

The Evaluation of One of the Misconceptions of HR Practices: Intelligence is Less Important in Predicting Job Performance than Other Factors

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Abstract:

This paper evaluates one of the common misconceptions of HR practices: Intelligence is less important in predicting job performance than other factors. Two reasons are mentioned in this paper to explain its importance in predicting job performance. First of all, intelligence is a predictor of job-related knowledge in workplace, especially for high skill required jobs. Besides, intelligence also influence the quality of services and employees' behavior directly related to whether the service quality is good or not. Hence, it is vital to attach more importance to intelligence when HR predict employees' job performance.

Keywords:

Job Performance Prediction, Recruitment Assessment, Human Resource Strategy, Personality-Intelligence Interaction

1. Introduction

In HR practice, it is common that HR recruiter tends to predict job performance and to make inferences of competency level based on a range of pre-employment assessment. However, there is a misconception towards the importance of intelligence and regarded this as less important to predict their job performance. Hunter [6] Mentioned that general cognitive ability is the best predictor of future performance. Cognitive ability test is also seen as a common tool in recruitment assessment, and it is understandable as its measure ability to learn in work. Therefore, Hunter [7] clarifies while experience gain through learning is a predictor of performance, then it's not true that intelligence plays no part as it's a factor that turn experience into greater job knowledge, hence usually relate to higher job performance. Intelligence is an ability to apply knowledge; it is important to acknowledge this has seen to be the factor to influence knowledge acquisition. It is also important in different scenario to understand what approach it is best to decide to predict job performance which then could help towards designing human resource strategy in recruitment process.

Firstly, intelligence is a predictor of job-related knowledge in workplace, especially for high skill required jobs. One major determinant of job performance is job-related knowledge. [10] When firms recruit and promote employees, they frequently refer educational credentials; there is a positive relation between higher educational credentials and cognitive ability. Byington & Felps, Ree & Earles (1992) [3,9] distilled that intelligence could increase the job performance of high skill required occupations, such as accountants and engineers. These occupations need many skills to support. Therefore, not every people could accomplish these jobs. Additionally, learning ability is an element of job performance, intelligence plays an important role on it. [9] Firms always hold learner-guide training. Byington & Felps [3] stated that general cognitive ability predicts how better an individual learns the job-related knowledge. By having higher general cognitive ability, the speed and effect of learning knowledge and skills will be increased. [3] Thus, the productivity and job performance will be improved.

Secondly, intelligence also influence the quality of services and employees' behavior directly related to whether the service quality is good or not [2]. Therefore, it is vital to invest in the recruitment of candidates who will have direct service with customers. If employees' ability and intelligence is high, employees tend to provide high-quality service to customers, which means employees have a good performance. For example, there are two main factors to show how intelligence predicts job performance in terms of service. First of all, GMA affect the performance of employee by the ability of knowledge acquisition [7,10]. Employees who have higher GMA can acquire more job skills as well as knowledge, and more job skills are beneficial to predict job performance. Additionally, decision-making and problem-solving benefit from GMA, which is also an important factor of predicting performance. Therefore, in order to provide better service and satisfy customers, it is of great importance to take GMA into consideration and intelligence is a vital factor to predict employees' job performing.

2. Recommendation

Although the factor of intelligence plays a role in predicting job performance, it does not rely solely on intelligence levels to predict job performance because job performance is affected by many factors. As for the personal internal factors, personality is a most important factor to work with intelligence. Goff and Ackerman [4] suggested that personality factors work much better with intelligence than with other factors to predict job performance. Especially for conscientiousness, it is a significant predictor to work with general mental ability. [1] Besides the personal internal factors, external factors, such as work environment, job opportunities, and benefits also have significant impacts on job performance [8]. Based on those findings, to effectively predict the job performance of an employee, it is necessary for enterprise to consider multiple factors. Therefore, enterprise is recommended to conduct a detailed survey on whether the company's internal environment is beneficial to employees' job performance in advance. After determining that the internal environment plays a positive role in employees' job performance, predicting work performance based on individual factors of employees is reliable. In this step, it is recommended that enterprise should conduct the comprehensive assessment of employees' mental state and intelligence, including pressure, motivation, loyalty, ability, knowledge and some other relevant factors.

3. Conclusions

To summary, intelligence is as important as other factors to predict the job performance. Two main reasons are accounted for this opinion, in predicting job-related knowledge and the quality of service. However, it is suggested to use intelligence with other factors, such as psychological factors and work environment. Only in this way, can job performance be predicted very well.

Conflicts of Interest

The authors declare hat there is no conflict of interest regarding the publication of this article.

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