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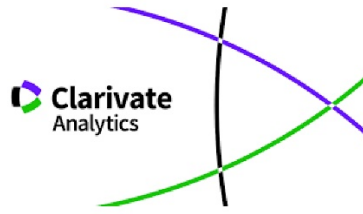
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## EFFECTIVENESS OF PSYCHOMETRIC TESTING IN RECRUITMENT PROCESS

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### ABSTRACT

*An emerging new trend in the field of recruitment and selection is the use of Psychometric testing. The use of psychometric testing enables the recruiters to select only the best match candidates, the one who proved to be an asset to the organization. This research aimed to explore the effectiveness of psychometric testing in recruitment and selection through primary and secondary research. The primary data has been collected through in-depth interviews in the banking sector of Pakistan, and the analysis has been made through thematic analysis. The study explored that psychometric testing in recruitment is effective if used with a combination of other recruitment methods like face to face interviews and case studies. It was found that certain factors like time pressure, stress, limited options in the questionnaire and pressure of testing may have impacts on the responses of the candidates, but the psychometric results are more or less similar to their personality.*

**Keywords:** Recruitment and Selection, Psychometric Testing, Effectiveness, Banking Sector.

JEL Codes M00, M1, M12

### INTRODUCTION

The effective use of human resources has been said to be an important attribute that can aid in the development of competitive advancement for every company (Pfeffer, 1994). The human capitals of an organization are considered as the most important factor. In fact, employees are the main asset of an organization, and its success depends on how effectively it manages its human resources. There is no questioning about the fact that employees' experience, qualities, educational background, attitudes, behaviours, and personality contribute the major part in attaining the goals of success in every organization. Lack of quality personnel can lead to the failure in achieving those goals. The human resource management (HRM) team suggests the management how to strategically manage employees as business resources. An efficient human resource department may provide efficient ways of managing the organization's main and valuable resource i.e. its employees.

HR department's functions are not limited, but are mainly related to employees' recruitment & selection, safety, employee relations, training & development, performance management, compliance, compensation and benefits, HR operations and many more. When there is a vacancy arising in the organization, HRM team fills that position by using different methods like an advertisement of job postings, source candidates, screening applicants, conducting preliminary interviews and coordinating hiring efforts with the management. HR may receive

hundreds of resumes for every single position. Selecting the best fitting candidate from this roster of talents is not an easy task. The selection process may involve several methods in order to find organization's best matching candidates.

There are many recruitment tools which have widely been used and practised in organizations of the world. Assessment centres, work samples, ability tests, structured interviews, behavioural based interviews, integrity tests, telephonic interviews, panel interviews, group discussions, employee's referrals and psychometric tests are the most common methods have been used by the HR department. For determining more appropriate selection method, it is important to do an analysis of job requirements, job description and specifications, required skills, experience, aptitude, and personality. On the basis of this analysis, the appropriate selection method is selected by the organization and the management.

### *Psychometric Testing*

The word psychometric refers to the measurement of the mind. Unlike other factors like education, skills, experience, appearance, and communication, the behavioural attributes and personality of a candidate can be much more difficult to assess during an interview. Some organizations choose to use the psychometric test in their hiring process to measure the overall evaluation and suitability of the candidate for the required job. In simple words, organizations use the psychometric test to extract and access the set of personality attributes that are required to perform a certain job. Thus, it helps recruitment managers to make decisions for successful hiring for the vacancy.

Psychometric testing is a selection tool that actually measures cognitive abilities and behaviours of the candidates, that are essential for the future job performance. Organizations rely on the results of these tests to take the major decisions for hiring and sometimes promoting as well. Its popularity among hiring managers as a recruitment tool lies in its ability to whittle down candidates, making the recruiter more confident about the hiring process. In Pakistan, there are still countable organizations that are using this tool in their recruitment & selection processes.

### *Psychometric Testing in Recruitment Process*

There are a number of psychometric tests available that are designed to evaluate candidate's analytical skills, personality attributes, intelligence, behavioral measures and other related characteristics for the job candidate is applying for. The type of psychometric test used mainly depends upon the job requirement of the organizations. For instance, in banking sectors, the personality traits required by the organization will surely be different from the traits required by the textile sector.

In psychometric testing, the candidates are being assessed on their personality and behavioural styles by filling out a self-report personality questionnaire. The traits being assessed are related to performing that particular job and working environment of the organization. The personality questionnaire is based on several behavioural based questions, which the candidate needs to answer by selecting the response from a scale of predetermined answers. Based on the responses, a personality report is generated. This report does not test a candidate as good or bad. Rather, it would identify the candidate as desirable or undesirable based on its best match criterion with the position requirement. The candidate can take 30-45 minutes to complete the standard psychometric test. Different types of psychometric tests are designed to measure



candidates' skills, attitudes, behaviours, and intelligence related to job performance, and to what extent the personality of the candidate matches with the job description.

Despite the popularity and increase in the usage of psychometric testing in recruitment, there is still some debate in the organizational psychology field as to whether the personality measures should be used in recruitment and selection or not (Morgeson, et al, 2007). Many researchers believe that psychometric testing used in the recruitment process is not valid and can be fake (Scroggins, et al, 2008).

Psychometric testing is widely being used in the western countries from the past few years. However, in Pakistan, there are still fewer organizations that choose to employ psychometric testing in their recruitment & selection decisions. Beside the usage of psychometric testing in recruitment, the field is full of controversies and needs a lot of attention from the researchers. Therefore, the present research aimed to explore the effectiveness of psychometric testing in the recruitment process in the banking sector of Pakistan.

Through this research, the following questions have been answered:

- (1) What are the major hiring tools that are being used by the organizations in Pakistan?
- (2) Is psychometric testing an effective and efficient tool in recruitment and selection process?
- (3) Are the organizations that are still using other means of recruitment and selection willing to adopt psychometric testing in personnel selection?

The research has been conducted in the banking sector of Pakistan, the management of the banks that are still using traditional recruitment methods may find this study very useful for implementing the psychometric test in their recruitment process; Moreover, in Pakistan's perspective, only a few research could be found on the given topic along with the workplace outcomes. So, the prospective researchers and academicians could be interested to explore this study and may introduce or replicate the same study in different sectors of Pakistan.

The objectives of the study have been discussed in this section. Authors have identified the gap, and wanted to evaluate the awareness of psychometric testing in Pakistan's banking sector, to explore the effectiveness of psychometric testing in recruitment and selection process. Another objective was to determine the difficulties faced by HR departments in using psychometric tests in recruitment & selection processes and find out why the organizations are still not considering psychometric testing as a recruitment tool.

### ***Literature Review***

In the introduction, it has been concluded that there is a strong relationship between psychometric testing and recruitment. Psychometric testing is a means of evaluating a person's skills, personality traits, abilities and knowledge in a specific position. Research in early 1990 gives the evidence that personality can predict future job performance of the individuals (Morgeson et al, 2007). This section has explored the historical background of the psychometric testing in relationship with individuals' personality in detail, and elaborated the related theories and research pertaining to psychometric testing in recruitment.

### ***Theoretical Background***

Psychodynamic theories mostly emphasize the unconsciousness. Many important aspects of personality are beyond the man's awareness and knowledge that can be brought to consciousness with great difficulty (Ewen & Ewen 2014). Theories related to personality can



be found back to 1886, most noticeably with one of the famous theorist Sigmund Freud (Saville & Hodsworth, 1999).

### ***Sigmund Freud Theory of Personality***

Sigmund Freud developed the first theory of personality and as per the literature, he was the first psychoanalyst who used a clinical method for the treatment of psychopathology (Ewen & Ewen, 2014; Schultz & Schultz. 2016). Many theorists have extracted from Freud's work but many psychologists have contradicted his theories and observed his theories as more of literature-based rather than science-based. Freud introduced the psychoanalytic theory of personality development, which argued that there are three main components of human personality. Those three identified components in his theory have been described as (i) the ID (ii) the Ego and (iii) the Superego. Freud's approach is commonly known as Psychoanalytical Approach.

### ***Carl Jung Theory of Psychological Type***

Another famous theorist was a Swiss psychologist namely Carl Jung. At first, he supported the psychoanalysis approach of Freud but then broke with Freud and developed his own theory (Ewen & Ewen, 2014). He believed that unconsciousness of a human is very important but he also disagreed with Freud in many aspects. He was the first man who described that people always prefer certain identifiable behaviours if they are free of choices. He believed that human preferences can be divided into different personality types. Jung published his first publication named 'Psychologische Typen' in German which was then translated in English in 1923 as 'The psychological Types'.

Almost all the subsequent psychological testing has been based on Jung's work of type description. Carl Jung categorized the four main criteria of aspects in which we experience the world. Those four aspects of his theory were sensing, intuition, feeling and thinking. He argued that every person tries to emphasise one mode over another mode (Jung, 1923). Jung's principles of personality descriptions and subsequent interpretation of behaviour were then utilized by some of the psychologists, and the most famous model that has been derived from Jung's principles is Myer-Briggs Type Inventory (MBTI).

### ***Myer Briggs Type Inventory (MBTI) Theory***

Myer Briggs was developed by Katherine Briggs and her daughter Isabel Briggs Myer. In 1921, after the publication of Carl Jung's work on 'The Psychological Types', Katherine and Isabel, the mother and daughter became very much interested in the concept of psychological assessment of human beings. They worked for three decades to understand Jung's approach of personality types in order to develop a more understandable and practical version of personality test. Jung's publication was written with a very heavy psychological terminology with a combination of German phrases, which was hard to understand for common human being (Briggs & Myers, 1995). Katherine and Isabel initially worked with women in World War II, who had recently started working and had no idea how to take men's work. They tried to get an idea of their personality, and assigned them jobs accordingly. Isabel created a survey paper to analyze the human type and assisted them in finding their best job. This survey paper was developed in the 21<sup>st</sup> century that turned into a leading personality assessment test known as Myers-Briggs Type Inventory, and has been commonly used in psychometric testing in recruitment & selection process of the organizations.

### ***The Big Five Model (FFM)***



The Big 5 theory was developed by Paul Costa and Robert McCrae (2013) at the National Institutes of Health, Warren Norman at the University of Michigan and Lewis Goldberg at the University of Oregon. The research team observed that the human personality could be distributed to five personality dimensions regardless of language and culture. In scientific area, the big five theory is the most acceptable and widely used theory of personality. This test has been used and adopted by a psychologist for years in order to measure the strength of the personality characteristics.

#### ***Research Related to Psychometric Testing in Recruitment***

A study was carried out by Furnham (2008) regarding HR professional's beliefs about and knowledge of Assessment techniques and psychometric tests. In the study, 255 professionals completed a questionnaire about their beliefs and their knowledge about ability & personality tests. The survey method was used in order to collect data in the study. The result showed that the respondents were very positive about the tests, and suggested the psychometric tests as effective and efficient personality predictors. However, interviews were judged as the most convenient & practically used selection method.

One important study which is needed to be discussed is reconsidering the use of personality test in personnel selection context by Morgeson et al (2007). The study contradicted with the above two research studies, and concluded that faking in self-generated reports is expected in psychometric testing. The result showed that the validity of personality testing is very low because of the chance of fake responses given by the respondents.

Contradicting with Morgeson's study, another study was carried out in support of personality assessment in organizational settings by Ones et al (2007). The research was conducted in the response of the Morgeson et al (2007) and concluded that there is a substantial validity in personality measures. It was suggested that faking does not ruin the validity of personality scores in applied settings.

One of the latest researches on the use of psychometric testing was given by Costa & McCrae (2013), which was carried out to measure the reliability and validity of the psychometric testing in personnel selection. The research confirmed the idea that the psychometric tests are no doubt reliable and beneficial for the organizations in personnel selection, but psychometric tests should not be assumed as a sole criterion in the decision making of hiring. Their study suggested that the results of the psychometric test should not be restricted in recruitment only. Rather, they should be used in future career paths, training need analysis, and work delegation of employees as well. In this way, organizations can get long-term and cost-effective benefits if psychometric results are used multi-purposefully.

#### ***Use of Psychometric Testing in Pakistan***

In recent years, many organizations have started using self-reporting psychometric tests to identify personality characteristics as a part of their recruitment and selection process in the developed countries. Employers observed that experience, education, and intelligence may not be the only factors that contribute to recruitment for the best hiring. Understanding one's own personality traits may improve one's ability to develop as an individual, as an employee, and as a manager. Therefore, it is important to understand the different criterions of personality and the facets in which they can be measured. Researchers have been into the human personality for many decades, and much of their work has focused on defining personality traits and understanding how many dimensions of personality there are. Toplis et al's (2005) book



'Psychological Testing' described that psychological testing is not a new concept, in fact, it was well introduced over a period of 100 years ago.

In an under-developing country like Pakistan, psychological testing is an emerging trend in the field of recruitment. Psychometric testing has been widely used in the developed countries and is a globally accepted recruitment tool that is used to measure a person's behaviour, aptitude, personality, ability and mental levels. However, in Pakistan at one end, only a few available organizations that are successfully using psychometric testing in their recruitment & selection process, but on the other end, many organizations can be found which are still relying on the traditional recruitment methods. Psychometric testing is not a new field anymore in Pakistan, but its implementation has not yet cascaded the industries in Pakistan. Many organizations have outsourced their psychometric evaluations through HR consultancies because of the specialized nature of the method and low level of capability to implement and administer psychometric testing within organizations. This fact has led the scope of this research towards HR consultancies available in Pakistan that are providing services of conducting and administering psychometric testing in personnel selection within the organizations.

#### *Industry Context*

The psychometric testing has been evolving in the different industries of Pakistan. But still, only limited numbers of organizations could be found that are using psychometric testing in their recruitment and selection process. The organizations that are using this tool have either devised their own way of psychometric evaluations or have outsourced their psychometric evaluations through human resource consultancies. The HR consultancy business has been spread out from past many years and it has been emerging as a business partner to organizations, nowadays.

#### *HR Consultancies and Recruitment Agencies*

Many HR consultancies and recruitment agencies have been introduced in Pakistan over the past couple of years. The employers outsource the services related to human resources development from these consultancies and agencies such as in Recruitment, Training, Payroll, Competency models development, conducting Assessment centres and so on. Some of these consultancies conduct psychometric testing of the candidates on behalf of their clients and provide them with the results. An increasing number of these agencies has exhibited the importance of human resource development and how much employers and organizations are willing to invest on their people. There are many renowned HR consultancies in Pakistan that have been successfully giving outsourcing facility of psychometric testing to organizations.

## **RESEARCH METHODOLOGY**

Research Methodology is a systematically way to solve a research problem by adopting various steps. The research methodology as it has been used in the present study including the research design, the population of the study, the sample and the sampling technique, instrument used for data collection and method, data analysis and the research procedure, has been elaborated. The nature of this study was exploratory and its purpose was to explore the effectiveness of psychometric testing in the recruitment process in the banking sector of Pakistan. This study was used to gain a deeper understanding of the subject, and the analysis was based on themes or patterns rather than on variables, therefore, the research method was qualitative. The



inductive approach has been the most suitable in the current scenario of the study because it moves from a specific instance into a generalized conclusion.

Step by step procedure of the research has been discussed in this section. Firstly, the background of psychometric testing, related theories and the reason for the popularity of using psychometric testing in hiring process among HR Experts in the western organizations was found through literature review. Secondly, the effectiveness of using psychometric testing in recruitment process in the banks that are successfully using this tool in making hiring decisions, was found out by conducting in-depth interviews. Thirdly, it was tried to find out why the other banks are not still using psychometric testing in their recruitment, and also the experiences with psychometric testing from applicants' point of view from the employees of banking sector who has had a history of completing psychometric testing through in-depth interviews.

The population of this study consisted of hiring managers from the banking sectors who have been involved in hiring processes using psychometric testing and who have been using some other traditional recruitment methods from the same sector. The population of the study also included the employees of the banking sector who have previously completed psychometric questionnaire for hiring purposes. One of the most important steps after research design is the sampling method. In most research studies, considering the whole population is not suitable, therefore, the researcher selects a sample from the population for the study. There are two types of sampling techniques including probability and nonprobability sampling techniques; these two are further divided into subcategories. The researcher identified the appropriate sampling technique in the research that can suitably answer research questions and qualify the criteria of sampling method used. The appropriate sampling method for this study was purposive sampling technique.

Sampling methodology leads to a further point where a sample size is selected for data collection. It is self-explanatory that size of the sample should be always large enough that can ensure reliability and consciousness to reach a saturation point where the required information is collected. Glaser & Strauss (1967) recommended the concept of saturation for achieving an appropriate sample size in qualitative studies. A saturation point is the one where adding more participants to the study does not result in additional information. For ethnography, Morse (1994) suggested approximately 30 – 50 participants. For grounded theory, Morse (1994) has suggested 30 – 50 interviews, while Creswell (1998) suggested only 20 – 30. And for phenomenological studies, Creswell (1998) recommended 5 to 25, and Morse (1994) suggested at least six. Hence, there have been no specific rules for determining an appropriate sample size in qualitative research. As this research was very specific in nature, it required highly specialized interviewees on a limited number of available organizations that have been using psychometric testing in their recruitment process. Therefore, to reach the saturation point, total 14 interviews in a way that one interview per organization and 10 with end users who have completed the psychometric questionnaire in the past have been decided as a sample size.

Both Primary and secondary data have been collected in this study. Secondary data has extracted from the literature review and online resources available on the internet. Semi-Structured interviews have been conducted using an open-ended interview questionnaire.



As already mentioned, one interview per organization has been held. Interview 1 & 2 with the organizations from the banking sector that have had a history of using psychometric testing in recruitment, and further two interviews were focused in the banks where some alternate method has been used in the recruitment process. Along with these four, further 10 interviews have been conducted with the personnel who have had a history of completing personality questionnaire for hiring purpose. In order to achieve the eight research objectives, three semi-structured questionnaires namely Questionnaire A, Questionnaire B and Questionnaire C have been used. Each Questionnaire had a particular purpose and satisfied specific information & research objectives.

After the required information has been gathered from the interviewees, a synthesis of the two interviews has been organized into some useful information for the analysis. The nature of the research study was to analyse themes and patterns within the data; therefore, thematic analysis has been used. Thematic analysis is a very common form of analysis in qualitative research which emphasises on pinpointing, examining and recording patterns or themes within the data.

## DISCUSSIONS

In this part, the thematic analysis used in the effectiveness of psychometric testing in recruitment has been provided by exploring certain codes and themes during the analysis phase after collecting the data through in-depth interviews.

In order to satisfy the research objectives 1-8, three questionnaires were developed namely Questionnaire A, Questionnaire B and Questionnaire C. Questionnaire A was developed for those banking organizations that use psychometric testing in their recruitment process, Questionnaire B was applicable for those banks that use some other mode of recruitment, and Questionnaire C was for the respondents who have had a history of completing psychometric questionnaire for hiring purposes.

### *Qualitative Data Collection*

In total, 14 interviews were conducted in order to collect required data for analysis. Distribution of interviews were held in a way that two interviews were conducted with the banks that have been using psychometric testing in their recruitment process, two interviews were held with those banks that have been using some other means of recruitment, and ten interviews were conducted with the respondents in the banking sector who have completed the psychometric questionnaire in the past for hiring purposes. It was assured that only relevant senior HR personnel were interviewed in order to get the truer picture and in-depth information on the collected data.

**Table 1: The interviews' details**

Questionnaire Used	No. of Interview Conducted	Interview conducted with	Details
Questionnaire A	2	Bank A and Bank B	Psychometric Test users
Questionnaire B	2	Bank X and Bank Y	Other recruitment method users
Questionnaire C	10	Respondent 1-10	History of completing psychometric questionnaire
Total	14		



### *Respondents' Profiles*

The findings were taken from the semi-structured interviews with the banks and the candidates. In order to maintain confidentiality and ethical consideration of the organizations, the banks were referred to as A, B, X and Y, and the candidates were referred to as respondent 1 – respondent 10. The organizations were distributed as psychometric test users, psychometric test nonusers and the candidates were referred to as psychometric test respondents, respectively.

#### *Organizations-Psychometric Test users*

As this research was conducted in the banking sector of Pakistan, so both the organizations namely Bank A and Bank B fell into the category of the banking sector. Both banks had more than 8000 employees all over Pakistan, and had structured HR departments. Bank A has been using the psychometric test in their recruitment process from the inception of the bank; whereas, Bank B has started using psychometric testing in their recruitment process just three years ago.

#### *Organizations-Psychometric Test Nonusers*

Bank X and Bank Y also fell into the category of the banking sector. Both banks had more than 10,000 employees all over Pakistan, and had structured HR departments. Bank X has been using aptitude test panel interview in its recruitment process and the planning phase to implement psychometric testing in near future; while, Bank Y has been using behavioural-based interviews conducted by a panel in their recruitment process.

#### *Psychometric Test Applicants*

All the respondents were selected from the banking sector, who have had a history of completing the psychometric testing questionnaire for hiring purposes. All the respondents were employed in different banks and had experience of more than five years.

#### *Thematic Analysis*

The research was qualitative in nature; therefore, themes and patterns have been identified through thematic analysis. For thematic analysis, 14 interviews were conducted. The reason for choosing such sample size was the specialized nature of the report that only limited number of banks that were using psychometric testing were available.

#### *Themes & Patterns Found*

After reviewing the underlying themes in the above chart, following patterns and themes have been found.

- (1) It was observed that psychometric test in recruitment was effective when used with a combination of other recruitment methods.
- (2) There was a high level of awareness about psychometric testing in organizations and they were willing to adopt it in their recruitment process.
- (3) Although certain factors have affected the responses of the applicants, psychometric test results about their personality were found to be accurate most of the time.

### **MAJOR FINDINGS & ANALYSIS**

This study was conducted to explore the effectiveness of psychometric testing in the recruitment process. The study was conducted in the banking sector of Pakistan. In order to achieve the required target of the research, some research objectives were set, which have already been discussed in detail in introduction part of this study. The findings were in line



with the research objectives, and were supported by the secondary data available in the literature. After the analysis of the interviews conducted in the organizations, it has been found that there was a high level of awareness regarding psychometric testing in the banking industry but a low level of capability to implement it. Some organizations found it effective to be implemented in their recruitment process but at the same time, there were some organizations that were quite satisfied with their prevailing recruitment methods, and perceived psychometric testing as a bit time-consuming.

It has also been found that the organizations using psychometric testing were in favour that psychometric tests should not be used in isolation, rather be used in conjunction with some other recruitment tools like face to face interviews. It was observed that psychometric testing in recruitment has been found as an effective tool for selection by the organizations, but the answers which were given by the candidates in the psychometric questionnaire always needed to be validated through an interview. This same idea was supported by the results of Van der Merwe (2002) and Ones et. al (2007).

The organizations have customized structured psychometric questionnaire for all the positions. In one organization, MBTI method was used to evaluate the 16 personality traits of the individuals. However, the organizations assured to have simple questions in the questionnaire in order to mitigate the chances of fake responses from the candidates. The MBTI method of personality evaluation in recruitment has widely been used a method in psychometric evaluations in different industries. The same idea was also given by Wu et al (2011). It has been found that the organizations have been successfully using psychometric testing and have not yet faced any sort of difficulty in conducting psychometric evaluations in their recruitment & selection process.

The organizations that have been successfully using psychometric testing in their recruitment process have restricted this test only for the fresh incumbents because they believe that for experienced individuals it is quite easy to judge their personality, experience, and background from their previous organizations; However, they found that hiring the new incumbents is always a tricky job because it is difficult to assess their background and personality through resumes and aptitude test, hence, psychometric test was much required in fresh incumbents' hiring. The underlying criterion is in contradiction to the conclusion given by Costa & McCrae (2013). Psychometric testing should not be restricted to one dimension only, rather to achieve long-term and cost-effective results it should be used in other dimensions within human resource management.

The organizations maintained a database of the candidates who have already been tested in their organization. They kept the results of the candidates who were rejected as a mismatch for one department but were found to be a good match for some other departmental positions. But, they did not prefer to use this option and found it convenient to do the psychometric exercise again for the next time hiring.

It has been explored that organizations were willing to adopt psychometric testing in their recruitment methods in order to achieve expansion and growth in their prevailing HR systems, but at the same time, they perceived psychometric testing as time-consuming activity in the selection process, and expensive to be implemented in terms of the cost involved. One interesting aspect which has been found was that there were certain factors that could have affected the responses of the applicants like being time-bound, subconsciously under pressure



and stress, having limited options available in the questionnaire. But, when the feedback was given to the candidates about the results of their personality, they found it accurate and quite relevant to their personality most of the time.

Most of the respondents have given the opinion that they tried to give honest feedback in their psychometric evaluations except for one respondent, who has been found to play with the questions and give the feedback according to the requirement of the job and what the organizations wanted to hear from them, this was supported by Morgeson et al (2007).

One important aspect which has been emerged during the research was panel interviews and case studies that were the most common form of selection in the banking sector. Even the organizations that have been currently using psychometric testing in recruitment also validated the psychometric results through face to face interviews in a panel. The idea was supported by a study conducted by Furnham (2008); the study provided evidence that interviews have widely been used as a method of selection in the organizations.

## CONCLUSION

The study was conducted to explore the effectiveness of the psychometric testing in the recruitment process. The study was carried out in the banking sector of Pakistan by targeting those banks that are using psychometric testing in their recruitment & selection process. In order to explore in-depth analysis, those banks that have been using some other methods of recruitment, and the candidates who have gone through psychometric evaluations previously were included in the sample space. As the study was qualitative in nature, in-depth interviews were conducted as a part of data collection. Three open-ended semi-structured questionnaires were developed to collect data. The detailed discussions in the in-depth interviews have not only explored the answers of all the research objectives, but have also explored the new emerging trends within the data that could be helpful for the organizations that have been in a phase of implementing psychometric testing in their recruitment process.

Some employers in the banking sector of Pakistan have chosen to use psychometric testing in their recruitment process to find the best match candidates to fill their prevailing vacancies. They have been using it successfully for many years and relying on the results of psychometric test in order to gauge the future performance of the candidates.

One of the objectives of the study was to explore the awareness of psychometric testing in Pakistan's banking industry, and it has been concluded that there has been sufficient awareness of psychometric test in the banking sector of Pakistan. But still, only a limited number of the organizations were found in the sectors that have been using psychometric evaluations in their recruitment process. However, there have been certain banks which were found that planning to implement psychometric evaluations of their recruitment system.

It has been concluded that the effectiveness of psychometric testing is valid if used with some other methods of recruitment. The organizations that have been using psychometric testing also validated the psychometric results through one on one or panel interviews.

The organizations have either developed their own psychometric calculators or have outsourced certain software from the consultancies for psychometric evaluations. Only one questionnaire has been devised for all the jobs' hiring in the bank. The questionnaire consisted of almost 16 situation based questions that evaluated the personality of the candidates through their responses in the psychometric questionnaire.



The organizations seemed to have no issues with the usage of psychometric testing so far. In order to mitigate the chances of fake responses from the candidates, the organizations assured to ask the questions in the psychometric questionnaire in a simpler way.

The psychometric testing has been restricted by the organizations to be used for hiring fresh incumbents only. It has been concluded that the organizations perceived psychometric evaluation as more suitable for the initial levels.

It has been concluded that there have been certain factors that can affect the responses of the candidates in the psychometric evaluation that can lead to wrong evaluation of the personality of the candidates. The leading factors that have been emerged during the study found by the candidates included being time bound, subconsciously under pressure, having limited options available in the questionnaire, being under stress, and the mood & circumstances of that day. Contradicting with these statements, when the results of the psychometric test provided to them, they found it quite relevant to their personality.

Overall, it has been summarized that the psychometric testing has been an effective way of evaluating the personality of the candidates in recruitment & selection. However, it has always been used in combination with other recruitment methods in order to validate the psychometric results of the candidates. The conclusion was supported by the secondary data provided in the literature review.

#### *Recommendations*

It can be recommended that in order to mitigate the chances of wrong responses from the applicants; the psychometric questionnaire needs to be written in a very simpler way that a layman could also easily understand that what has been asked in the questions. Also, more options for selection should be given.

It can also be recommended that the feedback given to the candidate regarding psychometric test should always be provided by the qualified HR expert. The feedback should be given in a way that it demonstrates the reliability and professionalism of the organizations rather than damaging the personality of the candidates. It should be clearly mentioned to the candidates that psychometric test does not evaluate them as accepted or rejected, but it provides the results to represent the candidate to be either a suitable match or a mismatch to the applied position in relevance to their personality.

The questions in the psychometric questionnaire should be relevant to the position applied by the candidate. There should be less number of questions in the questionnaire so that the candidates do not feel to be time bound.

It can also be recommended that the organizations that are using psychometric testing in their recruitment process should assure to have at least two qualified members in the HR team who can administer and give feedback on the results.

It has been found that many organizations overlook to give feedback on the psychometric results to the candidates. It can also be recommended to the organizations that they should develop certain policies to give adequate feedback to candidates by qualified HR personnel.

#### *Area for Future Research*

This research was based on the effectiveness of psychometric testing in the banking sector of Pakistan. As the research was very specific in nature, fewer number of organizations were available as target respondents and the time factor also existed. Therefore, in future more respondents would be added in the research in order to get accurate results. The same research



could also be implemented in some other industries of Pakistan where psychometric testing has been successfully being used.

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