



Purpose – of this study was to determine statistically significant (valid) relationships between OAD measures of personality traits and job behaviors with measured job performance. These relationships satisfy EEOC demands for job relatedness and assist clients to better recruit, manage, and develop individuals for the Restaurant Manager position.

Performance Criteria – were tenure and a grouped rating of overall performance ranging from 5 (excellent) down to 1 (least satisfactory). For appropriate analysis of the latter performance measures (grouped data) the Kendal tau technique was used. We also correlated these two measures against each other to determine if there was a relationship.

Analysis Results – below are listed the statistically significant results of the correlations between the OAD Survey and performance measures. The cut-off established by the EEOC and the American Psychological Association is .05 (i.e. a less than a 1 in 20 chance occurrence). Note that a higher .01 level of significance means that there is a 1 in 100 chance of occurrence.

Longer Tenure and Lower Performance: Sig. Level - .04

Traits		Perceived Job Behaviors	
Constructs	Significance Level	Constructs	Significance Level
Higher P / Lower A	.008	Higher P / Lower A	.03
Higher P / Lower E	.003		
Higher D / Lower E	.02		

Traits		Perceived Job Behaviors	
Constructs	Significance Level	Constructs	Significance Level
Higher E / Lower P	.0001	Higher A / Lower D	.0001
Higher E / Lower D	.0001	Higher E / Lower D	.02
		Higher Creativity	.04

Interpretation – The statistically significant correlation between longer tenure and lower performance is puzzling. One would expect that the Traits and Perceived Job Behaviors associated with high performance would coincide with longer tenure, but the inverse is true.

Among our questions were –

- Were the overall performance measures only recently introduced?
- Were these measures tainted by subjective or purposely skewed measures?
- Do Managers with high overall performance measures leave the company more frequently?
- Are longer tenured Managers partially protected from any actions in spite of poor overall performance appraisals.

OAD JOB VALIDITY STUDY EXECUTIVE SUMMARY

POSITION: RESTAURANT MANAGERS
INDUSTRY: RESTAURANT CHAIN

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These questions need to be explored between the client and the OAD Consulting Team. Inherently contradictory performance measures in a particular job are not infrequent. Customer Service being evaluated on their sales skills, Accounting being evaluated on creativity, and Sales Representatives being evaluated on attention to detail are three instances where the performance measures are, at best, irrelevant to job performance, or, at worse, actually impede job performance.

The **Longer Tenured** Restaurant Managers are by temperament patient, methodical, and amiable people (Higher P/Lower A) and see the need to reinforce these qualities in their job behaviors. Also, these are reserved, analytical, and introspective personalities (Higher D/Lower E) who are more comfortable with data and facts and figures rather than a lot of social interaction. See illustration 1.

Conversely, their "opposite" personalities are outgoing, socially oriented, impatient, and driving - and have the higher **Overall Performance** measures. Additionally, these higher performing and shorter tenured Managers see the need to exercise Higher Creativity – innovation and resourceful thinking – and be more assertive, self-assured, and independent (Higher A/Lower D) in Perceived Job Behaviors. See illustration2.

Illustration 1, Longer Tenured Restaurant Managers

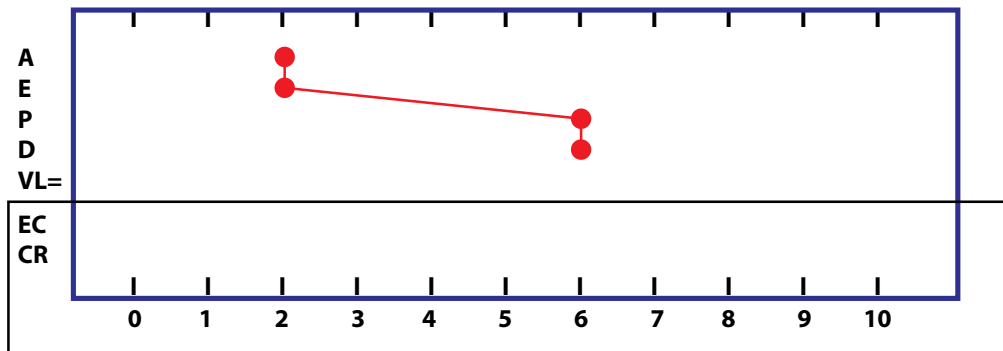


Illustration 2, Highest Overall Performance Restaurant Managers

