Evaluation of the cadre selection: Preliminary results from the recruit surveys

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Content

Selection instruments
• Tools & scales

Methods
• Data analysis
• Validation criteria

Survey results
• Satisfaction indicators
• Cadre recruitment

Discussion
• Implications for the cadre selection process
Selection instruments
Selection and qualification tools

Recruitment  Basic military training  Practical service

Swiss Armed Forces (2012)
Cadre assessment 1 (CA 1)

→ Application documents

Recruitment

Trait information

• Motivation to lead (Giauque et al., 2006a)
• Intelligence (Huber et al., 2006; Spielmann et al., 2006)
• Leadership personality (e.g.; Boss & Brenner, 2006a)
  ➢ Achievement motivation
  ➢ Resilience
  ➢ Assertiveness...

Selection instruments

Methods

Survey results

Discussion
Structured interview

→ Job interview

Basic military training

Biographical information

- Initiative
- Resilience
- Persistence
- Leadership responsibility

Output file from structured interview

Selection instruments  Methods  Survey results  Discussion
Candidate exercise → Work sample

Basic military training

Behavioral information
- Organizing & planning
- Stress tolerance
- Commitment
- Conflict behavior
- Assertiveness

Output file from Candidate exercise

Selection instruments
Methods
Survey results
Discussion
Cadre assessment (CA 2) → External expertise

Basic military training

Trait information

• Motivation to lead (Giauque et al., 2006b)
• Intelligence (Boss & Fischer, 2006; Hornke et al., 2000)
• Leadership personality (e.g.; Boss & Brenner, 2006b)
  ➢ Conscientiousness
  ➢ Extraversion
  ➢ Emotional stability...

Output file from CA 2

Selection instruments  Methods  Survey results  Discussion
Research questions

• What is the predictive validity of these tools?

• What is the incremental validity of particular tools and scales?

• Does the application of these tools work within practice?
Methods
Planned data analyses

Relative weight analysis (RWA) (Johnson, 2000)

- Supplement to regression analysis and incremental validity estimation (Tonidandel & LeBreton, 2011)
- Indicated in case of multiple, intercorrelated predictors (Johnson, 2000)
- RWA indicates the importance of a particular predictor among others (Johnson, 2000)

Analytical approach (LeBreton, Hargis, GRIEPENTROG, Oswald, & Ployhart, 2007)

1. Bivariate correlations with the criteria \((r)\)
2. Incremental validity \((\Delta R^2)\)
3. Relative importance (% of explained \(R^2\)
Validation criteria

Supervisory rating

Platoon leader

Subordinate rating

Retention

Selection instruments  Methods  Survey results  Discussion

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Validation criteria

Supervisory rating

Platoon leader

Retention

Subordinate rating

Selection instruments  Methods  Survey results  Discussion

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Study design

Survey cycles

- **RS 2 2013**
  - \( n = 218 \)

- **RS 3 2013**
  - \( n = 1305 \)

- **RS 1 2014**
  - \( n = 1597 \)

- **RS 2 2014**
  - \( n = 973 \)

- **RS 3 2014**
  - \( n = 2154 \)

- **RS 1 2015**
  - ca. 1000

- **RS 2 2015**
  - ca. 2000

Data volume

- 6247 surveyed recruits
- 337 rated platoon leaders
- Target sample size:
  - 9000 surveyed recruits
  - At least 250 – 300 rated platoon leaders, in order to detect medium effect sizes for 20 predictors (Field, 2009)
Questionnaire content

- **Satisfaction & stress indicators**
  - Satisfaction items (Brühlmann & Stgier, 2010)
  - Stress items (Brühlmann & Stgier, 2010)

- **Commitment to the Armed Forces**
  - COMMIT (Felfe & Franke, 2012)

- **Leadership of the platoon leader**
  - MLQ (Felfe, 2006)
  - LMX (Schyns, 2002)

- **Extra effort & motivation to lead**
  - OCB (Meierhans, Rietmann, & Jonas, 2008)
  - Motivation to lead (Swiss Armed Forces, 2012)
Preliminary results
Platoon spirit \((N = 6247)\)

There is mutual respect in our platoon

- Completely disagree: 1.745
- Rather disagree: 8.356
- Rather agree: 47.81
- Completely agree: 42.08
Platoon spirit \( (N = 6247) \)

Mutual respect in the platoon is associated with...

- ...the readiness to choose this branch of service again \( (r = .13, p < .001) \)
- ...satisfaction in the basic military training \( (r = .15, p < .001) \)
- ...affective commitment to the Armed Forces \( (r = .10, p < .001) \)
- ...extra effort (OCB) in the basic military training \( (r = .14, p < .001) \)
Leadership \((N = 6247)\)

**In general my superiors treat me fairly and with respect**

![Bar chart showing the percentage of responses to the leadership question.](chart)

- **Completely disagree**: 2.801%
- **Rather disagree**: 12.28%
- **Rather agree**: 51.37%
- **Completely agree**: 33.55%

**Selection instruments**

**Methods**

**Survey results**

**Discussion**

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Leadership \( (N = 6247) \)

A fair and respectful treatment by the superiors goes along with...

- ...the readiness to choose this branch of service again \( (r = .22, p < .001) \)
- ...satisfaction in the basic military training \( (r = .37, p < .001) \)
- ...less perceived stress during basic military training \( (r = -.23, p < .001) \)
- ...extra effort (OCB) in the basic military training \( (r = .26, p < .001) \)
- ...affective commitment to the Armed Forces \( (r = .26, p < .001) \)
- ...the readiness to start an cadre career oneself \( [\text{and thus to stay longer in the Armed Forces}] \) \( (r = .17, p < .001) \)
Cadre recruitment

Personnel recruitment through «leading by example»

• The appeal of the platoon leader (subscale from the MLQ) is associated with the recruit’s readiness to start a cadre career himself \( (r_{6247} = .21, p < .001) \).

• As expected, the recruit’s pre-service motivation to start a cadre cadre career is strongly associated with the recruit’s cadre motivation in the basic military training \( (r_{6029} = .61, p < .001) \).

➢ Does the platoon leader’s appeal have an impact on the recruit’s cadre motivation, even when the recruit’s pre-service motivation is taken into account?
Cadre recruitment

Personnel recruitment through «leading by example»

The platoon leader’s appeal has an effect on the recruit’s cadre motivation, even when the recruit’s initial motivation is taken into account.

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<th>B</th>
<th>S.E.</th>
<th>Wald</th>
<th>df</th>
<th>Sig.</th>
<th>Exp(B)</th>
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a. Variable(s) entered on step 1: Appeal.
Cadre recruitment

Initial mediation analysis (Baron & Kenny, 1986)

![Diagram showing mediation analysis](image)

Variables in the Equation

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<th>Variable</th>
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<th>S.E.</th>
<th>Wald</th>
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a. Variable(s) entered on step 1: OCA.

Selection instruments  Methods  Survey results  Discussion
Further analyses

• Elaborate mediation analysis (Hayes, 2013)
  ➢ Testing the indirect effect

• Testing for multiple mediation (Hayes, 2013)
  ➢ Normative and calculative org. commitment

• Multilevel mediation analysis (Preacher et al., 2010)
  ➢ Taking the hierarchic data structure into account
Discussion
Implications

For the cadre selection process...

• Transparency in the selection process
  ➢ Commitment from all stakeholders (selection tool users and candidates)

• Efficiency increase
  ➢ Optimizing tools according to their predictive power

• Differentiated basis for the selection decision making
  ➢ Taking the relative weight of the tools and their subscales into account
### Vision

Enriching the output files (e.g.: CA 2) with the relative weight information of the dimensions

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#### Discussion

- **Selection instruments**
- **Methods**
- **Survey results**
- **Discussion**
References


Pictures: