

*Organizational Survey Norming,  
Validation, and Feedback in a Global  
Environment*

SIOP

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Imperial B



# Methodological Considerations for Creating and Utilizing Global Survey Norms

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## Outline

1. Introduction to Process Model of Norm Development
2. Factors Affecting Global Norms
3. Global versus Country Specific Norms



## Key Terms

- **Survey Norms**
  - Statistical data that provide a frame of reference to interpret an individual's score relative to the scores of others (Nunnally & Bernstein, 1994, p.308)
  
- **Global Norms (GN)**
  - Statistical data where the frame of reference for interpreting scores is based on a multi-national sample

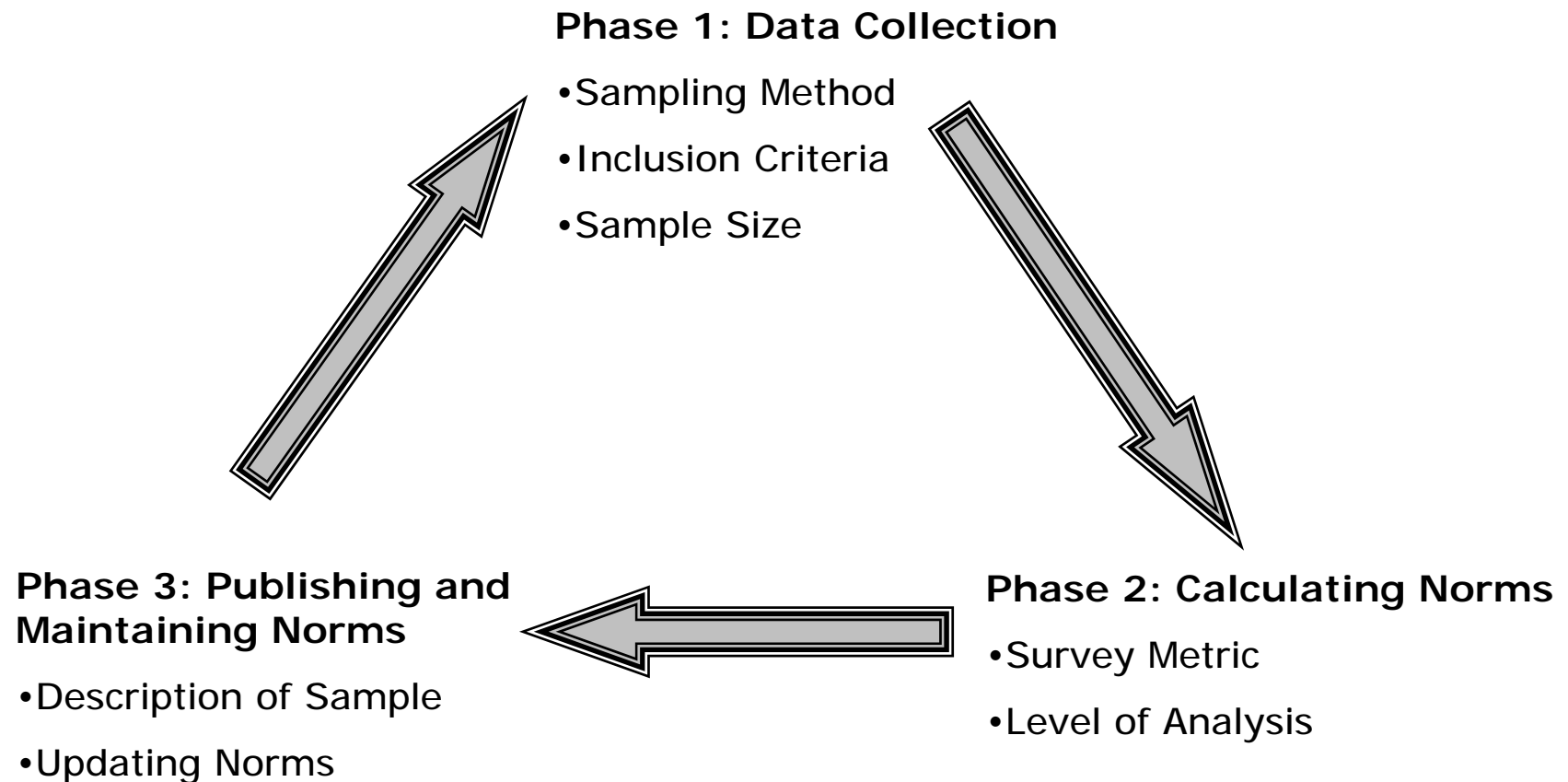


## Background

- Review of literature:
  - Principles for the Validation and Use of Personnel Selection Procedures
  - Standard for Educational and Psychological Testing
  - Literature on Research Methodology and Organizational Surveys (e.g., Kraut, 1996; Rogelberg, et al., 2002)
  - Job Descriptive Index (JDI) Manual
- Author's experience creating survey norms
  - Denison Organizational Culture Survey (DOCS)
  - Denison Leadership Development Survey (DLDS)



# Process Model of Norm Development



## Factors Most Important to *Quality* and *Representativeness* of Global Norms

- How GN are compiled influences *quality* and *representativeness*
  
- **Phase 1: Data Collection**
  - Sampling Method
  - Inclusion Criteria
  - Sample Size
  
- **Phase 2: Calculating Norms**
  - Level of Analysis



## Phase 1: Data Collection

### Sampling Method

- Convenience Data
  - Data gathered from an easy source (e.g., collection of clients using same survey)
- Random Sampling
  - Planned data collection using a specified sample

### How this affects GN?

- Representativeness of norms
- Can have over or under-sampling based on convenience norms.

	Pro	Con
Convenience Data	<ul style="list-style-type: none"> <li>▪ Availability of data</li> </ul>	<ul style="list-style-type: none"> <li>▪ Method for collecting may differ</li> <li>▪ Over-sampling of some populations</li> </ul>
Random Sampling	<ul style="list-style-type: none"> <li>▪ Can control for method variation</li> <li>▪ Easier to plan for equal groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Time consuming</li> <li>▪ Costly</li> </ul>



## Phase 1: Data Collection Cont.

### Inclusion Criteria

- Which data is included/excluded helps determine how globally representative norms are.
- Questions to ask?
  - What populations/regions/nations do I want to represent?
  - Do I have enough data from all of the regions or nations that my norms are representing?
  - Is the data I have of good quality?

### How this affects GN?

- Balance between representativeness and quality
  - Including too much or too little data from one company or country can decrease representativeness and quality



## Phase 1: Data Collection Cont.

### Sample Size

- Sample size should be “adequate”
- “Adequate” is difficult to define
- Use formulas to estimate *Sample* size based on *Population* size

$$n = \frac{N}{1 + N(e)^2} = \frac{2000}{1 + 2000(.05)^2} = 333$$

n = Required Sample

N = Population Size

e = Level of Precision

## Sample Size Charts

Size of Population	Sample Size (n) for Precision $\pm 5\%$	As % of Population
500	222	44.0
1,000	286	28.6
2,000	333	16.7
5,000	370	7.4
10,000	385	3.9
15,000	390	2.6
20,000	392	2.0
25,000	394	1.6
50,000	397	0.8
100,000	398	0.4
>100,000	400	a



## Phase 2: Calculating Norms

### Level of Analysis

- Should data be aggregated to the country/company level or left at the individual level?
- Depends on the Construct
  - Person-level construct (e.g., job satisfaction, intentions to quit) → left at individual level
  - Organization-level construct (e.g., culture, climate) → aggregate to the organization

### How this affects GN?

- Frame of reference incongruent with level of analysis
- Unequal weighting of data if data not treated at the appropriate level



## Phase 3: Publishing and Maintaining Norms

### Description of Sample

- Best way to communicate how “global” the sample is to the end-user
- If at the person-level:
  - Nationality, Average age, Number of years employed, Type of organization, Management status
- If aggregated to organization:
  - Industry, Geographic Region, Average N, Type of Organization, Proportion of Organization Responding

### How this affects GN?

- Helps end-user evaluate appropriateness of norms for their sample



## Global versus Country Specific Norms

- Are country specific norms more suitable than global norms?
  
- Well...it depends!
  - Universality of the construct
    - Denison, Haaland, & Goelzer, 2003
    - Fey & Denison, 2003
  - Reliability of measurement
  
- What would Nathan Carter say?

