There are a growing number of organizations utilizing personality assessments as helpful criteria for selection purposes. There are multiple types of assessments that have gained popularity but it is unclear as to which assessment is the most effective for personnel selection purposes. Due to the debate over an optimal personality assessment, the organization is left to decide between measures. A few increasingly popular assessments used for selection purposes are the Myers-Briggs Type Indicator, Hogan Personality Inventory, as well as the Big Five Personality Test. In order for human resource professionals to maximize the effectiveness of a personality assessment as an aid for employee selection, they must consider a few different factors when deciding between assessments.

When a human resource professional chooses between personality instruments they must consider the instruments psychometric properties, the personality constructs measured, and whether certain personality measures influence performance on a job. The psychometric properties identify the reliability and validity of the personality measure. The personality assessments listed above have sufficient psychometric properties which partially explains their popularity.

Where these assessments tend to differ is through their constructs used to measure personality. The Hogan Personality Inventory aims to measure how an individual’s personality is reflects how they typically act within certain situations. The Myers Briggs Type Indicator aims to measure four dichotomies of personality constructs in order to define a person’s type. The Big Five Personality Test measures personality traits. These differences in measurement (measuring behaviors, types, and traits) can impact the why in which an applicant is characterized. Based on
these differences in measurements, an HR professional must consider these differences when deciding on a personality instrument.

These instruments measure differing aspects of personality. When deciding on which instrument to use, an HR professional should research whether certain personality measures relate to job performance on the type of job in which they are hiring. Due to the differences in information provided through these measurements, some may correlate more or less with job performance. The overall goal when utilizing personality measures as an aid for selection is to maximize identification for potential job performance. Choosing an instrument with appropriate psychometric properties, relevant personality constructs, as well as relation to job performance can help HR professionals more effectively select employees.