

## Projective tests in human resource management and hiring process: a challenge and a boon

Janetius S.T<sup>1</sup>\*, Pooja Varma<sup>2</sup>, Shilpa S<sup>3</sup>

### ABSTRACT

Industrial and organizational psychology plays a major role in human resource management (HRM). From the selection of a candidate to promotion, psychology is applied, mainly in the form of testing and assessment. Even though a lot of care has been taken in selecting the right candidate for the right job, many organizations realize hiring mistakes after some time. This is mainly because psychological measurement tools can be easily manipulated by candidates; also, social desirability affects the responses. Personal interviews fail to gauge the right intention of candidates and the inner dynamics remains hidden, making the selection process hard. The objective of this paper is to propose projective tests as a tool to overcome some of the common problems faced by human resource personnel in the hiring process.

**Keywords:** *Projective Tests, Psychological Tests, Selection and Hiring Process, Psychology and HRM, Organizational psychology.*

People are fundamental to any organization. Psychology, to be specific, industrial and organizational psychology, has the potency to add the efficiency and effectiveness of any business, whether it is simple or complex, local or professional, by increasing the ability to understand human persons at workplaces in a much better way; thus, it attempts towards satisfaction and fulfillment to both the employer and employee. Psychologists in organizations play a pivotal role in analyzing the organizational DNA (OrgDNA), particularly, on selection of the right people for the right job, training of employees, evaluating employee performance, proposing competitive incentives, promoting excellent working conditions, strategies and techniques for increasing employee morale, team-building, productivity and profitability, job satisfaction, employee wellbeing, and similar related issues (Bartram, 2004; Janetius & Shilpa, 2016). Psychology in organizations, therefore, is a boon to maximize productivity and focus on the overall wellbeing of the employee.

Frank Parsons, American social reformer and the father of Vocational Guidance came with a revolutionary idea at the beginning of the 20th century 'right person for the right job'

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