

## **A Comparative Analysis Career Drivers Marketing & Financial Professionals using RSI Psychometric Tool**

Dr. Preeti Surkutwar<sup>1</sup>, Dr. Kavita Adsule<sup>2</sup>

<sup>1</sup>Sessional Faculty -University of West Canada, Canada

Email: [preetitlekar@gmail.com](mailto:preetitlekar@gmail.com)

<sup>2</sup>Business Management Faculty cum Assessor

Cromwell UK International Education, affiliated to Buckinghamshire New University UK, Ajman  
United Arab Emirates

Email: [kavita.aher1@gmail.com](mailto:kavita.aher1@gmail.com)

### **Abstract**

The paper presents the authors' own research, which points to the possibility of applying the Richmond Survey Instrument test on the two different profiles of employees (Finance & Marketing) in Pune region. Participants and procedure-The research was conducted in the years 2019-2020 in Pune. The study population comprised 100 individuals from both the profiles. The employees were selected by Non-Probability Convenience Sampling method. The research participants had never undergone psychological evaluation for personality test (for instance, they had never taken the RSI test). The study population comprised 133 males (66.5%) and 67 females (33.5%). Results The statistical procedures applied in the present study allowed us to conduct empirical examination of the indicators of the investigated variables constituting the major psychological criteria for describing psychological functioning of personality, and thus to identify the main Career Anchors of these two professionals. Analysis of the data obtained as a result of this research allowed us to distinguish two significantly different clusters in the group examined individuals. The results of the present investigation indicate that cluster 1 exhibited a higher level of Strong determination to the specific Career Anchors whereas of personality structure compared with the study participants belonging to cluster 2.

**Keywords:** Richmond survey Indicator; Psychological; Career Anchors; Personality

## 1. Introduction

Psychometric Assessment/Test: Psychometrics is a field of study concerned with the theory and technique of psychological measurement. One part of the field is concerned with the objective measurement of skills and knowledge, abilities, attitudes, personality traits, and educational achievement. Benefits of Tests are, tests are fairly cost beneficial and could save the company money in the long run. It prevents the hiring of a candidate with only “good interview skills”. Gives applicants with weaker interview skills or candidates who are shy a chance to prove they can be valuable to the company. Richmond Survey Instrument (RSI): Edgar Schein developed the idea of career anchors. Career anchors are what people most want out of a career and what ultimately drives to take final decision. The modified career driver’s instrument is based on 9 major heads: Money, Power, Meaning, Expertise, Innovation, Social Affiliation, Autonomy, Security and Status. The main objective of the study is to administer a detailed Psychometric Assessment Tests for the two profiles (Marketing & Finance) employees in Pune Region along with allied objectives, which are to analyze the outcomes of the test conducted for Finance & Marketing Professionals. To focus on the two major profiles in Finance & Marketing & understand their achievement motivation. To make management aware about the correlation between their Career drivers & Motivation factors for better effectiveness at the workplace. To suggest management the career drivers of these employees for preparing a better career plan to retain them. The study will help the management to understand the personalities of the employees. It will also help them to map their competencies for better succession planning. The employees will be able to explore their motives in career. It will also help them to decide their anchors. They will get clarity about their expectation from self & from management. The researcher will explore new avenues in the field of Psychometric testing & assessment. It will also help them to come across new personalities. This study will help to identify the gap between the management expectation and employees existing skills attitude, perception, values, knowledge, etc.

## 2. Literature Review

Personality testing is the most reliable tool used for selection of an employee by maximum HR department. The maximum organizations have started to use this tool to match employees and job fit. By painting the personality picture through designed psychometric questionnaires is mostly used tools of selection along with the other tools like competency tests, CV screening, role plays, assessment centers and interviews. (Perotin, 2001, English 2007)

In 2005, as per the Chicago tribune which was distributed by business news and Knight Ridder, says U.S companies with the use of psychological testing are slowly move with 40percentge growth. The evaluation of all types of employees were carried out daily wage's employees to top management executives. The Businesses like McDonald's who comes under fast food chain spend \$400 million for all types of employment tests on yearly basis which shows the inclined trend towards predictive personality tests with good achievement by increase in sales and productivity along with reduction of turnover.

In 2009, Pittenger administered different personality tests at counseling centers', schools, and management workshop as well as community groups. The objective was to help different people to understand others as well as their own behaviors. The test actually gained the popularity but several issues regarding its lack of support on validity and reliability part.

As per the findings by Kathleen L Slaney, 2010, the articles in general journals are reflecting better psychometric analysis along with reporting practices as compared to measurement-oriented journals. The view is given from the point of researcher.

The recent study conducted by Kun Chia Chang et al in July 2020, highlights the Psychometric Testing of three COVID-19-related scales among people with mental illness. The given study focused on the three instruments measured for Beliefs named, Believing COVID-19 Information Scale (BCIS), for Fear called Fear of Covid 19 Scale (FCV-19s) and preventive behaviors called Preventive COVID-19 Infection Behaviors Scale (PCIBS). This instrument may assist healthcare providers for COVID 19 information assessment to treat the individuals also helps to design different program during crisis period.

The Hypothesis considered for this study are H1: The Career drivers for Finance Professionals are Expertise as compared to Marketing Professionals.H2: Marketing professionals are more socially inclined than the Finance Professionals.H3: Marketing Professionals are more driven by Autonomy in work as compared to Finance Professionals.

### **3. Research Methodology**

Perform and analyse "RSI Test for above two profiles and to prepare a detailed report based on their scores and analysis the motivators in their career following methodology was followed.

**Sampling Design-** Empirical Study was conducted

**Sampling Method-** Non-Probability Convenience Sampling was conducted. The people belonging to the Marketing and finance profiles were selected according to the Convenience of researcher.

**Sample Size-** 200 employees

100 from Marketing profile & 100 from Finance Profile

Overall, 227 responses were received from the above-mentioned profile but 27 were rejected due to insufficiency or incomplete responses. To keep the analysis easy for comparison same number of responses were kept for Data Analysis.

### Sources of Data Collection

Primary Source-

The responses were recorded by schedules & Interview

Secondary Source-

The Literature on RSI as a Personality Tool was studied. Various website & history was studied.

Tools used-

The RSI tool which is already in use to study the Career Drivers to explore Workplace Motivators was used. The same tool is being validated for study.

### 4. Data Analysis & Interpretation

**The RSI Career Drivers Ranking according to the Mean scores for Finance Profile as follows.**

Table No 1

Coding	Career Driver	Key Concern	Mean Score	Ranking
D	Expertise	Mastery	19	1
I	Status	Position	18	2
B	Meaning	Contribution	17	3
C	Power Influence	Control	13	4
E	Creativity/Innovation	Originality	12	5
A	Money	Wealth	9	6
G	Autonomy	Choice	9	6
H	Security	Assurance	8	7
F	Affiliation	Closeness	3	8



**The RSI Psychometric tool was administered for Finance profile employees & the result are as follows:**

Table No 2: Inferences

24	24	24	24	24	24	24	24	24
23	23	23	23	23	23	23	23	23
22	22	22	22	22	22	22	22	22
21	21	21	21	21	21	21	21	21
20	20	20	20	20	20	20	20	20
19	19	19	19	19	19	19	19	19
18	18	18	18	18	18	18	18	18
17	17	17	17	17	17	17	17	17
16	16	16	16	16	16	16	16	16
15	15	15	15	15	15	15	15	15
14	14	14	14	14	14	14	14	14
13	13	13	13	13	13	13	13	13
12	12	12	12	12	12	12	12	12
11	11	11	11	11	11	11	11	11
10	10	10	10	10	10	10	10	10
9	9	9	9	9	9	9	9	9
8	8	8	8	8	8	8	8	8
7	7	7	7	7	7	7	7	7
6	6	6	6	6	6	6	6	6
5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4	4
3	3	3	3	3	3	3	3	3
2	2	2	2	2	2	2	2	2

1	1	1	1	1	1	1	1	1
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>
9	13	17	19	12	3	9	8	18

Through the Data analysis & means drawn it is clear that the Key concern for the Finance professionals is Mastery followed by Position & Meaningful contribution to the work. Hence, we can quote that most of the Finance people are more motivated by the Expertise, status & Meaningful work.

**The RSI Career Drivers Ranking according to the Mean Scores for Marketing Profile as follows.**

Table No. 3

<b>Coding</b>	<b>Career Driver</b>	<b>Key Concern</b>	<b>Mean Score</b>	<b>Ranking</b>
<b>D</b>	<b>Expertise</b>	<b>Mastery</b>	<b>14</b>	<b>1</b>
<b>E</b>	<b>Creativity/Innovation</b>	<b>Originality</b>	<b>14</b>	<b>1</b>
<b>A</b>	<b>Money/Material Rewards</b>	<b>Wealth</b>	<b>14</b>	<b>1</b>
<b>B</b>	Power Influence	Control	13	2
<b>I</b>	Status	Position	13	2
<b>C</b>	Meaning	Contribution	12	3
<b>F</b>	Affiliation	Closeness	10	4
<b>G</b>	Autonomy	Choice	9	5
<b>H</b>	Security	Assurance	9	5

**The RSI Psychometric tool was administered for Marketing profile employees & the result are as follows:**

**Table No. 4: Inferences**



Through the Data analysis & means drawn it is clear that the Key concern for the Marketing professionals is Mastery followed by Originality & Meaningful wealth. Hence, we can quote that most of the Marketing sector employees are more motivated by the Expertise, Creativity & Material Rewards.

24	24	24	24	24	24	24	24	24	24
23	23	23	23	23	23	23	23	23	23
22	22	22	22	22	22	22	22	22	22
21	21	21	21	21	21	21	21	21	21
20	20	20	20	20	20	20	20	20	20
19	19	19	19	19	19	19	19	19	19
18	18	18	18	18	18	18	18	18	18
17	17	17	17	17	17	17	17	17	17
16	16	16	16	16	16	16	16	16	16
15	15	15	15	15	15	15	15	15	15
14	14	14	14	14	14	14	14	14	14
13	13	13	13	13	13	13	13	13	13
12	12	12	12	12	12	12	12	12	12
11	11	11	11	11	11	11	11	11	11
10	10	10	10	10	10	10	10	10	10
9	9	9	9	9	9	9	9	9	9
8	8	8	8	8	8	8	8	8	8
7	7	7	7	7	7	7	7	7	7
6	6	6	6	6	6	6	6	6	6
5	5	5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4	4	4
3	3	3	3	3	3	3	3	3	3
2	2	2	2	2	2	2	2	2	2

1	1	1	1	1	1	1	1	1
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>
<b>14</b>	<b>13</b>	<b>12</b>	<b>14</b>	<b>14</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>13</b>

**Hypothesis Testing-**

H1: The Career drivers for Finance Professionals are Expertise as compared to Marketing Professionals

According to the Mean scores of the 100 employees it is seen that Expertise is the main Career Driver of the Finance Professionals. Although, the results also state that the Marketing professionals have also mentioned Expertise as their main career driver but still comparing the mean scores the Finance professionals mean scores are on the higher side than the market professionals.

**Hence, H1 is accepted.**

H2: Marketing professionals are more socially inclined than the Finance Professionals

According to the mean scores of social Inclination the Marketing professionals have a mean score of 10 whereas the Mean score of finance professionals for the same Career driver is only 3 which show a major differentiation in their Social Affiliation or Inclination.

**Hence, H2 is accepted.**

H3: Marketing Professionals are more driven by Autonomy in work as compared to Finance Professionals

As per the mean scores both Marketing & Finance professionals both are similarly driven by the Autonomy in work.

**Hence, H3 is rejected.**

**5. Conclusions and Recommendations**

Finance professionals have a strong need to understand his needs like recognition, achievement & constructive nature. As per the RSI results it can be also linked that they have lot of importance towards doing meaningful job which has a linkage with constructive needs. As status is also one of the major





career drivers of finance professionals so the need for recognition has to be focused by the organization. The results provoke that finance professionals have very less value for social affiliation so the organization try to assign them independent job environment. This as a result will not have more adverse effect on the company because it is a profile where organization can easily provide them autonomy. As most of the finance professional have shown less value for Job Security so the organization should take proper care towards his career planning & hierarchy wise growth within the organization structure. Marketing professionals have strong need for Achievement doing constructive work dominance & affiliation. These all needs can be easily linked with his career drivers of Expertise & Innovation & creativity. They will enjoy the work which gives them leverage to use their creativity & constructive nature. One of the major career drivers is money/Material rewards which can utilize by linking performance with pay to keep them motivated. They have very less value for Autonomy as the career driver so the organization should try to provide him team-based work assignment which however is beneficial to the organization. As Marketing employees have shown also less value for Job Security so the organization should take proper care towards his career planning & hierarchy wise growth within the organization structure.

## References

- Ardelt, M., (2000), "*Still Stable after All These Years? Personality Stability Theory Revisited*", Social Psychology Quarterly, Vol. 63, No. 4, Special Millenium Issue on the State of Sociological Social Psychology (Dec., 2000), pp. 392-405 Published by: American Sociological Association
- Arthur, W, Woehr, D., Graziano, W., (2000), "*Personality testing in employment settings, problems and issues in the application of typical selection practices*", Personel Review, 30, 6, pp.657-676
- Boyle, G., (1995), "*Myers-Briggs Type Indicator (MBTI): Some Psychometric Limitations*", Faculty of Humanities and Social Sciences, Humanities & Social Sciences papers, Bond University
- Chan, B., (2005), "*From West to East: The Impact of Culture on Personality and Group Dynamics*", Cross Cultural Management; 2005; 12, 1; ABI/INFORM Global, pg. 31
- Higgs, M., (2001), "*Is there a relationship between the Myers-Briggs type indicator and emotional intelligence*", Journal of Managerial Psychology; 16, 7/8; ABI/INFORM Global, pg. 509
- Humber, T., (2004), "*Psychometric testing often misused in recruitment*", Canadian HR Reporter; May 17, 2004; 17, 10; ABI/INFORM Global, pg. G5
- Keirsten, T., Moore, Scott, K., (1996), "*The Relationship between Self-Efficacy for Participating in Self-Managed Work Groups and the Big Five Personality Dimensions*", Journal of Organizational Behavior, Vol. 17, No. 4, pp. 349-362
- Livingood, R., (2003), "*Predicting the Success of potential Information Technology Professionals by correlation to the Myers – Briggs Type Indicator*", Dissertation approved by the Capella University, United States, Minnesota
- Michael & Chase (2008), "*The Myers-Briggs Type Indicator in HRM Practice: Proceed With Caution*", Quincy University
- Michael, J., (2003), "*Using the Myers-Briggs type indicator as a tool for leadership development? Apply with caution*", Journal of Leadership &
- Periatt, J., Chakrabarty, S., Lemay, S., (2007), "*Using Personality Traits to Select Customer Oriented Logistics Personnel*", Transportation Journal, Winter 2007, pp.22-37
- Perotin, M., (2001), "*A survey goes to the core of who people are*", Knight Ridder Tribune Business News, Washington, Jan 1, 2002