

Research Paper

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

Janetius S.T1*, Pooja Varma2, Shilpa S3

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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Human Resource Management S Boon

Günter K. Stahl, Ingmar Björkman

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Human Resource Management Jonathan Crawshaw, Pawan Budhwar, Ann Davis, 2023-11-10 This popular text treats international strategic and contemporary issues as central to the study and practice of Human Resource Management Its practical focus helps you develop the skills needed for the world of work through learning features such as HRM in Practice Developing Key Skills and Debating HRM The fourth edition has been thoroughly updated and brings you Case studies which offer a link between theory and practical challenges in the international HR environment A new chapter on Work Related Mental Health and Wellbeing Coverage of cutting edge topics such as Diversity and Inclusion Sustainability Artificial Intelligence and Corporate Social Responsibility NEW Future Insights and Considering Sustainability features Jonathan R Crawshaw is Senior Lecturer Associate Professor and Director of Research for the Work and Organisation Department at Aston Business School Aston University Pawan Budhwar is the 50th Anniversary Professor of International HRM at Aston Business school Ann Davis is Professor and Associate Dean for Academic Resourcing and Development at the University of Human Resource Management, 11th Edition Raymond J. Stone, Anne Cox, Mihajla Sydney Business School Gavin, Joseph Carpini, 2024-06-04 The new edition of Raymond Stone's Human Resource Management is an AHRI endorsed title that has evolved into a modern relevant and practical resource for first year HRM students This concise 15 chapter textbook gives your students the best chance of transitioning successfully into their future profession by giving them relatable professional insights and encouragement to exercise their skills in authentic workplace scenarios 7ur strategischen Integration der Personalabteilung Anna Katharina Hildisch, 2012-09-03 W hrend sich Theorie und Praxis weitestgehend ber die besondere Bedeutung einig sind die Humanressourcen bei der Wertsch pfung in Unternehmen zukommt ist in der Praxis festzustellen dass die Personalabteilungen als institutionalisierter Ort der Personalarbeit bislang noch keinen ad guaten Stellenwert im Rahmen der Unternehmensentwicklung einnehmen Noch immer werden sie vielfach aus strategischen Entscheidungen ausgeschlossen und haben vor allem reaktiv implementierende Funktion Anna Katharina Hildisch Buch widmet sich auf Basis eines strukturationstheoretischen Bezugsrahmens der umfassenden Analyse dieses Ph nomens und bietet darauf aufbauen Implikationen wie Personalabteilungen ihre Position in den Unternehmen aktiv ver ndern Human Resource Management David G. Collings, Geoffrey Wood, Leslie T. Szamosi, 2025-06-06 Written by an k nnen international team of respected scholars Human Resource Management A Critical Approach 3rd edition adopts a critical perspective to examine the core management function of human resource management HRM in all its complexity including its darker sides Despite over three decades of debate around the nature of HRM its intellectual boundaries and its application in practice the field continues to be dogged by several theoretical and practical limitations This textbook opens with a critique of the very concept of HRM tracing its development over time and then systematically analyses the context of HRM practice of HRM and international perspectives on HRM New chapters commissioned for this third edition examine

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comprehensive guide to the theory and practice of HRM covering everything HR students need to excel in their academic studies This leading textbook is divided into four key parts The first part of the book covers HRM strategy and the global context whilst Part Two discusses the role of HR professionals and line managers in the workplace and how the responsibilities for delivering effective HR varies in a changing world of work Part Three has expert coverage of the key areas of HR including resourcing and talent management learning and development L D reward and employment relations The final part examines the impact that HRM can have on business performance and also outlines the key knowledge and skills required to manage a business project This updated edition now has coverage of artificial intelligence HR ecosystems equal value and pay ethics and the new approaches to project management It also includes international real world examples reflective practice activities to encourage critical thinking exercises to help the consolidation of learning and explore further boxes to encourage wider reading This book is for students taking the CIPD Level 7 qualification and is also for non CIPD accredited HR postgraduate students Online supporting resources include an instructor s manual and lecture slides

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