

Research Findings

Conclude the Use of Hobby

as an Accurate Predictor of Job Competency



Research conducted by
College of Management, Mahidol University

FINAL REPORT

Could Hobby be a Predictor of Job Competency?

Submitted to



TOP GUN Co., Ltd.

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- a) 101 competencies of Top Gun

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1. Introduction

Selecting a right person for a right job is a challenging task of job recruitment agencies and human resource managers. In fact, it is hardly for most of managers to rely on specific characteristics of individuals to predict employees' performance at work. Numbers of research were conducted to understand relationships between personal characteristics and job-related performance in order to find a way for improving decisions on employee selection (Barrick, Mount, Judge: 2001).

One less explored area in human resource management is a relationship between hobby and job related competency. In other words, can we use information of hobby (kind of hobby and level of proficiency) of a job seeker to predict his/her traits of competency for the job that he/she is applying? As most people would not, and indeed feel difficult to give misleading information on their hobbies, a "casual chat" on hobby implanted a job interview may give hints of a person's character, personality, or even physical and mental stamina.

1.1 Definitions and Logic of Research

Hobby is defined as "an activity or interest pursued for pleasure or relaxation and not as a main occupation". It may be divided into activities of collecting (e.g. collecting stamps), games (e.g. board game), outdoor recreation (e.g. football), performing arts (e.g. dancing), and creative projects (e.g. gardening). A hobby of a person can be described in terms of *kind* (what hobby is) and *proficiency level* (how well it is mastered).

Job Competency is defined as "knowledge, skill and attitude for carrying out a job". It is highly related to the characteristics of a person in terms of *personality* (A characteristic way of thinking, feeling, and behaving), *physical capability* (stamina, dexterity and stress endurance) and *mental capability* (ability to receive, process and retain information)¹. Job competency is reflected through various traits (such as "patience" or "role consciousness"). These traits can normally be measured by scoring through various kinds of test.

The logic of predicting job competency through hobby is bifurcated: First, the choice and adoption of a hobby may reflect certain personal characteristics, which are relevant to job competency. For example, we may infer that a person who chose football as his hobby may be physically strong and enjoys competition. Second,

¹ A broader consideration may also include dimensions like value, attitude and affect.

pursuing and practice of a hobby also reinforces certain personal characteristics which are relevant to job competency. For example, we may infer that frequent practice of football may be beneficial for maintaining or developing his physical strength, sense of competition and even spirit of teamwork.

Therefore, once we record the kinds of hobby and quantify the level of proficiency of a person, this hobby profile may generate a score for various traits of job competency of that person, through a set of formulae.

1.2 Research Objective & Framework

In 2007, Top Gun Co., Ltd. (Top Gun), a leading recruitment service provider in Thailand, explored a new method for employee selection by conducting an online research to investigate a relationship between individual preferences on sport/hobby as a predictor of individual competency (Top Gun, 2007a and 2007b).

Top Gun's research team collected the data from an online resume filled up by job seekers and designed a section in the resume to draw on job seekers' preferences and skills acquired from their sport/hobby. The dataset was generated through an online survey of 12,579 job seekers.

Previous research of Top Gun Co., Ltd. (Top Gun 2007a and 2007b) have established a set of formulae, which link the hobby profile (kinds of hobby and their proficiency levels) of a person with various traits of job competency.

Built upon Top Gun 2007a, the objective of the current research is *to verify the formulae for calculating job competency score through hobby profile with a supplementary test of job competency.*

More specifically, the research is conducted through the following process:

- 1) Adopt a *list of hobbies* in the context of Thai job seekers
- 2) Adopt a *list of competencies* which are likely to be predicted by hobby profile
- 3) Calculate job competency score from hobby profile with *formulae* according to Top Gun 2007a
- 4) Design a set of instrument for a *supplementary test* of job competency
- 5) Verify the formulae above with the result of the supplementary test
- 6) Suggest implications for the method of predicting job competency with hobby

The main *hypothesis* to be tested in this study is: **job competency score measured by the supplementary test confers the outcome from the formulae of Top Gun 2007a for calculating job competency score through hobby profile.**

If results of the study support the hypothesis, we can use a hobby profile of a job seeker to predict job competency of an individual job seeker. Instead of using an aptitude test, job recruiters can use acquired skills from sport/hobby to select and justify a proper position for job seekers.

2. Literature Review

2.1 Personality, Job Performance, and Employee Selection

Personality can be defined as dynamic and organized set of characteristics possessed by a person that uniquely influenced his/her cognitions, motivation, and behavior in various situations (Ryckman, 2004). However, there is no consensus on the definition of 'personality' in psychology and organizational behavior studies.

Most of job recruiters use education background and work experiences, or even subjective impression in interview sessions, as acceptable indicators of how well an employee perform at work (Roth et. al.: 1996; Quinones et. al.: 1995; Kuncel et. al.: 2004). Research also pointed out that it is important to take job-related knowledge, skills, and abilities of individuals into consideration. For instance, the study of Janssen and Van Yperen (2004) attempted to explain relationships between a mastery orientation and leader-rated in-role job performance, leader-rated innovative job performance, and job satisfaction. The study shows that employees with strong mastery orientations are more effective on the job because they tend to establish higher-quality exchanges with their supervisors. However, it is hardly to include personal values and behavior in the selection criteria.

A group of American Psychologists conducted research with measures of normal personality and agreed that competently developed personality measures are valid predictors of real world performance. They concluded that (a) well-constructed measures of normal personality are valid predictors of performance in virtually all occupations, (b) they do not result in adverse impact for job applicants from minority groups, and (c) using well-developed personality measures for pre-employment screening is a way to promote social justice and increase organizational productivity.

Another area of research explores a relationship between physical activity and fitness and work performance. Pronk et al. (2004) tested the association between lifestyle-related modifiable health risks (physical activity, cardiorespiratory fitness, and obesity) and work performance. The results of the study indicated that higher levels of physical activity related to reduced decrements in quality of work

performed and overall job performance; higher cardiorespiratory fitness related to reduced decrements in quantity of work performed, and a reduction in extra effort exerted to perform the work; obesity related to more difficulty in getting along with coworkers; severe obesity related to a higher number of work loss days. It is concluded that lifestyle-related modifiable health risk factors significantly impact employee work performance.

2.2 Previous Research of Top Gun in 2007

In 2007, Top Gun research team conducted a research to explore the relationship between skills acquired from sports/hobbies and job performance. The research hypothesizes that there is a positive relationship between skills acquired from sports/hobbies and job performance. In other word, the higher the skills acquired from sports/hobbies, the higher performance of skills related to work. It can be said that if an individual can achieve higher skills in sports/hobbies, it can help improve his/her job performance. It was expected that the contribution of the research findings could be used to suggest a new way that human resource managers can develop competencies of their staff.

The study used 102 competencies developed by the Top Gun team as a dependent variable. (See details in Appendix.) The data were collected from 12,579 jobseekers by using an online questionnaire survey. (See the details of the questionnaire in Appendix.) The respondents were required to assign the level of skills acquired from sport/hobby. After they indicated skill levels in sport/hobby, the respondents were allowed to select competencies from 102 competencies that they perceived have gained from skill levels of the sports/hobbies.

The findings showed that there was a positive relationship between skill levels acquired from sports/hobbies and competencies required for working. However, the study used self-assessment rather than professional assessment/testing on job competencies. It is necessary for further verification on competencies predicted by sports/hobbies.

3. Methodology

3.1 Hobby List

A list of 45 hobbies in the context of Thai job seekers was adopted from Top Gun 2007a (Table 1). It was generated through an online survey of 12,579 job seekers on the Top Gun’s website.

Table 1: List of 45 Hobbies for Thai Job Seekers

Aerobics	Football	Sailing
Badminton	Gardening	Scuba diving
Basketball	Go	Shooting
Bird Watching	Golf	Snorkeling
Bowling	Guitar	Squash
Brass	Horseback riding	Stamp collecting
Cable ski	Jet ski	Star watching
Canoeing/Kayaking	Jogging	Swimming
Carpentry	Keyboard	Tennis
Chess	Martial arts	Traveling
Cooking	Mountain biking	Trekking/Camping
Dancing	Pet	Violin/Cello
Double bass	Photography	Volleyball
Drawing & Painting	Piano	Woodwind
Drum	Reading	Yoga

Source: Top Gun 2007a

3.2 Job Competency List

Table 2 presents a list of 60 traits of job competencies selected from “101 Top Gun Strengths” (Top Gun 2007b). Top Gun 2007b listed 101 traits of job competency based on decades of expertise on recruitment and human resource management. The 60 traits are selected based on their likelihood to be predicted by hobby profile. The researchers also decide to use the original name of the “101 Top Gun Strengths” for the traits of job competency and give each of them a clear working definition (see details in Table 4).

Table 2: List of 60 Traits of Job Competencies

Able to set priorities	Fast learner	Never give up
Action-oriented	Flexible/Adaptable	Organized / Systematic
Adventurous	Friendly	Patient/Endurance
Ambitious	Get things done	Pleasant personality
Analytical	Good at heart	Positive (thinker) / Optimistic
Articulate	Good at time management	Principled (thinker)
Artistic	Good interpersonal skills	Result-oriented
Calm	Good leadership skills	Role conscious
Careful	Good listener	Sense of survival
Competitive	Good presentation skills	Service-minded
Conservative	Good sense of color	Skillful at applying knowledge
Considerate	Helpful	Skillful at planning
Contemporary	Hard-working / Diligent	Skillful at supervising
Cooperative	Good sense of humor	Sociable / Extroverted
Decisive	High self-improvement	Strategic thinker
Detail-oriented	Independent	Team builder
Discipline	Initiative / Creative	Trouble shooter / Resourceful
Enjoy taking challenges	Innovative	Visionary
Enthusiastic	Knowledgeable	Willing to take on new challenges
Ethical	Love to explore	Winning Attitude

Source: Top Gun 2007b

3.3 Job Competency Score from Hobby Profile

Based on the methodology of Top Gun 2007a, the job competency score from hobby profile (HB), can be calculated with the following:

$$HB_j = \sum_i C_{ij}P_i$$

where j is a particular trait of job competency (e.g. “role consciousness”), i is a particular kind of hobby (e.g. “football”). P is the self-assessed proficiency level of a hobby ranging from 1 (lowest) to 5 (highest); and C is a coefficient signifying the linkage between a hobby (i) to a trait of competency (j).

In other words, a particular trait of job competency of a job applicant can be predicted as the sum of the product of the coefficient (Cij) and hobby proficiency level (Pj) across all hobbies in the hobby profile.

The coefficient (C_{ij}) is crucial in each formula linking a particular hobby to a trait of competency. Its value is crowd sourced from the perception of job seekers in an online survey of 12,579 in Top Gun’s website (Top Gun 2007a).

A correspondent in the survey first chooses a hobby (e.g. football), and then chooses the trait of job competency he perceives as relevant to this hobby (e.g. role consciousness). The coefficient C is the percentage of the times a trait of competency is indicated as relevant to that hobby by all correspondents. Table 3 gives an example of the coefficients linking hobby “football” to various traits of job competency.

Table 3: Coefficient between Hobby “Football” and Traits of Job Competency

Top 10 Traits of Job Competency	Coefficient
Organized	21.02
Role conscious	20.14
Disciplined	17.67
Decisive	12.72
Skillful at planning	11.48
Winning Attitude	11.13
Patient/Endurance	10.25
Good interpersonal skills	10.25
Never give up	9.54
Team builder	9.01

Source: Top Gun 2007a

For example, from table 3, out of all correspondents who choose “football” as their hobby, 20.14% of them perceive hobby “football” will enhance the trait “role consciousness” of the job competency.

3.4 Instrument for Supplementary Test

A supplementary test is conducted to verify the formulae for calculating job competency score through hobby profile in Top Gun 2007a. A battery of instrument is designed to measure the 60 traits of job competency. It is implemented through the following steps to ensure the content validity and reliability of the measurement:

First, the meaning of the original “101 Top Gun Strengths” is carefully studied with several rounds of discussion with Top Gun managers. The working definition of each of the 60 traits is provided with quotations of managers or job seekers for describing the trait (Table 4).

Table 4: Working Definition & Interpretation of 60 Traits of Job Competency

TRAIT	WORKING DEFINITION	QUOTATION
Able to set priorities	Allocate precedence of resource for tasks in order of their importance or urgency	Each day, I list out all of my tasks and then perform the most important ones first
Action-oriented	Emotionally or functionally directed towards carrying through certain activities	I believe that nothing can really get done without swift action
Adventurous	Willing to undertake or seeking out new and daring enterprises	I have learned that success comes with taking risks
Ambitious	Having an ardent desire for rank, fame, or power or other particular end	I have been driven by my desire to be successful.
Analytical	Examination of a complex by its elements, and their relations	I take mass amounts of information and identifying key points of interest
Articulate	Expressing oneself readily, clearly, or effectively	I explain to potential customers clearly the functions and benefits of our products
Artistic	Having or revealing natural creative skill, aesthetically pleasing	I am very imaginative and creative
Calm	Free from agitation, excitement, or disturbance	When a problem arises I try my best not to panic
Careful	Marked by caution or prudence to avoid errors or omissions	I always go through my work carefully, ensuring that every detail is correct
Competitive	Being inclined to compete showing a fighting disposition	I strive to be number one in everything that I endeavor
Conservative	Moderation or caution relating to traditional norms of taste, elegance, style, or manners	I don't like changing something that already works because I think it is dangerous.
Considerate	Thoughtful of the rights and feelings of others	I try to be helpful and understanding when my coworkers is going through a hard time
Contemporary	Well informed and marked by characteristics of the present period	I've always found that it is helpful for me to stay up to date on current world events
Cooperative	Marked by a willingness and ability to work with others	I feel that working together is the best formula for success
Decisive	Able to select a course of action definitely and firmly	I recognize that it will be impossible to find out everything about a situation
Detail-oriented	With extreme care, precision, and attention to an individual feature, fact, or item	I check my spelling and the grammar in each sentence, making sure that it is perfect
Disciplined	With restraint exercised over one's own impulses, emotions, or desires	Without the discipline of showing up to work early, I would have never reached it.
Enjoy taking challenges	Taking pleasure or satisfaction in dealing with a demanding or stimulating task	I instead opted to work for a much smaller firm where I was can learn new things
Enthusiastic	Filled with or marked by strong excitement of feeling that causes a person to act	I am eager to work and make the best use of time
Ethical	Conforming to accepted standards of conduct based on moral duty & obligation	If I notice discrepancies in our clients' accounts, I make sure to point them out
Fast learner	Competent in gaining knowledge or skill by study, instruction, or experience	I am able to develop new skills and understand new technology quickly and efficiently
Flexible / Adaptable	Characterized by a ready capability to adapt to new, different, or changing requirements	I'm open to these sudden changes, and do my best to match my clients' visions
Friendly	On good or affectionate terms instead of competitive or divisive	During breaks, I also mingle with workers and try to make the people around me smile
Get things done	Be reliable in completing assignments despite of various obstacles and constraints	I have been known as an employee who can be counted on to finish her assignments
Good at heart	Of a sympathetic, forbearing or helpful nature	I care about other people's feelings.
Good at time management	High productivity of time with goal setting; prioritizing; delegating and scheduling	I arrange my work so I know what to do for the day and follow my schedule
Good interpersonal skills	With ability of communications and interactions with other persons	I have never had a serious problem with any of my colleagues or superiors.
Good leadership skills	Influencing and directing the performance of group members towards goals	I have learned to coordinate projects within the office, delegating responsibilities
Good listener	Encourage, pay attention to, and have empathy towards verbal communication	I stopped what I was doing to listen.
Good presentation skills	Introducing with attractive, clear, simple and smooth explanation and demonstration	I compiled them in a easily readable fashion with minute details

Table 4: Working Definition & Interpretation of 60 Traits of Job Competency (continued)

TRAIT	WORKING DEFINITION	QUOTATION
Good sense of color	With sensitivity and understanding for using the spectrum of light	My ability to match color and texture has given me lots of success as a marketer.
Good sense of humor	Ability to evoke feelings of amusement or happiness in people	I try to lighten up mood by cracking jokes around the office
Hard-working / Diligent	Characterized by care and perseverance in carrying out tasks	I work hard even if the work may seem unpleasant
Helpful	Providing assistance or serving a useful function	I always try to help my coworkers when they are having a problem with their work.
High self-improvement	Driven for making better one's condition through one's own efforts	In all areas of my life, I am constantly striving to expand my knowledge and skill set
Independent	Free from control of external resource or constraint	I hate feeling that I must depend on another person
Initiative / Creative	A self-starter who needs little direction or encouragement to accomplish a stated goal	I always propose new projects or activities
Innovative	Creating value out of new ideas, products, services or new ways of doing things	I enjoy initiating what has not yet been created
Knowledgeable	Having extensive information or understanding through experience or education	I have also learned about a wide variety of topics
Love to explore	With enthusiasm for discovery of something not particularly defined in the beginning	I'm a very curious person
Never give up	Persistent in maintaining and adhering the desired objective	And even if it takes me several tries to get something done, I'll do it until I am satisfied
Organized / Systematic	Using a planned procedure; methodical, regular and orderly	Every morning I create a schedule for the day, and stick to it
Patient/Endurance	Not hasty or impetuous, manifesting forbearance under provocation or strain	I am able to patiently wait it out and calmly find a solution to my problems
Pleasant personality	With manners which gives others positive experience related to happiness	People like me because I am a nice person
Positive (thinker) / Optimistic	With an inclination to anticipate the best possible outcome	I believe that mistakes are portals of discovery and are room for improvement
Principled (thinker)	Acting in accordance with morality and showing recognition of right and wrong	I believe in doing things because they are right, even if I do not end up advantageous
Result-oriented	Emotionally or functionally directed towards the outcome of the activities	I believe that a true measure of performance is the end result
Role conscious	Apprehending function or part performed in an organization or an operation process	I know that relationship does not supersede my responsibility for my company
Sense of survival	Marked by shrewdness and practicality for continuation of life or existence	Knowing that I could not beat them, I approached them with a merger idea
Service-minded	With special concern of an act of help or assistance that benefits another	I serve customers for their utmost satisfaction
Skillful at applying knowledge	Put into operation ideas acquired by study, investigation, observation, or experience	I have been able to utilize the skills and knowledge I learned at school in the workplace
Skillful at planning	Detailing policies, goals, objectives, and strategies to solve the problems.	I have disciplined myself to set and adhere to deadlines, and keep others on task
Skillful at supervising	Overseeing by setting standards, measuring performance and making correction	I kept an eye on my employees, requiring them to turn in progress reports
Sociable / Extroverted	Enjoy companionship with one's friends or associates	I love people. I've been able to use my friendly nature positively on the job
Strategic thinker	Making long term plan of action designed to achieve a particular goal	One must plan for everything that may come along the way
Team builder	improves composition, motivation, communication, support and trust of a group	I am good at identifying someone's key strengths and using them for the team
Trouble shooter / Resourceful	Capable of devising ways and means to meet situations	It is important for me to be knowledgeable in many areas of technology repair
Visionary	With unusual powers of foresight	By the end of the quarter, my plan was implemented and sales doubled
Willing to take on new challenges	Strength to venture, persevere, and withstand danger, fear, or difficulty	I'm not afraid of failing
Winning Attitude	With an inclination to put the most favorable construction upon actions	I believe that I am going to close the deal and be successful

Second, with the reference for various instruments in the International Personality Item Pool (Table 5), a battery of instruments is designed for each of the 60 traits of job competency. There are 10 statements for each trait. The five point Likert scale is used ranging from “strongly disagree” (1) towards “strongly agree” (5). Table 6 presents sample statements for selected traits.

Table 5: Instruments in International Personality Item Pool (IPIP)

Instrument	Full Name
6FPQ	Six Factor Personality Questionnaire
AB5C	Abridged Big Five
Barchard, EQ	“Emotional Intelligence” (Barchard, 2001)
Big Five	Five Factor Model*
Big-7	7 Factors**
CHS	Comprehensive Health Survey
CPI	California Psychological Inventory (CPI)
HEX	HEXACO Personality Inventory
HPI	Hogan Personality Inventory
JPI	Jackson Personality Inventory
MPQ	Multidimensional Personality Questionnaire
NEO	Revised NEO Personality Inventory (Neuroticism, Extroversion, Openness)
TCI	Temperament and Character Inventory
VIA	Values in Action

* Neuroticism, Extraversion, Openness to experience, Agreeableness, Conscientiousness

**Extraversion, Agreeableness, Conscientiousness, Emotional stability, Intellect, Attractiveness, Negative valence

Table 6: Sample Statements for Traits of Job Competency Measurement

Trait	Sample Statement	*
Organized	Have a planner for my work everyday	+
	Will deal with the most urgent job first	-
Role conscious	Know exactly the expectation on my job	+
	Often do the job of my subordinates	-
Disciplined	Exercise everyday	+
	Often postpone my deadlines	-
Decisive	Seldom change my decision once made	+
	Like to keep options open whenever possible	-
Skillful at planning	Have nothing unexpected in my plan	+
	Like to act on a whim	-
Winning Attitude	If others can, I can	+
	Do not care if I win or lose	-
Patient/Endurance	Do not care working for long hours	+
	Waiting for the fish to take the bait is boring	-

Good interpersonal skills	Easy to make friends with everyone	+
	Sometimes feel a conversation awkward	-
Never give up	Never quit a task before it is finished	+
	Know when to give up	-
Team builder	Always the inspiration of the team	+
	People do not support each other in our team	-

* Statement with “-” sign will be reverse coded in calculating the competency score

Third, the research team conducted a pilot test with 50 employees of a small business firm. The competency score was calculated based on their answers to a questionnaire. The questionnaire contained all statements regarding to the 60 traits of job competency. The employees then reflected on their competency score with their colleagues and supervisors and gave feedbacks on the quality of the instrument. The battery of instruments was then revised for a better match with the working definition, inclusion of dimensions useful for HR practice, and internal consistency.

3.5 Method for Data Collection

A full-scale data collection was conducted in 2011 and 2012, taking the advantage of the vast pool of job seekers in the Top Gun’s database. An invitation was sent out to 747,304 jobseekers through several rounds of e-mails for participating in the supplementary test. Each participant was randomly selected based on his/her hobby profile and job competency score from hobby profile (HB) in the database. A participant is tested on only one trait of job competency by indicating if he agrees with 10 statements in the battery of instrument described above on a five-point Likert scale. Sweepstake rewards were offered by Top Gun Co., Ltd. to encourage the participation.

Table 7: Distribution of Invitation for Supplementary Test

TRAITS	T1	T2	T3	Total
Able to set priorities	926	4,745	4,000	9,671
Action-oriented	674	5,890	4,000	10,564
Adventurous / Risk taker	4,632	4,657	4,000	13,289
Ambitious / Achievement-oriented	4,330	4,000	4,000	12,330
Analytical	4,098	4,000	4,000	12,098
Articulate	3,858	4,000	4,000	11,858
Artistic	4,746	4,305	4,000	13,051
Calm	4,918	4,719	4,000	13,637
Careful	5,039	6,000	4,000	15,039
Competitive	4,679	4,000	4,000	12,679
Conservative	0	4,590	4,000	8,590
Considerate / Sympathetic	0	4,480	4,000	8,480
Contemporary	5,614	4,001	4,000	13,615
Cooperative	4,049	6,000	4,000	14,049

TRAITS	T1	T2	T3	Total
Decisive	6,000	6,000	4,000	16,000
Detail-oriented	4,053	4,000	4,000	12,053
Disciplined	6,000	4,000	4,000	14,000
Enjoy taking challenges	5,686	6,000	4,000	15,686
Enthusiastic / Self-motivated	6,000	6,000	4,000	16,000
Ethical	0	6,000	4,000	10,000
Fast learner	4,480	4,007	4,000	12,487
Flexible / Adaptable	6,000	6,000	4,000	16,000
Friendly	4,904	4,000	4,000	12,904
Get things done	4,146	4,000	4,000	12,146
Good at heart	4,827	4,002	4,000	12,829
Good at time management	0	4,751	4,000	8,751
Good interpersonal skills	6,000	6,000	4,000	16,000
Good leadership skills	887	4,985	4,000	9,872
Good listener	218	5,675	4,000	9,893
Good presentation skills	4,095	4,002	4,000	12,097
Good sense of color	3,440	4,517	4,000	11,957
Good sense of humor	859	4,000	4,000	8,859
Hard-working / Diligent	4,192	4,000	4,000	12,192
Helpful	7	6,000	4,000	10,007
High self-improvement	4,682	5,426	4,000	14,108
Independent	5,327	4,000	4,000	13,327
Initiative / Creative	6,000	6,000	4,001	16,001
Innovative	45	4,221	4,000	8,266
Knowledgeable	6,000	4,000	4,000	14,000
Love to explore	7,137	6,000	4,000	17,137
Never give up	4,402	4,000	4,000	12,402
Organized / Systematic	4,581	4,000	4,000	12,581
Patient	6,000	6,000	4,000	16,000
Pleasant personality	4,982	4,403	4,000	13,385
Positive (thinker) / Optimistic	4,475	4,000	4,000	12,475
Principled (thinker)	4,463	4,000	4,000	12,463
Result-oriented	228	4,916	4,000	9,144
Role conscious	4,104	4,691	4,000	12,795
Sense of survival	4,041	4,023	4,000	12,064
Service-minded	0	6,000	4,000	10,000
Skillful at applying knowledge	5,214	4,000	4,000	13,214
Skillful at planning	5,241	4,000	4,000	13,241
Skillful at supervising and controlling	783	4,000	4,000	8,783
Sociable / Extroverted	4,559	4,000	4,000	12,559
Strategic thinker	233	4,215	4,000	8,448
Team builder	4,235	4,003	4,000	12,238
Trouble shooter / Resourceful	4,102	4,000	4,000	12,102
Visionary	5,901	4,001	4,000	13,902
Willing to take on new challenges	6,000	5,443	4,000	15,443
Winning Attitude	4,543	4,000	4,000	12,543

Table 7 shows the distribution of invitation for the supplementary test for each of the 60 traits of job competency. Quota sampling was implemented in some cases to ensure an even distribution of participants with various levels of job competency score from hobby profile (HB), from T1 to T3. The actual participation is reported in the table in Appendix. Altogether 20,260 valid respondents were received.

3.6 Method for Data Analysis

The competency score from the supplementary test was compared with the competency score from hobby profile (HB) to verify the formulae of Top Gun 2007a, through the following three methods:

Table 8: Method and Expectation of Data Analysis

No.	Method	Expectation on Score from Supplementary Test
1	Fixed Value HB=100	Average of the group with HB>100 should be higher than the group with HB <100
2	Split Half	Average of the half with higher HB should be higher than the half with lower HB
3	With or Without	Average of the group with HB>0 should be higher than the group with HB = 0

4. Data Analysis and Findings

The detailed results of data analysis are reported in the appendix. It can be summarized as the following:

- 1) Out of 60 traits of job competency, the supplementary tests on 54 traits (90%) verify the formulae of Top Gun 2007a by at least one testing method. In other words, hobby profile does reveal certain traits of job competency.
- 2) The predicting power of hobby profile varies among traits of job competency. Out of 60 traits of job competency, the supplementary tests on 37 traits (62%) verify the formulae of Top Gun 2007a by all three testing methods. Hobby profile seems quite strong in predicting these traits of job competency, for example “adventurous”, “calm”, “careful”, “strategic thinker” etc. (Table 9).
- 3) Out of 60 traits of job competency, the supplementary tests on 14 traits (23%) verify the formulae of Top Gun 2007a by two testing methods (Table 10), and the test on 3 traits (5%) verify the formulae by one method (Table 11). Hobby profile may still help to discern the difference in traits of job competency like “Competitive”, “Conservative”, “Decisive”, “Flexible” etc.
- 4) Out of 60 traits of job competency, the supplementary tests on 6 traits (10%) could not verify the formulae of Top Gun 2007a (Table 12). Hobby profile seems weak in predicting these traits of job competency, for example “Ethical”. Such a result may be explained by: a) the hobby profile is unsuitable to predict the trait in concern; b) the coefficient linking hobby profile to a trait in formulae of Top Gun 2007a is inaccurate; and c) the instrument in the supplementary test does not measure well the trait in concern.

Table 9: List of 37 Traits Confirmed by All Three Methods

Able to set priorities	Friendly	Patient/Endurance
Adventurous	Good at heart	Positive (thinker) / Optimistic
Ambitious	Good interpersonal skills	Result-oriented
Analytical	Good leadership skills	Role conscious
Articulate	Good presentation skills	Sense of survival
Artistic	Good sense of color	Skillful at planning
Calm	Good sense of humor	Sociable / Extroverted
Careful	Hard-working / Diligent	Strategic thinker
Detail-oriented	Initiative / Creative	Team builder
Disciplined	Innovative	Trouble shooter / Resourceful
Enjoy taking challenges	Love to explore	Visionary
Enthusiastic	Never give up	
Fast learner	Organized / Systematic	

Table 10: List of 14 Traits Confirmed by Two Methods

Competitive	Good at time management
Conservative	Good listener
Considerate	High self-improvement
Contemporary	Knowledgeable
Decisive	Pleasant personality
Flexible / Adaptable	Skillful at applying knowledge
Get things done	Winning Attitude

Table 11: List of 3 Traits Confirmed by One Method

Principled (thinker)	Service-minded	Skillful at supervising
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Table 12: List of 6 Traits Not Confirmed

Action-oriented	Ethical	Independent
Cooperative	Helpful	Willing to take on new challenges

Table 4: Working Definition & Interpretation of 60 Traits of Job Competency

TRAIT	WORKING DEFINITION	QUOTATION
Able to set priorities	Allocate precedence of resource for tasks in order of their importance or urgency	Each day, I list out all of my tasks and then perform the most important ones first
Action-oriented	Emotionally or functionally directed towards carrying through certain activities	I believe that nothing can really get done without swift action
Adventurous	Willing to undertake or seeking out new and daring enterprises	I have learned that success comes with taking risks
Ambitious	Having an ardent desire for rank, fame, or power or other particular end	I have been driven by my desire to be successful.
Analytical	Examination of a complex by its elements, and their relations	I take mass amounts of information and identifying key points of interest
Articulate	Expressing oneself readily, clearly, or effectively	I explain to potential customers clearly the functions and benefits of our products
Artistic	Having or revealing natural creative skill, aesthetically pleasing	I am very imaginative and creative
Calm	Free from agitation, excitement, or disturbance	When a problem arises, I try my best not to panic
Careful	Marked by caution or prudence to avoid errors or omissions	I always go through my work carefully, ensuring that every detail is correct
Competitive	Being inclined to compete showing a fighting disposition	I strive to be number one in everything that I endeavor
Conservative	Moderation or caution relating to traditional norms of taste, elegance, style, or manners	I don't like changing something that already works because I think it is dangerous.
Considerate	Thoughtful of the rights and feelings of others	I try to be helpful and understanding when my coworkers is going through a hard time
Contemporary	Well informed and marked by characteristics of the present period	I've always found that it is helpful for me to stay up to date on current world events
Cooperative	Marked by a willingness and ability to work with others	I feel that working together is the best formula for success
Decisive	Able to select a course of action definitely and firmly	I recognize that it will be impossible to find out everything about a situation
Detail-oriented	With extreme care, precision, and attention to an individual feature, fact, or item	I check my spelling and the grammar in each sentence, making sure that it is perfect
Disciplined	With restraint exercised over one's own impulses, emotions, or desires	Without the discipline of showing up to work early, I would have never reached it.
Enjoy taking challenges	Taking pleasure or satisfaction in dealing with a demanding or stimulating task	I instead opted to work for a much smaller firm where I can learn new things
Enthusiastic	Filled with or marked by strong excitement of feeling that causes a person to act	I am eager to work and make the best use of time
Ethical	Conforming to accepted standards of conduct based on moral duty & obligation	If I notice discrepancies in our clients' accounts, I make sure to point them out
Fast learner	Competent in gaining knowledge or skill by study, instruction, or experience	I am able to develop new skills and understand new technology quickly and efficiently
Flexible / Adaptable	Characterized by a ready capability to adapt to new, different, or changing requirements	I'm open to these sudden changes, and do my best to match my clients' visions
Friendly	On good or affectionate terms instead of competitive or divisive	During breaks, I also mingle with workers and try to make the people around me smile
Get things done	Be reliable in completing assignments despite of various obstacles and constraints	I have been known as an employee who can be counted on to finish my assignments
Good at heart	Of a sympathetic, forbearing or helpful nature	I care about other people's feelings.
Good at time management	High productivity of time with goal setting; prioritizing; delegating and scheduling	I arrange my work so I know what to do for the day and follow my schedule
Good interpersonal skills	With ability of communications and interactions with other persons	I have never had a serious problem with any of my colleagues or superiors.
Good leadership skills	Influencing and directing the performance of group members towards goals	I have learned to coordinate projects within the office, delegating responsibilities
Good listener	Encourage, pay attention to, and have empathy towards verbal communication	I stopped what I was doing to listen.
Good presentation skills	Introducing with attractive, clear, simple and smooth explanation and demonstration	I compiled them in a easily readable fashion with minute details

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101 Strengths of Top Gun

Personality: People

7	Friendly
8	Good at heart
12	Honest / Integrity
15	Pleasant personality
18	Service minded
25	Considerate / Sympathetic
33	Compromising / Tolerant
36	Cooperative
40	Frank / Open
42	Helpful / Concerned
46	Loyal
48	Open to suggestions
54	Sociable / Extroverted
56	Trustworthy / Reliable
61	Good sense of humor
62	Good listener
69	Aggressive/Forceful
71	Respect other people
76	Ethics
78	Fairness
86	Humble

Personality: Task

1	Ambitious / Achievement oriented
4	Detail and Accuracy oriented
6	Flexible / Adaptable
13	Initiative / Creative
14	Patient
16	Positive thinker / Optimistic
17	Result-oriented
21	Hard working / Diligent
23	Enthusiastic / Self-motivated
24	Organized / Systematic
26	Love to explore(Knowledge)
27	Able to commit/Responsible
29	Action oriented
30	Adventurous / Risk taker
31	Calm / Unpanicky / Placid
32	Careful / Reserved
34	Consistent
35	Contemporary (follow the trend)
37	Courageous(to try)
38	Decisive
39	Determined / Devoted
43	Independent
44	Innovator / Pioneer
49	Role conscious
50	Searching for excellence
55	Time conscious / Punctual
60	Competitive
63	Investigative
65	Conservative
72	Disciplined
74	Enjoy taking challenge
75	Enjoy working under pressure
85	Highly self-improvement
87	Never give up
88	Perfectionist
91	Rational and unemotional
92	Routine performer
98	Winner Attitude

Skills and Knowledge: People

3	Good presentation skill
9	Good leadership skill
11	Visionary
19	Having connection / Networking
41	Good interpersonal skill
47	Negotiator
64	Influential / Motivator
68	Diplomatic
96	Supervising and controlling
97	Team builder
100	Delegate responsibilities to others
101	Skillful at managing people

Skills and Knowledge: Task

20	Troubleshooter / Resourceful
22	Articulate / Communicative
28	Able to set priority
45	Knowledgeable
51	Skillful at applying knowledge
52	Skillful at implementing plans
53	Skillful at mathematics
57	Strategic thinker
59	Artistic
70	Common sense user
77	Expert in my job field
79	Get things done
80	Good at directing projects
81	coordinate & following up assignment
82	Good at identifying the issues
83	Good at time management
84	Good consultant
89	Professional and well mannered
90	Principled thinker (systematic)
93	ability of survival
94	Skillful at evaluation
95	Skillful at planning
99	Make everything possible

HR IS A STRATEGIC PARTNER



JOBTOPGUN



SUPER RESUME