

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

Alireza Hashemi



Human Resource Management S Boon:

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 Sydney Business School

Human Resource Management, 11th Edition Raymond J. Stone, Anne Cox, Mihajla 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

Zur strategischen Integration der Personalabteilung Anna Katharina Hildisch, 2012-09-03 Während sich Theorie und Praxis weitestgehend über die besondere Bedeutung einigen sind die Humanressourcen bei der Wertschöpfung in Unternehmen zukünftig ist in der Praxis festzustellen dass die Personalabteilungen als institutionalisierter Ort der Personalarbeit bislang noch keinen adäquaten 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 Phänomens und bietet darauf aufbauend Implikationen wie Personalabteilungen ihre Position in den Unternehmen aktiv verändern können

Human Resource Management David G. Collings, Geoffrey Wood, Leslie T. Szamosi, 2025-06-06 Written by an 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

HRM and consider issues including diversity and inclusion employee well being digitalisation and AI sustainable HRM and gig work and job deconstruction This textbook is essential reading for advanced and inquisitive students of HRM and for HRM professionals seeking to deepen their understanding of the complexities of their field Human Resource Management Derek Torrington,Laura Hall,Carol Atkinson,Stephen Taylor,2020 For undergraduate business and management courses as well as CIPD accredited courses Develop skills to put theory into practice using academic research and current issues Human Resource Management 11th Edition by Torrington Hall Taylor and Atkinson is praised for its comprehensive scope of topics coverage of important HRM issues and succinctness It is a great introduction to human resources for students pursuing undergraduate business and management courses as well as those on CIPD accredited courses Human resource management helps those aspiring to or working in HR or management **The SAGE Handbook of Human Resource Management** Adrian Wilkinson,Nicolas Bacon,Scott Snell,David Lepak,2019-04-08 The new edition of this SAGE Handbook builds on the success of the first by providing a fully updated and expanded overview of the field of human resource management Bringing together contributions from leading international scholars and with brand new chapters on key emerging topics such as talent management engagement e HRM and big data the Handbook focuses on familiarising the reader with the fundamentals of applied human resource management while contextualizing practice within wider theoretical considerations Internationally minded chapters combine a critical overview with discussion of key debates and research as well as comprehensively dealing with important emerging interests The second edition of this Handbook remains an indispensable resource for advanced students and researchers in the field PART 01 Context of Human Resource Management PART 02 Fundamentals of Human Resource Management PART 03 Contemporary Issues Human Resource Management Ronan Carbery,Christine Cross,2018-11-10 This contemporary global and engaging textbook covers all the core HRM topics Providing a succinct overview it gives you the tools to engage your students in critical thinking and to develop their employability skills Rich in pedagogy features like HRM in the Global Business Environment and HRM and Organizational Performance prepare your students for the modern workplace Video interviews offer a practitioner perspective allowing students to relate theory to practice while HRM in the News boxes shine a light on current issues such as lawsuits against ridesharing company Uber The second edition of this popular textbook is compulsory reading for HRM courses at both undergraduate and postgraduate level Accessibly written but also offering depth and rigour it is appropriate for a wide range of courses New to this Edition Fully revised and updated learning features including two brand new features HRM and Organizational Performance and HRM in the Global Business Environment A new chapter on human resource analytics New video interviews including major multinational companies New international content brings in a global perspective *Human Resource Management* ,1990 **Human Resource Management at Work** Mick Marchington,Adrian Wilkinson,Rory Donnelly,Anastasia Kynighou,2025-03-03 Human Resource Management at Work is a

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

Controlling für kleine und mittlere Unternehmen David Müller,2017-10-10 In diesem Buch werden die Anpassungsfähigkeit sowie die Entscheidungsqualität von kleinen und mittleren Unternehmen analysiert Für die zweite Auflage konnten weitere namhafte Experten aus unterschiedlichen betriebswirtschaftlichen Forschungsbereichen gewonnen werden deren Beiträge interessante Ansätze im Rahmen der Controlling und KMU Forschung liefern

Research Handbook on Human Resource Management and Disruptive Technologies Tanya Bondarouk,Jeroen Meijerink,2024-03-14 This comprehensive and judicious Research Handbook examines the fundamental influence of the emergence of contemporary disruptive technologies including artificial intelligence online platforms the internet of things and social robots on Human Resource Management HRM

Institutional Theory and Human Resource Management Alireza Hashemi,2025-09-10 This research volume delves into the intricate realm of human resource management HRM through the lens of institutional theory Spanning eight chapters it meticulously explores the intersection of organizational studies and HRM offering a deep understanding of how institutional contexts shape HRM practices and behaviors Readers will gain a comprehensive understanding of the contextual approach in HRM and its linkage with institutional theory By leveraging the insights provided they can enhance their analytical skills enrich their understanding of institutional complexities and design effective HRM strategies tailored to organizational contexts Key topics covered include institutional pressure logic action response work and entrepreneurship in HRM as well as micro institutions and multi level HRM approaches This book will be of value to academics researchers and practitioners in the field of HRM seeking to deepen their understanding of the institutional underpinnings of HRM It is also invaluable for advanced students studying HRM organizational studies or related disciplines providing them with a solid theoretical foundation and practical insights for navigating the complexities of HRM in real world contexts

Wandel am Rande des Kerns? Monika Küpper,2014-05-31 Durch die Einbindung in globalisierte Märkte ver

nderte Kundenbed rfnisse und technologische Fortschritte haben sich Dynamik und Flexibilit tsbedarf von Organisationen weiter erh ht Insbesondere kleinere und mittelst ndisch gepr gte Organisationen sehen sich mit widerspr chlichen Anforderungen konfrontiert Der F lle oder dem Mangel an Auftr gen wird mit flexiblen Vertragsformen begegnet die die dauerhafte Besch ftigung erg nzen Die Flexibilisierung von Besch ftigung ist kein neues Ph nomen Besch ftigungsstrategien die eine Anpassung in zeitlicher numerischer funktionaler und finanzieller Hinsicht erm glichen werden als Kern Rand Modelle seit den 1980er Jahren beschrieben In Branchen die saisonale Auslastung abfedern ist die flexible Besch ftigung in Form von Zeitarbeit oder Auftragsvergabe blich In wissensintensiven Organisationen ist die Flexibilisierung bereits deutlich konturiert und Gegenstand neuerer Forschung Im Kontext kleinerer und mittelst ndischer Organisationen die im Wettbewerb um Arbeitskr fte und bei schwankender Auslastung Stabilit t und Flexibilit t balancieren stellt sich die Frage wie Ver nderungserfordernisse antizipiert und in Gestaltungsans tze bersetzt werden K nnen Formen des Arbeitskr ftemanagements entdeckt werden die alle Arbeitskr fte umfassen Gerahmt durch die transaktionskosten und ressourcentheoretische Forschung werden empirische Ergebnisse einer auf zw lf Experteninterviews basierenden explorativen Untersuchung in traditionellen KMU pr sentiert Die qualitative Analyse l sst erkennen dass sich angesichts wahrgenommener Arbeitskr fteknappheit Organisationsgrenzen schlie en Bisherige Randbelegschaften werden als Arbeitskr ftepool wertvoll Es zeigt sich auch dass die Reflexion und Gestaltung des Wandels im Kern und am Rande von Organisationen eine zentrale Herausforderung f r die Akteure des Arbeitskr ftemanagements bleibt

Individuen in digitalen Arbeitswelten Dominic Busch,2024-07-02 Das Herausgeberwerk beinhaltet interdisziplin re Beitr ge zur Erforschung der Beziehung zwischen Individuum und Arbeitswelt und geht dabei insbesondere auf die Rolle von Individuen in der digitalen Arbeitswelt ein Die Autorinnen und Autoren thematisieren in ihren Beitr gen die vielfachen Facetten neuer digitaler Arbeitswelten und setzen diese Aspekte in Beziehung zu der bergeordneten Frage wie sich Beziehungen zwischen Individuum und Organisation v llig neu gestalten Die Beitr ge kl ren und diskutieren zun chst arbeitswissenschaftliche Grundlagen vor dem Hintergrund der Digitalisierung und thematisieren Fragen und Herausforderungen an den Begriff der Arbeit Wie wandelt sich der Arbeitsbegriff durch die Digitalisierung und welche Erweiterungen und Neukonzeptionen des Arbeitsbegriffs werden erforderlich Anschlie end werden ausgew hlte Herausforderungen und Chancen bei der Gestaltung von Arbeitswelten vorgestellt

Handbook of Research in International Human Resource Management Günter K. Stahl,Ingmar Björkman,2006 In providing an insightful overview of a wide range of global human resource issues facing MNCs this pathbreaking Handbook highlights emergent topics and new research findings that could shape the field of future IHRM research Theoretical discussion of the variables and processes that affect IHRM policies and practices is provided by renowned contributors with widely differing academic backgrounds paradigmatic orientations and theoretical and methodological approaches

Strategic Human Resource Management John Storey,Patrick M. Wright,2023-05-08 The

second edition of this popular shortform book provides a concise expert summary of key issues in the theory and practice of the management of human resources HR one of the most crucial drivers of organizational performance As human resource management strategies evolve over time this new edition pays special regard to the HR challenges arising from radically altering contexts economic social and technological For example the book examines research reports on the impact of the COVID pandemic and other disruptions to the global world of work It assesses recent HR initiatives and priorities such as Equality Diversity and Inclusion EDI and the HR implications of remote and hybrid working The book evaluates contemporary critiques that HR practice and research can be part of the problem In sum the book offers a route map through the extensive terrain of contemporary research project findings Serving as a unique researcher s guide this concise book enables readers to develop their own ideas for future research and such is essential reading for management scholars and reflective practitioners

EBOOK: Strategic Human Resource Management: A Balanced Approach Paul Boselie,2014-02-16 Now in its second edition Strategic HRM A Balanced Approach has been updated and revised throughout to examine the latest in theory and practice Central to its theme is putting HRM in its organizational context and creating a more balanced approach to managing people HR sensitivity To illustrate how understanding context is key to successful strategic HRM this text doesn t offer best practice solutions but takes a critical perspective HRM builds on economics psychology sociology and industrial relations It s a multilevel approach that includes the individual employee teams business units organizations sectors populations and countries Key additions New chapter on talent management New chapter on strategy implementation New cases studies including CERN IKEA and Efteling Major revisions to chapters on achieving the right balance and HR roles Key Features Cases and Discussion Questions provide real world scenarios and issues to illustrate contemporary HR issues in practice Stop and Reflect Boxes throughout each chapter designed to encourage students to critically evaluate topics and issues raised and how they can be applied to real life situations Personal Development Boxes help students think about how to link theoretical concepts with the development of personal skills appropriate to effective HRM Experiential Exercises present Individual and Team tasks at the end of each chapter that can be used as in class exercises encouraging students to learn from direct experiences Chapter Summaries provide links to learning objectives to help students remember key facts concepts and issues They also serve as an excellent study or revision guide References and Further Reading list the literature referred to and highlight sources to help students to research and read around the topic in more depth Strategic HRM A Balanced Approach offers an engaging and comprehensive discussion of the factors that shape Human Resource Management HRM in organizations Paul Boselie is a Professor in Strategic Human Resource Management SHRM in the Utrecht University School of Governance at Utrecht University the Netherlands His research traverses human resource management HRM institutionalism strategic management and industrial relations

International Human Resource Management Anne-Wil Harzing,Ashly Pinnington,2010-11-12 The eagerly awaited Third Edition of the hugely successful

International Human Resource Management succeeds in maintaining the academic rigour and critical focus that have established its reputation as the most authoritative and cutting edge text in the field Positioning itself firmly within the globalized environment it provides wide ranging and truly international coverage driven by the expertise of a writing team comprised of internationally renowned experts New to the Third Edition Completely revised and restructured to better match international HRM courses New chapters include social responsibility sustainability and diversity comparative HRM and approaches to IHRM Country focus boxed feature comparing and contrasting issues in different countries Further international examples and case studies Each chapter ends with stimulating discussion questions and self assessment questions to encourage students to test their knowledge A companion website with instructors manual and free full text journal articles and additional case material for students The Third Edition of International Human Resource Management is a comprehensive guide for today s IHRM researchers students and practitioners It covers not only traditional IHRM topics such as expatriate selection and the implications of cultural differences but also advances our understanding of topics that have gained importance recently such as strategic IHRM and international total rewards programs As a text it has the advantage of including chapters covering each of the major topics in IHRM carefully chosen and orchestrated by an excellent editing team and written by leading specialists in each topic The inclusion of discussion questions for students and instructor materials makes it a student friendly instructional resource Mark F Peterson Professor of Management and International Business at Florida Atlantic University

Research in Personnel and Human Resources Management M. Ronald Buckley,Anthony R. Wheeler,John E. Baur,Jonathon R. B. Halbesleben,2023-09-07 This book contains an Open Access chapter Contributions include an analysis of professional touching behaviour ideas about the state of science in HRM processes that occur in expatriate turnover suggestions concerning the state of human resource process research and an Open Access chapter on work life flexibility issues

Contemporary Human Resource Management Adrian Wilkinson,Tony Dundon,Edward Yates,2025-01-08 Written by experts in the field the seventh edition of this well established book provides a critical and academically rigorous exploration of the key functions practices and issues in HRM today The first part of Contemporary Human Resource Management covers fundamental HRM practices while the second half examines contemporary themes and issues such as technology and climate change The book contains over 50 thought provoking case studies showing you how theory relates to real world examples This substantially revised seventh edition includes three completely new chapters and case studies on Remote working New technologies Social media Adrian Wilkinson is Professor of Employment Relations and Human Resource Management at Griffith University and Visiting Professor at the University of Sheffield Tony Dundon is Professor of HRM and Employment Relations at Kemmy Business School University of Limerick and Visiting Professor at the Work and Equalities Institute University of Manchester Edward Yates is a Lecturer in Employment Relations and Human Resource Management at the University of Sheffield

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