

The Political Agenda: Exploring Biases in Job Analysis

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Rater Biases in Job Analysis

- ◎ Response biases in incumbents' job analysis ratings (Smith & Hakel, 1979)
 - > Self-interest
 - > Job satisfaction
 - > Organizational climate
 - > Level of compensation
- ◎ Distorted perceptions (Arvey et al., 1982)
 - > Perceived motivational value
 - > Social cues from co-workers

Rater Biases in Job Analysis

- Incumbents are thought to be highly susceptible to all social influence sources of inaccuracy (Morgeson & Campion, 1997)
 - > Self-presentation
 - Impression management
 - Social desirability
 - Demand effects
- Influence both the generation and judgment of job analysis data.

Perceptions vs. Actual Events

- Lewin (1936) suggested that people respond based on their perceptions of reality, not reality per se.
- Porter (1976) argued that even if perceptions are misperceptions of actual events, they are important to study and to understand, particularly in the case of organizational politics

Organizational Political Perceptions

- ⦿ “Actions directed toward the goal of furthering their own self-interests without regard for the well-being of others or their organization” (Kacmar & Baron, 1999, p. 4).
- ⦿ Influential groups that dominate decision making
- ⦿ Need to tell others what they want to hear, rather than the truth
- ⦿ Pay increases and promotion not based on policy

Effects of Political Perceptions

- ◎ Impact of perceptions of organizational politics (Ferris & Kacmar, 1992)
 - > Motivation
 - > Turnover
 - > Intent to leave
 - > Job satisfaction
- ◎ Perceptions of politics is also found negatively related to self-reported performance because, employees believe that organizational rewards are based on factors other than performance (Kacmar & Ferris, 1991).

Organizational Politics Perceptions (Ferris et al., 1989)



Evidence of Perception of Organizational Politics

- ◉ More likely to be seen in KSAOs rather than task statements (Morgeson and Campion, 1997)
 - > Attribute statements sound more socially desirable
 - > Are more personally evaluative
 - > Are less verifiable

Current Study

- ⦿ Does perception of organizational politics influence SME ratings in job analysis?

Hypotheses

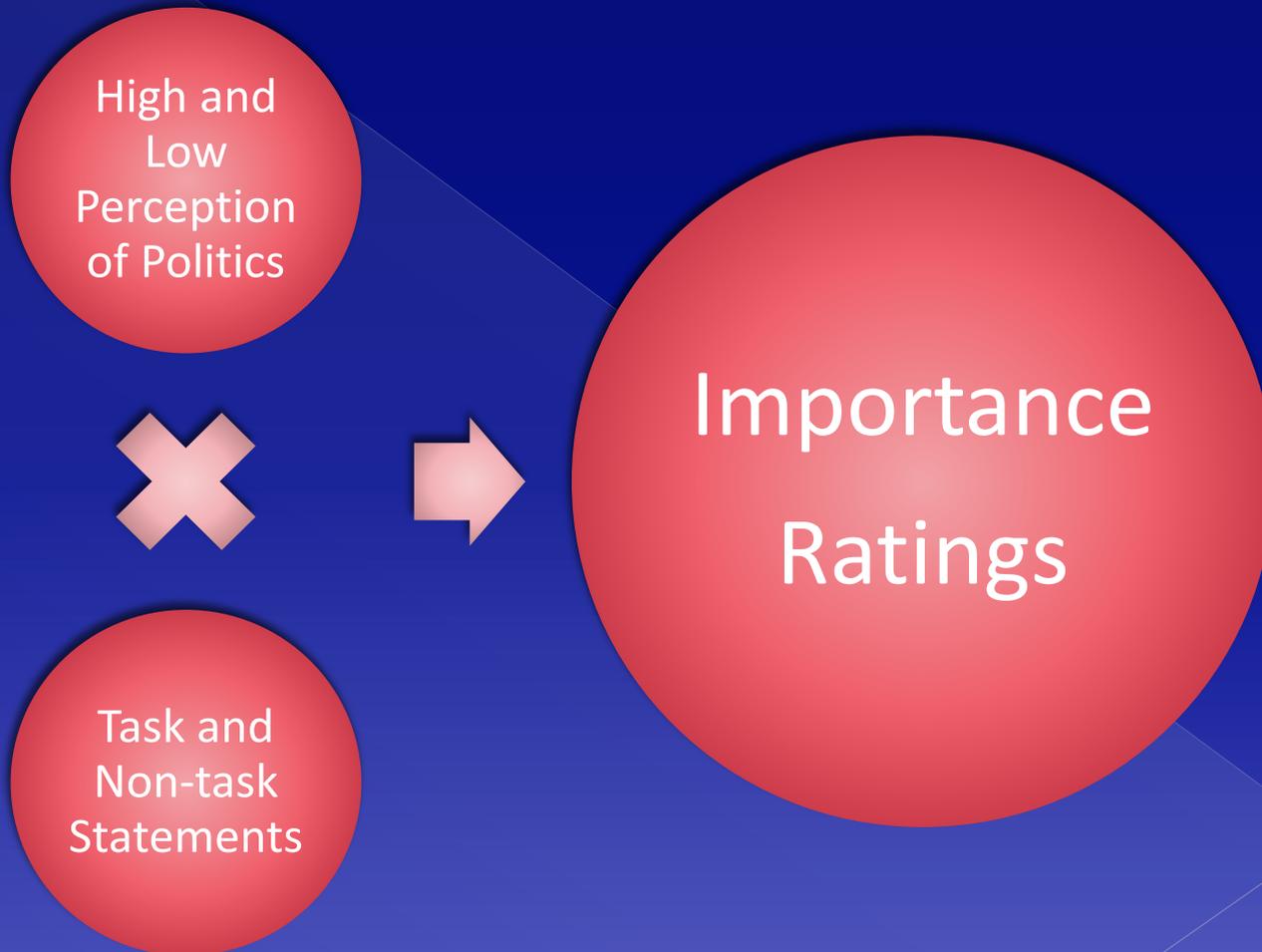
- ◎ SMEs with high perceptions of politics will rate non-task related statements as more important than task-related statements.
- ◎ Where as, SMEs with low perceptions of politics will rate task-related statements as more important than the non-task related statements.

Research Design

DV= Importance Ratings	Non-task statements	Task statements
High Political Perceptions		
Low Political Perceptions		

2 X 2 Factorial Design: 2-Way ANOVA

Methods



Job Analysis Procedures

Identified 56 SMEs to create task statements

Task statements categorized into work behaviors

Twelve global SMEs created KSAs based on task statements

Global SMEs rated task statements based on frequency, importance, and needed-at-entry, consequences of error, level of difficulty

Job Analysis

Developed Job Analysis Questionnaire

The original 56 SMEs completed the questionnaire.

Tasks rated

KSAs rated

Each work behavior rated for percentage of time engaging

Results of Job Analysis used to develop promotional exams and job descriptions

Materials

- ⊙ Job Analysis Questionnaire
- ⊙ Perception of Politics Scale (POPS; Kacmar & Ferris, 1991)
 - > 12-item scale
 - > 3 subscales
 - General political behavior
 - Going along to get ahead
 - Pay and promotion
 - > $\alpha = .88$

Practical Considerations for Reducing Biases

Survey
Incumbents

Are there pressures to conform?

What are the sources of this conformity?

Have respondents review and verify others' data

Structure group meetings to gain individual contributions

Ensure group member diversity