

Research on Application of Psychological Assessment in Recruitment

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Abstract: As an assessment tool with high efficiency and reliability, the psychological assessment is applied by more and more enterprises for recruitment. In this paper, the definition, content and methods of psychological assessment technology were firstly analyzed, next, the efficiency and reliability of psychological assessment technology used by Company G for recruitment of administrative staff were analyzed while taking the application of psychological assessment technology in the recruitment of administrative staff of Company G for example. Meanwhile, the problems of application of psychological assessment technology in the recruitment of enterprises were also analyzed in this paper, and corresponding countermeasures about the improvement of application of psychological assessment technology in the recruitment of enterprises were proposed.

Keywords: Psychological assessment technology; Company G; Enterprises recruitment; Countermeasures

1. Introduction

In order to realize the requirements of suitable people for each post, psychological assessment technology, as a scientific evaluation method, has been adopted more and more in the human resources management of Chinese enterprises. After a long period of gradual development, psychological assessment technology is gradually systematic and standardized. However, compared with Western countries, there are many problems in the application of psychological assessment technology in China. There is an urgent need for psychological assessment scales and psychological assessment technology that are in line with China's national conditions and corporate characteristics. It is necessary to train a team of assessment talents who understand Chinese enterprises, so as to effectively apply psychological assessment technology in human resource recruitment.

2. Definition, Content and Methods of Psychological Assessment Technology

2.1. Concept of psychological assessment technology

Psychological assessment, also known as psychological examination or psychological testing, refers to the use of modern management, psychology and related research results, the measurement of factors such as human ability level, personality characteristics, cognitive ability and professional interest through psychological tests, situational simulations and other means, and according to the needs of the post, that is, the characteristics of the organization of the enterprise, the human resources are given a comprehensive and objective understanding and evaluation, so that people can exert their maximum potential in

the appropriate positions, thus achieving optimal combination and optimal allocation among personnel.

2.2. Content of psychological assessment technology

The content of psychological assessment technology mainly includes the following three aspects: First, intelligence assessment. Intelligence assessment refers to the evaluation of the mathematics and language ability of the applicant. The higher the score, the more powerful the testee is, with the ability to actively focus on new information, the ability to discover new problems, and the ability to create outstanding performance at work. Second, personality and interest assessment. Most personality and interest assessment are conducted through questionnaires, and the personality and interests of the subjects are examined by designing some questions. When determining the score, it can be compared with the more successful employees in the existing position to achieve the purpose of evaluation and selection. Third, the ability assessment. A competency assessment is a test of a specific ability to understand the potential and ability of the assessee and to identify individual differences.

2.3. Methods of psychological assessment technology

When applied in recruitment, the main methods of psychological assessment technology are psychological assessment, interviewing and evaluation centers: First, psychological assessment. Psychological assessment mainly includes cognitive tests and personality tests. The content of cognitive test is cognitive behavior, which usually includes intelligence tests, aptitude tests, and achievement tests. The personality test includes the characteristics of non-cognitive factors such as temperament, personality, interest, attitude, and value motivation. Second,

interviewing. Unlike traditional interviews, interviews in psychological assessments have clear interview objectives, problem design, scoring criteria, and a relatively uniform interview process prior to the interview. Third, evaluation centers. The main feature of the evaluation center is the comprehensive use of multiple assessment techniques to place the reviewees in a series of simulated work situations to examine whether the respondents are qualified for an intended job and predict their capabilities or potential.

3. Case: Recruitment of Administrative Staff of Company G

3.1. Human resources management status in Company G

Company G is a state-owned enterprise with more than 10 shareholding corporations or holding companies and more than 3,000 employees, with an annual output value of more than 3 billion yuan. Company G is a direct supervision enterprise of the SASAC of a certain province. In the past, the management personnel of Company G were generally directly selected through internal selection or appointed by the provincial SASAC, and rarely publicly recruited. In 2012, Company G publicly recruited senior management talents in accordance with the requirements of the new personnel reform policy of the SASAC of the province and the strategic development plan of the Company G. In August 2012, the author participated in the management talent recruitment activities of Company G as a special corporate consultant, and assisted the professional talent evaluation agencies to conduct psychological assessments.

3.2. Psychological assessment technology and operational procedures adopted by Company G

In August 2012, the human resources management department of G Company considered the characteristics of management talent recruitment, mainly adopting test scales and projection evaluation methods, and handed them to the X Leader Evaluation Center for professional organization and implementation. The recruitment process covers the three stages of screening resumes, comprehensive written tests, and interviews. The X Leader Evaluation Center designed a flow chart for psychological assessment based on the characteristics of the recruitment exercise. The psychological test evaluation was added between the comprehensive written test stage and the interview stage, the MBTI professional personality test form is used to quantitatively measure the matching between the employed person and the employed position, and then the non-leading group discussion is used to evaluate the candidate's decision-making ability and organization as well as coordination.

The X Leader Evaluation Center introduced a relatively mature psychological assessment tool from abroad: MBTI test scale and analysis software. The process of this MBTI test is: The appraisers will issue the MBTI scale, requiring the applicant to fill out the form in accordance with the true idea in the attitude of being responsible to himself and the company; The appraisers use the software to respond to the applicant's answer sheet for statistics, corresponding to 16 personality types, thus summarizing the candidate's professional personality characteristics; The appraisers compare the professional character of the candidate with the job function they are applying to determine the degree of matching.

This non-leading group discussion was conducted in five phases: First, the preparation phase. Arranging for 3 experts to serve as examiners, dividing the candidates into 3 groups of 5-6 people each, and discharging the timetable for each group discussion; Secondly, at the beginning stage, the assessment examiner issues materials to the applicants and reads out the assessment requirements. The applicant begins to read the materials for 5 minutes; Next, during the discussion phase, the assessment examiner announces the start of the discussion, and the applicants first take turns to express their opinions, each of whom speaks for no more than 2 minutes, then discuss as required, each person will not speak for more than 3 minutes each time, but the number of speeches is not limited, the examiner observes and records the performance of the candidate; In the reporting stage, the assessment examiner announces the end of the discussion, and the group recommends one person to make a summary report, and others can make appropriate supplements; Finally, during the evaluation phase, the three assessment examiners sorted out their records and scored each candidate based on their overall performance, collecting the examiner's score sheet, and summarizing the scores.

Finally, the X Leader Evaluation Center feedbacks the results of the evaluation and analysis of the applied psychological assessment technology to the human resources management department of Company G, which was taken as an important reference for selecting candidates to enter the interview stage.

3.3. Evaluation of the application effect of psychological assessment technology in the recruitment of Company G

Two aspects of measuring the effectiveness of application of psychological assessment technology are reliability (reliability) and efficiency (efficiency). Reliability refers to the consistency of the evaluation results with the candidate's performance, and the efficiency refers to whether the psychological characteristics to be measured are accurately measured. The human resources management department of Company G conducted a comprehen-

sive evaluation of the performance of most of the recruiting managers in this evaluation, and they believed that they were basically qualified for the job. However, it has also been found that a small number of people have a large gap between their ability to work and the results of the assessment. One of them has been dismissed without a full trial period.

The X Leader Evaluation Center also summarized the psychological assessment work of the Company G recruitment, and believed that the validity of the application of the MBTI professional personality test table needs to be improved. For example, two applicants who were rated as extroverted in the MBTI test showed a clear introverted personality in the non-leading group discussion and interview. Among them, the last one hired also showed introverted personality in actual work. Psychological assessments cannot be completely accurate, and there is always a certain amount of error.

It can be concluded that the overall reliability of the psychological assessment technology used in this recruitment is above 0.80, which is basically applicable to the recruitment of enterprise management talents, but there are also some unsatisfactory points, and the evaluation methods have yet to be improved and perfected.

4. Problems of Application of Psychological Assessment Technology in the Recruitment of Enterprises

4.1. Blindly believe in evaluation software

Many corporate recruiters blindly trust psychological assessments, and believe that only the use of professional psychological assessment software can accurately identify the psychological characteristics of the candidates. To this end, they blindly believe in psychological assessment software, and believe that the results of the assessment software show a person's psychological traits. In fact, this invisibly exaggerates the function and role of the evaluation software. Even many companies buy or download software from the Internet. They do not consider whether they are in line with the actual recruitment position of the company. Applicants are likely to deliberately hide their traits and make the psychological assessment technology useless.

4.2. Too much reliance on situational interviews

In addition to psychological assessment technology software, situational interviews are also the main tool for enterprises to apply psychological assessment technology. Many companies rely on scenario design, but in fact, there is a lot of controversy about the reliability of the current situational interview. Some experts believe that the situational interview is more subtle and can truly reflect the characteristics of the candidate; while some experts believe that the situational interview is not very

reliable. Recruiters should be rational and objective, and not overly dependent on situational interviews.

4.3. Lack of privacy protection

In today's Internet information age, big data is the primary driving force for Internet companies. Without data, any organization is basically empty. Due to the application of psychological assessment technology in the recruitment process, the privacy of candidates may be quietly sold, disseminated, etc. in the psychological assessment of enterprises, which also leads to disputes and even litigation between the enterprises and candidates.

4.4. Psychological assessment staff is not professional

Psychological assessment work is a very professional work. In the development of manpower assessment work, many companies only pay attention to the introduction of evaluation software, but ignore the training of relevant assessment personnel and the introduction of psychological assessment professionals, which results in that many companies lack professionals who specialize in psychological assessment. The lack of assessment professionals has hindered the application of psychological assessment technology in enterprises. This requires professional psychological assessment personnel to conduct professional analysis and discussion, otherwise it will definitely result in a bad psychological evaluation.

5. Countermeasures about the Improvement of Application of Psychological Assessment Technology in the Recruitment of Enterprises

5.1. Introduction of appropriate psychological assessment scales

In the application of psychological assessment technology, enterprise managers should identify and adapt when introducing evaluation software and scales. Before applying the psychological assessment technology, the enterprise should do a good job in the basic work of post analysis, put forward the competency characteristics of the specific post, and determine the candidate's key evaluation content according to the competency characteristics. The contents of the assessment scale are modified based on the results of the work analysis. If the conditions permit, the professional psychological assessment company can also develop the evaluation scale for the specific requirements of the enterprise position, thus ensuring the validity of the psychological assessment.

5.2. Combination with other methods

Psychological assessment has a fatal shortcoming, that is, subjectivity is too strong. Therefore, enterprises should combine the psychological assessment results with the candidate's resume, written test and interview scores to

obtain a comprehensive result. First of all, the resume is a basic introduction to the individual and is an essential basic material. It includes personal educational qualifications, experience, hobbies, etc. Followed by the applicant's written test scores, the written test assesses the applicant's basic knowledge and logic ability through objective questions; Then the interview results, the interview focuses on the candidate's ability to express and thinking ability; Finally, psychological assessment, which considers the candidate's psychological characteristics as parameters.

5.3. Pay attention to the privacy protection of the corresponding candidate

Because the psychological assessment form will expose most of the applicant's information, such as personal basic information, hobbies, personality characteristics, etc., therefore, in the psychological assessment, the assessment personnel should grasp two principles: First, the program must be standardized. In the psychological assessment, adhering to the use of standard scales, strict standard procedures, unrelated personnel cannot view the results of psychological assessment. Second, the program must be strict. In conducting psychological assessments, the tester must respect personal privacy and not spread the privacy of others. At the same time, companies should establish a punishment mechanism for employees who spread the privacy of candidates.

5.4. Strengthen training and examination of psychological assessment personnel

In China's current psychological assessment practitioners, there is a big gap in quantity and quality with the requirement of the recruitment work. To cultivate excellent psychological assessment talents, on the one hand, we must pass the professional education of psychological evaluation of higher education institutions, on the other

hand, we must give full play to the role of talent assessment agencies and increase support for talent assessment agencies. In addition, it is necessary to strengthen the regular examination of psychological assessment practitioners, implement the psychological assessment qualification certification system, form a survival and the fittest mechanism, and ensure and improve the quality of psychological assessment work.

6. Conclusion

In conclusion, as there are some problems in the application of psychological assessment technology in enterprises recruitment, while applying the assessment method, it should introduce the assessment scales which are suitable for our national conditions and enterprises requirements, cultivate professional assessment talent, strengthen the protection for assessment information and privacy, and combine with multiple assessment tools and methods. Currently, the application of psychological assessment technology in Chinese enterprises is at the beginning phase, which needs the enterprises to explore and innovate continually, so as to ensure the reliability and efficiency of application of psychological assessment technology in enterprises recruitment.

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