

A Study on the Applicability of Using the California Psychological Inventory as Psychometric Testing Tool to Analyze Leadership Profiling in Indian Organizations

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Abstract

Psychometric testing offers valuable insights into leadership profiling for managerial effectiveness in Indian organizations. While existing research provides preliminary evidence of its utility, further empirical investigations are warranted to establish the validity and reliability of assessment tools in diverse cultural contexts. By addressing methodological challenges and embracing culturally sensitive approaches, researchers and practitioners can enhance the applicability of psychometric testing in advancing leadership development initiatives in India. Many studies have been done that show a correlation between higher test take rates and more professionalism in the HRM function as well as strong performance predictors for a variety of job types. The popularity and utility of psychometric assessments has evolved into a multimillion business. This study explores the leadership and managerial abilities and qualities that are prevalent, dominant or dormant in the top and senior level management. This study is based on the behavioural science research. The findings of the investigation imply that understanding psychology is crucial in addition to understanding how to administer psychometric exams.

Keywords: - psychometric assessment, leadership, managerial effectiveness, profiling

RATIONALE OF RESEARCH

Employee performance and behaviour in today's workplace determine success. In order to maximise employee performance, organisations need to know what motivates employees' actions.

In all areas of human resources and development, psychometric testing has developed into a multimillion-dollar industry with steadily increasing significance. Applicability of these assessments for hiring, team building, and personal development are estimated to have an annual economic value of over \$100 million in the US (Zemke 1992, p. 43).

The purpose of the research is to discuss the rationale behind trainers' and organizations' usage of psychometric tests intended for personality evaluation. The study's objective was to investigate the value of psychometric testing, as well as the instruments and methods that it can employ to analyse leadership profiles for managerial positions within a company. Given the amount of money that businesses and individuals spend on psychometric tests, as well as the estimate that there are over 5,000 psychological instruments available in the English language (Simms 2007), it would be wise to gain some understanding of the growing need for the applicability of psychometric testing and the reliable resources that support the training process.

Organizations when they grow acquire a culture of their own with their leadership and employee profiles. Each leadership leaves a legacy and each profile of new entrants brings their diverse social, cultural, educational, occupational, experiential and familial culture to the organization. To keep a steady pace of growth and also to aim at developing and enhancing the people resources, the organizations and the HR professions have also started to understand the importance of using psychometric tests as tools for training at all levels of management.

Several studies have explored the utility of the CPI in leadership profiling across different organizational settings, including Indian organizations. For instance, Sharma and Sharma (2016) conducted a study examining the association between CPI scores and leadership efficacy among Indian managers. Their findings indicated significant correlations between certain CPI scales (such as Dominance, Responsibility, and Socialization) and leadership performance, highlighting the predictive validity of the inventory in identifying leadership potential.

Similarly, Gupta and Jain (2018) investigated the use of the CPI in assessing leadership competencies among Indian executives. Through a series of case studies and behavioral assessments, they identified specific CPI scales (such as Achievement via Independence, Social Presence, and Responsibility) that were positively associated with effective leadership behaviors in the Indian organizational context.

Furthermore, research by Singh and Singh (2019) explored the role of the CPI in identifying leadership styles among Indian leaders. Their study revealed distinct patterns of CPI scores corresponding to different leadership styles, such as autocratic, democratic, and laissez-faire, underscoring the utility of the inventory in profiling leadership behavior.

Studies suggest that the CPI can be a valuable tool for leadership profiling in Indian organizations, providing insights into individuals' personality traits, motivational factors, and interpersonal skills relevant to effective leadership. However, it's essential to consider cultural nuances and contextual factors when interpreting CPI scores and applying them in leadership development initiatives. Further research is needed to validate the CPI's applicability across diverse cultural settings and explore its effectiveness in predicting long-term leadership outcomes.

The study that assesses a person's "psychological" attributes, such as knowledge, skills, abilities, or personality, is known as psychometrics. When deciding whether to provide employees with training to enhance their abilities and provide clarity about their duties and responsibilities as well as their current position in relation to their goals, organizations frequently turn to psychometrics.

Combining competency-based interviews with objective assessment methods (psychometric testing) is the most effective approach to examine an individual's strengths and weaknesses as well as their behavioural patterns inside an organization. A fair and impartial method of doing away with subjectivity is through the use of psychometrics.

1.4 OBJECTIVES

This study aims to explore the importance of psychometric testing alongwith its tools and its effectiveness in analyzing the leadership profiling in the managerial roles in an organization

- To study the psychometric testing and its tools used for leadership profiling in India
- To discover the importance and effectiveness of psychometric testing.
- To explore California Psychological Inventory (CPI) tool and its measures in analyzing the leadership profiling in the managerial roles in an organization

REVIEW OF LITERATURE

The term "psyche" in Ancient Greek refers to the individual's core, including their living and physical self during life and after death (Morwood and Taylor 2002). A plethora of literature exists regarding the evolution of personality theories and the background of personality profiling, dating back to the late 1800s. Jung's 1921 publication on psychological types has influenced modern thinking, especially with regard to introversion and extraversion as attitudes.

The body of research demonstrates that psychometric tests were not created in a vacuum and that they evolved over time.-

- Trait theorists like Gordon W. Allport were developing theories related to personality.
 - The Eysenck Personality Questionnaire (EPQ) and Cattell's 16 PF, factor-analytic theories of personality traits created by Hans Eysenck and Raymond Cattell, became industry standards for personality tests.

Effective leadership paves path for success of organizations in today's ever evolving corporate world (Avolio, Walumbwa, & Weber, 2009). As a result, psychometric testing is becoming more and more popular in Indian organizations as a means of analyzing leadership profiles and improving managerial efficiency. This literature

review examines the efficacy of the subject at the moment, highlighting important conclusions, research methods, and knowledge gaps.

Psychometric Testing in Leadership Assessment

Psychometric testing offers a structured approach to assessing leadership qualities, providing insights into individuals' personality traits, cognitive abilities, and behavioral tendencies (Judge, Piccolo, & Kosalka, 2009). Instruments such as the Myers-Briggs Type Indicator (MBTI) and the Leadership Effectiveness Analysis (LEA) have been widely used to evaluate leadership potential and guide development initiatives (Avolio & Luthans, 2006).

Cultural Considerations in Psychometric Testing

While psychometric tools have demonstrated utility in Western contexts, their applicability in diverse cultural settings like India warrants careful consideration (Chhokar, Brodbeck, & House, 2007). Cultural values, social norms, and linguistic nuances may influence individuals' responses to assessment items, potentially impacting the validity and reliability of results (Smith & Fischer, 2008). Therefore, researchers emphasize the need for culturally sensitive adaptations and validation of psychometric instruments for Indian populations (Pandey & Davis, 2012).

Research on Leadership Profiling in Indian Organizations

Several studies have investigated the role and utility of psychometric testing for leadership profiling in Indian organizations. Gupta and Sharma (2016) conducted a survey-based study assessing the relationship between personality traits assessed through Big Five Inventory (BFI) and leadership effectiveness in Indian managers. Their findings highlighted the significance of certain personality dimensions, such as conscientiousness and extraversion, in predicting managerial performance.

In a qualitative exploration, Jain and Singh (2018) explored the utility of the Hogan Personality Inventory (HPI) in assessing leadership competencies among Indian executives. Through in-depth interviews, they identified specific leadership attributes valued in the Indian organizational context, shedding light on the relevance of psychometric testing for leadership development initiatives.

Methodological Considerations and Future Directions

Despite the growing interest in psychometric testing for leadership assessment in Indian organizations, several methodological challenges persist. These include the need for robust validation studies, cross-cultural adaptation of assessment tools, and integration of multiple sources of data for comprehensive profiling (Sinha

& Tripathi, 2015). Future research should aim to address these gaps, employing mixed-methods approaches and longitudinal designs to capture the dynamic nature of leadership effectiveness in Indian settings.

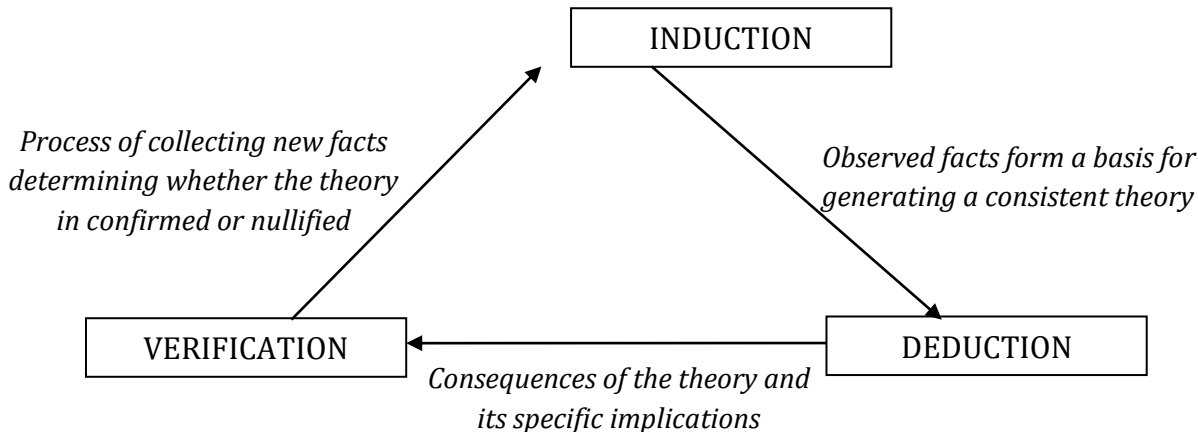
BEHAVIOURAL SCIENCE AND ITS ACCEPTABILITY IN INDIA

With the aid of scientific approach, behavioral science is replacing common sense knowledge by correcting and expanding one's perception and indicating limits of one's knowledge. It is being applied in several ways in different spheres of work and life to enhance human life's quality.

Whether it supports the development of a theory or the practice of an art form, behavioural science research in social settings is defined by Slessinger and Stevenson as a methodical approach to investigating, evaluating, and conceptualizing a social phenomenon in order to extend, correct, or verify knowledge.

A significant role of behavioral science research relates to the understanding of limits of one's knowledge and keeps pressing against them with a view to accomplish something better or more effective way. Behavioral Research is cyclical in nature and starts with the observation of facts. It can be explained as follows:-

Figure 1



To develop a strong talent pool, companies like Touchtel, Sanmar, i-Seva, Bharti, Arvind Mills, i-flex Solutions, Cisco, Hindustan Motors, Infosys, Wipro, Cognizant, Persistent, etc. have trained and evaluated their staff at all levels using psychometric exams.

Psychometric instruments use questionnaires to assess a person's conduct. The gap between behaviour and the company's requirements can be bridged by focusing on retraining and redefining the person's skill sets and processes. Research from both domestic and international sources has shown how psychometric testing may dramatically improve management performance and efficacy for both internal promotions and new hires.

Using the best science in an open, equitable, and transparent process, a valid and functional psychometric test enables the measurement and benchmarking of individuals' behaviours and abilities within an organisation; maximises their value and helps them create significant milestones in their professional lives, thereby improving the organization's effectiveness; and determines the suitability of employees at all levels by identifying and realising their potential.

THREE EMERGENT THEMES

Psychometric tests have distinct roles in training for the learner, the organization, and the coach/trainer. The following are these themes: -

1. The First Theme: Trainee Use of Psychometric Tests
 - i. Self-awareness and self-development.
 - ii. The trainer's convictions regarding the trainee's consistent personality type as the test results indicate;
 - iii. The possibility that the trainee's actions will be stereotyped;
2. Theme Two: The Use of Psychometric Tests by the Organization
 - i. The Financial Consequences
 - ii. Meeting the demands of the business
3. The Third Theme: The Trainer's Role in applicability of Psychometric Tests:
 - i. The Trainer's test as well as psychological knowledge;
 - ii. The Trainer's cognizance of self and the environment;
 - iii. The Effect on Coach supervision and evaluation

While understanding psychometric test techniques is beneficial, it's equally critical for individuals and organizations to comprehend business and psychological ideas. The use of the tests over time itself provides the trainer a better understanding of psychology which in turns helps to enhance his / her own self – awareness when training / coaching.

PSYCHOMETRIC TESTS AND THEIR VIALBILITY IN THE INDIAN COMPANIES

Psychometrics has demonstrated its value in terms of ROI effectiveness. The Guardian, a leading daily newspaper in the UK, reports that over 95% of the FTSE 100 corporations apply these kinds of tests when choosing their staff. Indian businesses are increasingly following this trend and either adopting or willing to use psychological and psychometric testing. The majority of well-known Indian businesses are searching for capable HR specialists that can manage and advance personnel management and hiring. Psychometrics can

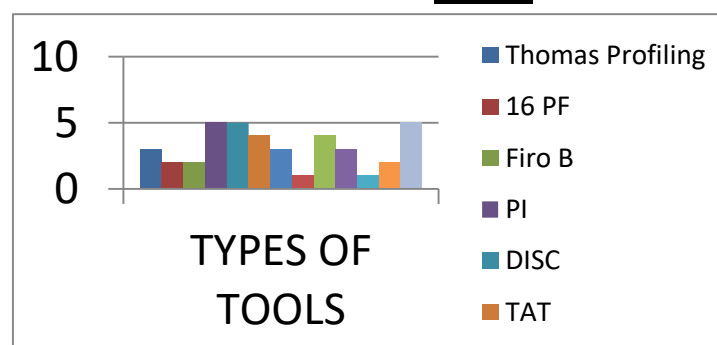
provide light on a candidate's potential for leadership and management roles in mid- and senior-level management.

Instead of using these exercises for hiring, Cognizant uses psychometric tests that are approved by the British Psychology Society and the American Psychology Association for individual self-development.

Career development and succession planning are two further uses for these kinds of technologies. Leadership, interpersonal effectiveness, communication, creativity, decision-making, problem-solving and conflict resolution are a few of the common competencies that are assessed.

Although psychometrics is generally regarded as an efficient and successful instrument for training and personnel management, its effectiveness and influence have been repeatedly questioned. It is obvious that any evaluation that lowers the cost-per-hire and shortens the time needed to fill positions generates value. In the end, though, the evaluation ought to enhance the calibre of the workforce, as it is a reliable predictor of output, attrition, and operational outcomes. When developing a psychometric assessment solution, several elements are taken into account, such as the status of the labour market and the social milieu of the nation. When psychometric testing was first introduced in India, businesses welcomed it as a "major help" in their search for the right candidates with the correct mindsets. Some of the well-known psychometric testing instruments that are widely used in India are shown in the figure below.

PSYCHOMETRIC LANDSCAPE IN INDIA: PSYCHOMETRIC TOOLS CURRENTLY USED IN INDIA - Figure 2



PSYCHOMETRIC ASSESSMENT & PROFILING FOR SENIOR AND MIDDLE LEVEL MANAGERS IN INDIAN ORGANIZATIONS – THE TESTING TOOLS

With the agreement of the organization, some psychometric assessment may be done to expedite the upgrading of management knowledge, attitudes and skills of the employees as well as identifying the individual benchmarking. CPI and MRM are two of such tools which mainly aim to assess the leadership profile of the senior and middle management. These tests provide a benchmarking of one's own role to the individuals collectively and the organization.

3.5.1 CALIFORNIA PSYCHOLOGICAL INVENTORY (CPI)

Harrison Gough developed the self-report California Psychological Inventory (CPI), which is now distributed by Consulting Psychologists Press that was published for the first time in 1956, and the most recent edition came out in 1987. Its 194 items are shared by the Minnesota Multiphasic Personality Inventory (MMPI), with which it was established in a comparable fashion. The purpose of the CPI is to evaluate the "folk-concepts" that the general public uses on a daily basis to explain the actions of those in their immediate vicinity.

California Psychological Inventory (CPI) is a questionnaire with 462 questions(*Annexure 1*). CPI has four variables or measures:-

- Leadership and social interface
- Socialization and role taking
- Intellectual and task orientation (self esteem)
- Emotional and sensitivity orientation (relational)

These variables for which the inventory is scaled are called folk concepts. There are 20 folk concepts that are considered while assessing the CPIs.

The purpose of the CPI is to evaluate people using characteristics and ideas that average people use on a daily basis to comprehend, categorise, and forecast their own behaviour as well as that of others. The patterns and findings that were discovered show how distinctive each person is.

METHODOLOGY

1. The participants need to complete the questionnaire within a time limit of 40 to 60 minutes.
2. The profile is then considered based on the 20 folk concepts (*Annexure 2*)
3. The elevation of the scale and profile are considered. Understanding the implicative meanings of the scales and being sensitive to their subtleties are necessary for proficient use of the inventory.
4. Configuration and patterns among the scales conveying significant meanings are studied and the findings are recorded.
5. These configurations have been further contextualized to understand the social, cultural, familial, and organizational and role taking dynamics.

THE 20 FOLK CONCEPT SCALES AND THEIR PROJECTED INFERENCES

Measure of Poise, Self Assurance and Interpersonal Proclivities

SCALE NAME		INTENDED MEANINGS	
Do	Dominance	High	dominant, task-oriented, confident assertive
		Low	cautious, quiet, hesitant to take the initiative
Cs	Capacity for	High	Success is important, has many interests, with high ambitions

	Status	Low	Uncertain of oneself, does not like confrontational behaviour, feels uneasy in complex or unclear situations
Sy	Sociability	High	Sociable, people's person, outgoing
		Low	Shy, frequently restrained, and content to be amicable or in the back lines in social circumstances
Sp	Social Presence	High	Self-assured, spontaneous, versatile, well-spoken with good command over language, pleasure seeking
		Low	Reserve, uncertain about expressing own views or opinions, self-denying
Sa	Self Acceptance	High	possesses a positive self-perception, believing oneself to be gifted, beautiful, and talkative
		Low	Self-doubting, quick to place blame when anything goes wrong, frequently believing others are superior, and easily yielding
In	Independence	High	Self-sufficient, inventive, aloof, and unwavering in her pursuit of objectives—regardless of others' opinions
		Low	lacks self-assurance, looks on others for support, tries to stay out of conflict, and finds it difficult to make judgements
Em	Empathy	High	Sensitive to social cues, empathic to others' feelings, confident in oneself and others' acceptance of them
		Low	Lacks empathy, is doubtful of other people's motives, is guarded about their own emotions and wants, and has a narrow variety of interests

Measure of Normative Orientation and Values

SCALE NAME		INTENDED MEANINGS	
Re	Responsibility	High	Responsible, reliable, sincere towards duties and obligations, ethically perceptive,
		Low	Self indulgent, disorderly, careless, poor focus on personal obligations
So	Socialization	High	Conscientious, well organized, finds it easy to accept and conform to normative rules, seldom gets into trouble
		Low	Resists rules, non-conformist, rebellious, gets into trouble easily, has unconventional views and attitudes
Sc	Self Control	High	proud of own self-discipline, tries to manipulate emotions and temper, suppresses hostile and erotic feelings
		Low	possesses intense emotions and feelings that they rarely try to

			disguise, struggles with impulse control and self-discipline, and enjoys new experiences and adventures
Gi	Good Impression	High	Attempts to please people and create a good impression; occasionally to the point of being docile and sycophantic; when not quite reaching this degree, inclined towards traditionalism, formal, and conservative
		Low	insists on being really themselves, even if this leads to conflicts or issues; frequently complains; frequently feels displeased and agitated
Cm	Communality	High	Open to conforming, reasonable, sees self as a regular and an average person, makes little effort to change things
		Low	Views oneself as unique, nonconformist, and frequently gloomy; exceptionally low scores imply thoughtlessness or haphazard responses.
Wb	Wellbeing	High	ensures self to be in promising physical and mental health, optimistic and cheerful about future
		Low	prone to complaining about unjust or thoughtless treatment, worried about one's health and/or personal issues, and pessimistic
To	tolerance	High	Be tolerant of other people's views and opinions, especially when they conflict with or differ from one's own; be reasonable, fair-minded, and diplomatic
		Low	Someone who is untrustworthy, always finds fault, and is harsh typically feels resentful and spiteful.

Measure of Cognitive and Intellectual Functioning

SCALE NAME		INTENDED MEANINGS	
Ac	Achievement and Conformance	High	Has a strong desire to succeed and prefers to operate in environments with well-defined, efficient, and organised duties and expectations.
		Low	is often distracted, finds it difficult to perform at their best in environments with tight rules and restrictions, and often gives up on a task when not going well.
Ai	Achievement via independence	High	possesses a strong will to succeed, enjoys working in environments that promote independence and personal initiative, and is intelligent
		Low	has minimal interest in intellectual and cognitive pursuits and finds it difficult to perform at their best in environments that are imprecise, ill-defined, and devoid of clear requirements.
Ie	Intellectual efficiency	High	able to apply intellect effectively, persevere when others might give up or become disheartened, perceptive, and resourceful
		Low	Has trouble initiating and finishing cognitive tasks, and finds it difficult to articulate thoughts.

Measures of Role and Personal Style

SCALE NAME		INTENDED MEANINGS	
Py	Psychological Mindedness	High	perceptive, insightful, understanding others' feelings, but might not be a nurturant or a support system
		Low	Frequently indifferent and appearing unmotivated, this person is more concerned in the tangible and practical than the philosophical. They focus more on individual's actions rather than thoughts and emotions
Fx	Flexibility	High	Adaptable, enjoys variation and change, becomes easily bored with daily activities and routine, can be erratic and impatient, intelligent but also careless and disorganized
		Low	Unchangeable, like conditions that are well-organized and predictable, and a constant pace traditional and traditional
F/M	Femininity / Masculinity	High	Males who score highly appear to be highly sensitive, high-strung, and visually responsive, while ladies who score well are typically perceived as warm, kind, and modest but also reliant.
		Low	Resolute, proactive, action-oriented, tough-minded, unsentimental, and not easily intimidated.

The 462 true-false questions that make up the CPI are supplemented by interpretive report writing. Three validity scales are included in the total of 18 scales used to assess the test. Eleven non-validity measures were chosen after a comparative analysis of responses from different populations. The substance of the other four was verified. Numerous scales exhibit strong inter-correlation and conceptual similarity. People 13 years of age and older are the target audience for this exam. It takes 45 to 60 minutes to finish. The questionnaire is still available from the publisher, Consulting Psychologists Press, and includes plastic scoring keys, sheets & profiles, making it possible for any clinical or research psychologist to assess/score the test manually—a less costly option.

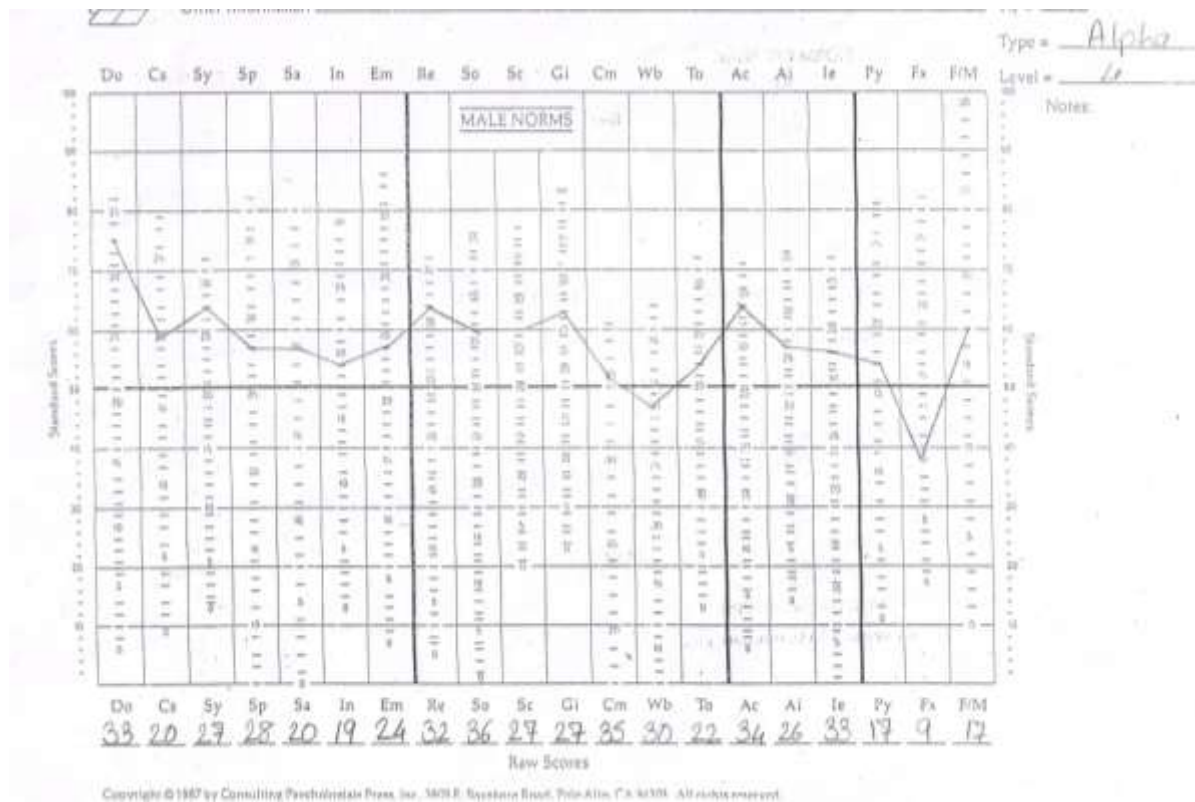
FIVE AXIOMS AT WORK

Axiom 1	What attributes of personality will be addressed?	The CPI Scales are derived from popular culture. People utilise these commonplace theories of personality to understand both their own and other people's behaviour.
Axiom 2	How many scales are there in the system? (Open System Axiom)	The guiding idea is to incorporate enough scales—either individually or in combination—so that any consequential recurring form of interpersonal interaction can be predicted. Scales have been added and removed in compliance with this concept ever since the CPI was first

		developed.
Axiom 3	What are the intentions of each scale? <i>(Instrumental Axiom)</i>	The ability to: a) reasonably foresee what others will say and do in specific settings; b) recognise individuals who will be meaningfully and uniquely described by those who know them well.
Axiom 4	What is the correlation between each scale? <i>(Topographical Axiom)</i>	The scales on the inventory should correlate with one another to the same extent and in the same direction as those used by regular people.
Axiom 5	Is it better to scale individual facets within those dimensions or should measurement be limited to a single, essential dimension? <i>(Intensification of measurement axiom)</i>	Major themes like extraversion and introversion are measured for the CPI using a variety of intercorrelated measures that show intricacies and nuances in the general disposition's manifestation.

Thus, this test delves into personality factors that, regardless of cultural context, arise in all people to varying degrees and paint a picture of their generally steady propensities and features—as an acceptable reflection for the term "personality."

SAMPLE PROFILE



- The placement of a score on a grid reflected on two dimensions—the degree of an individual's internal or external focus (referred to as the v.1 scale) and the degree to which they favour or question norms on one dimension (referred to as the v.2 scale)—conveniently illustrates the Alpha, Beta, Delta, and Gamma personality types.
- Those with alpha personalities tend to be more gregarious, trustworthy, and enterprising. Betas are responsible, restrained, and in the middle. Gammas are thrill-seeking, restless, and daring. Deltas are reclusive, personal, and somewhat disillusioned.
- A tester's score on a different measure called Realization, also called the v.3 scale, can indicate how capable, reflective, and upbeat they are about the present and future when high scores are depicted, or how opposite they are when low scores are depicted.

The CPI sample profile is of a person who is assertive and domineering. At some points of time he/she may be perceived as aggressive. He makes a visible impact on both people and situations. Moreover, he/she takes a step backward and waits to see the impact. At such times he/she may be misunderstood. He has the abilities and capabilities to persuade others and persist in his/her efforts. He/She has very positive social skills and is highly interactive and participative. He/She is visible in groups and takes initiative in relationships. In one on one relationship he/she is a sought after person. In group settings this person is highly visible and tends to acquire centrality and significance. He/She lives by social norms and values and is comfortable with him / her. He/She has the confidence and maturity to have a positive regard for him/her. He/She takes cautious decisions and only when he/she feels certain and sure of himself/herself that those will be the correct decisions. This

person is open and understands others and is approachable and accessible. People feel comfortable in reaching out to him/her to take his/her advice.

Person is highly responsible. He takes the responsibility and accountability of the tasks he/she engages with. He/She can give directions and provide support. He/She works within the frameworks of organization structures. He/She works within the guidelines and policies of the organization. He/She is self-restraining and exercises immense maturity in managing people and organization. He/She tends to ensure that the seniors are aware of his contribution and is supportive of the seniors. Person is collaborative and cooperative when it comes to tasks and performance. He/She adds a lot of value and commitment to the organization. With all these positive traits person sometimes feels a bit uncertain, unsure and apprehensive about himself/herself. At times he may doubt himself. However, He/She can manage any situation and is comfortable in ambiguous and uncertain situations. He/She can provide a structure and a framework to the open-ended settings. He/She is also comfortable with both similarities and differences with others.

This person tends to conform when it comes to dialogues and discussions. He/She does not like to create stress and or create conflicts. He/She would rather go along when the issues are not that critical. Moreover, He/She has definite views and opinions on task related issues. He/She does not hesitate to speak those and takes a position and a stance. He/She has convictions and coverage to state his/her convictions. This is a problem solution person. He/She prefers to puzzle out solutions. He/She comes through as an intelligent and a confident person who has the abilities to fulfill tasks in an efficient manner. He/She trusts and believes in his own intellectual abilities and capabilities.

Person is highly sensitive and an emotionally intensive person. He/She can become personally sensitive and touchy. He/She may feel hurt and then react and or get entrenched in his emotions and feelings. It is difficult to move him or convince him/her against his/her emotions. There are times when He/She gets highly reactive and emotionally intense. At such times He/She can be perceived as irrational and reactive. There are times when person can be temperamental. He/She can lose his temper and become aggressive. This may offend some people.

Overall, This is a person who adds a lot of value to the organization and is highly committed to the growth of the organization. He/She brings assertiveness, a direction and provides guidance for the organization and to the people. He/She tends to create awe in the youngsters and can inspire them. However, he/she would also generate fear in those who do not know him/her by aggression and or reactivity. With some role and identity inputs he/she would grow into an effective leadership role.

FINDINGS

1. The usage of psychometric testing is growing in popularity. These are standardised techniques for getting a sample of a candidate's replies, which can then be compared to a sample of findings from a similar group of people to evaluate different psychological traits.
2. For Psychometric Testing the coach / tester must only use measures that they are trained to use rather than trying to delve into newer areas.
3. Instead of attempting to explore more recent developments, the coach or tester for psychometric testing must stick to the measures that they are trained to use.
4. People shouldn't be "over-tested." This could occur if standard group battery exams are often given without consideration for the unique traits and/or issues that each client may be presenting with.
5. Measures must be used in conjunction with assessments, not in instead of them. Any concerns about how an assessment technique is administered, its validity, or its dependability must be mentioned in the report.
6. The importance of the sample test's high predictive validity is reflected when each applicant performing the actual job tasks provides great insight to how they are likely to perform after the findings of the test. However, its practicality comes under scanner as there are a large number of applicants and the time required to be invested in lesser or limited.
7. The significance of work sample tests' strong predictive validity lies in their ability to offer valuable insights about each applicant's likely performance based on observation of them carrying out real job activities, even after test results are considered. But, considering the number of candidates who are frequently engaged and the considerable amount of time that is needed for each application, this is just not feasible.
8. Psychometric tests are useful, but they perform even better when paired with structured interviews (which are usually conducted in the last stages of recruiting). The results of cognitive ability tests plus work sample tests yield the same findings. Psychometric exams are effective because they offer a reliable way to learn more about candidates' fitness for a position beyond only their educational background, work history, and experience.
9. Online psychometric tests are a very effective way to find the best applicants fast since several applicants may be assessed in shortest time, which is relevantly faster and more accurate than with traditional approaches.
10. Considering the superior results they produce, psychometric tests are incredibly economical when compared to labor-intensive manual processes. Simple pricing models allow unlimited assessments for a pre-determined charge.

11. These are but a few of the explanations for why top businesses are turning more and more to psychometric testing as the go-to technique for determining leadership profiles within the company and developing impressive human resources and workforces.

CONCLUSION

Psychometric assessments are extremely valuable scientific instruments, and it is crucial to protect their integrity, particularly since they play such a significant role in essential but highly consequential judgements. Most managers regarded these tests with a fair amount of scepticism thirty years ago. Nowadays, the majority of individuals holding senior company positions will have answered a psychometric test as part of a leadership development programme or during the hiring process.

The Future Prospects of Trends are Promising:-

Psychology has developed and gained recognition thanks in large part to psychometric testing. Testing is a multibillion dollar sector that is only going to continue expanding and leaving its effect on both individual and organisational lives. Tests won't vanish overnight and be replaced by nothing. If anything, the current tests will be utilised till new ones take their place. In the upcoming years, psychological testing will not only endure, but also grow and prosper.

Innovations in Testing Through the Integration of Cognitive Science and Computer Science

Anything is possible in a field as dynamic as testing and its future. Because psychology is a relatively new and developing field, its members have more technique, methodology, empirical data, and experience than in the past. Given how far psychology has progressed in the last few decades and the prevalence of AI in many HR activities, a similar and predictable advancement in the next few years might easily yield results that are unthinkable today. The goals and objectives established by professionals in the field, as well as their perseverance and inventiveness in achieving those goals, will determine the future of testing, particularly in the psychological or psychometrics fields.

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