

Full Length Research Paper

Finding the right person for a project

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Finding the right person for a project is challenging. To identify the right person, relevant qualification and work experience are considered as primary determinants. In literature, the third determinant of the right person is the assessment of personality for finding a match with the nature of the job. However, in practice, personality assessment is complex. This study observed that in the IT industry of Islamabad, Pakistan personality assessment of candidates was omitted. This identified the gap in the practice, which led 30% of the projects in the selected sample to failure. Focusing on the third determinant of the right person that is neglected in the selected industry, this study hypothesized that the right person for a job requires a personality that is compatible with the nature of the work/environment. It further hypothesized that project outcome is correlated with assigning its tasks to the right persons. Since January 2007 to May 2009, this study collected data about a stratified sample of 70 heterogeneous IT projects from over 260 respondents in 24 different software houses. Analyzing the measures of frequency, the Pearson correlation and partial least square regression, this study substantiated both hypotheses. The study found that identifying the right person is significantly correlated with its third determinant than its correlation with the other two determinants. It was further found that the right persons led 79% of the projects in the sample to success. Hence, the study recommends finalizing, identification and selection of human resource after entertaining its third determinant effectively. Since assessing the candidate's personality is complex, this study contributes a user friendly tool for personality assessment.

Key words: Right person, Pearson correlation, partial least square regression.

INTRODUCTION

Project, which is a time bound chain of activities targeting to produce some product or provide some service, triggers recruitment and/or selection of human resources (Schwalbe, 2010). Selecting human resources for a project's tasks is a sensitive function of human resource management (HRM). Selection of human resources should target identifying and acquiring the right person for every job. Job description and job specification of a vacant position determine the definition of the right person for a vacancy (Desimone et al., 2008). As the definition of the right person varies from job to job, it is a challenge to delineate the universal criteria for defining it. Hackney and Kleiner (1994) concluded that the right person for

any job is one with relevant academic qualification, considerable work experience and appropriately compatible personality.

This study interprets that matching the education and work experience of a candidate with job specification and job description is easier than assessing his/her personality against the nature of work or environment. The subsequently discussed literature not only admits that human personality assessment is complex, rather it also indicates that human personality assessment is an uncommon practice. Therefore, during January 2007 to May 2009, this study focused on the real recruitment and selection practices in 24 different renowned software houses, like the IT industry working within Islamabad, Pakistan to discover how the right persons are identified and selected for projects.

The practices observed in the IT industry while working in Islamabad, Pakistan during January 2007 to May 2009

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indicate that personnel selectors concentrated more on checking and finalizing team selection based on the academic qualification and work experience, and avoided formal assessment of candidate's personality during the selection process. It is obvious that interpreting and matching the qualification and experience of the candidates with the job specification and description are easier than assessing their personalities. It is further realized in the study that the literature explains human personality and importance of its assessment very well, but does not provide adequately designed user friendly tools that help in personality assessment.

As the Pakistan's IT industry is striving for its survival since the last couple of years, several questions emerge, like: Who are the right persons selected for IT projects in this industry? Why is the human resource selecting procedures in the focused IT industry neglecting personality assessment during selection? What is the significance of interpreting the personality of a candidate at pre-hiring stage for declaring him/her the right person? As the literature provides massive theories on personality assessment, how can this knowledge be applied easily in the selection of these procedures?

As a consequence, this study sets the following objectives:

1. To confirm whether or not selecting right persons for IT project is essential.
2. To learn how literature supports personality assessment.
3. To provide an easy mechanism to assess human personality during selection process.

Theory development and model

It is challenging to define and understand human personality as every human is unique (Iqbal, 2010). One school of thought of psychologists perceives human personality as the key determinant for assessing employee's behavior. They view an individual personality to be a set of determinants for the motivation of one person and his attitude towards life, environment and events and retained knowledge, skills and abilities (Desimone et al., 2008). The other school of thought guides the understanding of a living organism in whole as the foundation for exploring his personality. In this context, the most fundamental axiom of psychology states that a living organism (O) is a product of heredity (H), interacting with environment (E) and time (T) as summarized in the following formula (Sprinthall and Sprinthall, 1990):

$$O=H \leftrightarrow E \leftrightarrow T$$

This study perceives that heredity (H) aspect of a candidate's personality is assessed through questions relevant to family background within moral and ethical limits.

Questions and observations relevant to candidate's attire, spoken accent, thought process and academic background help selectors in assessing environment (E), while date of birth, professional experience and physique help selectors in assessing time (T) related aspects of a candidate's personality. Although the basic equation helps selectors to structure their interview questionnaire for recruitment and selection, the personality of a human being is much more complex in reality. This study therefore, perceives that interpreting the fundamental axioms of personality as previously mentioned are just the preliminaries of personality assessment. Consequently, in depth analysis of personality requires further throughput.

Downing (2006) contributed to the understanding and confirmation of how one should define the right person during personnel selection which is important for businesses and their projects. Before delegating tasks, a project manager should choose the best person for each task as it is an essential step to ensure the project's success. Certain parameters that should be recommended for project managers in this context are:

1. To short list people having the knowledge to do their job well.
2. To ensure that the employee grow from the project experience.
3. To ensure that every team member is valuable in the team.
4. To select an employee who shares the values and perspectives in his/her mindset and personality as the work requires.
5. To prefer confirming the three "I's" - initiation, interest and imagination in every team member.

This study finds that Parameters 3, 4 and 5 (Downing, 2006) have contributed to it with relation to personality assessment. This study acknowledges the recommendations of Downing (2006) that simple match of qualification and experience is not adequate in selection because to be the right person, a person is expected to share same values and mindset as required by the work and job environment. Therefore, understanding personality type in depth seems applicable in identification and selection of the right person.

The service industries rate the significance of personality assessment of the service provider to be very high. Harris and Fleming (2005) conducted a study on the banking sector and explored that human personality affects the quality of services being provided. They discovered that the personality of an employee directly influences customer's perceptions about the organization. The study concluded that managers should be aware of the communication that employees make with customers regarding the services being offered. Their study suggested that human resource department should play a vital role in personality assessment and its training for

providing services. Also, it acknowledged that personality assessment tools are important when considering which employees may best fit the organization in terms of his/her personality for providing a service. From the results and conclusion of Harris and Fleming (2005), this study interprets that assessment of personality while identifying and selecting the right person for a job, especially a job which demands direct interaction with the customer, is significant. As this study concentrated on the IT industry, it is obvious that certain positions in this industry under focus, like: software developers, programmers, coders, technical writers, etc., do not interact with the customers directly; therefore, the conclusion of Harris and Fleming (2005) may not be applicable to them. However, for the positions in software house that need to interact with customers like system analysts, business development managers, etc., personality assessment tools can be utilized. Nonetheless, this study observed that the nature of work in IT jobs happens to be innovative and intuitive. Therefore, this study finds it wise to apply personality assessment tools while selecting all positions.

Knippen and Green (1999) were of the opinion that where a large number of people with wide spectrum of backgrounds work together, conflicts occasionally arise. Conflicts may arise due to personality clashes, misunderstandings, miscommunications, disagreements, or just plain dislikes. Regardless of the reason/s, employee has to cope with or handle conflicts. Knippen and Green (1999) opine that it is wise to build teams with people having compatible personalities for mitigating personality conflicts. This study interprets that assessing and understanding the personality of candidates is essential preferably at the time of selection or forming of teams as it reduced probability of personality conflicts during work. Although all categories of IT professional are not required to interact with customers, they certainly have to form a team for accomplishing any IT project. This study interprets that assessment of personality for forming teams of compatible people is a recommended HR practice as it mitigates personality conflicts.

Another relevant study learnt, was that the interaction of interdependent work environment and employee personality affects the organizational citizenship behavior (OCB).

The results recorded a strong positive impact of task and goal interdependence on OCB subject to compatible personality of employees (Comeau and Griffith, 2005). From the mentioned summary of results, this study perceives that the work environment and employee personality are the key builders of the behavior of an individual and the organization. Ensuring compatibility between employee's personality and work environment is therefore, recommended. This further strengthens the perception of this study that assessment of personality at the time of selection is vitally important. A knowledge

refining endeavor attempted to explore personality dispositions and personality process for fitting the person into organizations. The study acquired measures of personality and job satisfaction to assess their citizenship behaviors, generic work competencies and overall job performance. The results supported the existence of relationships between personality and job satisfaction.

However, dependency between personality and the performance-related variables were not found to be significant, but agreeableness and openness to experience were found to be related to performance for occupations involving interpersonal interaction (Nikolaou, 2003). This study therefore, interpreted that job satisfaction is a direct function of match between nature of work and employee's personality. This means that if job satisfaction is missing or not up to the mark, performance may still not be affected in professions where interpersonal skills are not extensively exercised. However, in professions or jobs where interpersonal skills play significant roles, employee personality better match the threshold competency that the nature of the work demands. This study further observed that teams win due to synergy and loose where interpersonal relations are not maintained. Therefore, ensuring compatibility in personalities of team members is critical.

Complex issues arise when personality variables are incorporated into traditional approaches of employee selection. Personality assessment and testing in employment contexts is extremely challenging. The identified five problematic issues associated with personnel selection are:

1. The appropriateness of linear selection models.
2. The problem of personality-related self-selection effects.
3. The multi-dimensionality of personality.
4. Bias associated with social desirability, impression management and faking top-down selection models.
5. The legal implications of personality assessment in employment contexts.

The results recommended that practitioners and researchers must be cognizant with these issues as regards the use of personality tests in employment decisions (Arthur et al., 2001). These recommendations not only highlight the significance of addressing personality assessment during personnel selection, but also render them challenging as well due to the facts that human personality is in itself a complex subject. Thus, exploring it in depths is further obstructed by various legal, ethnical, moral, social and non-linear multidimensional construct. This further primes the objective of this study of making personality assessment mechanism easily adoptable.

The emphasis on selecting the right person for any project is logical for the reason that a project's success is rendered incredible without the right people in the team.

For every job of the project, the appropriate person must be assigned the responsibility well in time. In order to deliver the greatest value to customers, the project manager should correctly prioritize its tasks by assigning them to appropriate team members (LePrevost and Mazur, 2005). The inference of the mentioned study indicates that selecting the right people to establish team of projects stands among the primary prerequisites for the project's success.

Identifying, selecting and utilizing the appropriate person for the job is a key to forming a competent team for projects that could ensure its success. For this purpose, a project manager is required to use good professionals. One very good person with compatible personality, adequate qualification and experience is worth more than two mediocre ones that cost less. Poor team selection causes failure, while good selection of members with personality matching the nature of the project work makes success conducive. Relevant experience and a deep knowledge of the problem are critical for the project's success (Wier, 2001). This study interprets that project success is a function of appropriate team selection, ensuring correct personality assessment of every team member such that the person and work compatibility is recognized.

The aforementioned literature summary signifies the personality assessment during selection of a project. However, human personality is interpreted in its types or attributes. Therefore, in order to learn the existing mechanism(s) for interpreting human personality, this study subsequently focuses on the description of human personality.

Description of the human personality

Extensive research work has produced lots of know-ledge about personality interpretation. In this context, this study selected the most agreed upon theories. A significant theory that is worth discussing is titled Myers-Brigs Type Indicator (MBIT). According to this, the personality of a human is interpreted as a set of the following opposite traits/types, where each type contributes in making the personality of an individual with different levels of its magnitude:

- Extrovert versus Introvert;
- Sensational versus Intuitive;
- Thinking Oriented versus Feeling Driven;
- Judgment Biased versus Perception Biased.

This categorization based description of personality is called Myers-Brigs type indicator (MBIT) (Briggs and Peter, 1995). This study interprets that it is not logical if a person is extrovert, or if he/she has zero magnitude/degree of the introvert type. Similarly, it is not logical if a person is feeling driven, or if he/she does not or cannot

think. This study recognizes that the MBIT opposite types (traits) simultaneously contribute in making an individual's personality with different degrees indeed. The challenge for a project manager during selection is to figure out the quantitative value of the degree to which each MBIT trait contributes in building an individual's personality. This study understands that it is further challenging and extremely complex for project managers to interpret the match between nature of work/tasks of projects and the mentioned MBIT traits. The MBIT personality types are not adequate for understanding the personality of an individual because a human being is a social creature. MBIT traits do not address social aspects adequately. For proper personality assessment, the social style of one's personality must also be interpreted.

Social style of an individual's personality helps in determining the degree of assertiveness and responsiveness of that individual. Psychologist David Merrill describes that humans fall into four behavioral profiles or zones. The four zones that are also called social styles of one's personality are: Analytical, driver, amiable and expressive. Merrill further describes that humans are perceived as behaving primarily, in one of the four zones based on their assertiveness and responsiveness (Robbins and Michael, 1999). These zones are well explained and summarized in Figure 1.

This study understands that Merrill's social styles are helpful in assessing the interpersonal behavior and orientation of an individual. Therefore, Merrill's social styles are helpful in recognizing the desired or required level of compatibility among team members and the specific required personality-role fit. This study observed that the challenge for the project managers is to measure in quantitative terms, how much a person can drive or be amiable, etc. This study acknowledges the fact that although this knowledge about personality assessment exists in the literatures, it is not provided in form of an easy mechanism that helps technocrats apply it smoothly during personnel selection.

Preliminary investigations conducted in the IT industry of Islamabad, Pakistan indicated that there exists a gap in the human selection procedure and its relevant perceived literature. Therefore, this study focused on the IT industry working within the capital (Islamabad) of Pakistan during January 2005 to date.

This study discovered that not selecting the right person for various tasks of IT projects caused undesired results, which are seen in the outcome of IT projects in the focused industry. Such non-conformance reportedly caused certain indirect disadvantages to software houses or IT organizations like losing repute, greater turnover, etc. Among the various factors reported to have contributed to the difficulty of the IT projects, a prominent reason was the fact that the right persons were not selected and utilized for the project's tasks.

Within the selected 24 IT and telecom organizations

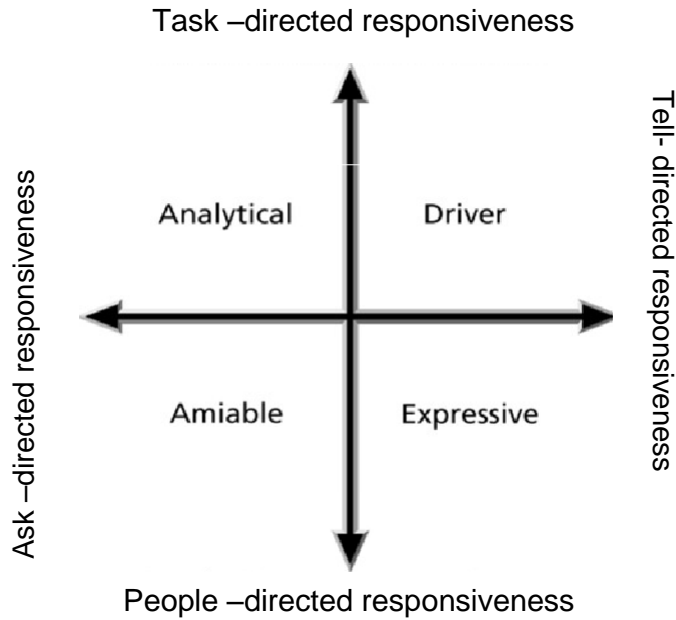


Figure 1. The four zones that are also called social styles of one's personality (Analytical, driver, amiable and expressive).

who agreed to support this study, the project managers were hardcore IT professionals, having sound experience in software engineering and relevant subjects. The project managers in the selected organizations were not much updated with the latest knowledge of human resource management (HRM) and social sciences, like Psychology. Therefore, IT project managers were not proficient in assessing and exploring the personality types of the candidates they often had to recruit and select for their IT projects. Well structured resumes make it pretty easy for these selectors to assess the qualification and work experience, but resumes usually give no clue about the personality type of the candidates that applied.

In the selected IT industry, this study did not observe any good tradition of hiring psychologist for this purpose unlike certain other professions like armed forces, civil services, etc. Assessment of the personality of any candidate that wants to be an IT professional is therefore required to be done by the project managers who happen to be in charge of the project. Staffing becomes a challenge for project managers who simply know software engineering in depth and who are too overloaded to study the updates of HR management and psychology.

This study observed that large software houses did realize the importance of HRM, and out of 24 selected IT organizations, only 13 had established proper HR departments that were managed by skilled and experienced HR qualified professionals for assisting technical project managers. In these 13 software houses, project

managers relied on their HR departments for personality assessment phase in selection. However, this solution was a bit effective, but timely coordination among the HR departments and project managers remained a challenge.

Therefore, this study finds it necessary to train technical IT project managers in personnel selection such that they realize and acknowledge the importance of personality assessment, and further adopt this challenging task easily. This study further finds it essential to transform the existing knowledge on personality assessment in an easily adoptable mechanism that helps in easy selection without making human personality assessment complex. It is highly significant to recognize the psychological diversity among members of a team as it affects team interaction processes and the outcome of the assigned task. Psychological diversity is described in terms of personality attributes (emotional stability, extraversion, conscientiousness, compatibility between personality and required experience, and agreeableness), need for achievement and emotional intelligence, as each of the measures of team interaction processes is predicted by different psychological diversity measures. Therefore, personnel selection for organizations that works in teams needs to include in their selection programs the psychological measures for identifying applicants who possess requisite psychological features for team work (Olukayode and Ehigie, 2005). Assessing all the mentioned personality attributes is a real challenge for selectors. However, as lots of instruments are available for assessing the attributes like emotional stability

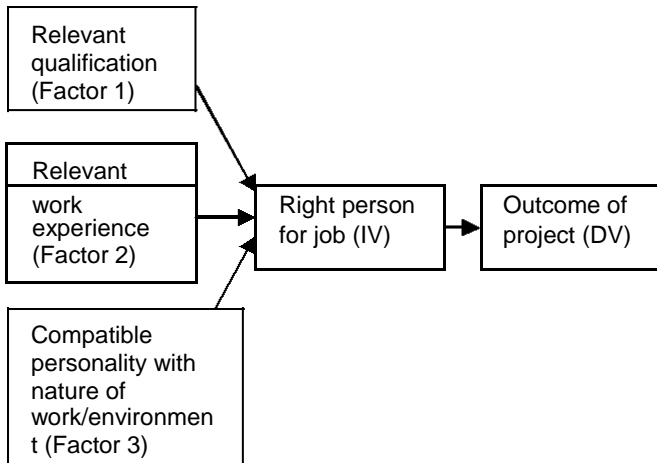


Figure 2. Model of the study.

and intelligence, one can download relevant material from the internet easily. Assessing conscientiousness, agreeableness and extraversion is somewhat possible through interviewing, but this entire exercise is not simple.

The right person for any job has to be the one with complete relevant education, adequate work experience and a personality that is compatible with work (Hackney and Kleiner, 1994). This study observed that for assessing compatibility between nature of work and candidate's personality, the type of indicator by Myer-Briggs and David Merrill play a primary role (Briggs and Peter, 1995; Robbins and Michael, 1999). Assessment of emotional intelligence and stability comes next, before agreeableness and conscientiousness. This is logical because a person who is emotionally intelligent and stable may not be the right person for the analysis of a software system that is not being analytical and sensational in his personality type. Similarly, another person who is emotionally intelligent and stable may not be the right person for computer programming, in that it is not intuitive and imaginative in his personality type. Therefore, this study considers identifying the personality types as a prerequisite for assessing emotional stability and intelligence of a normal human being. Now, the challenge that still stands for managers who are to select personnel is to identify the personality types and social types of a candidate's personality as discussed earlier under summary of literature.

Measuring the outcome of any project is again abstract and relative, that is, not quantitative in all its dimensions. When the outcome of the project is declared as successful or non-successful, it is rational for the several parameters that are provided to be addressed. The outcome of the project should be declared a success or failure in terms of the factors like: stayed within the

budget, stayed within the time allocated, had great organizational benefits, had high user satisfaction and others that could be specified with reference to the project's nature (Standing et al., 2006). In summary to this study, the right person for any job is interpreted to be the one with relevant complete education and relevant work experience of similar or preferably same tasks and personality (in terms of Myer-Briggs and Merrill types) compatible with the nature of the job. Figure 2 depicts the conceptual model that this study intends to test through an empirical research in the field. Also, it exhibits the perception that the right person is determined by three factors as previously mentioned, and it is the kind of person that determines the outcome of the project work in its team.

Hypotheses

This study hypothesized:

1. The right person for a job requires a personality that is compatible with the nature of the work/environment.
2. Project outcome is correlated with assigning tasks of the project to the right persons.

METHODOLOGY

This study was conducted in the IT industry found within Islamabad, Pakistan from June 2005 to June 2007. Empirical data were collected for a stratified sample size of 70 heterogeneous IT projects, from over 260 respondents out of the population size of 85 IT projects, within the selected/agreed 24 large and semi-large IT/Telecom organizations. As the variability in the population was high within the mentioned selected area of Islamabad, this study selected the sample based on stratified area sampling.

This study declared observation of practices as the secondary mode for data collection. Primarily, the study operationalized the right person and project outcome using pre-tested concepts as explained subsequently in Figure 3. In this context, this study extracted and adopted a reliable instrument formulated by using 5 point interval scale from different pre-tested and valid instruments. Table 1 shows the reliability of the instrument, though the instrument is provided at the end of this paper. The study conducted analysis of data employing analysis of frequency, Pearson's correlations and partial least square (PLS) regression using SPSS version 11.5 and SmartPLS software, respectively.

RESULTS AND DISCUSSION

To formulate and interpret Table 2, this study utilized the following codes for different possible values of the independent variable "right person":

- Not the right person for the job as 1
- Less the right person for the job as 2
- The right person for the job as 3
- More of the right person for the job as 4
- The most right person for the job as 5

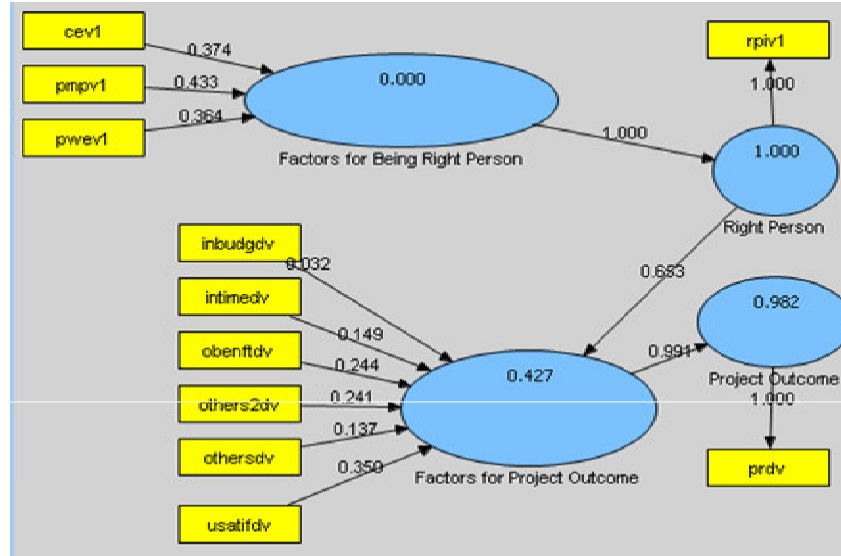


Figure 3. Regression model of the impact of the right person on project result. Model testing through PLS regression. The following legends explain variable titles and operational definitions: rpiv1 → Right person (independent variable). Factors constituting the right person: cev1 → Relevant qualification; pmpv1 → Compatible personality with work/environment; pwev1 → Relevant work experience; prdv → Project result/outcome (dependent variable), Factors constituting project result/outcome; inbudgdv → Project accomplished within allocated budget; intimedv → Project accomplished within specified time; usatifdv → User satisfaction with project's outcome; obenftdv → Other benefits; othersdv → Others (as mentioned by the data provider). The value of PLS regression is mentioned in arrow, while the value of R² is mentioned ovaly.

Table 1. Reliability of the instrument.

Number of cases	Value of alpha
70	0.9539

Value 3.0 is interpreted for the right person for the job. When the value is less than 3.0, the selection and utilization of the right person for the project job becomes more inappropriate. On the other hand, if the value is up to 5.0, the use of the right person for the project job becomes more appropriate. Table 2 reveals that out of the selected 70 IT projects of different types, 17.1% IT projects had substandard HR practices of selecting the right person, while 82.9% had good HR practices for the independent variable that assigns tasks to the right person. These quantitative figures indicate that majority in the selected sample of the projects are supported with the right persons for their tasks. This study found 17.1% projects in the sample for which wrong or inappropriate selections were exercised. The real figure was indeed a bit higher than this as the researcher was part of the industry, but it was not ethical for this study to force software houses to share more data of their projects.

This study interprets and finds from the analysis of

frequency in Table 2 and Figure 3 that selection of the right person does affect the project outcome. In the same context, the study found that the last factor for being the right person (that is, a compatible personality with the nature of the job) remained dominating over the first two factors (qualification and experience) in the IT industry of Islamabad, Pakistan. Like Averox private limited, they simply rejected certain candidates with four year Bachelor degree in computer sciences and proven work experience of two years, on the ground that they did not find the candidates to have that personality of willing to accept occasional late sitting and frequent traveling that its projects required. It is discovered that compatibility between nature of work/ environment and personality of employees is considered to be important in the selected IT industry like other industries. This study however, found that the technical project managers were not proficient at their assessment despite realizing its significance, and further human personality assessment was perceived to be complex as mentioned in the literature. Table 3 presents the Pearson's correlation among the right person and its determinants, which are: relevant qualification (E1), relevant experience (E2) and compatibility between personality and work/environment (E3).

Table 3 indicates that determination of the right person remained fairly correlated with or dependent on relevant

Table 2. Frequency table and chart for the independent variable that assigns task to the right person.

Values between 1 and 5	Frequency	Percentage	Valid percentage	Cumulative percentage
Not the right person for the job				
1.33	1	1.4	1.4	1.4
1.67	1	1.4	1.4	2.9
Less the right person for the job				
2.33	2	2.9	2.9	5.7
2.67	5	7.1	7.1	12.9
	3	4.3	4.3	17.1
The right person for the job				
3.33	2	2.9	2.9	20.0
3.67	5	7.1	7.1	27.1
	7	10.0	10.0	37.1
More of the right person for the job				
4.33	7	10.0	10.0	47.1
4.67	23	32.9	32.9	80.0
	8	11.4	11.4	91.4
The most right person for the job				
	6	8.6	8.6	100.0
Total	70	100.0	100.0	

Table 3. Pearson correlation among factors constituting the right person.

	Relevant qualification (E1)	Relevant experience (E2)	Compatible personality with work (E3)	Right person
Relevant qualification (E1)	1	0.556	0.343	0.655(**)
Relevant experience (E2)	0.556	1	0.544	0.625(**)
Compatible personality with work (E3)	0.343	0.544	1	0.715(**)
Right person (IV1)	0.655(**)	0.625(**)	0.715(**)	1
Significance (2-tailed)	0.000	0.000	0.000	0.000
N	70	70	70	70

qualification and experience (Pearson's value > 0.6), while it was strongly correlated with compatibility between the person and work or environment (Pearson's value > 0.7) for the selected sample of 70 heterogeneous IT projects. Further, the elements are slightly correlated with each other as well (Pearson value >0.4 and < .6). As the variability in the sample selected subjects was high, this study observed that this correlation can be generalized into various types of IT projects. Hence, this result indicates that the first hypothesis of this study which states that the right person for a job requires a personality that is compatible with the nature of the work/environment is rational. However, before substantiating this hypothesis, the study further tested it by using partial least square (PLS) regressions. The results of the PLS regression are summarized in Figure 3. Table 4 presents the Pearson's correlation between the right person and project success (dependent variable), as well as with other independent variables of this study. Also, it indicates that the project result remained fairly correlated

with (dependent on) assigning tasks to the right person (Pearson's value > 0.6) for the selected sample of 70 heterogeneous IT projects. As the variability in the sample selected subjects was high, this study observed that this correlation can be generalized into various types of IT projects. Hence, this result indicates that the second hypothesis of this study which states that project outcome (success or failure) is correlated with assigning every task of the project to the right person is logical and rational. However, before substantiating this hypothesis, the study further tested it using partial least square (PLS) regressions. The results of the PLS regression are summarized in Figure 3.

Figure 3 indicates that the right person for its definition is highly dependent on the collective collaboration of the factors' relevant qualification, compatible personality with work/environment and relevant work experience (PLS regression = 1). It depicts that only Factor 3 (compatible personality with work/environment) holds acceptable significance for determining anyone as the right person

Table 4. Pearson correlation between the right person and project outcome.

		Right person (IV1)	Project result (DV)
Right person (iv1)	Pearson correlation	1	0.625(**)
	Significance (2-tailed)	0.000	0.000
	N	70	70

(PLS regression ≥ 0.4). It is also clear from Figure 3 that without Factor 3, Factor 1 and 2 (relevant qualification and relevant work experience) hold weak significance to be determinant of the right person (PLS regression ≤ 0.4). This means that factor 3 (compatible personality with work/environment) plays a more significant role in determining the right person for any job than the other two factors. This study hence finds that a candidate may be the right person without relevant qualification and relevant work experience for certain jobs, provided his personality is compatible with the nature of work/environment. However, this study asserts that relevant qualification and relevant work experience should not be neglected at all during selection (PLS regression ≥ 0.3 and ≤ 0.4). This means that considering all three factors, relevant qualification, relevant work experience and compatible personality with work/environment are beneficial in selecting the right person for any job. Figure 3 further proves that all factors of the project outcome that this study selected under the operational definitions are strongly regressed by the selection and utilization of the right person (PLS regression > 0.6). Project outcome is very highly regressed by all the selected five factors collectively (PLS regression > 0.9), while individually, these factors do not play much significant role (PLS regression < 0.4).

The model testing through PLS regression as depicted in Figure 3 signifies the role of Factor 3 (compatible personality with work/environment) for being the right person for any job (PLS regression > 0.4). Resultantly, the study substantiates its first hypothesis which stated that the right person for a job requires a personality that is compatible with the nature of work/environment. From the aforementioned results, this study discovers that the right person significantly regresses the outcome of a project (PLS regression > 0.6). For this reason, the study observes that for project success, selecting the right person for every task is significant. Hence, this study substantiates its second hypothesis which stated that project outcome is correlated with assigning the project's tasks to the right persons.

CONCLUSION AND RECOMMENDATIONS

The study infers that in addition to the qualification and experience fulfilling the job specification of a job, a candidate happens to be the right person only if his/her

personality is compatible with the nature of work/environment. The study further infers that the factor of compatible personality takes precedent over the other two determinants. This means that a person with qualification and experience relevant to job specification for any vacancy will not be the right person if his/her personality happens to be incompatible with work/environment. The study also concludes that the success of a project is strongly correlated with the selection of the right persons for every task of the project while forming its team.

Based on the findings, the substantiated hypotheses and the conclusion, this study strongly recommends that personality assessment of a candidate is as important as assessing their academic and experiential achievements in determining the right person for a job. This study therefore recommends that a candidate can be declared as the right person only after assessing his/her personality type such that the compatibility between personality and nature of work/environment is well interpreted.

To help technical project managers in assessing personality types easily, this study designed a personality type assessment template (Annexure 1) that could be utilized easily. This study formulated the mentioned template employing the Myer-Briggs and David Merrill's description of personality types (Briggs and Peter, 1995). This template is meant to help all those who selected human resources. This template enables the selecting authority to quantify the human personality types easily. Personality type assessment template facilitates personnel selectors in measuring the quantitative value of the degree to which personality is driven, expressive, analytical, amiable, extrovert, introvert, sensational, intuitive, thinking oriented, feeling oriented, judgment oriented and perception oriented. This is how personality type assessment template makes it easy for the personnel selectors to recognize personality types. However, selectors must possess thorough understanding of the kind of personality type the work/environment needs prior to the use of this template. For example, extrovert, sensational, expressive, analytical, thinking and judgment oriented candidates are required to be considered suitable to score more weight under personality types for the job of the system analyst. Similarly, for jobs of computer programming, candidates that are preferred to score high are those with introvert, intuitive and perception oriented personality types. The study also designed a solution key for this template to guide selectors about its

usages.

This study adopted this template during various selection procedures for the period of January 2007 to May 2009 in order to select over 400 different team members for a software house and various departments for a Bank. The users of this template found that the template predicted the correct personality types for 89% candidates out of 400.

This study therefore, recommends that personnel selectors should better utilize the mentioned personality type assessment template before finalizing the team formation and task allocation. The selector would be only required to simply distribute the template without its solution key among the employees/candidates whose personality type needs to be assessed. Later, they can interpret the personality types of the candidates/employees who filled the template using the solution key (Annexure 1).

Prospects for future research

This study has successfully identified the significance of personality assessment during selection of human resource. Literature on psychology is enriched with personality assessment techniques and tools; however, this knowledge needs to be integrated with the knowledge and practices related to HRM. Although, HRM takes over the basics of psychology for discussing and interpreting employee behavior, formal assessment of personality needs more. The template that this study has contributed is only one tool that is specific to one industry in which this study was conducted, while real practices of HRM functions in different industries require various techniques. Therefore, this study observes that it has indicated the need to trigger further research on how literature of personality assessment and HRM should be integrated. It visualizes that more efforts can be invested in customizing personality assessment techniques that may help the practitioners of HRM function in different fields of business and life effectively.

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ANNEXURE 1

Personality type assessment template (based on Myers-Brigs and David Merrill type and style indicators)

Note: This template consists of two pages only. First page contains questionnaire for those whose personality is to be learnt. Second page contains the solution key with guidelines for the one who is to interpret the personalities.

Name of Employee: _____

Designation/Role: _____

Date: _____

Guidelines

If you find yourself more inclined towards the mentioned indicator in any question, tick the more positive value. Contrarily, if you find yourself disliking the mentioned indicator in any question, tick the more negative value.

In the authors' factual opinion, they gave the following weights that are mentioned:

Personality's type indicators

- A. 3, 2, 1 (Getting energized for working in team) –1, -2, -3
- B. 3, 2, 1 (Getting energized for working alone) –1, -2, -3
- C. 3, 2, 1 (Collecting information through observation and practices) –1, -2, -3
- D. 3, 2, 1 (Receiving information through imagination and thoughts) –1, -2, -3
- E. 3, 2, 1 (Handling situations logically and/ objectively) –1, -2, -3
- F. 3, 2, 1 (Handling situations personally and / emotionally) –1, -2, -3
- G. 3, 2, 1 (Accepting and meeting deadlines seriously) –1, -2, -3
- H. 3, 2, 1 (Wishing flexible deadlines) –1, -2, -3

Personality's style indicator

- I. 3, 2, 1 (Striving for task completion) –1, -2, -3
- J. 3, 2, 1 (Pushing peers and subordinates to work) –1, -2, -3
- K. 3, 2, 1 (Encouraging peers and subordinates to work) –1, -2, -3
- L. 3,2,1 (Considering benefits of whatever is faced) –1, -2, -3
- M. 3,2,1 (Team work) –1, -2, -3
- N. 3,2,1 (Handling situations logically and/ objectively) –1, -2, -3
- O. 3,2,1 (Affiliation with peers and subordinates) –1, -2, -3

Solution key

GUIDELINES FOR EVALUATOR

1. Do not share this page with those whom you ask to answer the first page.
2. Follow the given table to assess and recognize the personality type and style of every person who has filled the given questions before finalizing team formation and task allocation for your project.

Indicators	Personality type/style	Description
A	Extrovert (Type)	Those who get energies from other people. Such people are more suitable for tasks like project management, analysis, leading teams, etc.
B	Introvert (Type)	Those who get energized from within themselves. Such people are more suitable for tasks like programming, testing software, designing software, etc.
C	Sensational (Type)	Those who accept any information for finding real observations, experiences and solid evidences. Such people are more suitable for tasks like managing and leading projects and analysis, quality assurance, testing software, etc.

Solution key Continued.

D	Intuitive (Type)	Those who depend on their imaginations, notions, etc. Such people are more suitable for tasks like programming, algorithm making, designing, etc.
E	Thinking Oriented (Type)	Those who take judgments logically and objectively. Such people are more suitable for management and analysis of a project's tasks
F	Feeling Oriented (Type)	Those who take judgment emotionally or personally. Such people are more suitable for creative and innovative works
G	Judgment (Type)	Those who take the job seriously and try to meet standards and deadlines. Such people are acceptable for all sort of project's tasks
H	Perception (Type)	Those who intend to do a job in a relaxing manner. Such people may not be suitable for time and cost critical tasks of the project
I and J	Drive (Style)	Those who are task and result oriented. Such people are good for being team leaders, project managers and the likes.
K, L, M and O	Expressive (Style)	Those who are people oriented and change/innovation lovers. Such people perform well when used as vision setter, mission setters, leaders, etc.
E and I	Analytical (Style)	Those who try to accomplish tasks seriously and interpret matters logically and objectively. Such people are more good for analytical works
F, M and O	Amiable (Style)	Those who are people oriented. Such people perform well when used at subordinates positions or even at team leaders' positions under work environment where theory y or z of motivation is applicable
