

scores will be verified with a paper-and-pencil test should they advance in the selection process.⁸

Evaluation of Personality Tests

Many comprehensive reviews of the validity of personality tests have been published. Nearly all of the recent reviews focus on the validity of the Big Five.⁹ Although there are some inconsistencies across reviews, the results can be summarized in Exhibit 9.2. As the exhibit shows, each of the Big Five traits has advantages and disadvantages. However, the traits differ in the degree to which they are a mixed blessing. Specifically, whereas the disadvantages of agreeableness and openness appear to offset their advantages, the advantages of conscientiousness and emotional stability, and, to some degree, extraversion outweigh the disadvantages. These three traits also happen to have the strongest correlates with overall job performance. Conscientiousness and emotional stability, in particular, appear to be useful across a wide range of jobs. Thus, in general, the personality traits of

EXHIBIT 9.2 Implications of Big Five Personality Traits at Work

Big Five Trait	Advantages	Disadvantages
Conscientiousness	• Better overall job performers • Higher levels of job satisfaction • More likely to emerge as leaders • Fewer "deviant" work behaviors • Higher retention (lower turnover)	• Lower adaptability
Emotional stability	• Better overall job performers • Higher levels of job satisfaction • More effective leaders • Higher retention (lower turnover)	• Less able to identify threats • More likely to engage in high-risk behaviors
Extraversion	• Perform better in sales • More likely to emerge as leaders • Higher levels of job satisfaction	• Higher absenteeism • More accidents
Agreeableness	• More valued as team members • More "helping" behaviors • Fewer "deviant" work behaviors	• Lower career success • Less able to cope with conflict • Give more lenient ratings
Openness	• Higher creativity • More effective leaders • More adaptable	• Less committed to employer • More "deviant" work behaviors • More accidents