

There has been less research on the validity of job knowledge tests than on other ability tests. One study, however, provided relatively strong support for the validity of job knowledge tests. A meta-analytic review of 502 studies indicated that the "true" validity of job knowledge tests in predicting job performance is .45. These validities were found to be higher for complex jobs and when job and test content were similar.⁵⁶

Emotional Intelligence Tests

Increasingly, researchers argue that measures of cognitive intelligence miss an important piece of the abilities puzzle, namely, social or emotional intelligence. More and more, organizations are using measures of emotional intelligence (EI) in selection decisions. We consider EI by answering four questions: (1) What is EI? (2) How is EI measured? (3) How valid is EI? and (4) What are the criticisms of EI?

What Is Emotional Intelligence?

One of the most prominent EI researchers defines EI as "the ability to monitor one's own and others' feelings, to discriminate among them, and to use this information to guide one's thinking and action."⁵⁷ Thus, EI may be broken down into the following components:

- *Self-awareness*: Good at recognizing and understanding one's own emotions
- *Other awareness*: Good at recognizing and understanding others' emotions
- *Emotion regulation*: Good at making use of or managing this awareness

It is not hard to understand that this concept is important. Wouldn't nearly every employee be more effective if he or she could readily sense what he or she was feeling (and why), sense what others were feeling, and manage his or her own (and others') emotions?

How Is Emotional Intelligence Measured?

Although there are many variants, EI has mainly been measured in two ways. First, some EI measures are very similar to items contained in a personality test, and, indeed, one review found that such EI items are strongly related to personality, especially to emotional stability and conscientiousness. Second, other EI measures are more ability-focused. For example, some measures involve describing the emotional qualities of certain sounds and images. While these measures bear less similarity to personality measures, they have been criticized for having poor reliability and for their content validity (one measure asks test takers to identify the emotions of colors). Somewhat troubling is the fact that the two types of measures do not appear to assess the same construct. One review revealed that personality-like and ability measures only correlated $r = .14$.⁵⁸

Of the two types of EI measures, the former—the personality-like variety—is more common. Exhibit 9.5 contains items from a nonproprietary (i.e., free) personality-like EI measure.