

Furthermore, video-based situational judgment tests appear to generate positive applicant reactions.⁸³

One possible limitation of situational judgment tests is that while they are easier to administer than work sample tests, and have less adverse impact and more positive applicant reactions than cognitive ability tests, they are not as valid as work sample tests or job knowledge tests. Moreover, because situational judgment tests are generally significantly correlated with cognitive ability ($r_{xy} = .32$) and personality (especially conscientiousness, $r_{xy} = .27$), there is reason to worry about whether they have incremental validity beyond cognitive ability and personality. Some studies have shown that they do.⁸⁴ However, other studies have shown little or no incremental validity.⁸⁵ In the aforementioned meta-analysis, the average incremental validity contributed by situational judgment tests over cognitive ability and personality tests was only $\Delta r = .02$. As the authors note, this is not the last word on the incremental validity of situational judgment tests. However, given the recent attention focused on situational judgment tests, one might well wonder, "Where's the beef?"

If situational judgment tests are used, three important decisions must be made. First, there is the issue of format. The two main formats of situational judgment tests are written and video. With video tests, applicants first view a video clip that typically involves a role-play episode (e.g., an employee whom the applicant is assumed to supervise asks for advice about a personal matter) and then are asked to choose from a list of responses. Some evidence suggests that video-based situational judgment tests have less adverse impact than written ones and may have higher levels of incremental validity.⁸⁶

Second, there is the issue of scoring. Although general scoring schemes are often developed so that responses can be quickly recorded and scores computed, care needs to be taken in developing the scoring scheme. Generally, the more knowledge the scorer has about the specific requirements of the job, the more valid the situational judgment test scores will be.⁸⁷

Finally, the third issue is which constructs should be measured. Of course, job analysis should be the guide here: constructs that job analysis has suggested are important in order to perform the job should be assessed. More generally, research indicates that some constructs measured by situational judgment tests appear to be more valid than others. Specifically, research indicates that situational judgment tests that measure leadership, personal initiative, and teamwork tend to predict job performance best. That may be because these constructs are not well measured by other means (i.e., situational judgment tests measure these important aspects distinctly well).⁸⁸

Integrity Tests

When asked to identify the qualities desired in ideal job applicants, employers routinely put honesty and integrity at the top of their list. In a survey, college recruitment were asked to rate the importance of various skills/qualities in job candidates on

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