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Psychological aspects of using profiling in recruitment

This article explores the psychological aspects of using profiling in recruitment, highlighting the importance of psychometric assessments, behavioural evaluations, structured interviews, and visual psychodiagnostics. Profiling provides recruiters with a tool to better predict candidate success and minimize risks associated with hiring. The study also discusses the challenges related to impression management during interviews, non-verbal communication, and the significance of contextualizing candidate assessments. Additionally, profiling, as an evolving science, offers structured methods to analyse verbal and non-verbal behaviour, significantly enhancing the efficiency of decision-making processes.

The recruitment process has become increasingly complex due to changing labor market demands and the need for better alignment between candidates' competencies and organizational goals. Profiling has emerged as a critical tool in this context, enabling recruiters to assess both professional and personal characteristics. Profiling not only identifies candidates' professional skills but also evaluates their psychological, emotional, and behavioural traits, allowing for more informed hiring decisions. In this article, we will explore the psychological features of profiling in recruitment, its benefits, and the challenges involved in its application, drawing insights from behavioural profiling methods outlined by Romanova (2023) [1].

Profiling has become an essential tool in HR practices, offering deeper insights into candidates' personal qualities beyond their technical skills. According to N. Hordiienko et al. (2022), profiling helps assess not only professional competencies but also psychotypes, emotional stability, and motivational drivers [8]. A key benefit of profiling is that it helps employers better understand a candidate's potential adaptability to the social and psychological environment of the organization.

Behavioural profiling, as noted by Romanova (2023), focuses on analyzing patterns of behaviour, providing valuable insights into the psychological characteristics of individuals. This methodology systematically collects and interprets verbal and non-verbal signals to build comprehensive profiles of candidates. Profiling is based on principles of objectivity, systematic data collection, and analytical approaches that ensure a high degree of accuracy in assessing an individual's tendencies [1].

Additionally, the rise of online recruitment has led to the increased use of visual psychodiagnostics, a technique that enables HR professionals to assess candidates based on non-verbal cues such as body language, facial expressions, and gestures. Chuhaieva (2022) highlights that this method is particularly useful in evaluating the authenticity of candidates' responses during interviews and assessing their level of emotional intelligence [2].

Psychometric tests have become a cornerstone of profiling due to their ability to provide objective measurements of candidates' cognitive abilities, emotional stability, and stress tolerance. As demonstrated in the article "Psychometric Properties of a Contextualized, Actuarially Informed Assessment for Law Enforcement Personnel Selection", psychometric assessments are invaluable in high-stakes fields such as law enforcement, where cognitive and emotional resilience are critical to success [4]. These tests offer HR professionals a structured approach to evaluating mental and emotional preparedness, reducing the subjective nature of traditional hiring processes.

Moreover, psychometric tests, combined with behavioural observation, offer a holistic approach to candidate evaluation.

Romanova (2023) notes that the combination of psychological assessments and real-time behavioural analysis allows recruiters to build accurate profiles that predict future performance and compatibility with team dynamics [1].

Behavioural assessments are equally important in the recruitment process as they provide insight into how candidates respond to real-world work situations. Behavioural profiling is particularly effective in assessing soft skills, such as teamwork, leadership, and conflict resolution, which are crucial in many professional settings. As Stolyarenko (2024) emphasizes in "Psychology of Personality", behavioural profiling allows recruiters to assess deep-seated emotional responses and motivations that may not be apparent in traditional interviews [3].

Additionally, research by Fabio Glielmi et al. (2011) highlights the impact of non-verbal communication during recruitment interviews. Their study examined the influence of non-verbal behaviours such as posture, eye contact, hand gestures, and facial expressions on the outcome of interviews. They found that candidates with more positive non-verbal cues, including confident posture and direct eye contact, were more likely to be considered for follow-up interviews [6]. This emphasizes the importance of integrating non-verbal communication assessments into the profiling process to gain a more comprehensive understanding of a candidate's behaviour.

In combination with visual psychodiagnostics, behavioural assessments offer a comprehensive view of a candidate's suitability. During online interviews, non-verbal cues such as body language, eye contact, and posture can provide additional insights into a candidate's confidence, stress levels, and sincerity. Keszei et al. (2011) note that non-verbal communication plays a significant role in candidate evaluation, particularly when assessing leadership potential and emotional intelligence [7].

Interviews remain a crucial stage of recruitment, but they are often subject to biases that can lead to poor hiring decisions. Structured interviews, as part of the profiling process, help mitigate these biases by ensuring that each candidate is asked the same set of questions, which are designed to assess specific competencies. This method contrasts with unstructured interviews, where candidates may be evaluated based on the interviewer's subjective impressions.

Conclusion. Structured interviews, when combined with profiling tools, provide a deeper understanding of how candidates manage impression tactics—

strategies used to influence the interviewer's perception. Studies have shown that candidates often use impression management to control how they are perceived, which can obscure their true abilities [5]. Profiling, through a combination of psychometric tests and structured questions, helps HR professionals differentiate between candidates who are genuinely suited to the role and those who are skilled at managing impressions.

Additionally, the integration of visual psychodiagnostics in structured interviews, particularly in virtual settings, enhances the ability to assess candidates' non-verbal behaviours. For example, a candidate's facial expressions and hand gestures can provide clues about their confidence level or anxiety, helping interviewers make more informed judgments.

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