Annotated Bibliography

References

Buhler, P.M. (2006). Managing in The New Millennium: Ten Keys to Better Hiring. *Human Resources (18)* Maidment, Fred. p.51-53.

This article’s main limitation is that it is not a peer reviewed article. Nevertheless, it can be considered a useful tool in providing helpful considerations when selecting the most qualified candidate. One helpful trick mentioned was to assess the applicant’s enthusiasm, as if they are not very motivated in the interview, things are likely to decline upon hire.

De Corte, W., Lievens, F., & Sackett, P.R. (2007). Combining predictors to achieve optimal trade-offs between selection quality and adverse impact. *Journal of Applied Psychology 92*(5), 1380-1393.Retrieved March 6, 2009, from <http://web.ebscohost.com.library.capella.edu>

This article will be used to identify the hazards and potential helpful aspects of pre-employment tests. The main hazard, identified in this study, is that pre-employment tests can discriminate by race and ethnicity. There are problems with adding points for affirmative action programs and there are problems when points are not added due to the discrimination problems. This article is limited in that it does not fully evaluate the true potential of pre-employment tests. I believe that it could have done a better job assessing other factors in the prior review section to help further explain this concept. This article will be used to briefly address how pre-employment tests can help and hurt the selection process.

Dineen, B., & Noe, R. (2009, January). Effects of Customization on Application Decisions and Applicant Pool Characteristics in a Web-Based Recruitment Context. *Journal of Applied Psychology*, *94*(1), 224-234. Retrieved February 9, 2009, from <http://web.ebscohost.com.library.capella.edu>

The selection process is defined by different steps taken when hiring an external candidate: the initial application, interview, references, background checks, drug tests personality tests; and an internal candidate: job application or initial selection identification and interviewing. This article will be used to identify web based application submissions and processes to try to identify qualified candidates. Also, this information will be synthesized with other research to identify qualified candidates that have high levels of achievement motivation.

Driskell, J., Goodwin, G., Salas, E., & O'Shea, P. (2006, December). What makes a good team player? Personality and team effectiveness. *Group Dynamics: Theory, Research, and Practice*, *10*(4), 249-271. Retrieved August 14, 2009, doi:10.1037/1089-2699.10.4.249

This article determines the traits that predict successful team performance. While this article focuses on teams, it is important to note that most organizations hire individuals to be placed into teamwork settings. Several traits are mentioned, including motivational aspects that make up good team work. This will be useful in presenting personality theories that support the need for a healthy teamwork environment. While, the study used s limited sample (only graduating college seniors), it did last for a long duration which should help the study’s reliability when replicated.

Ellis, A., West, B., Ryan, A., & DeShon, R. (2002, December). The use of impression management tactics in structured interviews: A function of question type?. *Journal of Applied Psychology*, *87*(6), 1200-1208. Retrieved February 15, 2010, from <http://web.ebscohost.com.library.capella.edu>

This article makes a strong case for using structured interviews as opposed to informal non-structured interviews. An additional aspect that this article offers is that it addresses non-conscious attempts to control the interview that can lead to altered outcomes. This article will be used to address the importance of the interview process and to provide a framework to show how delicate the interview is, that unconscious processes can impede.

Farmer, H.S (1985) Model of Achievement Motivation for Women and Men. *Journal of Counseling Psychology 32*(3), 363-390. Retrieved February 15, 2010 from <http://web.ebscohost.com.library.capella.edu>

Achievement motivation is the primary psychological construct being discussed in this paper. The history of achievement motivation, ways to understand it, and the difference between achievement motivation found in men and women are identified in this article. In the 1980’s the study found in this article expanded the dimensions of motivation to include academic and social aspects which will be expanded upon. While this article is relevant, it is outdated, which is its strongest weakness.

Hermans, H. J. M. (1970). A Questionnaire Measure of Achievement Motivation. *Journal of Applied Psychology 54*(4), p.353-363.Retrieved February 15, 2010 from <http://web.ebscohost.com.library.capella.edu>

This article is severely outdated, however will be used to provide an important historical basis for achievement motivation. Early measures claimed ways to adequately measure this psychological construct. This article has important information on achievement motivation and theorized measurement techniques that can be discussed.

Sears, G., & Rowe, P. (2003, January). A personality-based similar-to-me effect in the employment interview: Conscientiousness, affect-versus competence-mediated interpretations, and the role of job relevance. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, *35*(1), 13-24. Retrieved February 6, 2009, <http://web.ebscohost.com.library.capella.edu>

This article is limited in that as it pertains to this study, it does not specifically discuss achievement motivation as an attribute found in the selection processes. However in synthesis with other information, this article can help to point out the additional boundaries that can happen during an interview: interviewers may unconsciously picking applicants who are similar to themselves. This bias can either help or hurt the selection outcome.

Singer, M., & Bruhns, C. (1991, August). Relative effect of applicant work experience and academic qualification on selection interview decisions: A study of between-sample generalizability. *Journal of Applied Psychology*, *76*(4), 550-559. Retrieved February 15, 2010, <http://web.ebscohost.com.library.capella.edu>

This Ming Singer and Chris Bruhns article is a unique example that shows when to weigh importance on education and when it is not a predictor of job performance. This article also addresses whether or not education can predict motivation in the job. Reviewing one’s application and educational history are a part of the selection process. This article will be used to show that education can help predict leadership potential or high level position success.

Tay, C., Ang, S., & Van Dyne, L. (2006, March). Personality, biographical characteristics, and job interview success: A longitudinal study of the mediating effects of interviewing self-efficacy and the moderating effects of internal locus of causality. *Journal of Applied Psychology*, *91*(2), 446-454. Retrieved February 15, 2010, <http://web.ebscohost.com.library.capella.edu>

Cheryl Tay and the others involved in this study found that the interviewee had impact on the effectiveness of the interview. They attributed this to Bandura’s social-cognitive theory’s interviewing self-efficacy. Thus, interviewing self-efficacy made the connection between personal judgments of their ability to perform in an interview. While this research is limited in that it only focuses on the personality and biographical characteristics to affect interviewing success, it still identifies ideal characteristics that can be picked out during an interview.