

**TRENDS OF BEHAVIOURAL PROFILING
DURING HRM PROCESSES**



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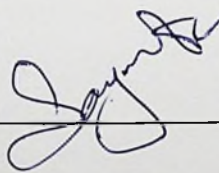
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I Sayma Zia being the supervisor of the above named student, certify that the research work of the student has been completed to my satisfaction and that the thesis is in a format recognized by the department and is in accordance with the rules of the University. The thesis is appropriate for examination.

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ABSTRACT

Purpose: Internationally, Behavioural Profiling tools are applied during HRM processes with a high degree of success, accuracy and reliability. However, in Pakistan application of scientifically developed Behavioural Profiling tests has started to make an impact only during the preceding two decades. This study is aimed at carrying out a threadbare analysis of Behavioural Profiling techniques, their effectiveness in performance forecasting, & their limitations during HRM processes.

Methodology/sample: The study involved use of 2 separate sets of questionnaires filled by 10 HR professionals and 60 employees / job seekers, respectively. 1st group of respondents comprised of HR professionals actively engaged in HRM & HRD activities. The 2nd group of respondents comprised of young individuals who are either employed or searching for jobs. The data gathered was analysed with the aim to deduce applicability of behavioural profiling tools, the effectiveness and how they can contribute towards performance improvement.

Findings: The study shows that Behavioural Profiling is an emerging trend among international as well as Pakistani HR professionals for maximizing individual & collective performance. In recent times, a number of local organizations and companies have embarked upon implementing methods of Behavioural Profiling in one way or another, and have expressed their satisfaction at the efficacy of these evaluation and screening tools. However, there is a significant capacity to further optimize individual as well as collective performance by integrating behavioural profiling tools in HRM processes.

Practical Implications: The findings and recommendations of this research may help HR professionals, business schools and job seekers learn how behavioural profiling tools can optimize individual as well as collective efficiency.

Keywords: Behavioural Profiling, Recruitment & Selection, Performance Management, Psychometric tests, MBTI.

Table of Contents

CHAPTER I	1
INTRODUCTION	1
I. Introduction.....	2
1.1 Problem Background.....	2
1.2 Evolution of the topic.....	3
1.3 Problem Statement	4
1.4 Rationale of the Study	4
1.5 HRM Processes.....	4
1.5.1 Recruitment and Selection.....	5
1.5.2 Performance Management.....	5
1.6 Behavioural Profiling.....	6
1.7 Applicability of Behavioural Profiling.....	7
1.8 Significance of the Study	7
1.9 Scope of the Study	7
1.10 Research Questions.....	8
1.10.1 Question 1.....	8
1.10.2 Question 2.....	8
1.11 Limitations of Research	8
1.11.1 Limitation of Time.....	8
1.11.2 Reluctance on Part of HR Consultants.....	8
1.11.3 Confidentiality of Information.....	8
1.12 Work Organizations	8
1.12.1 International Textiles	8
1.12.2 Yunus Textiles.....	9
1.12.3 Arthur Lawrence (Pvt) Ltd.....	9
1.12.4 Lakson Group	9
1.12.5 Feroze Textiles	9
1.12.6 Prime HR Consultants	9
1.12.7 Matrix Systems.....	9
1.12.8 Continental Shipping	10
1.12.9 Overseas Oil Trading Company	10
1.12.10 Kashf Foundation	10

1.13	Definition of terms.....	11
CHAPTER 2.....		12
LITERATURE REVIEW.....		12
2.	Literature review.....	13
2.1	Human Resource Management.....	13
2.2	HRM Processes.....	14
2.3	Recruitment & Selection.....	15
2.4	Behaviour Consideration in Recruitment & Selection.....	15
2.5	Performance Management.....	15
2.6	Behaviour Consideration in Performance Management.....	16
2.7	Behavioural Profiling.....	16
2.8	Evolution of Topic.....	16
2.9	Impact of Personality on Team Working.....	16
2.10	Impact of Personality on Job Performance.....	17
2.11	Behavioural Profiling Tools.....	17
2.11.1	Behavioural Interviews.....	17
2.11.2	Psychometric Testing.....	17
2.11.3	Emotional Intelligence.....	18
2.11.4	Personality tests.....	20
2.11.5	Myers Briggs Type Indicator (MBTI).....	20
2.11.6	Minnesota Multiphasic Personality Inventory (MMPI).....	21
2.11.7	16 Personality Factor Questionnaire (16PF).....	22
2.11.8	Five Factor Method (FFM) / Big 5 Test.....	23
2.11.9	DISC Analysis.....	24
2.11.10	BARS.....	25
2.11.11	BOS.....	26
2.11.12	Enneagram.....	26
2.14	Gaps to be Bridged.....	26
2.14.1	Reliability of the Test.....	26
2.14.2	Validity of the Test.....	26
2.14.3	Faking.....	27
2.14.4	Lack of Expertise.....	27
2.14.5	Additional Time Requirement.....	27

2.14.6	Additional Budget Requirement	27
2.15	Behavioural Profiling during HRM Processes in Pakistan – an Emerging Trend.....	27
CHAPTER 3	29
RESEARCH METHODOLOGY AND DESIGN	29
3.	Research methodology and design.....	30
3.1	Research Purpose	30
3.2	Research Interference.....	30
3.3	Research Design	30
3.4	Instruments of the Study.....	30
3.5	Data Sources	30
3.5.1	For Questionnaire A.....	30
3.5.2	For Questionnaire B.....	30
3.6	Sampling.....	31
3.6.1	Sampling Technique	31
3.6.2	Frame.....	31
3.6.3	Sample Size	31
3.7	Treatment of Data	31
CHAPTER 4	32
DATA PRESENTATION AND ANALYSIS	32
4.	Data presentation and analysis.....	33
4.1	Data Collection and Presentation.....	33
4.1.1	Interviews	33
4.1.2	Summary of Interviews	39
4.1.3	Questionnaire A	40
4.1.4	Questionnaire B	51
4.2	Critical Debate	61
CHAPTER 5	62
CONCLUSION AND RECOMMENDATIONS	62
5.	Conclusion and recommendations	63
5.1	Conclusion.....	63
5.2	Recommendations.....	63
CHAPTER 6	65
BIBLIOGRAPHY AND APPENDICES	65

6. Bibliography and appendix.....	66
6.1 Bibliography:	66
6.2 Appendices	70
6.2.1 Questionnaires	70
6.2.1a Questionnaire A.....	70
6.2.1b Questionnaire B.....	72