版的更新之处

在人力资源甄选的第5版中，我们通过吸纳最近的研究，分析这些研究对于实施甄选计划的指导意义，为读者提供了本领域最新的知识。这些革新包括甄选适用的最新法律和小组织中的甄选，还回顾了甄选预测方面的最新研究，甄选预测包括申请表、测试、个性调查表以及就业面谈。

致谢（略）

罗伯特·D. 盖特伍德
雅典城，乔治亚州

休伯特·S. 菲尔德
奥博城，阿拉巴马州

PREFACE

All of us have been involved in the human resource selection program of an organization at one time or another. We have been applicants to schools and businesses or we have been on the other side as organization members making decisions about applicants. From either perspective, a common reaction to selection is uneasiness and uncertainty. How many times have we heard an applicant say something like, "I wonder what she was looking for?" How many times have we heard a decision maker mutter, "How can I tell the difference among these applicants? I hope I made the right choice."

The procedure of selection is familiar to most of us. We all know that the procedure is necessary to collect information from applicants about themselves. Such devices as applications, interviews, and various kinds of tests are used for this purpose. We also know that this information is then used to make comparisons among applicants in the hopes of identifying strong future performers. Even so, the question often arises, "If selection procedures are so commonly known, why do uneasiness and uncertainty still occur?"

We think there are two reasons: (a) There are some inherent features of selection—in evaluating applicants and predicting future performance—that cannot be totally controlled; and (b) Even though selection procedures are well known, the more important parts of selection are not well understood, such as what applicant characteristics should be examined, which devices should be used to gather information, and how information should be combined to identify desirable applicants. Understanding each of these aspects of selection is critical to building an effective selection program and being comfortable with its operation. We think of these aspects as the technical components of selection—technical in the sense that psychometric procedures, statistical analyses, conceptual frameworks of selection, findings of previous empirical research, and various legal constraints all contribute to an understanding of the process.

It is the purpose of this book to present technical information in a manner that will be useful and, we hope, interesting to those who are or will be involved in the development and implementation of a selection program for an organization. We have summarized important research in selection and have incorporated these results into recommendations for the development of a selection program. This book, therefore, is intended to be useful to those working in selection. The text is divided into the following five sections, which systematically present the technical aspects of selection.

Part I: An Overview of Human Resource Selection. This section presents the nature of selection programs and their legal context. Chapter 1 describes the purpose of selection—the identification of high-performance individuals—and outlines the major steps that must be taken to develop an effective selection program, concluding with the limitations that must be addressed in these programs. Chapter 2 presents the legal constraints that must be considered in selection by discussing laws, federal guidelines, court cases, and methods used to determine discrimination.

Part II: Foundations of Measurement for Human Resource Selection. These chapters treat the psychometric measurement concepts that are basic to selection. Chapter 3 introduces the topic of measurement and discusses its definition and nature. Chapter 4 is devoted to the importance of reliability and methods of estimating reliability. Chapter 5 discusses validation strategies and focuses on the interpretation and meaning of validation information. Chapter 6 presents the methods and strategies for using information in selection decision-making and setting cutoff scores for selection measures.

Part III: Job Analysis in Human Resource Selection. This section describes the first steps in developing a selection program. Chapter 7 gives an overview of job analysis in selection and the implementation of a job analysis program in an organization. Chapter 8 describes the most common job analysis methods implemented in selection and how they are used. Chapter 9 discusses the identification of worker knowledge, skills, abilities, and other employee specifications, using job analysis methods. The emphasis in this chapter is on how data are translated into selection measures.

Part IV: Predictors of Job Performance. This section, composed of seven chapters (10–16), is the longest. The discussion of a major selection instrument in each chapter reviews research about the validity and reliability of the instrument and treats its appropriate construction and use.

Part V: Criteria Measures. This section covers only one topic: criteria measures. Chapter 17 is an overview of the essential characteristics and methods of measuring work performance for use as criteria data in validation. Criteria measures are an essential component in developing and implementing a complete selection program.

NEW TO THIS EDITION

In the fifth edition of *Human Resource Selection*, we provide up-to-date information on selection by incorporating recent research, and the implications of that research, for the implementation of selection programs. These changes include updates on legal developments as they apply to selection, greater coverage of topics relevant to the problems of selection in small organizations, and reviews of recent research on predictors used in selection including applications, tests, personality inventories, and employment interviews.

ACKNOWLEDGMENTS

One of the nicest aspects of writing a book is that it presents a formal opportunity for the authors to thank individuals who have had positive influences on both them and their text. Robert Gatewood would like to thank his mother, Sophie, and

his father, Maurice, for all of their love, advice, humor, and friendship; they have made life easy and fun—and are doing the same for their grandchildren. I also thank Evelyn and Robert Perloff who guided me through graduate school and my early professional life. They provided both technical and professional direction at a critical time. Finally, I thank Mary Evans for helping me put my chapters together in a systematic and understandable fashion.

Hubert Feild would like to thank Hubert and Bernice Feild, his parents. Their love, support, and sacrifice will always be remembered. Bob Teare, Bill Owens, Lyle Schoenfeldt, and Don Mosley served as important mentors and role models early in my career. Their work with me will always be appreciated. I am indebted to Art Bedeian, Bill Giles, Stan Harris, Bill Holley, and Kevin Mossholder for their encouragement, and to Achilles Armenakis for his support. Although the “miles” of therapy with Achilles have turned into “feet,” they are still appreciated.

Several people have been instrumental in the writing of various editions of this book. We especially thank the following reviewers for their time and comments, which improved the various editions:

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G. Bernard Yevin—*Fontbonne College*

Other persons provided aid, support, and assistance that ranged from discussing the interpretation of relevant research to drinking Cokes and sharing humor during the day: Chris Riordan, Jim Ledvinka, Dwight Norris, and Robert Hirschfeld. Art Bedeian got us started on the first edition and had confidence in two new book writers. Not to be forgotten are Mason and Mikaela Gatewood who slept late enough most mornings so that chapters could be revised, and Michael Cole, who had the last word on this edition by helping with the indexes.



The people at Harcourt were, of course, the main force behind this effort. Special thanks goes to those who pushed the fifth edition through its writing, development, and production: John Weimeister, Bobbie Bochenko, Barrett Lackey, Lisa Kelley, and Linda Blundell.

To all of the above individuals, we simply say, "Thank You. We sincerely appreciate your efforts."

Robert D. Gatewood
Athens, Georgia

Hubert S. Feild
Auburn, Alabama

ABOUT THE AUTHORS

Robert D. Gatewood received his Ph.D. in industrial psychology from Purdue University and is currently Professor of Management and Associate Dean for Academic Programs in the Terry College of Business at the University of Georgia. (Note: In writing the previous edition, Bob wised up and stepped down as Chairman of the Department of Management. During the writing of this edition, however, Bob dumbed-down and took the job of Associate Dean. You would think someone with a Ph.D. degree from one of top industrial psychology programs in the country would know better.)

Many editors of journals such as the *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Personnel Psychology*, and the *Journal of Occupational and Organizational Psychology* have anxiously awaited and published Bob's work—if only as a comic diversion. Because Bob was convinced that as children, Jennifer and Nat (his adult children) enjoyed hearing him read his articles before their bedtime, he decided to have two more kids who could also enjoy exposure to his work, Mikaela and Mason.

As a consultant, Bob has worked with a number of organizations. Many are still in business. These include PPG Industries, Westinghouse, BellSouth, and Ford, to name a few. To this day, Bob enjoys his professional juggling routine: administrative work, research, writing, consulting, teaching, and training. In particular, Bob thrives on committee work. As Bob says, "If it looks like a committee and acts like a committee, then I want to be on it!" Now, we understand his predilections toward administrative positions.

Hubert Spottswood Feild earned his Ph.D. in industrial psychology from the University of Georgia. He has been a faculty member in the Department of Management at Auburn University for his whole adult life (at least measured chronologically rather than in psychological maturity, which is doubted by many). Known as "Junior" to both of his friends, Hubert has done many things at Auburn (some of which we can mention in this book). For example, he is now the Torchmark Professor of Management. Junior earned this distinction because he has published many, many articles in such journals as *Academy of Management Journal*, *Journal of Applied Psychology*, and *Personnel Psychology*. He has also done many projects for companies such as SONY, PPG, Industries, and GE. He has been successful in these because he finds excellent coworkers and stays out of their way. And, he reads the chapters in this book that Professor Gatewood wrote, tries to understand those, and calls Gatewood when he needs help.

Some people consider Junior to be individualistic (the word "eccentric" is commonly used). This is for behavior like the following. He played in the college World Series and passionately wanted to play in the majors. But when he was drafted by the California Angels, he said no, went to work for Exxon, and lasted 6 months. In graduate school, Junior could not decide between psychology and business, so he did both, taking courses and written/oral examinations in each field. For the last 30 years, he has been in Auburn, Alabama or wherever his son Taylor is working on botany projects. Their latest adventure was in New Caledonia. Junior spent his time putting up antennas and speaking to everyone in the world on his ham radio. He and his wife Claire threw out all material possessions that smacked of formality: china, silver, tablecloths suits, ties, and shoes (other than tennis). The one rational thing that Junior has done has been to stay off of every committee, professional panel, and journal review board that he could. This is why he has been able to do a bunch of fun stuff. This makes Gatewood wonder where his own life went wrong.

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