

# **THE PREDICTIVE VALIDITY OF THE APIL-B IN A FINANCIAL INSTITUTION**

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## **ABSTRACT**

The purpose of this study was to assess the predictive validity of the APIL test battery, designed to identify learning potential. A sample of 235 successful job applicants completed the APIL Battery and the scores obtained were compared with a set of job success ratings provided by their direct managers. The predictive validity and the use of this psychometric device were assessed within the broad context of the provisions of the Employment Equity Act (55 of 1998), and the manner in which the information about an employee is to be used. The findings are generally positive and their implications are discussed below.

## **OPSOMMING**

Die doel van hierdie ondersoek was om die voorspellingsgeldigheid van die APIL-toetsbattery, wat ontwerp is om leerpotensiaal te identifiseer, te evalueer. 'n Steekproef van 235 suksesvolle aansoekers het die APIL-toetsbattery voltooi en die tellings wat sodoende bekom is, is vergelyk met beoordelings van werksukses wat deur hul direkte bestuurders uitgevoer is. Die voorspellingsgeldighede en die gebruik van hierdie psigometriese meetmiddel is binne die breë konteks van die vereistes van die Employment Equity Act (Werkbillikheidswet) (55 van 1998) geëvalueer, sowel as die wyse waarop dié inligting oor 'n werknemer gebruik behoort te word. Die bevindings was oor algemeen positief en hul implikasies word in die artikel bespreek.

The South African labour situation has changed dramatically during the last five years. This has been the result of factors such as the new Constitution (Act 108 of 1996), the changed political dispensation, and especially the promulgation and implementation of a series of Acts of Parliament to regulate matters pertaining to labour. The promulgation of chapter 2 of the Employment Equity Act (55 of 1998), which was finally implemented on the 9<sup>th</sup> August 1999, has led to a situation in which users of psychological tests and “other similar assessments”, have become increasingly concerned about the legitimacy of their use of assessment procedures - especially in industry - for purposes including screening, selecting, and identifying potential. In many cases, the apprehensions and fears have been caused by what may eventually turn out to be no more than an excessively rigid interpretation of Section 8 of the Employment Equity Act (EEA).

The fact that reliability, validity, bias and fairness are highlighted in Section 8 of the EEA, and the need for these issues to be “scientifically shown” poses specific dilemmas in all contexts in which assessment is used. Psychologists have been aware of the first two requirements for many decades (See, for example, Guion, 1965; Gulliksen, 1950; Magnusson, 1967). American affirmative action legislation, and the ensuing court cases in the USA, highlighted the issue of assessment bias. It, too, is well known to South African psychologists.

In many respects, the negative perceptions of the assessment situation, and, for that matter, of the future of testing, have been exacerbated by the obvious complexities which tend to coincide with multiculturalism and multilingualism.

Based on the preceding discussion, it is clear that a major need exists to establish the extent to which assessment devices used in industry comply with the requirements of the Employment Equity Act (55 of 1998). Apart from legal obligations, there is also a demonstrable need as far as industrial psychology is concerned to develop our knowledge

base of the area as a precursor to building models with greater heuristic value than the ones that are available at present.

With new Labour legislation becoming more rigid and prescriptive, the use of these types of tests and assessments are currently under severe scrutiny. The most obvious criticism regarding the use of the psychological assessment devices is the cultural bias that may result in unfair discrimination against racial and ethnic groups or even people of low socio-economic status (Jensen, 1980).

Added to these criticisms are enquiries about using common and even separate psychometric instruments for different population groups, since South Africa's human capital composition is diverse. With this in mind, Owen (1990) draws attention to the fact that with the abolition of job reservation, South Africa's vast workforce is currently competing for the same or similar jobs. This makes personnel decisions rather daunting regarding the basis on which the decisions will be made relating to which candidate is the most suitable for the job, especially if all candidates have not completed the same psychometric test(s). With this in mind, it seems no more than reasonable to acknowledge cultural variables such as cultural orientation, cultural identity, and acculturation when attempting to understand the effects of culture on psychological tests and assessments (Cuellar, 1998).

Perceptions of unfair decision making might lead to legal action with substantial fines being imposed on employers (Bauer, Maertz, Dolen, & Campion, 1998). Using this as the point of departure, a psychometric instrument that complies with the conditions set out in the EEA would not only be useful to the industry, but would also provide acceptable solutions for more accurate selection techniques (Schmidt & Hunter, 1998).

The APIL-B was designed to produce a performance profile which is unaffected by the extent to which an individual has been advantaged or disadvantaged. In the words of the author of the test: "The **A**bility, **P**rocessing of **I**nformation and **L**earning **B**attery (APIL-B) is a set of tests designed to assess an individual's core or fundamental capabilities and potentialities. It does not measure specific skills, which are strongly affected by past

opportunities” (Taylor, 1997 p. 1).

Existing validity studies on the APIL Battery uncover correlations ranging between 0,21 and 0,89 extracted from six different sample studies (Taylor, 1997). The reliability estimates of the various subtests are in the region of 0,60 – 0,70 but may be as high as 0,97 and as low as 0,45 (Taylor, 1997).

Based on the above statistics, the APIL-B is therefore a potentially useful instrument for making “fair” selection decisions and identifying candidates who are likely to master more demanding tasks. The terms “fair” and “unfair” will be defined more comprehensively further on.

Given that the test is primarily non-verbal (except for the instructions) the issue of cultural bias is addressed to a certain extent. The test items are mainly presented in a geometric-diagrammatic format, thereby limiting the bias introduced by requiring that candidates respond to test items in a second or third language (Taylor, 1997).

The majority of South Africans speak languages, and dialects, quite different from standard English as their mother tongues. It is therefore reasonable to assume that some of the generally observed discrepancies in test scores between white and black South Africans are attributable to the variety of languages and dialects that are spoken (Jensen, 1980). However, Jensen (1980) also adds that numerous studies abroad have concluded that although black American children use different dialects, they manage to develop an understanding of the standard language at an early age and suffer minimal disadvantage (Eisenberg, Berlin, Dill, & Sheldon, 1968; Hall & Turner, 1971, 1974; Harms, 1961; Krauss & Rotter, 1968; Peisach, 1965; Weener, 1969).

The testing of candidates from dissimilar cultural backgrounds has received strong interest over the past 50 odd years. There is great concern about the applicability of current tests available to culturally disadvantaged groups (Anastasi & Urbina, 1997). Cuellar (1998) stipulates that initially, “mental tests” were standardised on homogeneous cultural groups and

only more recently have attributes such as gender, education and ethnic representativeness been taken into account. Ethnic representation arouses concern as inadequate representation of a sample as far as gender, ethnicity, education, and so forth are concerned, could be conceived as sources of cultural bias. An example of this is to be found in the United States where most psychometric assessments that have been developed fail to address, and include, adequate representative samples of American Hispanics (Cuellar, 1998). These individuals who constitute a substantial part of the American population, are almost never included in norm groups (Cuellar, 1998). Such glaring discrepancies in representation lead to suspect predictive validity coefficients for American Hispanics.

According to Jensen (1980) the issue of “cultural bias” in ability testing has been around since the early 1900’s. Binet and Simon acknowledged this problem in 1908, when their newly developed ability test produced different results when administered to groups of children of different social status (Anastasi & Urbina, 1997). According to Rosenbach and Mowder (1981), Stern noted that the average performance of *lower-class* 10-year-old test-takers was the same as that of *average higher-class* 9 year olds. It was Binet who fully recognised that aspects such as language, cultural background and a common background of experience are important when measuring individual abilities (Jensen, 1980). A point to remember is that “culture fairness”, a term often mistaken for the lack of cultural bias, presumes equal familiarity among participants who come from different cultural backgrounds (Oakland & Hambleton, 1995).

Oakland and Hambleton (1995) identified a number of culture-related factors that could affect the performance of test scores. These are as follows: The tester (ethnic identity, linguistic expressions, etc.), the test-takers (level of education), the relationship between the test administrator and the participants (ambiguity in communication, etc.), familiarity with response procedures (for instance the effects of incorrect answers), and stimuli (familiarity with material, knowledge of testing language).

Before dealing with issues of culture, bias and fairness, it would seem appropriate to evaluate what the Legislation provides for.

In terms of the provisions of Section 8 of the Employment Equity Act (55 of 1998) “Psychological testing and other similar assessments of an employee are prohibited unless the test or assessment being used —

- (a) has been scientifically shown to be valid and reliable;
- (b) can be applied fairly to all employees; and
- (c) is not biased against any employee or group.”

In Section 8 above, the key words include: *psychological testing, assessments, valid, reliable, fairly* and *biased*. To clarify the meaning of the Act these terms require elucidation.

A **psychological test**, as defined by Anastasi and Urbina (1997, p. 4) is essentially “an objective and standardized measure of a sample of behavior”. From this definition it is likely that people from different cultural backgrounds will probably behave differently from the culture of the standardisation sample. Cuellar (1998) adds that with the tests being *samples of behaviour*, it is difficult to identify why the test-taker performed as he/she did. Anastasi and Urbina (1997) maintain that if tests cannot remove cultural influences from test scores, greater value may be derived by identifying the extent that specific cultural variables such as language, education, acculturation and so forth have on specific test scores. Thus the reality of “culture free” tests is that they do not exist. The phrase is actually a contradiction in terms.

Gregory (1996) and Aiken (1979) describe **assessment** as an estimation of one or many specific attributes or traits that an individual may possess. It involves activities such as interviews, observations, checklists, projectives and other psychological tests to gather more information about an individual (Aiken, 1979; Friedenberg, 1995; Gregory, 1996).

**Validity** is defined by Anastasi and Urbina (1997, p. 113) as “...what the test measures and how well it does so.” Kerlinger (1986, p. 417) defines validity in the form of a question

asking: “Are we measuring what we think we are measuring?”

In other words, does the test measure what it is supposed to measure? Three types of validity are important namely: content, criterion-related and construct validity (Anastasi & Urbina, 1997; Kerlinger, 1986). A test’s *construct validity* according to Anastasi and Urbina (1997) is the extent to which it measures a theoretical construct or trait such as learning potential.

Reynolds (1983, p. 245) refers to bias in construct validity as follows: “Bias exists in regard to construct validity when a test is shown to measure different hypothetical traits (psychological constructs) for one group than for another or to measure the same trait but with different degrees of accuracy”. Owen (1991) showed that authors such as Bond (1981), Cole (1981), Green (1972), Peterson (1980), Shepard (1981) and Sundberg and Gonzales (1981) agree that bias in construct validity indicates that a test measures one thing in a certain group and another in a different group under the assumption the test is measuring the same construct. Scheuneman (1981) stipulates that although tests are essentially valid for diverse groups (no bias in construct validity), bias may be observed in the underestimation of minority group abilities.

Predictive validity is a form of criterion-related validity, and concerns the relationship between scores on a test or questionnaire and a criterion measure taken at some time subsequent to the test. Validity coefficients are represented by correlations between test scores and the scores obtained in the actual field for which an individual has been selected (Rust & Golombok, 1989). The higher the correlations, the higher the validity (Huysamen, 1996; Rust & Golombok, 1989). Huysamen (1996, p. 129) discusses the terms predictive bias and test bias, and describes them using the following example: “...if the present test is used to predict future performance as a motor mechanic, men may indeed outperform women in the test. If this is the case, applying the test does not result in predictive bias.” This suggests the instrument is not biased, but that the situation to which it has been applied may be. In addition, this does not necessarily mean that women would not be able to perform well as motor mechanics.

Cuellar (1998) believes that the predictive validity of a specific score may differ quite substantially across cultures, and that bias exists when test scores differ across groups in relation to an external criterion. When predictive validity differs across cultural groups, there is a need to interpret scores based on group-specific predictive validity coefficients (Cuellar, 1998). Cascio (1997), in turn, claims that if an individual from a specific population group does not have an equal opportunity at being selected for a specific post, but has an equal probability of succeeding at the job, test bias may exist which could result in unfair discrimination.

**Test reliability** relates to the accuracy or precision of a measuring instrument (Kerlinger, 1986). The concept encompasses constructs like stability, dependability, consistency, predictability and accuracy. Anastasi and Urbina (1997, p. 84) refer to reliability as “the consistency of scores obtained by the same person when they are re-examined with the same test on different occasions, or with different sets of equivalent items, or under other variable examining conditions.”

Jensen (1980) defines ‘**fair**’ and ‘**unfair**’ as the manner in which test scores are used when making selection decisions. He continues by maintaining that terms such as “fairness”, “social justice”, and “equal protection of the law” are concepts linked to moral, legal and philosophical opinions. Anastasi and Urbina (1997) note that it is inevitable that people holding different views on the meaning of “fairness” and “unfairness” will behave differently when making a decision as it is a subjective non-scientific concept (Jensen, 1980).

In psychometrics, ‘**bias**’ is referred to by Jensen (1980) as *systematic errors* in the *predictive validity* of test scores of an individual, and where these errors are as a result of the individual’s group membership. Anastasi and Urbina (1997) adds that these errors are constant as opposed to random errors, it is a technical concept and infers different validities for members of different population groups (Gregory, 1996).

In subsection 8(c) of the Employment Equity Act, the focus is placed on being unbiased



towards any employee or group. This brings up an interesting debate regarding the comparison of test scores across cultures. It has already been stated that the test should measure the same trait across different population groups. Oakland and Hambleton (1995) suggest that in cases of test score comparisons, the requirements of equivalence need to be extremely strict.

Anastasi and Urbina (1997) and Smit (1996) describe equivalence as comparing scores obtained from a number of different tests against the same measurement scale. The comparability of the scores hinge on the similarity of the test content, reliability, level of difficulty, and the statistical methods used to calculate the comparisons. Anastasi and Urbina (1997) add that test scores should not be compared unless they are truly interchangeable.

## METHOD

The pressure that has been imposed on the staff assessment enterprise in South Africa is of such a nature that it is extremely important to investigate the instruments that are used in this country.

The APIL-B is a well-known, and widely used, psychometric device for the selection of staff in commerce and industry in South Africa. Taylor (1997) claims that it assesses an individual's **potential** to a greater extent than conventional measuring devices, which tend to measure current skills and abilities. While Taylor (1997) uses difference scores as a basis for measuring learning potential, there has been a long-standing debate in the professional literature about the utility of difference scores. Some authors contend that learning potential is a multidimensional issue, and that it cannot be measured with a single test. In an unpublished document by Schepers (2000), he draws attention to the writings of Ree and Earles (1991), Ree, Earles and Teachout (1994), Stake (1958), Woodrow (1938a,b, c) and Woodrow (1946), and comes to the conclusion that the notion of a single general factor of learning potential is "a myth." While the arguments advanced appear plausible, there is not yet a generally held view on the matter, and the APIL-B has yielded positive results in several validity studies. Against that background it is important to take note of this issue, but nonetheless to pursue the current research.

The APIL scores produced are useful to companies interested in looking beyond the effects of disadvantage, and additionally to identify those individuals with potential for development. Further, the APIL-B has the advantage of being group administrable. Although Anastasi and Urbina (1997) have listed potential disadvantages of testing subjects in groups, such as: lack of rapport, less opportunity to maintain interest, restrictions imposed by the extent of the test-taker's responses, the unlikeliness of identifying aspects such as anxiety, worry or fatigue of test-takers that could affect their performance and so on, as with most testing devices, each limitation in one situation may in fact be an advantage in another depending on the primary objective behind the use of that particular instrument.

In addition, Taylor (1994) stipulates that the information-processing constructs found in the APIL-B are more clearly defined, and the measures used are so basic that claims of cultural bias should be minimal. However, very few studies have been conducted on information-processing tests across cultures to support this statement with certainty.

Schmitt, Gooding, Noe and Kirsch (1984) believe that the use of a psychometric instrument in selection may be seen as unbiased if the reliability and validity reflect the specific selection dimensions targeted by the test, as well as the transferability of the test to members of different population groups.

### **Research questions**

In view of the issues raised in the preceding discussion, the following questions are to be investigated:

- Is the APIL-B reliable when applied to a group of job applicants at a large financial institution?
- Is the APIL-B valid when used for selecting employees in the financial sector?
- Are the results of the APIL-B biased against specific population groups when used for selecting employees in the financial sector?

### **Sample**

The sample consists of 235 successful job applicants at a large insurance organisation. The jobs for which the applicants were being considered included positions such as: actuarial assistants, clerks, consultants, legal advisors, computer programmers, underwriters, and so on. Seventy-three of the applicants are males and one hundred and sixty two females. The applicants' ages range between 16 and 58 years, and their educational levels fall between standard 7 and postgraduate qualifications. The distribution of the so-called ethnic groups is shown in Table 1.

<Insert Table 1>

## **Data analysis**

The statistical techniques include descriptive statistics (means, standard deviations, etc.), product-moment correlation coefficients, discriminant analysis, Kuder-Richardson reliability formulae and logistic regression analysis.

## **Measuring instruments**

### *The criterion measure*

In order to compute criterion-related validity coefficients, the raw scores of the six subtests of the APIL-B were entered into a multiple stepwise regression analysis with manager ratings as the criterion variable. A criterion measure was specifically developed for this investigation and consisted of a single rating on a five-point scale. To validate the criterion measure, Elliott Jaques' "Critical Incident Approach" was used (Jaques, 1975, 1978, 1982, 1989). This involved randomly selecting thirty-seven participants from the sample, interviewing the manager who rated these participants and establishing the reason for the rating obtained.

### *The predictor variable*

The APIL-B is an instrument used to assist in assessing the needs confronting all South Africans who endeavour to create an equitable society. The battery is used to identify those employees who demonstrate the potential for development irrespective of previously acquired skills or past discrimination. By using learning potential as point of departure for future training, development, mentorship, and growth, long term benefits are derived since the measurement criteria no longer focus on previous opportunities but future capabilities.

The complete APIL battery provides a profile of eight scores and a learning curve which, when integrated, produces an overall global score. The scores indicate an individual's:

- Capacity to think abstractly and conceptually, this is assessed in the Concept Formation Test (CFT). Taylor (1997) postulates that in work activities requiring additional effort above simple routine duties, conceptual thinking plays an important part. Cattell (1971) and Taylor (1994) share the opinion that the capacity to think abstractly forms an

integral part of fluid intelligence. Hunt (1980) provides the view that fluid intelligence may be seen as a function of thinking strategies accessible to an individual.

- Speed, accuracy and flexibility of information processing and the capacity to cope with multiple problem formats under time constraints is the second score in the battery and called the Flexibility-Accuracy-Speed Test (FAST). The speed scores do not only highlight the rate at which information is processed but also provides an indication of the individual's ability to acquire new competencies (Taylor, 1997). Taylor (1997) defines accuracy as the incidence of error per block of work. Hence, inaccurate processing of information suggests the brain's "computer" is erratic but does not imply an incapacity to solve the problem, merely that there may be concentration lapses resulting in failure to adhere to the "quality control" of the processing procedure. The flexibility component refers more to the cognitive flexibility in which a rapid problem solving approach has been adopted in order to solve the problem at hand (Taylor, 1997). It is further noted that a prompt choice of a good strategy for solving problems is claimed to be another fundamental characteristic of intelligent behaviour (Taylor, 1997).
- Learning rate in the next score produced. The APIL-B provides two sets of scores from the learning assessment exercises — the difference in output between the fourth and first session, and the total amount of work completed in all four sessions. Taylor, (1997) describes learning rate as a function of improved performance (units of work correctly completed per unit time) from the first to the last session. The Curve of Learning (COL), specifically taps into the learning potential of an individual, it assesses the person's future achievement capability rather than measuring past achievements (Taylor, 1997).
- Memory and Understanding is the next set of test scores which measure the capacity to memorise and master concepts. This subtest is a sequel to the COL in that it measures the individual's retention of the material exposed to during the COL series of exercises (Taylor, 1997). Test takers who have internalised the information and understood the interrelationships among the concepts often produce higher scores in comparison to

those who have just copied the material from the dictionary without attempting to retain the information (Taylor, 1997).

- The final score in the battery is a measure of the capacity to transfer learning to novel applications. This subtest is known as the Knowledge Transfer Test (KTT), it measures the extent to which an individual has the capacity to transfer knowledge or skill from one problem situation to another but related problem (Taylor, 1997). The capacity to apply and adapt knowledge is another important component of leaning potential and is especially important in a work situation where experience gained in one situation may be transferred to another in order to solve a related problem (Taylor, 1997).

The dimensions assessed by the above-mentioned subtests, according to Taylor (1997), are fundamental building blocks of intellectual competence. The APIL-B provides an indication of an individual's intellectual adaptability rather than his/her previously acquired skills or abilities.

Taylor (1997, p. 4) stated that, “[t]he APIL does not have to be administered in its entirety, although a more reliable reading on the individual's intellectual capacity and potentiality is obtained if the whole battery is used. Two shortened versions that are quite commonly used are the APIL minus the KTT and the APIL minus the KTT and FAST.” With this comment in mind, the research completed in this study was limited by the fact that it had access to all the data and information of the APIL battery barring the results from the KTT.

### **Procedure**

The APIL battery was administered to a large number of job applicants who had applied for a variety of vacancies at a large insurance company. Only the successful job applicants' data were assessed since the dependent variable was a company-specific measure.

The order of the battery administration was supervised as per the administrator's manual, beginning the testing session with the Concept Formation Test and ending with the Memory and Understanding Test (when using the full battery, Knowledge Transfer Test is

administered last). Approximately 15 to 20 candidates were tested in any one session. Normal testing conditions prevailed in well-ventilated, well-lit, quiet rooms with each candidate given their own desk to work on with all the necessary stationery being provided. The instructions were read verbatim from the instruction test booklet in a standard fashion emphasising the strictness of the test conditions and what the test-takers should be expecting from the tests. This instructional routine was followed for the entire test battery and for every group that was tested.

All the raw data from the tests were collected and organised into a workable format. For comparative reasons, certain biographical details such as age, reporting time to current manager, educational level and so forth were also recorded. Respondents lacking a full set of data were excluded from the sample (for example those who did not complete all the subtests or those who were not rated by their manager).

Thirty-seven people were randomly selected from the original sample to aid in a validation interview conducted with nine managers. The interview focused both on the individuals' work performance and their ability to grasp new concepts, ideas and tasks. During the interview, the manager was required to give an explanation as to why he/she believed the individual deserved the particular rating obtained. Examples of specific actions were solicited to assist in quantifying the motive behind each rating. A summary of these findings has been recorded in the results section of this paper.

Raw data from the six subtests of the APIL-B were available for a final sample of 235 subjects. The standard deviations and means of these raw scores were calculated and converted to  $z$ -scores to facilitate comparison. These  $z$ -scores when added together, (using different standard weightings in accordance with the instructor's manual) produce a Composite Score which forms an integral component of the final global score.

The Curve of Learning subtest produced two sets of data, namely COL tot and COL diff. COL tot and COL diff are the only scores given a half weight each as they are highly correlated. They are therefore abbreviated to COL tot Z.0,5 and COL diff Z.0,5 (Taylor,

1994). Taylor (1997) adds that the first four scores (CFT, Speed, Acc, Flex) are classified as “static” scores, while the remaining three scores may be called “dynamic” scores (they reflect the learning processes). The latter scores “gives additional information on the individual, which seems to be particularly valuable in cross-cultural assessment exercises and where testees differ in advantagement or past opportunity” (Taylor, 1994, p. 189).

Taylor (1994) indicates that static scores are derived from an external intelligence test or the initial performance on a learning test. Dynamic scores reflect the performance score that measures learning, either by repeated exposure or by both repeated exposure and instruction (Taylor, 1994). It is thus possible to produce very different results for each type of test. Often a person who scores poorly on the static tests, delivers somewhat improved results in the dynamic tests (Taylor, 1994). Both from a theoretical and conceptual point of view, a major advantage derived from dynamic testing is its relative lack of susceptibility to the effects of cultural bias.

The criterion measure used, as previously stated, was a single rating given on a five-point scale designed to assess the individual’s learning potential as rated by the manager.

## **RESULTS**

The distribution of criterion values is shown in Table 2. The most striking observation is between ratings of 3 and 4. More women than men were given a rating of 4, while more men than women were given a rating of 3. As a result of the skewness of the distribution, it was decided that the data had to be treated as being of nominal strength only.

<Insert Table 2>

The distribution of the ratings for the population groups is shown in Table 3. Ratings 3 and 4 are the most common scores observed with the white population occupying the highest representation of the ethnic groups.

<Insert Table 3>



Means and standard deviations for ethnic groups on predictor scores may be studied in Table 4 below. This table displays interesting comparisons between the different ethnic groups.

<Insert Table 4>

The  $z$ -scores for the subtests were intercorrelated with age and reporting time (this being the length of time the individual reported to the manager who provided the rating). The results are shown in Table 5 where all the subtests correlate highly with one another.

<Insert Table 5>

The predictive validity of the test battery was assessed by using a canonical discriminant analysis procedure. This procedure was adopted in view of the nominal strength of the managers' ratings. Because of the limited sample size the 5-point rating scale was eventually collapsed to a 2-point classification. (This procedure will be discussed in more detail during the discussion section). Wilks' Lambda coefficient was used to determine whether the centroids of the various groups differed significantly. The following decision rules were applied: Maximum number of steps is 18; minimum partial  $F$  to enter is 3,84; maximum partial  $F$  to remove is 2,71; and  $F$  level, tolerance, or VIN insufficient for further computation.

<Insert Table 6>

This was followed by a stepwise procedure to identify the variables that discriminated the best. Reporting Time in Table 7 stands out with a low  $F$  value and a  $p$ -value of 0,819. From Table 8, it may be seen that two variables were required to reach the optimum discrimination level. Only two steps were required to obtain this optimum level.

<Insert Tables 7 and 8>

Since COL tot Z and Acc Z were the two best predictors of the rating scores, they were used for the discriminant functions. The structure matrix in Table 9 indicates this with COL tot Z in Function 1 and Acc Z in Function 2.

<Insert Table 9>

The canonical discriminant function coefficients using Acc Z and COL tot Z as the primary predictors are shown in Table 10. This shows that the discriminant functions for the two groups are:

$-0,034 \cdot \text{Acc Z} + 2,368 \cdot \text{COL tot Z}$ , 0,5 and  $3,076 \cdot \text{Acc Z} + [-1,393 \cdot \text{COL tot Z}]$ , 0,5

<Insert Table 10>

From Table 11 it becomes clear that if the main diagonal is added together and divided by the total sample, only 36,6% of the rating scores were correctly classified, and that 20% of those predictions could have been the result of chance.

<Insert Table 11>

Because the application of the discriminant functions yielded such poor classifications when applied to the original ratings, it was decided to collapse them into two categories. This was done by combining values 1,2 and 3 into a category called “poor to average,” and ratings 4 and 5 into a category called “good to excellent.” The logistic regression results after the criterion rating compression is shown in Table 12. What is interesting about this table is the even split between the two categories, 113 for the first and 122 for the second. Further, the percentages accurately predicted, too were almost identical to one another.

<Insert Table 12>

Taylor (1997) showed that a number of evaluation techniques were needed to estimate the reliabilities of the APIL Battery, as a result of the number of measuring formats. Kuder-

Richardson Formula 21 was used to estimate the reliabilities of CFT and Mem which produced scores of 0,85 and 0,76 respectively.

The reliability estimate of COL diff was calculated by subtracting the number correct in COL3 from those correct in COL1 thus producing a new score. The correct answers in COL4 were then subtracted from the number correct in COL2 to produce a second score. The correlation between these two scores produced a value of 0,37 at  $p < 0,01$ .

COL tot's reliability was estimated by adding COL1 and COL3 and adding COL2 and COL4 to produce two new scores. The correlation between the new scores is 0,95 at  $p < 0,01$ .

Taylor reports (1997) that the reliability of the Speed variable cannot be directly computed, but that an indication of the reliability may be obtained by correlating the individual components that make up the Speed variable. These components include the Series, Mirror and Transformation tests. Correlations between the Series and Transformation tests were 0,70 and 0,72 between Series and Mirror, significant at the 0,01 level.

To estimate the reliability of the Accuracy variable, the FAST subtest is separated into two scores being, Series plus Transformation and Mirror plus Combined, these correlations provide reliability estimates of 0,87 at  $p < 0,01$ .

The reasoning underlying the criterion ratings was assessed by interviewing nine managers who had rated 37 candidates. A summary of the results from the interviews follows:

- One employee from the 37 interviewed was given a rating of 1 and the manager's explanation for this rating was that the individual is very slow to grasp concepts, ideas and what is required to perform a particular function. The person needs to be told three, four and even five times before any form of understanding becomes evident. The individual needs to be trained on the job three or four times in order to do the job function. In addition, compared to her colleagues, this person struggles to learn and there is little knowledge retention and no skills or knowledge transfer ability.

- Two people were given ratings of 2, with the comments being “very slow to learn, you need to keep telling and telling, showing and showing,” “it is difficult for the person to grasp, never asked questions,” but whilst completing a repetitive function, coped adequately.
- There were 12 people who were rated as a 3, some of the most common reasons were as follows: “does what is told, does not perform the job at a high level or at a low level, just as expected,” “retains and applies knowledge well,” “was not able to learn a new computer system too well,” “the person does not seem to internalise feedback provided well, almost as if there is limited learning ability,” “does not catch on very quickly”, “if a new task is explained to her, she will not get it right the first time but the second or third time she might get it right”, and “not below average and not above average”.

- Eighteen staff members were rated as 4. The managers reported that it was for the following reasons: “knew a particular function well, and was able to teach others this job,” “learns quickly, displays high potential with above average learning potential,” “enormous initiative, acquires knowledge and skills very quickly (products and systems),” “does things right the first time, don’t have to repeat instructions, grasps concepts easily and then gets on with it”. Other comments included: good transferability skills, can be used to train up new staff, good listening skills, asks probing questions to gain complete clarity, successful in current departmental tests and assessments, goes the extra mile to gain additional information and has the ability to impart this knowledge to others with ease.
- Four people of the selected 37 had been given a rating of 5, and these were the comments: “incredible ability to assimilate and process information, very proactive,” “exceptional ability, fast learner who successfully imparts his knowledge to others well,” “very competent in her job, excellent ability to retain and transfer knowledge,” “listens very well and asks the appropriate questions to ensure all the facts have been established,” and finally “performs the task exceptionally well.”

## **DISCUSSION**

As may be seen from Table 2, the ratio between females and males in the sample is 2,22 to 1,00. This is higher than the current female to male ratio in the organisation which is 1,08 to 1,00, but it has to be borne in mind that the higher echelons are still predominantly populated by men. This phenomenon remains common in most large corporations in South Africa. Bearing in mind that the ratings of women are higher than those of men — a mode of 4 versus a mode of 3 — it would appear that the organisation may be well advised in appointing more women than men. In spite of the major changes that have taken place in the socially-defined roles of women, old stereotypes still prevail and men are probably more inclined to be drawn to technical jobs than are women. This assertion is clearly difficult to

substantiate on an empirical basis.

It will be recalled that the criterion scores were derived from ratings done by the test-takers' supervisors. The distribution of criterion scores — or categories — that is shown in Table 3 may, on appearance, suggest that African and Coloured candidates were rated lower than were Indian and White ones. If there were any substance to such an observation, it would give rise to concern about the role of possible bias on the part of the assessors. A straightforward  $\chi^2$  test, however, shows that this is not the case ( $\chi^2 = 0,445$ ,  $df = 12$ ,  $p > 0,05$ ) and that the assessors did not, on the available evidence, discriminate between the so-called ethnic groups.

As has been mentioned, the raw scores of the subtests of the APIL-B (the predictor scores) were converted to  $z$ -scores based on the total sample statistics to ensure comparability of the tests. This also has the advantage that if the means of these  $z$ -scores are computed for the four ethnic groups separately, they immediately provide a divergence score from the group mean in scores that are equivalent to standard deviations. The figures that appear in Table 4 show that the African group is consistently lower than the total sample mean. In four of the cases the means are one, or slightly less than one. The Indian group shows few meaningful differences from the mean. The mean APIL-B subtest scores for the Coloured group are consistently lower than the scores for the whole sample, although the magnitude of this difference is not particularly large. The subtest means of the White group are consistently above the total sample mean, but the differences are not really sizeable.

The main area for concern is, of course, the fact that the scores for the African group are so low. In many respects, the author of the APIL-B has gone to considerable lengths to try to ensure that group or cultural issues do not play a part in test-takers' scores. While the material has been carefully designed, it has been found elsewhere (Blake, 2000) that deficits in English language capability lead to concomitant differences in test score attainment. In unpublished research conducted in a large South African bank, it could be shown that if black and white test-takers were matched in terms of their English language reading proficiency, differences on cognitive tests disappeared.

While the difference that have been found in this study may pause some cause for concern, mere differences in mean test score would imply bias **only** if these differences are not also evident in work performance. High levels of validity would, of course, be an indirect indication that bias is not likely to exist in the APIL-B.

The primary aim of this study was, however, to investigate the predictive validity of the APIL Battery against the background of the requirements laid down in recent, relevant legislation. The  $z$ -scores of the various subtests were intercorrelated producing a number of generally high correlations. A striking correlation between COL tot Z and COL diff Z of 0,908, significant at the  $p < 0,01$  level, was found, indicating there is a strong relationship between these two scores. This supports the test developer's findings.

From Table 5, it can be seen that the intercorrelations between the various subtests are generally high. These high correlations indicate that, to a degree, the battery of tests as a whole, do measure the same variable.

Many significant correlations were found between reporting time and age. Although the correlations between reporting time and the individual tests are significant in most cases, the  $p$ -levels are at the  $< 0,05$  level. Age, however, correlated negatively with most of the individual tests, and at the  $p < 0,01$  level showing that younger test takers perform better than the older ones. This is probably caused by the normal decreases in psychomotor speed that are associated with ageing. To establish whether age has an effect on actual learning potential would require further research with a more complex design.

Canonical discriminant analysis was used to determine which independent variables (APIL-B test scores) had the greatest utility in classifying members of the sample into the five categories of the assessment process. The analysis yielded two discriminant functions. It is worth noting that the means of all the variables, with the exception of Reporting Time, differed significantly across the five categories of the performance assessment (Table 7).

The stepwise canonical discriminant analysis showed that only two steps were required to establish the best predictors. As shown in Table 8, COL tot Z and Acc Z combined were the variables that explained the greatest amount of variance. No further variables were added or deleted. Unfortunately, the accuracy of the prediction was not as high as had been hoped for, and 36,6% of the ratings were accurately predicted. If one were to terminate the investigation at this stage, it would be too easy to conclude either that the APIL-B results are not as good as had been hoped for when it comes to predicting the performance ratings that the test takers had been given, or that the criterion measure is suspect. It is, however, important to bear in mind that, had a stepwise regression procedure been used, a squared multiple correlation coefficient ( $R^2$ ) that is equivalent to an explanation of 36,6% of the variance would have required an  $R$ -coefficient of 0,605.

Because the doubts about the criterion had not yet been addressed, it was decided to collapse the five rating categories into two new categories, namely “poor to average” and “good to excellent”. The labels for the new categories were based on the information received while interviewing the managers regarding why particular people qualified for certain ratings. Those individuals scoring a 1,2 or 3 appeared to be the poor to average performers while staff who were rated as 4 or 5, were praised for their exceptional abilities and excellent performances.

Still using COL tot Z and Acc Z as predictors for the two new categories, a logistic regression analysis was conducted. This regression technique requires a dichotomous variable as criterion and was used to assist in improving the predictability of the rating categories. The stepwise logistic regression analysis revealed that under the new categories a total of 72,77% of the test takers could be accurately placed into either of the two categories. The “poor to average” category was calculated as 72,57%, while the “good to excellent” category was 72,95%.

Once again, using the argument about the implied equivalence of a classification of 72,77% accuracy as resembling  $R^2$ , this would imply that the possible multiple correlation would have been about 0,85. It is, of course, to be expected that the magnitude of a multiple



regression coefficient, or a discriminant function's accuracy of classification, will increase if the categories of the criterion variable are collapsed. Nevertheless, the findings of this investigation, both before and after the collapse of the categories, are of considerable importance.

What has been shown is that, despite concerns relating to the reliability of the criterion, the APIL-B is nevertheless able to predict the performance of employees in a financial institution at a level of accuracy that makes the test battery an important proposition in the field of human resources assessment. While 36,6% may appear to be a poor prediction of job performance when taken at face value, it must be borne in mind that the generally accepted wisdom among psychologists about 20 years ago was that the average correlation between measures of cognitive ability and job performance was in the order of 0,30 — in other words, roughly 9% of the variance of the criterion was explained!

There can be little doubt that the APIL-B is an unusually useful instrument for the prediction of whether an individual is likely to be assessed as above average, or average and below, in a selection situation.

To return to the original research questions, the above results do indicate that the APIL-B is a reliable instrument when applied to job applicants within a financial institution. The high reliability estimates and correlations are consistent with existing findings. Regarding the validity, as seen by the intercorrelations discussed earlier, the battery does measure a specific construct or dimension quite effectively but to state it is a valid tool used for selection purposes would be rather bold at this stage since additional intensive research would be required to back a statement of that calibre.

Although the issue of bias is of the great importance in terms of the provisions of the EEA, the computation of the bias of the APIL-B presents a major problem under the existing circumstances. The sample sizes that are required to do an adequate analysis would be far larger than those that are available in this study. An inspection of the distribution of the sample that is shown in Table 3 clarifies the situation. With cell totals as small as 10, 12 and

20, it would hardly be worth trying to determine whether the test is biased in terms of race and gender. The value of the results would obviously be dubious when based on these cell sizes. This is certainly a situation in which the research will have to be repeated on a much larger sample to be able to arrive at a satisfactory answer about the possible bias of the test.

An adequate discussion of the extent to which the test results have been fairly used is also a difficult issue when it is not possible to compute satisfactory bias statistics. Fairness in the context of the EEA implies that the manner in which the results are applied has to be administratively fair. It presupposes that the assessment device is sufficiently reliable, valid and unbiased. Given this set of conditions, it then becomes necessary to investigate the policies and procedures, and the extent to which the controls in the organisation ensure that they are adhered to. An indirect, and not necessarily adequate approach to attesting to the fairness of the procedure, would be to claim that the procedures that were followed in the use of the APIL-B were fair to the extent that none of the test takers had, at any stage, raised a complaint about the procedures, and neither had any of them lodged complaints with the Commission for Conciliation, Mediation and Arbitration (CCMA).

It is self-evident that there are a number of limitations to this study. It is recommended that the study be repeated at some future date, and that the limitations be taken care of at the design stage of the research.

## **Conclusion**

Given the importance of tests, and the emphasis in South African legislation on fairness, it is surprising to find so little research on the appropriateness and effectiveness of psychological testing across cultures in South Africa.

If South Africa as a country wants to grow, develop, and prosper economically and in its human capital, a radical shift needs to be made. Individuals' potential needs to be the main focus with much emphasis being placed on the advancement, training and development of these high potential individuals allowing them to harness and master specific skills. If these high potential people are identified, the time, effort, and resources expended on them will

have a much larger return on investment than if we continue to operate in the haphazard manner currently adopted.

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**TABLE 1**  
**DISTRIBUTION OF SAMPLE STATISTICS**

Population Group	Male	Female	Total <u>N</u>	%	Age	
	<u>N</u>	<u>N</u>			<u>M</u>	( <u>SD</u> )
Blacks	31	14	45	19,1	36,8	8,2
Coloureds	10	27	37	15,7	31,8	7,3
Indians	12	31	43	18,3	30,9	6,6
Whites	20	90	110	46,8	34,9	8,5
<b>Total</b>	<b>73</b>	<b>162</b>	<b>235</b>		<b>34</b>	<b>8,2</b>
Percentage	31,1	68,9	100			







**TABLE 4**  
**MEANS AND STANDARD DEVIATIONS FOR ETHNIC GROUPS ON**  
**PREDICTOR SCORES**

	African		Indian		Coloured		White	
	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>
CFT Z	-0,88	0,92	0,05	0,96	-0,33	0,80	0,45	0,82
SPEED Z	-1,13	0,84	0,09	0,81	-0,30	0,78	0,53	0,75
ACC Z	-0,41	0,37	0,04	0,38	-0,11	0,28	0,19	0,33
FLEX Z	-0,93	0,67	-0,02	0,78	-0,39	0,73	0,52	0,93
COL tot Z 0,5	-0,52	0,32	-0,03	0,38	-0,16	0,34	0,28	0,45
COL diff Z 0,5	-0,43	0,29	-0,01	0,45	-0,16	0,37	0,23	0,49
MEM Z	-1,06	0,89	0,11	0,86	-0,15	0,77	0,44	0,82



**TABLE 5**  
**MATRIX OF INTERCORRELATIONS BETWEEN AGE, REPORTING TIME AND APIL-B SCORES**

	Age	Reporting time	CFT Z	COL tot Z 0,5	COL diff Z 0,5	MEM Z	SPEED Z	ACC Z	FLEX Z
Age	1	200**	-307**	-321**	-324**	-297**	-277**	-233**	-162*
Reporting time		1	-170**	-167*	-138*	-134*	-187**	-112	-144
CFT Z			1	776**	709**	710**	701**	559**	644**
COL tot Z 0,5				1	908**	795**	827**	564**	725**
COL diff Z 0,5					1	758**	689**	475**	615**
MEM Z						1	716**	566**	634**
SPEED Z							1	635**	720**
ACC Z								1	634**
FLEX Z									1

\*\* Correlation significant at  $p \leq 0,01$  level (2-tailed)

\* Correlation significant at  $p \leq 0,05$  level (2-tailed)

Decimal commas omitted.

**TABLE 6**  
**CANONICAL DISCRIMINANT FUNCTIONS**

Step	Entered	$\lambda$	Wilks' Lambda				Exact F		$p \leq$
			<u>df1</u>	<u>df2</u>	<u>df3</u>	<u><math>\lambda</math></u>	<u>df1</u>	<u>df2</u>	
1	COL tot Z 0,5	0,771	1	4	230	23,423	4	230	01
2	ACC Z	0,651	2	4	230	13,683	8	458	01



**TABLE 7**  
**TESTS OF EQUALITY OF GROUP MEANS**

	Wilks' Lambda	<u>F</u>	<u>df1</u>	<u>df2</u>	<u>p</u> ≤
AGE	0,898	6,528	4	230	01
<b>REPORT T</b>	<b>0,993</b>	<b>0,385</b>	<b>4</b>	<b>230</b>	<b>0,819</b>
SPEED Z	0,774	16,819	4	230	01
ACC Z	0,853	9,900	4	230	01
FLEX Z	0,834	11,431	4	230	01
COL tot Z 0,5	0,711	23,423	4	230	01
COL diff Z 0,5	0,748	19,417	4	230	01
MEM Z	0,770	17,189	4	230	01
CFT Z	0,807	13,725	4	230	01





**TABLE 8**  
**VARIABLES IN THE ANALYSIS**

Step	Tolerance	Min. Tolerance	<u>F</u> to Enter	Wilks' Lamdba
0 AGE	1	1	6,528	0,898
REPORT T	1	1	0,385	0,993
SPEED Z	1	1	16,819	0,774
ACC Z	1	1	9,900	0,853
FLEX Z	1	1	11,431	0,834
<b>COL tot Z 0,5</b>	<b>1</b>	<b>1</b>	<b>23,423</b>	<b>0,711</b>
COL diff Z 0,5	1	1	19,417	0,748
MEM Z	1	1	17,189	0,770
CFT Z	1	1	13,725	0,807
1 AGE	0,958	0,958	2,425	0,682
REPORT T	0,977	0,977	0,112	0,709
SPEED Z	0,396	0,396	1,664	0,690
<b>ACC Z</b>	<b>0,733</b>	<b>0,733</b>	<b>5,197</b>	<b>0,651</b>
FLEX Z	0,555	0,555	1,419	0,693
COL diff Z 0,5	0,235	0,235	0,331	0,706
MEM Z	0,469	0,469	1,030	0,698
CFT Z	0,500	0,500	1,469	0,693
2 AGE	0,957	0,714	2,214	0,627
REPORT T	0,977	0,722	0,094	0,650
SPEED Z	0,351	0,351	0,547	0,645
FLEX Z	0,478	0,478	0,170	0,649
COL tot Z 0,5	0,233	0,206	0,165	0,650
MEM Z	0,445	0,441	0,804	0,642
CFT Z	0,476	0,464	0,835	0,642

**TABLE 9**  
**CANONICAL DISCRIMINANT ANALYSIS STRUCTURE MATRIX**

	Function	
	1	2
<b>COL tot Z 0,5</b>	<b>1,000</b>	0,110
COL diff Z 0,5	0,875	-0,340
SPEED Z	0,775	0,222
MEM Z	0,727	0,164
CFT Z	0,706	0,161
FLEX Z	0,664	0,285
AGE	0,204	-0,034
REPORT T	0,152	-0,014
<b>ACC Z</b>	0,507	<b>0,862</b>

**TABLE 10**  
**CANONICAL DISCRIMINANT FUNCTION COEFFICIENTS**

	Function	
	1	2
ACC Z	-0,034	3,076
COL tot Z 0,5	2,368	-1,393
(Constant)	0	0



**TABLE 11**  
**CLASSIFICATION RESULTS**

		Predicted Group Membership					
	Rating	1	2	3	4	5	Total
Original Count	1	<b>4</b>	1	1	0	0	<b>6</b>
	2	7	<b>8</b>	4	2	1	<b>22</b>
	3	22	13	<b>18</b>	23	9	<b>85</b>
	4	7	6	12	<b>34</b>	28	<b>87</b>
	5	1	0	7	5	<b>22</b>	<b>35</b>
Percentages	1	<b>66,7</b>	16,7	16,7	0	0	<b>100</b>
	2	31,8	<b>36,4</b>	18,2	9,1	4,5	<b>100</b>
	3	25,9	15,3	<b>21,2</b>	27,1	10,6	<b>100</b>
	4	8	6,9	13,8	<b>39,1</b>	32,2	<b>100</b>
	5	2,9	0	20	14,3	<b>62,9</b>	<b>100</b>

36,6% of cases correctly classified.



**TABLE 12**  
**CLASSIFICATION FOR COLLAPSED GROUPS**

		Predicted		<b>Overall</b>	<b>% Correct</b>
		Rating 1,2 & 3	Rating 4 & 5		
Observed	Rating 1,2 & 3	82	31	<b>113</b>	<b>72,57</b>
	Rating 4 & 5	33	89	<b>122</b>	<b>72,95</b>
<b>Overall</b>		<b>115</b>	<b>120</b>	<b>235</b>	<b>72,77</b>



