

## ON THE PSYCHOLOGICAL DETERMINANT OF PERSONNEL MANAGEMENT

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**Abstract.** The article "On the Psychological Determinant of Personnel Management" discusses three issues: 1 The human subsystem as the main component of the company; 2. The psychological types and characteristics of humans; 3. Scientists on the importance of the psycho-physiological state of humans in the labor process. In the first issue, the three subsystems of the company are compared - the material, the organizational, the human, and the conclusion is that only the human system can "bring to life" the material and organizational subsystems and is thus the company's most valuable asset.

In order to prove that a person, in addition to professional knowledge, needs corresponding psycho- physiological characteristics to be employed, the author has conducted a survey by questionnaire in Georgian company, which is about psychological compatibility of employees with the occupied position. The survey found that 70% of employees do not work by profession, 83% do not like their job, 84% do not like the company, 82% think that as interesting job appears elsewhere, they will leave the company, 90% of employees think that there are no partnership relations in the company, 100% think that the company needs to open a psychological cabinet, 60% believe that employees relationship is unfavorable, etc. The second issue states that there are no two persons with identical psycho-physiological characteristics. Therefore, even if they are on the same professional level, exactly due to these distinctive characteristics, they produce differentiated results in labor. This part of the work presents 16 groups of humans' psycho-physiological types and characterizes them, expresses opinions about the determination of job seekers' types via their testing during the recruitment process carried out by Georgian companies and specifies most productive jobs for some types.

This selection is made according to the Meyer-Briggs Indicator Test. In addition, the article discusses the tests of other scientists - R. Jatella test, Bassa Darck test, J. Ravenna test, G. Spielberg test, Luscher test, etc.

The third issue introduces the opinions of various scientists - P. Drucker, N. Eriashvili, Z. Ghudushauri, etc. - on the psychological determinant of company

personnel management and gives conclusion on its necessary involvement in the management.

In the third part of the article, specifically on this subject, all scientists unanimously acknowledge that the company's successes are the result of the will and wisdom of those working there. Their character, mood, emotion, interest and other psycho-physiological characteristics are revealed in the will. These scientists conclude that if the interests of the employees match the interests of the employer, such people create creatures of epochal significance.

**Keywords:** Psycho-physiological characteristics; personnel; management; introvert; extrovert; psychological type.

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### ***Introduction***

The psychological component in human resource management was introduced by humanitarian management. From that point, the understanding and realization began that human behavior is not only determined by knowledge, skills, and competence but also by psychological characteristics such as personality, mood, interests, emotions, and others. Large international companies have long been using this approach. Regrettably, this innovation is only now beginning to be implemented in Georgia.

#### **1. The human subsystem as a core component of an economic entity.**

Any subject, whether private or governmental, represents a system. It consists of three subsystems:

1. The material subsystem (buildings, raw materials, products, and others).
2. The organizational subsystem (contracts, instructions, and others).
3. The human subsystem (personnel with their intellect).

Despite the fact that the material and organizational subsystems play a significant role in the operational life of an economic entity, and even though the construction (architecture) of these entities begins with them — such as the erection of the building, the introduction of equipment and raw materials, the creation of regulations and instructions, etc. — the role and importance of the human subsystem in the life of the entity surpasses these elements. Unlike the first two subsystems, the human subsystem represents the psychological and spiritual component of the economic entity, and it is precisely this subsystem that animates the others and brings them into operation. To put it artistically, without people and without the "breath of the soul" from people, no matter how expensive the

technology, raw materials, licenses, or other similar resources are, if they are placed in a company, they remain lifeless, soulless things.

However, there are distinct forms of "breathing life." Even when individuals share the same age, gender, worldview, and professional level, it is evident that different people "breathe life" into the lifeless elements of a company in varying ways. Consequently, they do not produce the same volume or quality of results. This discrepancy can be attributed to the psychological differences between individuals.

To assess the psycho-physiological compatibility of employees with their positions, a sociological survey was conducted at a Georgian company with the code name "Kolkheti." The survey covered 50 individuals, which represents 62.5% of the employees. The survey consisted of a 20-question questionnaire. The overall results of the survey can be found in Table 1.

**Table 1. The comprehensive results of the survey on the psycho-physiological climate at the company "Kolkheti" (in percentages)**

The total number of respondents - 50		
		The level of dissatisfaction and incompatibility
1	They are not employed by occupation	$(38 \cdot 100) : 50 = 76\%$
2	They do not like work to be completed	$(44 \cdot 100) : 50 = 88\%$
3	They are not loyal to the company	$(28 \cdot 100) : 50 = 56\%$
4	They dislike coming to work and are motivated solely by the salary	$(42 \cdot 100) : 50 = 84\%$
5	When addressing problems, managers do not consult employees for their opinions	$(38 \cdot 100) : 50 = 76\%$
6	They do not feel personal freedom while performing their work and are dependent on the supervisor	$(47 \cdot 100) : 50 = 44\%$

7	Upon finding a job that interests them, they will leave the company	$(41 \cdot 100) : 50 = 82\%$
8	A large part of the company's employees experience stress with such employment	$(37 \cdot 100) : 50 = 74\%$
9	They do not view the company's workforce as being interconnected or affiliated	$(40 \cdot 100) : 50 = 80\%$
10	They view the company's workforce as lacking solidarity	$(36 \cdot 100) : 50 = 72\%$
11	There is no collaborative relationship within the company	$(45 \cdot 100) : 50 = 90\%$
12	The interactions between employees are unfavorable	$(30 \cdot 100) : 50 = 60\%$
13	Employees lack any hope for promotion	$(50 \cdot 100) : 50 = 100\%$
14	Employees make fun of their superiors	$(43 \cdot 100) : 50 = 86\%$
15	When facing difficulties, there is no expectation of support from either superiors or colleagues	$(42 \cdot 100) : 50 = 84\%$
16	There is no and has never been any determination of psychological types	$(50 \cdot 100) : 50 = 100\%$
17	Individual meetings with employees are not held to understand their interests	$(50 \cdot 100) : 50 = 100\%$
18	They have no friends in the company	$(47 \cdot 100) : 50 = 94\%$
19	They attach great importance to satisfaction with the completed work	$(31 \cdot 100) : 50 = 62\%$
20	They attach great importance to the respect from colleagues	$(21 \cdot 100) : 50 = 42\%$

21	They place great importance to the expression of their own abilities	$(28 \cdot 100) : 50 = 56\%$
22	They are inclined towards an unregulated day	$(36 \cdot 100) : 50 = 72\%$
23	They dislike the centralized leadership style and cite this reason for conflicts	$(46 \cdot 100) : 50 = 92\%$
24	They regard the violation of dignity as a cause of conflicts	$(36 \cdot 100) : 50 = 72\%$
25	They consider ignoring the opinions of subordinates as a cause of conflicts	$(40 \cdot 100) : 50 = 80\%$
26	They demand the presence of a psychological counseling office in the company	$(50 \cdot 100) : 50 = 100\%$

As demonstrated in the table, 70% of employees are not working in their field of expertise, 88% are dissatisfied with their jobs, 84% do not feel positively about their company, 82% believe that they will leave the company as soon as they find an interesting opportunity elsewhere, 90% think there are no collaborative relationships within the company, and 100% believe the company needs a psychological counseling office. Additionally, 72% believe that it would be better for the company to operate with an unregulated schedule, (where "day people" work during the day and "night owls" work at night). Furthermore, 94% have no friends within the company, 60% find the relationships between employees unfavorable, and so on.

The fact that a certain percentage of employees in a company (on average, 15-20%) are completely satisfied with everything suggests that these individuals are either closely connected to the leadership or avoid answering the questions in surveys.

There is no desirable psycho-social atmosphere in "Kolkheti." In most cases, subordinates would gladly be neighbors and even friends with each other, but they do not desire the same kind of relationship with the company's superiors. However, the initiators of creating a favorable environment in the company should be the scientists themselves. This might be due to the fact that both the company owner and the leading managers are not young (50-55 years old), while the workforce is mostly younger. They manage the company not in

a modern democratic style, but rather in a traditional, centralized style. This style is administrative management, and it must be changed immediately. Companies worldwide are gradually adopting moral-psychological management methods, where individuals are hired based on their psychological traits (such as personality, temperament, etc.) and are managed accordingly. In highly developed countries, people are aware of their psychological type in addition to their profession (while in Georgia, not everyone even knows their blood type), and this information is often recorded in their curriculum vitae (CV). Unfortunately, in Georgia, zodiac signs receive more attention and are more widely promoted than psychological traits. It is our firm belief that the practices of highly developed countries in this area should be implemented in Georgia.

To ensure that every working-age person in Georgia is aware of their psychological type, it is essential to establish psychological offices (in polyclinics) throughout the country. Additionally, organizations should be required to consider psychological traits along with professional qualifications when hiring. This is supported by the fact that individuals who are engaged in work that interests them are ten times more productive. From such a job, they bring home not only money but also the happiness of job satisfaction. They are content, cheerful, smiling, filled with joy for life, excited for the new day, and eager to continue doing the work they love...

Psychologists encourage business owners to thoroughly understand the psychological traits of their employees and hire them only for roles that match these traits. To ensure this, during the recruitment process, candidates should be required to provide proof of their psychological type, and its accuracy should be verified on-site by a psychologist using various detection tools.

## **2. Human psychological types and their characteristics**

The determination of psychological types and their characteristics is done through psychodiagnostics. For this purpose, a variety of tests are used, such as the test by R. Jatela (created in 1949), the test by Bass and Dark (created in 1957), the test by Eysenck (created in 1977), the Myer-Briggs test, the test by scientist J. Raven, the test by G. Spielberger, the test by Lüscher (created in 1948), and many others.

The Myer-Briggs test is the most widely used abroad today. It divides people into 16 psychological types. These are [1, p. 5-6]:

1. **ISTJ:** Introverted, Sensing, Thinking, Judging
2. **ISFJ:** Introverted, Sensing, Feeling, Judging
3. **INFJ:** Introverted, Intuitive, Feeling, Judging
4. **INTJ:** Introverted, Intuitive, Thinking, Judging

5. **ISTP:** Introverted, Sensing, Thinking, Perceiving
6. **ISFP:** Introverted, Sensing, Feeling, Perceiving
7. **INFP:** Introverted, Intuitive, Feeling, Perceiving
8. **INTP:** Introverted, Intuitive, Thinking, Perceiving
9. **ESTP:** Extraverted, Sensing, Thinking, Perceiving
10. **ESFP:** Extraverted, Sensing, Feeling, Perceiving
11. **ENFP:** Extraverted, Intuitive, Feeling, Perceiving
12. **ENTP:** Extraverted, Intuitive, Thinking, Perceiving
13. **ESTJ:** Extraverted, Sensing, Thinking, Judging
14. **ESFJ:** Extraverted, Sensing, Feeling, Judging
15. **ENFJ:** Extraverted, Intuitive, Feeling, Judging
16. **ENTJ:** Extraverted, Intuitive, Thinking, Judging

ISTJ types are people of duty. They are calm, reserved, self-controlled, and somewhat unemotional and introverted individuals. They prefer subordination and systems of hierarchy.

ISFJ types are cautious, quieter, and reserved. They find satisfaction in explanatory tasks and aim to live in an organized manner with moderate responsibility.

INFJ types are oriented towards serving others. They tend to have an organized and planned lifestyle and are caring towards others.

INTJ types are stable, confident, competent, and possess sharp intellect. Independence is their primary goal, and they are capable of strategic thinking.

ISTP types are independent workers. They perform tasks with high readiness and complete them on time. They are drawn to practical actions such as analysis, gathering, and processing information.

ISFP types are modest, gentle, calm, and reserved. They tend to remain unnoticed. Their natural talent lies in serving those around them.

INFP types are characterized by flexibility and adaptability. They are competent and possess a far-sighted ability.

INTP types are idea generators. They love abstract concepts and questions. They are analytical thinkers, deeply contemplating cause and effect.

ESTP types are open, realists who observe events with a realistic approach. They act with inspiration and enjoy making sure everyone is aware of it. They approach life with an open attitude, focusing on the present moment.



ESFP types love surprises. They are lively, fun-loving, and cheerful individuals. They overcome challenges with ease. Their work style is marked by high energy and humor-infused interactions.

ENFP types are characterized by enthusiasm and vibrant energy. They have a great reserve of trust and enjoy participating in multiple projects. They possess strong interpersonal skills.

ENTP types are defined by unmatched energy and optimism. They are constantly seeking new ideas and bringing change to situations. Their strength lies in their thirst for an active life.

ESTJ types are straightforward. They view the world through the lens of practical situations. They have a strong sense of responsibility and duty.

ESFJ types have a strong drive to achieve harmony and goodwill in any situation. They are active and sociable, standing out for their exceptional attentiveness to those around them.

ENFJ types are masters of persuasion. They are gifted with the ability to teach others and are characterized by their attentive listening skills.

ENTJ types are natural-born leaders. Their traits include organization, completion, orderliness, responsibility, and objectivity. For them, life is a continuous learning process.

These 16 personality types are determined through the Myers-Briggs Type Indicator (MBTI) tests. A company can use this method for recruitment purposes, but there is one significant issue: the company must either have a psychologist who can determine the psychological type of a candidate using the MBTI tests before deciding on the appropriate position, or the candidate must have already taken this test at a psycho-diagnostic center, with a valid status and certification confirming the results. It is unfortunate, but the fact remains that most companies in Georgia do not have psychologists (with a few rare exceptions), and there are no psycho-analytical centers in the country specifically designed to determine people's psychological types.

Indeed, this is a highly necessary issue. If company leaders resolve to have a highly qualified psychologist on staff, one who is knowledgeable about determining the psychological types of candidates through testing in job competitions, alongside evaluating their professional qualifications, the employment or non-employment decisions will be made in the most acceptable and optimal way, in our opinion.

In our opinion, the psychologist's role should be limited to determining the psychological type of job-seeking candidates. As for assigning them to specific job positions, this task should be carried out by the personnel management manager, as the decision is based not only on the individual's

psychological type but also on their professional skills, the evaluation of which falls within the competence of the personnel management manager.

In our estimation, if a company is newly established, an ENTJ type person would likely be well-suited as the general manager, as they are natural-born leaders. For the purchasing and sales manager, an ENTJ type would also be ideal, as they are skilled persuaders. An ESFP type would work well as the public relations manager due to their ability to engage in humor-infused interactions. An INTP type would be the best choice for the innovation manager, as they are known for their analytical and creative thinking. An ISFJ type would excel as the office manager, as their natural talent is serving others. An ISFJ type would also be suitable as an accountant, as this type is organized and enjoys solitary tasks, and so on.

In our strong belief, companies in Georgia should address this issue as quickly as possible, as the psychology of employees can play both a positive and a negative role in the workplace.

### **3. The scientists' views on the importance of the psycho-physiological state of individuals in the labor process.**

An organization has both visible and invisible resources for the successful implementation of its activities. The material-technical base, courageous and informational resources, raw materials, products, and the number of self-employed individuals are visible resources, while the skills of these employees and their psycho-physiological characteristics are invisible, hidden resources [1, p. 43].

The great management specialist Peter Drucker frequently repeats in all of his works: "People are our most important asset" [3, p. 387]. We would not be correct to understand this asset as merely the physical energy of people, as it has its limits. Peter Drucker includes in this the spiritual energy of individuals—intellect, which is conditioned by their psycho-physiological characteristics. "The successes of the organization," writes the scientist N. Eriashvili, "are the merit of the people working here, the result of their will and intellect" [4, p. 315]. It is in the will that the moods, personalities, emotions, interests, and willpower of individuals are manifested, as well as their capacity to execute tasks, and so on.

Psychologists advise managers to study the physical and psychological values of individuals and to employ them accordingly. It is from such employees that the company's management should expect not just results but exceptional outcomes. They also advise job seekers, cautioning them: "If a conflict arises

between your values and the strong employment opportunities, this job is not worth dedicating your life to" [5, p. 641]. The same advice is given by the Georgian scientist Z. Gudushauri: "If the opportunity for employment conflicts with their views on honesty and integrity, they should reject such an employment opportunity" [6, p. 23-24].

And finally, young Georgian scientists also advise company managers to "respect employees and acknowledge their abilities, take their interests into account, recognize their work, and appreciate it exceptionally" [7, p. 101-102].

## Conclusion

Based on the discussed material, it can be concluded that today, the personnel of Georgian companies are not managed with consideration of their psycho-physiological characteristics. These characteristics are not taken into account either when staffing the companies or later on. In most cases, companies do not have psychologists whose role would be to test employees to determine their psychological types.

Therefore, the situation in this area in Georgia requires immediate attention and correction, which will not only benefit employers and employees but ultimately contribute to the well-being of the entire country.

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