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Report on Dissertation Work

at

Artemis Hospitals, Gurugram

To implement and assess the effectiveness of Psychometric Assessment as a part of Talent Acquisition at Artemis Hospitals, Gurugram

By

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PG/

Under the guidance of:

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Post graduate Diploma in Hospital and Health management

Batch: 2020 – 2022

iL IIHMR DELHI

International Institute of Health Management Research
New Delhi

This certificate is awarded to

Dr. Simranjeet Kaur

in recognition of having successfully completed her
Dissertation in the department of Human Resources & Training

And has successfully completed her Project on

<u>To implement and assess the effectiveness of Psychometric Assessment as a part of Talent Acquisition at Artemis Hospitals, Gurugram</u>

15th March 2022 to 15th June 2022

At

Artemis Hospitals, Gurugram

She comes across as a committed, sincere & diligent person who has a strong drive & zeal for learning.

We wish him/her all the best for future endeavors.

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr Simranjeet Kaur** student of Post Graduate Diploma In Hospital and Health management (PGDHM) from International Institute of Health Management Research, New Delhi has undergone dissertation training at **Artemis Hospitals, Gurugram** from **15th March 2022 to 15th June 2022**.

The candidate has successfully carried out the study designated to her during dissertation and her approach to the study has been sincere and analytical.

The internship is in fulfillment of the course requirements.

We wish her all the success in all her future endeavors.

Dr. Sumesh Kumar   **Dr. Nishikant Bele**
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<u>Certificate of Approval</u>

The following dissertation titled

To implement and assess the effectiveness of Psychometric Assessment as a part of Talent Acquisition

at
Artemis Hospitals, Gurugram

Is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **Post Graduate Diploma in Health and Hospital Management** for which it has been submitted. It isunderstood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

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This is to certify that Dr. Simranjeet Kaur, graduate student of the Post Graduate Diploma in Hospital and Health management has worked under our guidance and supervision. She is submitting this dissertation titled "To implement and assess the effectiveness of Psychometric Assessment as a part of Talent Acquisition at Artemis Hospitals, Gurugram, in partial fulfillment of the requirements for the award of the Post Graduate Diploma in Hospital and Healthcare Management. This dissertation has the requisite standards and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.

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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled "To implement and assess the effectiveness of Psychometric Assessment as a part of Talent Acquisition at Artemis Hospitals, Gurugram**"**

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Under the supervision of **Flt**. **Lt. Saras Malik,** Chief People Officer**, Ms. Parul Mathur,** Sr. AGM – People Strategy and **Dr. Nishikant Bele,** Associate Professor IIHMR, Delhi for award of Post Graduate Diploma in Hospital and Health Management carried out during the period from 15th March 2022 to 15th June 2022 embodies my original work and has not formed the basis for the award of any degree diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Signature
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Feedback form

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~ Dr. Simranjeet Kaur

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List of Symbols and Abbreviation

1. **OCEAN** – Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism
2. **HR** – Human Resources
3. **MBTI** – Myers-Briggs Type Indicator
4. **AI** – Artificial Intelligence
5. **WWW** – World Wide Web
6. **&** - And
7. **WWI** – World War 1
8. **TA** – Talent Acquisition
9. **TAT** – Thematic Appreciation Test
10. **MMPI** - Minnesota Multiphasic Personality Inventory
11. **CREATE** – Care for customer, Respect for Associates, Excellence through Teamwork, Always Learning, Trust Mutually, Ethical Practices
12. **IIHMR** – International Institute of Health Management & Research

1.0 About Artemis Hospitals, Gurugram

Artemis Health Institute, established in 2007, is a healthcare venture launched by the promoters of the Apollo Tyres Group. Artemis is the first Hospital in Gurgaon to get accredited by Joint Commission International (JCI) (in 2013). It is the first Hospital in Haryana to get NABH accreditation within 3 years of startup.

According to Greek mythology *Artemis* is the daughter of sky gods Zeus and Leto, and the twin sister of Apollo.

Why Artemis?

Designed as one of the most advanced hospitals in India, Artemis provides a depth of expertise in the spectrum of advanced medical & surgical interventions, comprehensive mix of inpatient and outpatient services. Artemis has put modern technology in the hands of renowned doctors from across the country and abroad to set new standards in healthcare. The medical practices and procedures followed in the hospital are research oriented and benchmarked against the best in the world. Top-notch services, in a warm, open patient centric environment, clubbed with affordability, have made us one of the most revered hospitals in the country.

Artemis Hospitals is the preferred healthcare destination for the employees of various businesses. They get access to quality healthcare with extra personal care, minimal formalities during admission and a variety of corporate offers. In order to ensure better health for employees & their families, Artemis Hospitals actively partners with various corporates by getting empanelled as their favored healthcare service provider.

The following services are provided to the business houses:

- ➢ Executive Health Checks,
- ➢ Workplace clinics for counseling,
- ➢ Outpatient and hospitalization services,
- ➢ Healthcare education and awareness programs,
- ➢ First Aid and BLS Training,
- ➢ Emergency Services,
- ➢ Organizational Healthcare Audit.

Government Empanelment's:

- Assam Government
- Border Security Force
- Central Government Health Scheme (CGHS)
- Delhi Government Employees Health Scheme
- Ex-Servicemen Contributory Health Scheme
- Haryana Government Employees
- Madhya Pradesh Government
- Uttrakhand Govt. (Atal Ayushman Uttrakhand)

Special programs & clinics at Artemis:

- Artemis Preventive Health Check
- Artemis Joint Onco Clinic
- Artemis Artificial Limb Clinic
- Artemis Breast Clinic
- Transplant & Hepatology Clinic
- Pain Clinic
- Safe Spine Surgery Programme
- Stroke Management Centre
- Obesity Clinic

Vision:

To create an Integrated World Class Healthcare System, Fostering, Protecting, Sustaining and Restoring Health through Best in Class Medical Practices and Cutting Edge Technology developed through in depth Research carried out by the World's Best Scientific Minds.

Mission:

- Deliver world class patient care services
- Excel in the delivery of specialized medical care supported by comprehensive research and education
- Be the preferred choice for the world ' s leading medical professionals and scientific minds
- Develop, apply, evaluate and share new technology
- Be an active partner in local community initiatives and contribute to its well-being and development

Core Values:

The corporate value system at Artemis is founded on three pillars – Service, Compassion and Integrity.

- ➢ **C**are for customer
- ➢ **R**espect for Associates
- ➢ **E**xcellence through Teamwork
- ➢ **A**lways Learning
- ➢ **T**rust Mutually
- ➢ **E**thical Practices

Leadership Team:

The leadership team at Artemis Hospitals, Gurgaon comprise of the following:

Fig. 1.1

Awards:

Awarding Year	Name Of Award	Rewarding Organization
2007	Most Promising Startup of the year	Express Healthcare magazine
2008	Best IT Implementation	PC Quest magazine for Hospital Information System
2010	CNBC Award Best Medical Value	CNBC Awaaz Travel Awards
2010	Asia Pacific hand hygiene Excellence award	World Health Organization
2013	Best Super Specialty Hospital in Gurgaon	ET NOW & BIG RESEARCH
2016	Certificate of Merit in D.L. Shah Quality Award for the case study "Pathway to Nursing Excellence"	Quality council of India
2016	Patient safety award at International Patient safety conference	Apollo Hospitals
2017	Healthcare Transformation Awards – Mobile Innovations in healthcare	NASSCOM dynamic CIO
2017	Best Hospital in Quality Treatment - State Health Awards	IMA Punjab & AHPI
2018	Best Super Specialty Hospital in Delhi - NCR	Indian Excellence Award 2017
2018	Award for Excellence in Healthcare	The Healthcare Today
2018	FICCI Healthcare Excellence Award 2018 for Service Excellence	FICCI Healthcare
2019	D.L. Shah Quality Silver Award – For the case study End to End Care Delivery	Quality Council of India
2019	One of India's Top 50 Companies with GPMS (Great People Managers Study)	Great Manager Institute in association with Forbes India
2019	Healthcare HR Excellence Award	Rxcruit
2019	Kayakalp Award for Excellence in promoting cleanliness , hygiene and infection control	Quality Council of India in association with Ministry of Health and Family Welfare, Government Of India
2020	First position in CII National HR Circle Competition (Stream: Innovative Leadership during Crisis)	Confederation of Indian Industry (CII)

Table 1.1 Awards received by Artemis Hospitals, Gurugram

HR Vision:

- We are the 'Employer of Choice' for people with professional talent and drive
- We aspire to provide excellent opportunities for professional and personal growth
- We believe in a paradigm shift from 'People Management' to 'Aspiration Management'
- We encourage collaboration, creativity continuous learning and fun based work environment

HR Philosophy:

- Recruit best of the talent.
- Develop an environment of trust and respect for each other.
- Empower employees with adequate resources.
- Recognize and appreciate innovative effort and accomplishments.
- Facilitate fun at work place and ensure that employee's efficiency.
- Treat all employees uniformly, honestly and with dignity.
- Create an environment where teamwork and team goals are encouraged.
- Create an open forum to address employee grievances.

Artemis Centre of Excellences:

- Artemis Emergency & Trauma Centre
- Artemis Heart Centre
- Artemis Cancer Centre
- Artemis Neurosciences Centre
- Artemis Joint Replacement & Orthopaedics Centre
- Artemis Minimally Invasive & Bariatric Surgery Centre
- Artemis Transplant Centre (Liver, Kidney, Cornea & Bone Marrow Transplant)
- Artemis Women & Child Centre
- Artemis Pulmonology & Critical Care Centre
- Artemis Gastrosciences Centre
- Artemis Cosmetology & Plastic Surgery Centre
- Artemis Pain Medicine & Palliative care

2.0 Introduction

To implement and assess the effectiveness of Psychometric Assessment as a part of Talent Acquisition at Artemis Hospitals, Gurugram.

A successful recruitment method includes various steps such as sourcing, interviewing and screening the candidate. While the entire process of recruitment is important, the most crucial step in this journey is hiring the right resource for the right job at the right time. This can be achieved only when the interviewing and screening process is robust. In past, human resource was not considered playing such an important role in the employee lifecycle journey. However, over a period of time Human Resources personnel have earned their place in the organization because they contributed in the most important process of hiring a person as per organizational values and culture.

Over a period of time, with the help of psychology, many recruitment tools have evolved such as assessment centers, work samples, capability testing test, structured interview, panel interview, group discussion and psychometric test. Nowadays, organization needs to acquire the successful methods of retaining the candidates, training to prepare for competitiveness and adapting to a dynamic marketplace environment.

There are variety of test and tools to measure candidate's suitability in the given role in the organization. It measures candidate's ability, their intelligence level and also helps in exploring aptitude which contains numerical, verbal and problem solving speed. Some other test explores behavior and emotional intelligence of the candidate.

Psychometric assessment is used in many organizations in their hiring process. It helps to measure the suitability of the candidate for the required job. And thus it helps to make recruiters correct decision for successful hiring.

The word '**psychometric**' is a Greek word which is formed by two words mental and measurements. Psychometric test is also called as aptitude test which objectively measure aspects of one's mental ability or personality for job selection. This a tool which measures behavior and cognitive abilities of the candidate and results help to take the major decisions for hiring and promotion of the candidate as well. Occupational psychometric test are designed to provide reliable method of selecting candidate.
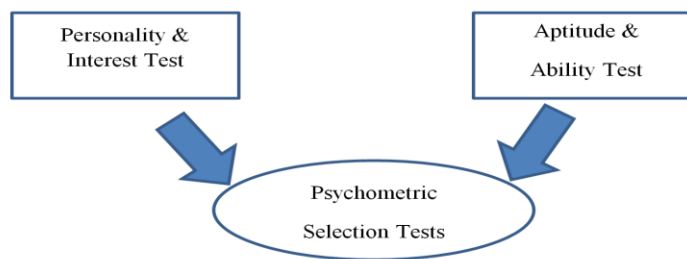

Figure 2.1 Types of psychometric test
Source: Psychometric Tess- Everything You Need to Know 2022 updated June 6, 2022

2.1 <u>Objective</u>: The objective is the study is to implement Big 5 Personality Test as a part of Talent Acquisition process at Artemis Hospitals, Gurgaon, while at the same time compare and understand the outcome by the following.

➢ To understand the personality trait of top performers of Artemis Hospitals, Gurgaon above senior executive level by using Big 5 personality Test
➢ To Benchmark the personality trait of new joinee's viz-a-vis the top performers of Artemis Hospitals, Gurgaon by using Big 5 Personality Test.

Who uses psychological test and for what purposes:

Educational Settings		
Who	Where	Why
Administrators Teachers School Psychologist Career Counselors	Primary schools Secondary schools Colleges & Universities	To select students into school To award scholarships To place students in programs To measure student learning To identify problems To identify career interest
Clinical settings		
Who	Where	Why
Clinical Psychologists Psychiatrics Social workers Counseling Psychologist Licensed professional Counselors	Mental Health Clinics Residential Programs Private Practices	To diagnose disorders To plan treatment programs To assess treatment outcomes To counsel and advise
Organizational Settings		
Who	Where	Why
Human Resource Professional Industrials/organizational practitioners	Organizations Consulting companies Consulting practices	To make hiring decision To determine training needs To evaluate employee performance

Table 2.1: Uses of psychological test in education, clinical & organizational settings

2.2 <u>Psychometric test are typically used as a way of:</u>

• Unsuitable candidates are eliminated at the early stage.
• The candidates are screened at the time of interviews.
• Someone's ability, personality, motivation, values and reactions to their environments.
• It helps in identifying strength and weakness which helps in making strategic recruitment decisions.
• It helps to provide guidance on career progression for existing employees.

2.3 <u>Requirements of psychometric test are:</u>

- **Objective**: The testers' beliefs or values must not affect the scores.
- **Standardized**: In order to get accurate test results test need to be consistent as possible and must be administered under control conditions.
- **Reliable**: Errors must be minimized and quantified.
- **Predictive**: Accurate prediction of performance must be make.
- **Non- Discriminatory**: On the basis of gender, culture, ethnicity etc must not disadvantage to any group.

2.4 <u>The psychometric test can be used in different stages at the time of recruitment:</u>

- At the **early stage** we can screen out the candidate whom we feel unsuitable for the job.
- **Prior to the interview** for simplify and start interesting discussion about the candidate's profile.
- And at **later stage** to reassess the candidates in order to check reliability for the result of early test.

2.5 <u>Why Psychometric assessments?</u>

There are many benefits of conducting psychometric assessment for recruitment process that provides objective and measurable data, which helps the manager to know how the candidates might act at certain situation and high pressure. It helps to understand:

- How people will behave at the work.
- It also provides the data about the candidate's preferred communication styles.
- It also tells about the how calm the individual will stay under pressure.
- Psychometric assessment is key determinant of leadership potential.
- It tells whether the candidate can be future leader.
- It explores the aptitude and ability of the candidate by measuring the intelligence level against others.
- During the psychometric assessment we can assess the emotional intelligence of the candidate
- We can also determine how the individual work with other team members.
- Using psychometric assessment with face to face interviews helps to make decision while recruitment.
- Its helps in highlighting the skills and abilities of the candidate.
- Psychometric test helps in creating uniformity at macro and even micro recruitment levels.
- It helps to create a benchmark to help future employee's engagement and progressions.

- According to Hunter & Hunter, 1984 Psychometric test is valid predictors of job performance.
- It tells about how effective the candidate will work in the new job.
- It is an online test which is easy to use.
- It takes less time than other selection process.
- As it's an automated test reports are generated and are available in less time.
- Psychometric test are ideal for pre- employment screening, where there is bulk hiring and where the human resource department is quite hectic.
- Well researched psychometric test gives fairness to the selection process.
- In various researches it is found that the use of psychometric assessment increases organizational performances and employee retention.
- It reduces cost per hire and decreases employee turnovers.
- It also reduces the absenteeism and increases the employee engagement and motivation.
- Psychometric test helps in ensuring right culture fit.
- It also extends to fiscal benefits.
- It provides individual future role.
- It provides advantages on employee effectiveness, behavioral competencies and leadership stage.
- Psychometric tests can be used to create well defined career paths for the employees for their success.
- As it gives better understanding of pre-existing strength and potential.

3.0 Literature Review

3.1 Recruitment: The recruitment process was born during the time of World War II. It was time when there was a dire need of men and women to join the force during war which resulted in a number of vacancies being announced. Hence, this gave the birth to recruitment agencies which started searching for men and women who would join the military and replace the soldiers who were departing. The job of recruitment agencies did not stop there. Their job became more meaningful when they started job for the returning soldiers post their return from the war.

In the following decade a new practice emerged i.e. documenting the profile of the candidates to showcase the skills, qualification and work experience. This document was termed as 'Recruitment'. It was during this time that the recruitment agencies or recruiters started adding more value by marrying the right person with the right job by matching their qualifications, skills and relevant job experience of the candidates. However, this was still not easy for the recruiters because the recruiters used newspaper ads as the medium to publish open vacancies and the candidates had to submit their resume's either in typewritten format or hand written and post it to the relevant address. Since, there wasn't any digital media, recruiters had to manually label each resume and track it during need.

With the development and introduction of computer, the job of tracking resume became little easy for the recruiters. The recruitment industry changed drastically with the introduction of software in the recruitment process such as Application Tracking System. It was with the help of world wide web (www) that the recruitment process went from being local to global. It allowed the recruiters to source candidates from domestic regions to global world. Today, with the help of social media, the recruiters have a much wider reach to reach out to the best candidate for the best role. Big data bases and along with artificial intelligence (AI) has helped recruitment agencies to connected with employers and potential candidates with more skills than ever before and at a much lesser time.
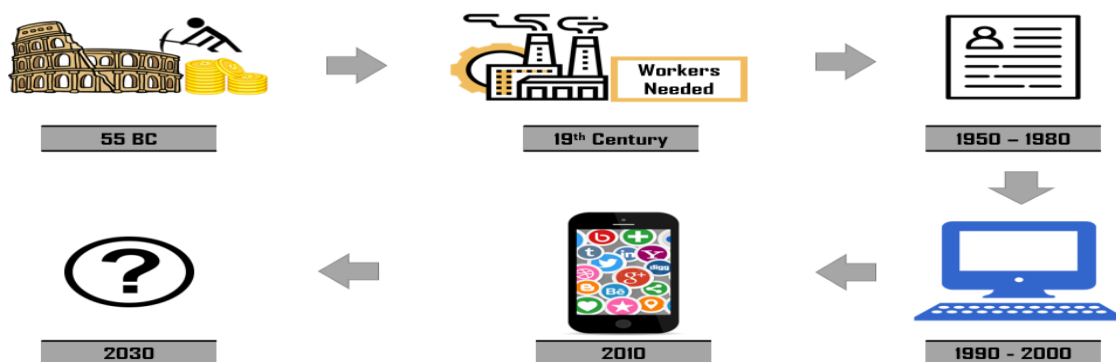

Fig 3.1 Evolution of recruitment over the years.
Source: Job Board Finder Report by Kelly Desormes dated 15th September 2014

The flow chart above shows the evolution of recruitment process over the years.

Recruitment Process: While we talked about the evolution of recruitment over the years, its important to also study recruitment as a process. There are 6 broad steps in recruitment and each step is crucial as failure or error in one step of the entire process would lead to failure of the entire recruitment process.

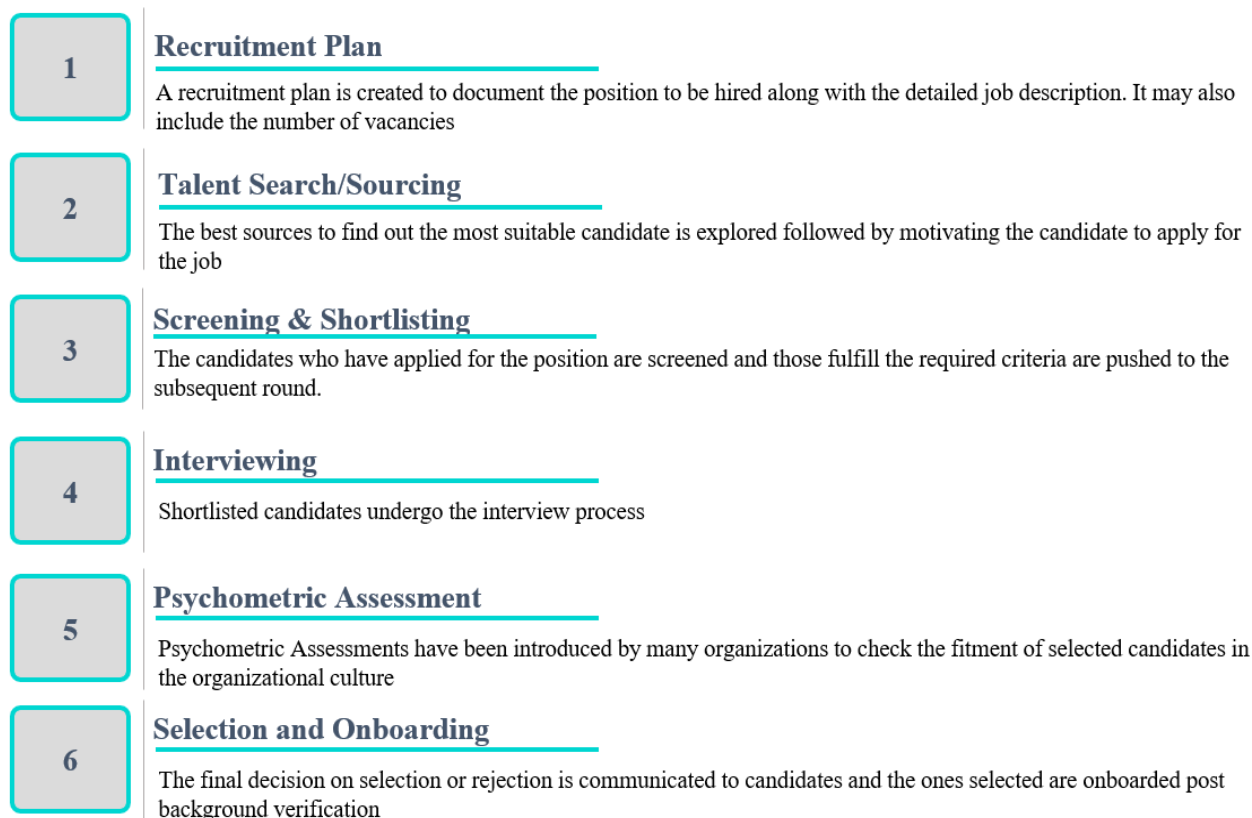In today's scenario, a typical recruitment process would look like the following:

1 — **Recruitment Plan**
A recruitment plan is created to document the position to be hired along with the detailed job description. It may also include the number of vacancies

2 — **Talent Search/Sourcing**
The best sources to find out the most suitable candidate is explored followed by motivating the candidate to apply for the job

3 — **Screening & Shortlisting**
The candidates who have applied for the position are screened and those fulfill the required criteria are pushed to the subsequent round.

4 — **Interviewing**
Shortlisted candidates undergo the interview process

5 — **Psychometric Assessment**
Psychometric Assessments have been introduced by many organizations to check the fitment of selected candidates in the organizational culture

6 — **Selection and Onboarding**
The final decision on selection or rejection is communicated to candidates and the ones selected are onboarded post background verification

Fig. 3.2 Recruitment Process
Source: Report by Neelie Verlinden for Academy to Innovate HR

While there has been a greater adoption of technology in the entire recruitment value chain, however the fulcrum on which this technology relies is on finding out the right fitment of candidates and this can happen only when the right skills and mapped to the right role. Hence, there has been an introduction of step 5 in the recruitment process mentioned above. With the introduction of Psychometric Assessment in the recruitment process, the entire process has become more robust.

Recent survey and several studies have revealed that a candidate whose values matches with that of organizational values is said to add more value towards the growth of the organization and is

also expected to stay longer within the organization. Hence, organizations are putting special emphasis on the introduction of psychometric assessment as a part of the recruitment process. Several good organizations who have a strong orientation towards people centric culture allocate special budget year on year for psychometric assessments.
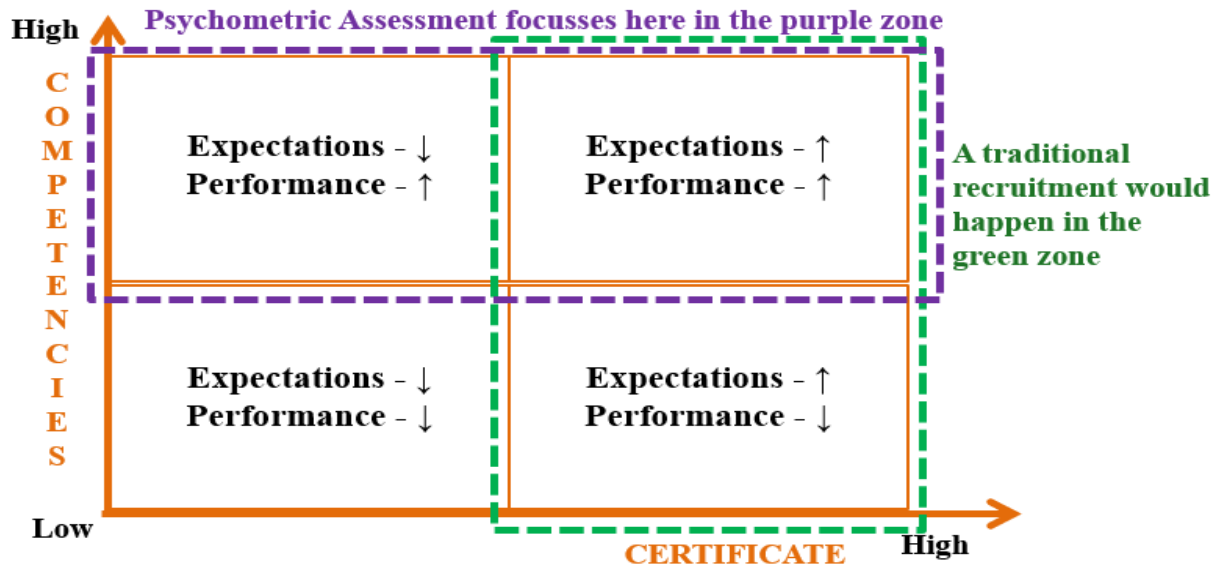

Fig 3.3 Objective of Psychometric Assessment
Source: Report by Sunil Maheshwari, Professor – IIM Ahmedabad in 2020

The above 2X2 matrix shows that Psychometric Assessment helps the organizations to assess the skills and competencies of an individual while remaining unbiased towards the certificate or degrees of the individual.
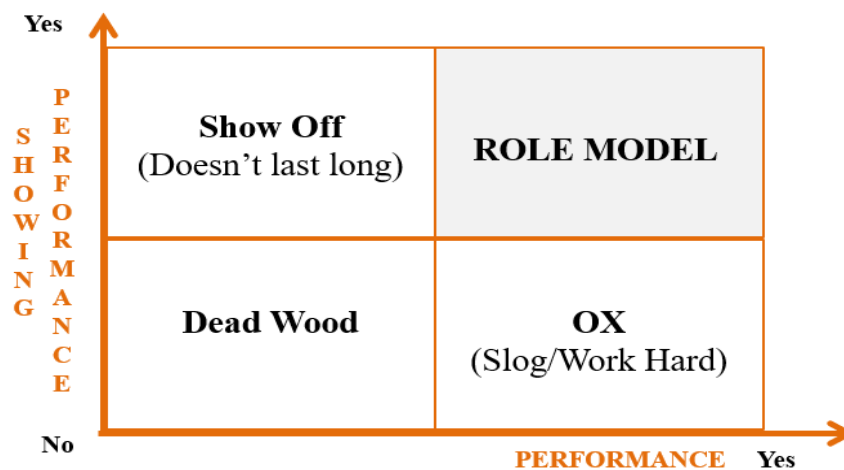

Fig. 3.4 Category of people based on psychometric assessment.
Source: Report by Sunil Maheshwari, Professor – IIM Ahmedabad in 2018

The table above shows a 2X2 matrix which typically divides people at workplace into four different categories based on their attributes specially derived from performance of employees and also their ability to showcase the performance. A good psychometric assessment would help the recruitment managers to differentiate the role models within the list of applicants from others.

3.2 <u>History of Psychometric Assessment</u>: Since more than 85 years the personality testing is the integral part of Industrial organization and psychology. Personality testing need started with military. During 1910-1930 the military wants to eliminate the candidates who were behavioral and mental health issues so the personality test focused on maladjustment. But during late 1940's there was decreases focused on maladjustment due to broader personality inventories.

Woodworth Personal Data Sheet 1917 was the first formal personality inventory which initially focused in intellectual assessment and improving the need to psychological phenomena. The psychometric assessments are found in human history across cultures and religions. In order to determine the physical capability of the soldiers and to determine the competency in different areas such as fiscal policies, agriculture, and military and law the candidates were asked to take this test. Earlier psychometric test includes skill, intelligence and endurance and were not considered easy as candidates give the test day and nights.

In order to assess the limits of the candidates to find the absolute best the psychometric test were performed and according to the study only 7% pass rate. This 7% means that the candidate has moved to the final round in which only 3% was the pass rate.

During WWI, the soldiers experienced "Shell Shock": It was the term for the symptoms such as nausea, night shakes, and heart palpitation after the bombardment making the soldiers unfit for military. American Psychological assessment asked Woodworth and his colleagues to develop teat to check the emotional stability. After the war, Woodworth extended the use of psychometric test for the industrial research.

Many personality tests were seen after the Woodworth's work such as:

- X-O Test which investigate emotions by Pressey & Pressey in 1919
- Colgate Test for Emotional outlets by Laird in 1925
- Mental Hygiene inventory by House in 1927
- Personality Schedule by Thurstone in 1930
- Bernreuter Personality Inventory by Robert Bernreuter in 1931
- Humm-Wadsworth Temperament Scale by Humm & Wadsworth in 1934

In 1940s and 1990s there was development of several personality inventories which changed the concept of personality testing.

History of Personality assessment	
Year Personality Test	Reference
Personal Data Sheet	
1920 Woodworth	Woodworth 1920
1921 The Rorschach Inkblot Test	Rorschach 1921
1924 Woodworth & Matthews Personal Data Sheet	Woodworth & Matthews 1924
1933 The Bernreuter Personality Inventory	Bernreuter 1933
1938 Thematic Appreciation Test	Murray 1938
1940 Minnesota Multiphasic Personality Inventory	Hathaway & McKinley 1940
1956 The California Psychological Inventory	Gough 1956
1957 The Sixteen Personality Factors Questionnaire	Cattell & Stice 1957
1977 The Millon Clinical Multiaxial Inventory	Millon 1977
1985 The NEO Personality Inventory	Costa & McCare 1985
1989 The Minnesota Multiphasic Personality Inventory	Butcher, Dahlstrom, Graham, Tellegen & Kaemmer 1989
1991 Personality Assessment Inventory	Morey 1991
1992 Minnesota Multiphasic Personality Inventory – Adolescent Form	Butcher, Williams, Graham, Tellegen et al 1992

Table 3.1 History of Personality Assessment
Source: Clinical Personality Assessment: History, Contemporary, Models By James N.Butcher

Twentieth century personality assessment instruments: were Rorschach, TAT, and MMPI

Rorschach – He published Psychodiagnostik which talked about Rorschach inkblot technique. After the death of Rorschach refinements were made by Beck (1938), Klopher and Tallman (1938), and Hertz (1938) and they used it to understand personality and emotional characteristics of patients. John Exner 1983 published the most used contemporary Rorschach interpretive system.

The **Thematic Appreciation Test or TAT** - was developed by Henry Murray and Christiana Morgan in 1935. It consists of series of pictures and stories were made according to the events going on the picture. This helped to assess the clients thought patterns, attitude, beliefs and emotions. It was used for clinical assessments, personal screening and research in personality.

Minnesota Multiphasic Personality Inventory MMPI - was initiated by Hathaway and McKinley in 1930s. Personality inventories had been developed with rational scale development strategies. The MMPI went through a major revision during the 1980s.

3.3 **Psychometric Testing Today:**

Employers make the psychometric test for selecting candidates with right mix of skills, knowledge and capabilities and to face the stress during the job and how easily the candidate can adapt to the changes and their eagerness to learn new things.

In today's world jobs recruitment are highly challenging process for employees. The struggle to settle in or disrupts the team is costly and a costly mistake that employee can avoid. In order to determine the demand of skills and skills shortage the standard approach is to conduct the survey of the employee.

If a recruiter is experienced and confident about their ability to judge whether the persons is good fit for the team, still the objective and measurable process is always needed to ensure reliable and fair recruitment process.

To make the recruitment to next level the employers uses psychometric assessment in order to find right candidate for right job at right time. And they get the clear picture how the candidate is going to behave in the work place.

Psychometric assessments help the recruiter to know the trait and skills of each candidate and help every candidate to have equal chance of success. Assessment of personality and aptitude test decreases the unconscious bias in every stage of interviews to on fieldwork of the candidate.

There are different types of psychometric test which assess different skills and trait. A recruiter can choose one of the tests which is suitable as per the organization need and create tailor need for their needs.

Different job roles require different attributes and personality traits so there should be careful filtration of candidates to meet the criteria. In nursing jobs candidates requires empathy and patience as well as aptitude. So conducting psychometric test provides reliable and multidimensional method to assess the candidate.

Hiring cost and time spend at recruitment can be saved as there can be error at times of human judgment alone to gauge the candidates sustainability. Psychometric assessment can improve the employee retention.

When there is right hiring the energy of the employee can drive the productivity in the team resulting in better cohesion, performance and happier work place.

As the working world is changing due to pandemic, the remote working is new norm and candidates are in search of jobs which provide them healthy work life balance. So recruiters need to respond with flexible recruitment process.

Psychometric tests are used across multiple industries, including banking and finance, legal, civil service and the armed forces. A survey by the Society for Human Resource Management found that 18% of companies use them, a number that is growing by 10-15% per year.

When we look more closely, a significant number of these companies see high levels of success, with 75% of Fortune 500 companies recruiting using psychometric testing.

We only need to look at the big players to see that this type of assessment is considered an effective recruitment assessment tool.

American multinational bank, Citigroup, relies on numerical, verbal and logical reasoning tests to assess potential employees. Other companies that opt for psychometric testing of potential employees include Ford Motor, Procter & Gamble and Deloitte.

Psychometric testing in recruitment has been around for a long time. The first tests of this kind were developed at the University of Cambridge in the 1880s, and in the years that have followed, psychometric testing has expanded to cover two broad areas: cognitive tests and personality tests.

Historically, many companies have relied on the Myers-Briggs Type Indicator test to find out more about the personality of each job applicant. However, it is accepted that there are some limitations to this test used on its own, and recruiters are now using a more comprehensive range of psychometric tests to create a detailed assessment of each potential employee.

How are psychometric tests used in the recruitment process?

Psychometric tests can complement other recruitment methods. Once the initial application stage has been completed, psychometric tests can be used to streamline a large number of potential candidates further before the interview stages begin.

Interviews are necessary but pose challenges to the employer. It costs time and money to take interviewers away from their usual workplace to hold interviews or to pay an external recruitment company to handle the process. So, it is in everyone's interest to ensure that the candidates have been thoroughly assessed before reaching this stage of the process and have real potential to move forward.

Armed with psychometric test reports, interviewers can intentionally observe particular behaviors and traits among candidates and tailor assessment activities to explore them in more depth. When deciding who to hire, recruiters can refer back to psychometric test reports to differentiate between candidates that seem to be equal in education, experience, and skills.

Best Psychometric Test for recruitments:

The nature of the role and the organization for which you are recruiting decides the right psychometric test.

- ➢ **Situational Judgment Test**: They are used for graduate level recruitments. Hypothetical scenarios were presented in front of candidates to assess their choice of actions. There is real life situations which a candidate can faced during their job. SJT are multiple choice answers with particular course of action. The assessment focuses on most appropriate answer by the candidate and helps the recruiters according to the job role.

- ➢ **Verbal Reasoning Test:** In this test the candidate was asked to quickly read the passage to understand and analyses. Then the question is asked related to the text passage and the candidate need to state the statement with true or false or cannot say.

  It is not a test of skill it is used to extract the ability of candidate to extract the information. The candidate do not require the specific knowledge to answer the question as all the answers are provided in the passage.

  These test do not jumps to the conclusion rather make a reasoned and logical deduction.

- ➢ **Numerical Reasoning Test**: In this test the candidate's ability to read, understand & analyze numerical data quickly is assessed. There are table and graphs provided with data, it's not straight forward questions.

  To choose correct answer from multiple choices given candidate need to solve it with basic mathematical calculation by understanding the manipulation of percentages, ratios and fractions. And it is the most used psychometric test. This test is about the candidate's ability to extract data and use it to find the correct answer.

- ➢ **Logical Reasoning Test**: It is used to assess problem solving ability of the candidate and it consists of many tests.

  - Inductive reasoning: It consists of series of images which shows unknown patterns and the candidate is asked to choose the next image in the pattern according to inductive logic.
  - Deductive reasoning: In this candidate needs to make logical arguments and to identify the false conclusion.
  - Abstract/diagrammatic reasoning: It consist of images and candidates need to identify the pattern, trends and relationship and then find the missing item in the next series or odd one out.
  - Critical thinking: It is for higher level management who makes critical decisions. It is assessed by the logical reasoning by the arguments and assumptions.

➢ **Personality test:** In this test the candidates can be assessed for their personality traits and culture fit. Every organization looks for particular personality trait in the candidate which can be good fit in the team and can be beneficial for the business. There are numbers of personality tests such as Myers-Briggs, Big 5 personality test, Disc assessment, 16 personality factors and many others. It helps the recruiters to identify the personality traits and behaviors of the candidate and then predict the success in the role.

Personality assessment can be beneficial for both employers and employees:

For Employers	For Employees
To find the candidate who can be a best match according to their abilities, behavior and personality	They can identify their strength and weakness to work on them for better opportunities.
To ensure the candidate chosen is good fit in the culture and expectations of the organization	To the find the organization in which your talent is appreciated and acknowledged.
Helps the recruiter to filter the unsuitable candidate and choose the right talent.	To plan your future by understanding the vision of the organization.

Table 3.2 Benefits of personality assessment for employers & employees
Source: Top 8 Personality Assessment tools for Recruiting Awesome Talent

3.4 Different Personality Test used in recruitment is:

❖ **Myers-Briggs Type Indicator (MBTI)** - It was developed by Isabel Briggs Myers and her mother Katharine Cook Briggs in the year 1942.
 It is a self-report that identifies personality trait and psychological preferences. It is often used by different organizations at the time of hiring. In this the individuals are differentiated by the way they make decisions and help them to further explore and understand their own personalities.
The four categories are:
- Introversion & Extroversion
- Sensing & Intuition
- Thinking & Feeling
- Judging & Perceiving

❖ **Cattell's 16 Personality test** – It was developed by Raymond Cattell's and created 16 different personality traits that describes the individuals. It consist of sixteen personality factor questionnaire and used for selection of managers, for career counseling in education and used in clinical diagnosis.
Personality forming qualities are
- **E** - Extroversion
- **I** - Introversion
- **S** - Sensing
- **T** - Thinking

- **F** - Felling
- **J** - Judging
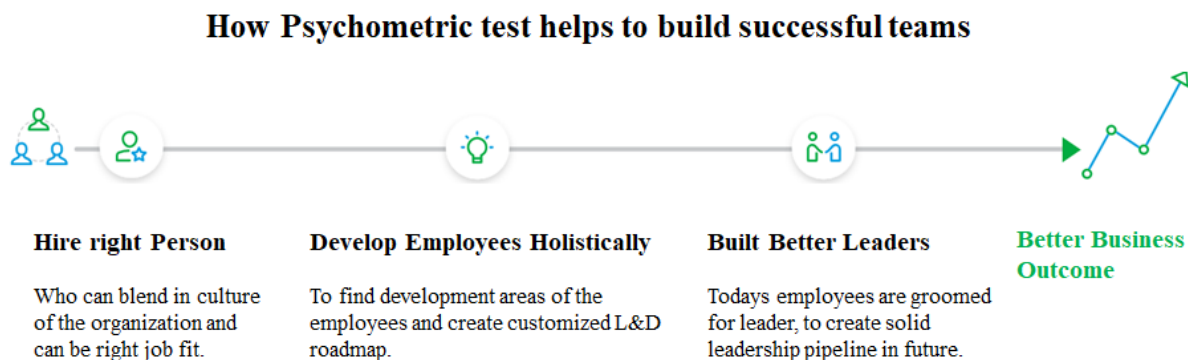- **P** - Perceiving

The 16 personality types are:

- ISTJ – They are responsible and realistic; dependable and trustworthy, they pay attention to the details and like orders.
- ISFJ – They are loyal, friendly, responsible, reserved, work oriented and focus on care of others.
- INFJ – They are serious, logical and hardworking, sensitive to need of others but they need time and space.
- INTJ – They are highly independent and with lot of self-confident, they are analytical, logical and creative, they are viewed as perfectionist.
- ISTP – They love adventure, new experiences, result oriented and understand practical problem.
- ISFP – They are friendly, easy going & sensitive, accepting and committed to their values.
- INFP – They are creative, loyal and are high on values and morals, family oriented and prefer selected group of friends for interaction.
- INTP – they work on solving problems and are quite, contained and tend to be good on logics and math.
- ESTP – They are action oriented and solves problem quickly, often sophisticated, charming and spontaneous.
- ESFP – They love being center of attraction and are outgoing, friendly and spontaneous
- ENFP - They love to be center of attraction, fun loving and outgoing.
- ENTP – They are more focused on future rather than present and are result oriented, innovative and outspoken.
- ESTJ – They are stubborn, bossy and rigid and are assertive and likes to take charges.
- ESFJ – They are careful observers and wanted to be noticed and appreciated, warm hearted individuals.
- ENFJ – They tend to make good leaders and are high attuned to emotions of others and are responsible, warm and loyal.
- ENTJ – They have good leadership skills and value organizations and have long term planning and goal settings.

- ❖ **DISC Personality Test** – Father of DISC was William Marston and the first DISC assessment was created in 1956 by Walter Clarke. It has been used by more than 40 million people to improve the communication and to unlock the deeper inside of self-awareness.
  Individual's strength, weakness and work place preferences can be assessed by the scientifically composed question that provides accurate description of individual.

  Disc personality types are:
  - **D – Dominant**: Those who are high on 'D' are in leadership positions as are task oriented, extrovert and outgoing. They have high confidence and are self-motivated.
  - **I – Influencing**: People high on 'I' are vocal and animated, outgoing, people oriented and extrovert. Leaders with high 'I' are popular as they energize others and have good social skills and charms.
  - **S – Steadiness**: Leaders with high 'S' works hard to ensure harmony and balance. They are introverted, reserved and people oriented, and are supportive, easy going and collected people.
  - **C – Conscientiousness**: Those with high 'C' are typically analytical, detail oriented and intentional. They are introvert, reserved and task oriented. Leaders with high 'C' expect that everyone should work the way it should be and follow the standards.

How Psychometric test helps to build successful teams

Hire right Person

Who can blend in culture of the organization and can be right job fit.

Develop Employees Holistically

To find development areas of the employees and create customized L&D roadmap.

Built Better Leaders

Todays employees are groomed for leader, to create solid leadership pipeline in future.

Better Business Outcome

Fig 3.5 How Psychometric test helps to build successful team
Psychometric Tests: Look Beyond The Obvious - Hire The Best Fit

<h3 style="text-align:center">3.5 <u>Big Five Personality Test</u></h3>

Each individual behaves differently in different situation. Psychology tries to study the reason behind this phenomenon. A number of tests have been created to measure and study this phenomenon. Big Five Personality Test is one of them. Big Five Personality Tests cover five broad domains which accounts for the differences which an individual portrays in different situation. In a way, Big Five Personality Test defines the personality of human beings.

Big Five Personality Theory History:

The history of Big Five Personality Theory started way back in the 19th century. Based on the outcomes of the certain empirical data and research, several independent researchers discovered and conceptualized the big five personality traits. Originally it was developed in 1949 and theory was established by D.W. Fiske. This initial work was carried forward by Ernest Tupes and Raymond Christal on the basis of the research which was conducted in 1950 by the US Airforce Personnel Laboratory. This research was further carried forward by JM Digman in 1990 where he proposed the Five Factor Model of Personality. Subsequently, it was Goldberg in 1993 that extended this theory to the highest level of organization. Today, several organizations use this theory to determine the personality traits of the individuals.

The Traits of Big Five Personality Test:

Organizations and specially the Human Resource Professionals use the five traits of Big 5 Personality Test to understand the personality of employees and accordingly place them in suitable roles. The traits of Big Five Personality Tests are:

Fig 3.6 Big 5 personality Trait

Several questions were asked by the researchers and the each question revolved around the fact 'What is the best way to define an individual?" The traits of Big Five Personality Test try to give an answer to the question.

The traits of Big Five Personality Test which was developed in the year starting 1980s in the psychological trait theory are together represented by an acronym - OCEAN ('O' – Openness, 'C' – Conscientiousness, 'E' – Extraversion, 'A' – Agreeableness and 'N' – Neuroticism). The process to determine the personality trait of the individual is by making the person undergo a survey test which contains 50 questions. When we use factor analysis (a renowned statistical tool) to the outcome of the survey of the individual, it leads to the semantic associations with the personality traits as listed in **OCEAN** which in turn reveals the personality type of the individual or their psyche or temperament.

Each trait of the Big Five Personality Test which are used to determine the personality type of the individual is defined below in detail:

- **Openness:** The higher the score the openness the higher is the trait of the individual to try out new experiments. People who are high on openness are expected to be more imaginative and creative. They are the type of people who would have wide areas of interested.

- **Conscientiousness:** A person who scores high on conscientiousness is expected to by more reliable and prompt. The other traits of people with high conscientiousness include being process oriented and methodic. These people are also highly organized as compared to others.

- **Extraversion:** Extraversion category of people is considered to be those who derive energy while interacting with others. However, the opposite categories of people to extraversion are called 'Introverts'. Introverts are those categories of people who derive energy from themselves. Some of the personality traits of people who are high on extraversion are being assertive, talkative and energetic.

- **Agreeableness:** People who score high on agreeableness in the Big 5 personality test are considered to be ones who are more friendly, compassionate, kind and cooperative. People who are more agreeable are also more accommodating. However, people who are low on agreeableness are considered to be keeping more distance from others. Some of the other traits of people falling this category are being sympathetic and affectionate.

- **Neuroticism:** Neuroticism refers to 'emotional stability' of an individual. Neuroticism measures the extent to which a personal remains emotionally stable and how well a person can handle negative emotions. Score of neuroticism is inversely proportional to the emotional stability of the individual i.e. people who score high on neuroticism are considered to be

emotionally instable and possesses negative emotions. These are the people with high mood swings and they remain tense in most of the time.

Key Benefits:

- This personality test is widely used since 50 years, Five Factor Model is often referred to as Big Five
- It is very important in the workplace. If we know the personality trait of the individual at the time of joining we can predict the behavior in the job.
- The candidate thinks about the content quickly and can complete the assessment in 5-10 minutes.
- The output provides clear actionable information which helps the employers and employes during the hiring.

Personality Trait	Category	High	Medium	Low
Openness	Common Strengths	▪ Creative thinker ▪ Looks to the future	▪ Flexibility in problem solving ▪ Sees detail and bigger picture	▪ Appreciates specifics ▪ Experience-based approaches
	Possible Challenges	▪ Has "head in the clouds" ▪ Doesn't learn from the past	▪ Relies on being "in the middle" ▪ Indecisive	▪ Not willing to try anything new ▪ Doesn't see the bigger picture
Conscientiousness	Common Strengths	▪ Structured work style ▪ Identifies key goals	▪ Balanced work style ▪ Continually prioritizes goals	▪ Flexible work style ▪ Quick to pivot goals
	Possible Challenges	▪ Overly rigid approach ▪ Impossibly high standards	▪ Slow to select a suitable approach to work tasks ▪ Doesn't leave space for change	▪ Doesn't follow a plan ▪ Sacrifices quality for speed
Extraversion	Common Strengths	▪ Approachable ▪ Dives right in	▪ Reads social situations well ▪ Energetic as situations warrant	▪ Independent worker ▪ Not distracted by social complications
	Possible Challenges	▪ Finds it hard to work alone ▪ Lacks a "filter" and says too much too soon	▪ Others think of them as a bit of a "chameleon" ▪ Jumps into the limelight but then regrets	▪ Fatigued by working in large teams ▪ Appears rather "cool" or detached
Agreeableness	Common Strengths	▪ Trusts other people ▪ Non-confrontational	▪ Realistic assessment of others' abilities, motivations, and perspective ▪ Negotiates well but with sensitivity	▪ Stressed over emotional responses ▪ Wants to win
	Possible Challenges	▪ Naïve about others' motives ▪ Avoids what needs to be said	▪ Does not go for the optimal personal win ▪ Loses out to very assertive colleagues	▪ Over-prioritizes logic over feeling ▪ Does not value cooperation
Neuroticism	Common Strengths	▪ Calm style ▪ Quickly lets go of criticism	▪ Doesn't tune out most criticism ▪ Manages feelings with few exceptions	▪ Tuned into the world ▪ Doesn't hide or mask feelings
	Possible Challenges	▪ Lacks motivation to act ▪ Doesn't learn from mistakes	▪ Does not show real feelings ▪ Fails to take criticism seriously enough	▪ Feels "frozen" by stress ▪ Takes criticism personally

Table 3.3 Different dimensions of Big Five Personality Test

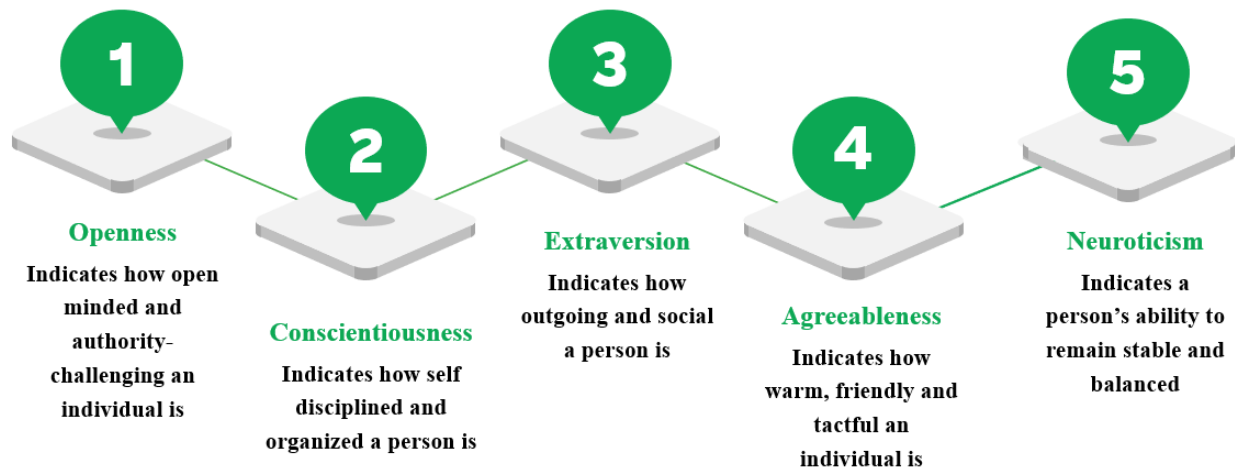**In a nutshell, the personality traits can be summarized in the diagram below:**

Fig 3.7 Nutshell of personality traits

Companies using Big 5 Personality Questionnaire for hiring:

Fig 3.8 Companies Using Big 5 personality test

3.6 <u>How Big 5 describes 5 dimensions of personality in healthcare recruitment</u>:

- **Openness to experience**: This helps in appraisal of healthcare workers. The relations between the doctors, nurses and other medical professionals to maintain happy and healthier environment and open to positive affirmation and appraisal. According to the research this does not mean praising coworkers for the performance, but simply affirming their human needs.
- **Conscientiousness**: This factor assists the healthcare professionals to know about their patients and provide them a personalized care as a guide.
- **Extraversion-Introversion**: In healthcare both the extroverts and introverts have specific importance. Introverts are good listener and it proves successful in treated disoriented or distressed patients and team members. Extroverts motivate team very well which is important in healthcare system.
- **Agreeableness**: Trust, empathy and cooperation are necessary in healthcare. Agreeableness is important in medical setting and increases the health outcomes.
- **Neuroticism**: It is highly correlated with burnouts. And after knowing which employee is more risk of burnout, so the talent management team can improve quality of healthcare professionals.

Conscientiousness is one of the biggest influences on job performance. An employee having high score have higher level of job related knowledge and tends to learn more. They are strong leader. They put their work first over anything. They are not generally creative and face issue in learning complex skill because they focus more on performances rather than learning new process.

4.0 Why Big 5 personality tool in Artemis Hospitals, Gurgaon

:

Output Behaviors	Definition	Personality Traits	Values of Artemis that can be mapped
Extraversion	Extraversion captures a person's sociability, including their talkativeness, excitability, and emotional expressiveness. People high in Extraversion enjoy engaging with others. Those with low Extraversion scores find quiet and solitude fulfilling, and they're usually not fans of loud and busy places.	Gregarious, assertive, sociable	Excellence through team work
Agreeableness	When we talk about Agreeableness, we're tapping into the extent to which a person is trusting of others, motivated by compassion, and likely to engage in prosocial behaviors. Those who are low in Agreeableness focus first on themselves. They bring a competitive and analytic spirit to their daily lives and take a guarded approach to trusting others.	Cooperative, warm, agreeable	Care for Customers, Respect for Associates
Conscientiousness	Conscientiousness references goal-directed behaviors, which are associated with higher orderliness, self-discipline and overall thoughtfulness. Highly Conscientious people keep track of their "to do" lists, tend to stick to their goals without giving up, and keep their homes tidy and organized. Those who are lower in Conscientiousness move forward without a systematic plan, but they rarely mind starting and stopping chores and aren't troubled by open-ended goals.	Hardworking, organized, dependable	Ethical practices
Emotional stability	This describes how a person's moods change over the course of a day, and their perceptions of control over situations. The person who is high in Emotional Stability can handle everyday stresses with a focus on solutions and an ability to move on. Those who are low in this dimension are less consistent in how they respond to situations and are prone to stress but tend to have high situational awareness.	Calm, self-confident, cool	Trust mutually
Openness to experience	Openness refers to the extent to which a person uses imagination to form new insights. When you've got that "imagine the future" mindset, you tend to be more accepting of other approaches and of new experiences. In contrast, people low in Openness love predictable daily routines. They value traditional systems and the wisdom gained from past experiences.	Creative, curious, cultured	Always learning

Table 4.1 Why Big 5 personality test in Artemis Hospitals, Gurugram

The traits of Big 5 personality test exactly matches with the value system of Artemis Hospitals i.e. **CREATE**:

- ➢ **C** - Care for customer
- ➢ **R** - Respect for Associates
- ➢ **E** - Excellence through Teamwork
- ➢ **A** - Always Learning
- ➢ **T** - Trust Mutually
- ➢ **E** - Ethical Practices

It is observed that when an employee's personality trait is measured in Big 5 personality test, the outcomes can be used to measure where the same employees stands on the value system of Artemis Hospitals. Hence, Big 5 personality test has been adopted as a tool to measure the effectiveness of talent acquisition process.

5.0 Methodology

Any research becomes successful only when a right methodology is adopted for the research work. There exist several personality tools which are used by organizations as per their need. Hence, selection of the right personality test tool and implementing the same in the right spirit with desired outcomes was critical.

➢ **Key Research Question**: While there are multiple objectives that needs to be achieved through this study, there is still one key research question which is *'To check the effectiveness of Talent Acquisition Process of Artemis Hospitals, Gurgaon by implementing Big 5 Personality Test.'*

The process to measure the effectiveness of Talent Acquisition Process is by implementing the Big 5 Personality Test. How it would be done is by initially segregating the employees who have received top 2 ratings in the performance assessment in last appraisal cycle. Making them undergo Big 5 personality test will help us understand that what are the key traits of top performers of Artemis Hospitals, Gurgaon. This data will be collated and stored. Secondly, each and every new joinee at Artemis Hospitals, Gurgaon will be asked to undergo the same test. Their scores will also be collected and stored.

Real analysis would happen through comparison. All those new joinee's who would exhibit same or similar personality traits as that of top performers would be identified and developed further as a part of talent development and talent acquisition process. Also, the recruiters who will hire maximum identified new joinees with same or similar traits will be given critical positions to handle.

➢ **Research Design**: A Prospective study design

➢ **Study Period**: The overall study was conducted over a period of 3 months from March 15, 2022 – June 15, 2022. Initial 30 days went into finding out the right tool after debates, discussions and focused group meeting with different stakeholders in the organization including Chief People Officer, AGM – HR, Chief – Medical Services, Mentor from IIHMR, Delhi and others to name a few. The next 5 days was spent in identifying the employees with top 2 ratings across the hospital in job grade – Senior Executive and above. From April 20, 2022 to May 2022, 100+ employees underwent the big 5 personality test as per their availability and schedule. This was done after a proper communication which was floated through the centralized HR team. Effective 1st June 2022, all the new joinees started undertaking the Big 5 personality test.

➢ **Study Area**: The study was conducted all throughout within the ambit of Artemis Hospitals, Gurugram

- ➢ **Scope**: The scope of the study was limited to the following:
  - o Selected permanent employees (Performers who received Top 2 ratings in the performance appraisal process) above Senior Executive Level
  - o New joinee's at Artemis Hospitals during effective 1st June 2022.

- ➢ **Data Collection**: Primary Data with questionnaire

- ➢ **Sample Size**:

  - o 100+ Permanent Employees of Artemis Hospitals
  - o 25+ new joinee's who joined Artemis Hospitals post 1st June 2022

- ➢ **Sample Method**: **Stratified Non-Random Sampling** – As a part of Annual Performance Assessment Review at Artemis Hospitals, Gurugram, each employee is rated out of 5 point scale namely Needs Improvement, Meets Expectation, Average +, Good and Excellent (from lowest to highest) based on his/her annual performance. This survey has pulled out employees who have received top 2 ratings i.e. either 'Good' or 'Excellent' from work level 'Senior Executive' and above. Survey was sent out to only to employees meeting these criteria. Around **100** employees have undertaken the survey.

- ➢ **Research Instrument**: Big 5 personality tools assessment questionnaire.

- ➢ **Data Analysis**: Big 5 personality test has a score calculation which shall be used for analysis. The scores of each parameter which is undertaken by an individual is calculated by the following:

$E = 20 + (1)\_\_\_ - (6)\_\_\_ + (11)\_\_\_ - (16)\_\_\_ + (21)\_\_\_ - (26)\_\_\_ + (31)\_\_\_ - (36)\_\_\_ + (41)\_\_\_ - (46)\_\_\_ \quad = \_\_\_$

$A = 14 - (2)\_\_\_ + (7)\_\_\_ - (12)\_\_\_ + (17)\_\_\_ - (22)\_\_\_ + (27)\_\_\_ - (32)\_\_\_ + (37)\_\_\_ + (42)\_\_\_ + (47)\_\_\_ = \_\_\_$

$C = 14 + (3)\_\_\_ - (8)\_\_\_ + (13)\_\_\_ - (18)\_\_\_ + (23)\_\_\_ - (28)\_\_\_ + (33)\_\_\_ - (38)\_\_\_ + (43)\_\_\_ + (48)\_\_\_ = \_\_\_$

$N = 38 - (4)\_\_\_ + (9)\_\_\_ - (14)\_\_\_ + (19)\_\_\_ - (24)\_\_\_ - (29)\_\_\_ - (34)\_\_\_ - (39)\_\_\_ - (44)\_\_\_ - (49)\_\_\_ = \_\_\_$

$O = 8 + (5)\_\_\_ - (10)\_\_\_ + (15)\_\_\_ - (20)\_\_\_ + (25)\_\_\_ - (30)\_\_\_ + (35)\_\_\_ + (40)\_\_\_ + (45)\_\_\_ + (50)\_\_\_ = \_\_\_$

6.0 Result:

100 Top 2 ratings employees above Senior Executive level shows different personality trait and when the average was calculated for 5 personalities respectively, the following results were seen.

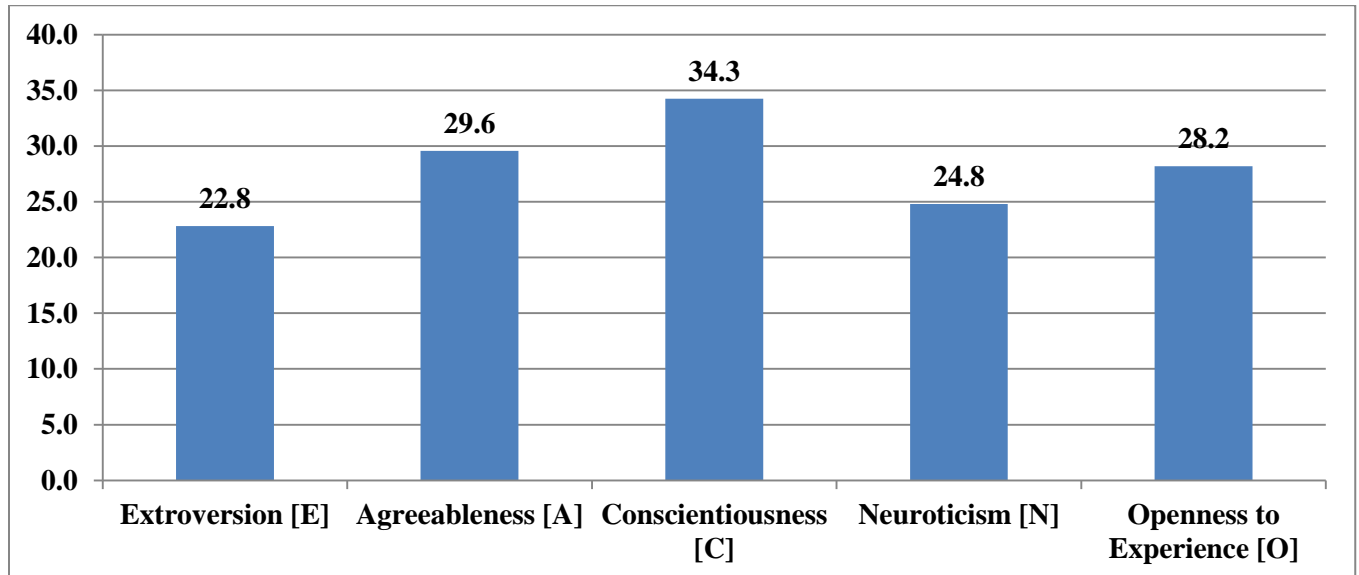**Average Score of Employees with Top 2 Ratings**

Fig 6.1 Average score of employees with Top 2 ratings.

And the median score of the 100 employees who were selected for this study:
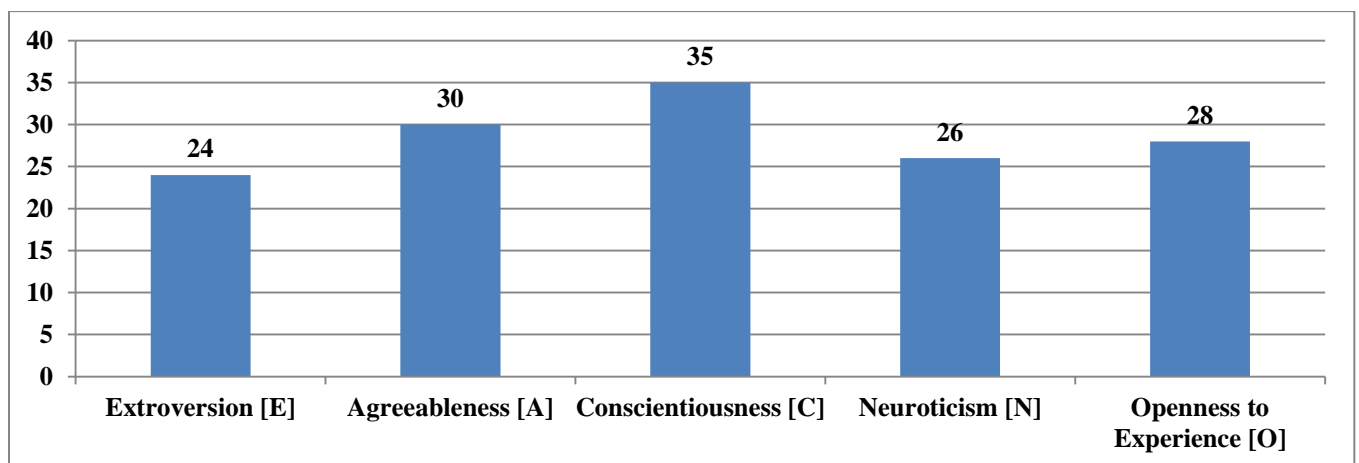
Median Score of Employees with Top 2 Ratings

Fig 6.2 Median Score of Employees with Top 2 Ratings.

When psychometric assessment done for the 29 new joinee's shows the following average score of the 5 personality traits.
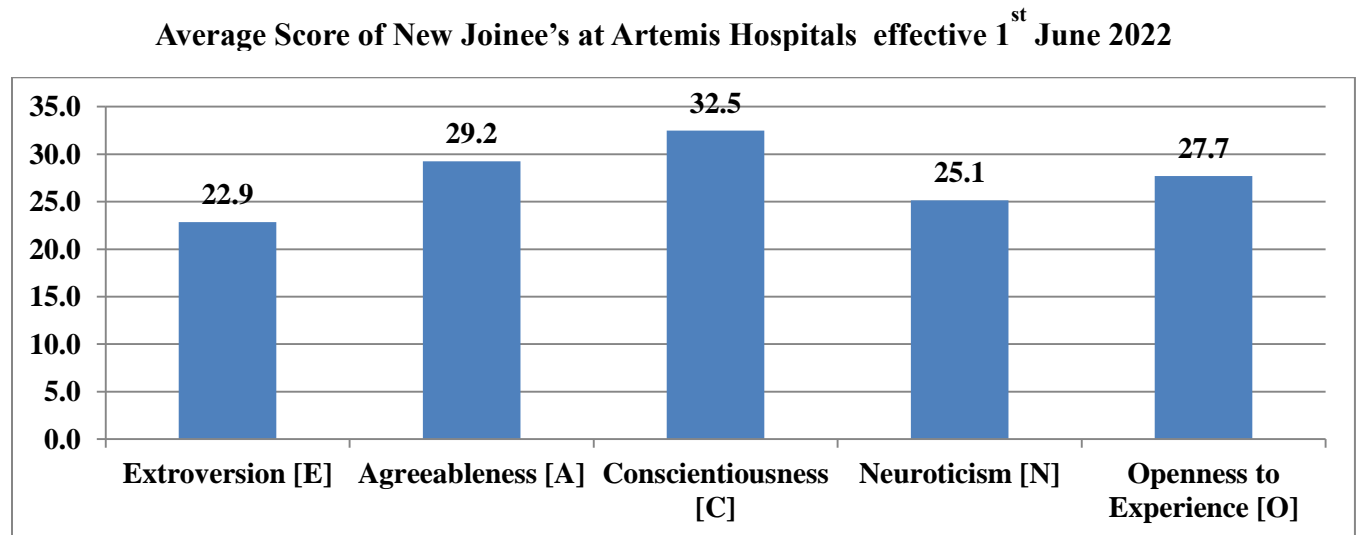
Average Score of New Joinee's at Artemis Hospitals effective 1ˢᵗ June 2022

Fig 6.3 Average score of New Joinee's at Artemis Hospitals effective 13ᵗʰ June 2022

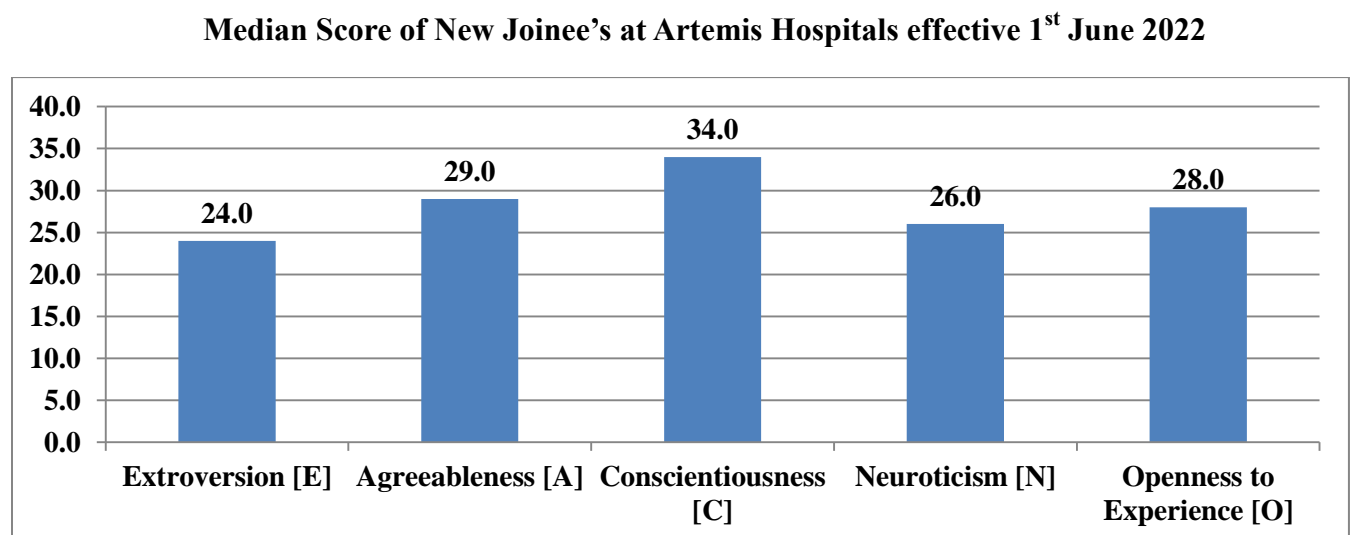And the median score of 29 new joiness comes out to be following:

Median Score of New Joinee's at Artemis Hospitals effective 1ˢᵗ June 2022

Fig 6.4 Median score of New Joinee's at Artemis Hospitals effective 13ᵗʰ June 2022

When the average score comparison is made between the existing employees and new joinee's shows the following result:

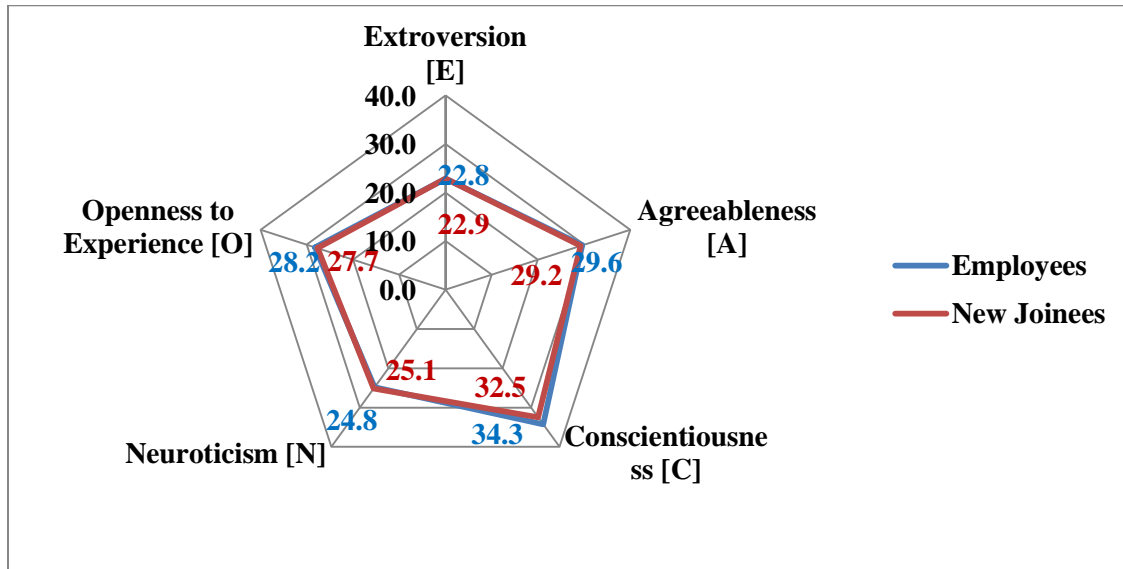**Comparison of Average Score of Employees with Top 2 Ratings with that of New joinee's**

Fig 6.5 Comparison of Average Score of Employees with Top 2 rating with that of New joiness's

Median score of the Employees and the New Joinee's shows the following comparison:

Comparison of Median Score of Employees with Top 2 Ratings with that of New joinee's
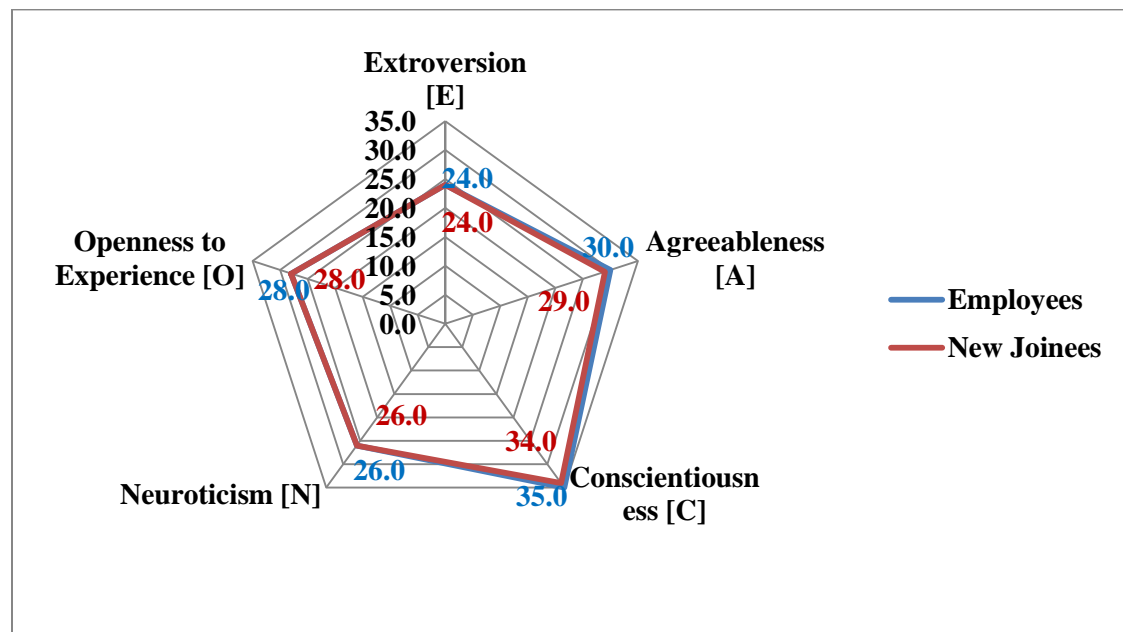

Fig 6.6 Comparison of Median Score of Employees with Top 2 Ratings with that of New joinee's

Comparison of actual score of Employees with Top 2 Ratings with that of New joinee's in Extraversion:
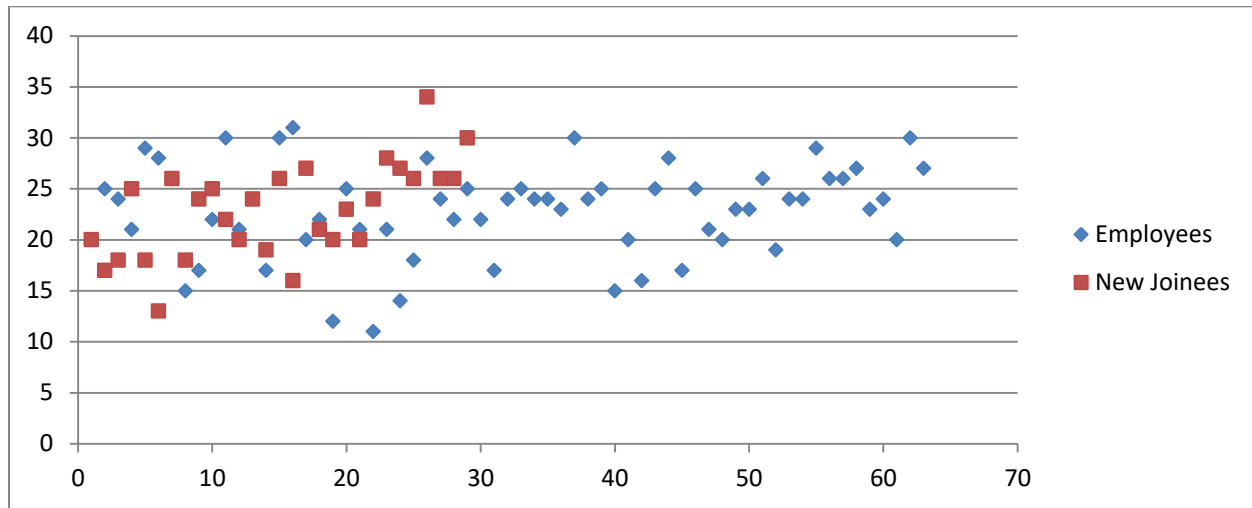

Fig 6.7 Extraversion

Comparison of actual score of Employees with Top 2 Ratings with that of New joinee's in Agreeableness:
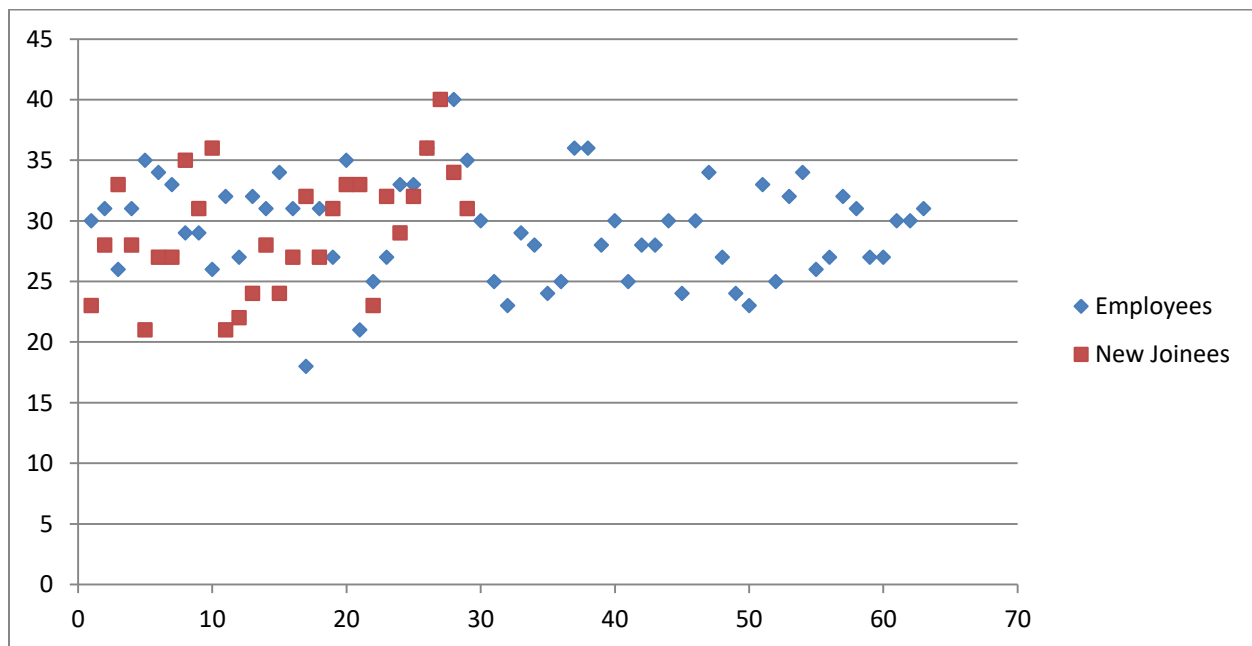

Fig 6.8 Agreeableness

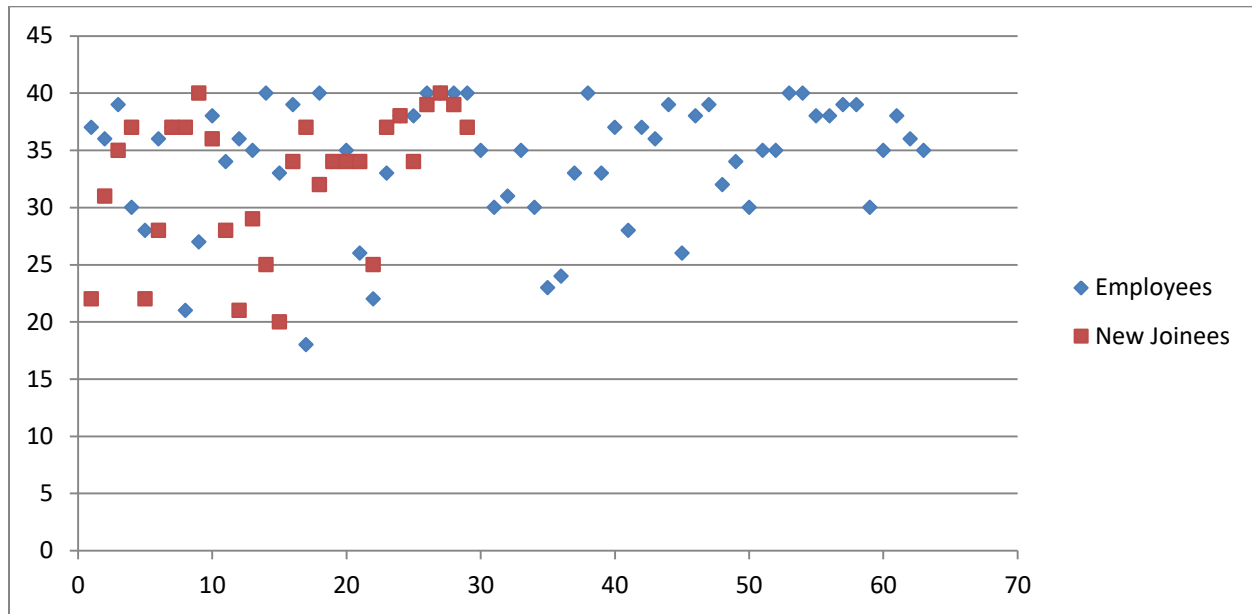Comparison of actual score of Employees with Top 2 Ratings with that of New joinee's in Conscientiousness:

Fig 6.9 Conscientiousness

Comparison of actual score of Employees with Top 2 Ratings with that of New joinee's in Neuroticism:
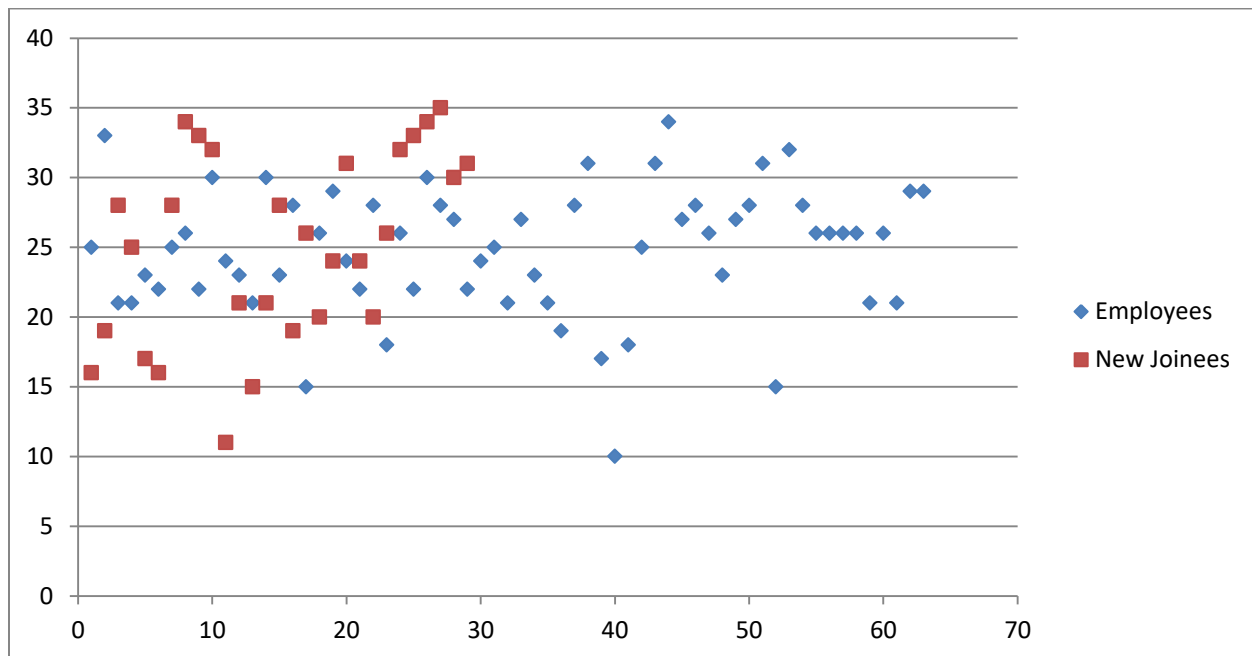

Fig 6.10 Neuroticism

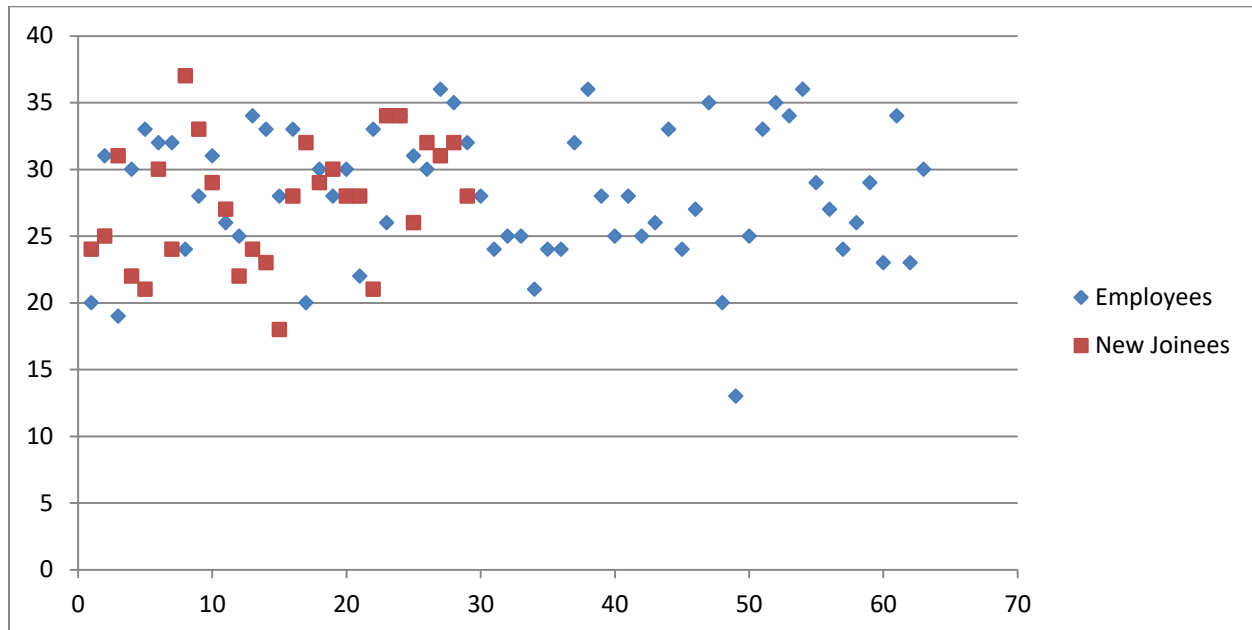Comparison of actual score of Employees with Top 2 Ratings with that of New joinee's in Openness to Experience:

Fig 6.11 Openness to Experience

7.0 <u>Analysis and Discussion</u>:

➢ According to Table no. 1 when the average score of the 100 selected employees with performance rating of "good" or "excellent" above senior executive level was calculated it shows the following result:

- o Extroversion: 22.8
- o Agreeableness: 29.6
- o Conscientiousness: 34.3
- o Neuroticism: 24.8
- o Openness to Experience: 28.2

The new joinees having the individual score above or equal to the average score will fit into the culture of Artemis and will perform good and prove to be a good asset to the organization in long run.

➢ The table no. 2 shows the median score of selected employees which means 50% of the employees who have undertaken the Big 5 personality test are above the below mentioned score and the remaining 50% is below the following score:

- o Extroversion: 24
- o Agreeableness: 30
- o Conscientiousness: 35
- o Neuroticism: 26
- o Openness of Experience: 28

➢ When the Psychometric Assessment was done for the 29 new joinees in different department of Artemis Hospitals, Gurugram, the average score of their result is captured in Table 3 which is as under:

- o Extroversion: 22.9
- o Agreeableness: 29.2
- o Conscientiousness: 32.5
- o Neuroticism: 25.1
- o Openness of Experience: 27.7

➢ Table No. 4 shows the median score of the Big 5 test undertaken by 29 new joinees of Artemis Hospitals, Gurugram till 13th June 2022. Median score was calculated to understand the above which the 50% of the test takers scored above and below the score.

- According to Table No. 5, when the comparison of average score is made between the selected top 2 rating Employees and new joiness it shows that the average score of Big 5 test of all 29 new joinee's is at par with that of employees. This also gives an indication that similar high performance can be expected from these 29 new joinee's as well in their work areas. What is interesting to note that the average score of these new joinee's are higher in Extroversion (E) and Neuroticism (N) i.e they would be easily approachable. They can read the social situation well and are energetic. They may also have a structured way to do the work. They would be seen identifying key goals as a part of their work area.

- Table No. 6 shows the same comparison with respect to the median score of Big 5 personality test takers from both categories of employees. This data shows that 29 new joinees have their median score higher in Agreeableness (A) and Conscientiousness (C) i.e. while they would have a structured way of work, they would also be seen trusting others which would encourage the team culture and enhance team work at work.

- Table 7 to 11 shows the plotting of actual scores of Big 5 personality test takers (Employees with top 2 ratings in performance appraisal with that of the new joinee's) on each parameter of Big 5 personality test i.e. Extroversion, Agreeableness, Conscientiousness, Neuroticism and Openness of Experience. The plotting of actual scores highlights the fact that it's the new joinee who has scored the highest in Extraversion and in Openness to experience i.e. it can be expected that new joinees may set a benchmark in terms of approachability and being creative at work. This also means that there would be higher sense of ownership within the new joinees who have a higher score. Which the new joinee and employees share the highest score together in Agreeableness and Conscientiousness. Its Neuroticism, it's the employees who have got a better score than new joinees.

8.0 <u>Conclusion</u>

The objective of the study has been achieved based on the primary research conducted at Artemis Hospitals, Gurugram. The student engaged more employees across different levels, age groups, gender, specialties and across the years of association with the organization. The Big 5 personality test which was selected as a tool for the study because of its parameters which could be aligned to values of Artemis Hospital was undertaken by 130+ employees including new joinee's.

The initial study was tested with the existing employees and especially the top performers of Artemis Hospital to identify the benchmark and at the same time determine that what it takes to become a top performer at Artemis Hospital. After those parameters were identified, the same test was tested for the new joinee's to understand that are the new joinee's who are getting inducted possess same personality traits of being top performers at Artemis Hospital. The result was satisfying because not only did the new joinees bring in those personality traits but also they exceeded in some parameters. This sends a very strong message that the talent acquisition process is extremely robust. This also means that the parameters on which a new joinee is interviewed or the panel which interviews the candidate is at par. This study also proves that the talent acquisition process set by the Human Resources team at Artemis Hospital is successful in hiring the right resource at the right time for right place.

The next level of this study is to consider the outcome of this Big 5 personality test as an input to the training need identification process of the same new joinee for the initial 1 year. For the existing employees, the same test could be used to identify the high potentials within the organization by identifying people who score above the average score of the entire population.

9.0 <u>Limitation</u>

- Artemis employs people across level and then there are few who do not understand English well. Questionnaire was in English which made it difficult for them to understand.
- People who are below Sr. Executive level got missed out in this study.
- All top performers of last year may not be top performers next year. Hence, the benchmark score should be conducted year on year
- Survey is long and takes long time for participants.

10.0 <u>Recommendation</u>

- Big 5 personality test should be made compulsory for all new joinee's
- Regular analysis should be done on the data of outcome of survey and job rotations should be promoted using this analysis.
- Training Needs for employees should be taken from outcome of this survey.
- Talent Management (Hi-Potential identification process & Succession Planning) should be done based on the outcome of this survey.

11.0 <u>Instrumentation</u>

Section 1: Consent Form

My name is Dr. Simranjeet Kaur, I'm the student at International Institute of Health Management and Research, Delhi. I'm here to collect data for the purpose of implementing and assessing the effectiveness of Psychometric Assessment as a part of Talent Acquisition Process at Artemis Hospitals, Gurugram. This is to inform you that you have been selected as one of the respondents to the survey which will measure the personality level of selected employees of Artemis Hospitals, Gurgaon. Please note that the data collected from this survey shall be kept confidential and shall be used only for analysis and benchmarking.

This is a personality test. It helps an individual to understand his/her personality type i.e. why one acts in the way in which his/her personality is structured.

Acceptance: I hereby give my acceptance to be a part of this personality assessment journey.

☐ Yes

☐ No

Section 2: Instructions & Questions

Instructions:

In the table below, for each statement 1-50 mark how much you agree with on the scale of 1 to 5, where:

1=Disagree

2=Slightly Disagree,

3=Neutral

4=Slightly Agree

5=Agree

Control Id: _____

Department: _____

Questionnaire

I....	Rating				
	5	**4**	**3**	**2**	**1**
1. Am the life of the party.					
2. Feel little concern for others.					
3. Am always prepared.					
4. Get stressed out easily.					
5. Have a rich vocabulary.					
6. Don't talk a lot.					
7. Am interested in people.					
8. Leave my belongings around.					
9. Am relaxed most of the time.					
10. Have difficulty understanding abstract ideas.					
11. Feel comfortable around people.					
12. Insult people.					
13. Pay attention to details.					
14. Worry about things.					
15. Have a vivid imagination.					
16. Keep in the background.					
17. Sympathize with others' feelings.					
18. Make a mess of things.					
19. Seldom feel blue.					
20. Am not interested in abstract ideas.					
21. Start conversations.					
22. Am not interested in other people's problems.					
23. Get chores done right away.					
24. Am easily disturbed.					
25. Have excellent ideas.					

I....	Rating				
	5	4	3	2	1
26. Have little to say.					
27. Have a soft heart.					
28. Often forget to put things back in their proper place.					
29. Get upset easily.					
30. Do not have a good imagination.					
31. Talk to a lot of different people at parties.					
32. Am not really interested in others.					
33. Like order.					
34. Change my mood a lot.					
35. Am quick to understand things.					
36. Don't like to draw attention to myself.					
37. Take time out for others.					
38. Shirk my duties.					
39. Have frequent mood swings.					
40. Use difficult words.					
41. Don't mind being the center of attention.					
42. Feel others' emotions.					
43. Follow a schedule.					
44. Get irritated easily.					
45. Spend time reflecting on things.					
46. Am quiet around strangers.					
47. Make people feel at ease.					
48. Am exacting in my work.					
49. Often feel blue.					
50. Am full of ideas.					

Section 3: Feedback

In the last section, we request you to kindly spare 3 mins of your time to fill a quick feedback on your experience in going through this personality questionnaire

➢ How much time did it take you to fill the personality questionnaire?
- Less than 5 mins
- 5 – 10 mins
- 10 – 15 mins
- More than 15 mins

➢ Did you find it difficult to understand the questionnaire?
- Yes
- No
- Maybe

➢ Any comments/feedback?

Thank you

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