







ORIGINAL

Integrating Psychological Expertise into Professional Development and Career Advancement Strategies

Integración de los conocimientos psicológicos en las estrategias de desarrollo y promoción profesional

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Cite as: Ivanchenko A, Sadykina A, Stadnyk A, Kuzmin V, Kuzmina M. Integrating Psychological Expertise into Professional Development and Career Advancement Strategies. Management (Montevideo). 2025; 3:265. <https://doi.org/10.62486/agma2025265>

Submitted: 13-07-2024

Revised: 08-01-2025

Accepted: 09-07-2025

Published: 10-07-2025

Editor: Ing. Misael Ron 

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ABSTRACT

Introduction: in an era of global labor market transformations, building individualized career trajectory became essential. Professional competencies formation increasingly depends on psychological expertise, which served as a systemic tool for managing human capital.

Objective: this study explored psychological assessment' contribution to career development, focusing on its role in shaping soft skills, leadership potential, and stress resilience. It also examined international practices and corporate strategies that integrated psychometric tools.

Method: using a mixed-method approach, the study analyzed theoretical models—psychometric, constructivist, and integrative—of psychological assessment in professional settings. Empirical data included case studies from multinational corporations (Google, Microsoft, Amazon, Ford, Procter & Gamble) and national systems in the USA, Germany, France, Japan, and Sweden.

Results: the findings showed that psychological expertise enhanced core competencies such as emotional self-regulation, self-reflection, and psychological maturity—factors critical for long-term professional success. In leading global companies, psychometric assessments formed a central element of HR strategies. National systems varied in structure and predictive models but shared a focus on aligning individual potential with labor market demands. In educational contexts, psychodiagnostic tools were used for early identification of professional profiles, guiding students toward informed career choices.

Conclusion: integrated psychological assessment was identified as a key factor in fostering adaptive and sustainable career behavior. By supporting emotional and cognitive readiness for professional challenges, it enabled individuals to navigate uncertainty and complexity. The study highlighted the strategic value of psychological expertise in both educational and corporate environments, positioning it as a cornerstone of modern human capital development.

Keywords: Career Trajectory; HR Strategy; Personnel Management; Psychological Expertise; Psychometrics.

RESUMEN

Introducción: en una era de transformaciones globales del mercado laboral, la construcción de una trayectoria profesional individualizada se convirtió en algo esencial. La formación de competencias profesionales depende cada vez más de los conocimientos psicológicos, que sirvieron de herramienta sistémica para la gestión del capital humano.

Objetivo: este estudio exploró cómo la evaluación psicológica contribuía al desarrollo de la carrera

profesional, centrándose en su papel en la formación de competencias blandas, el potencial de liderazgo y la resiliencia al estrés. También examinó las prácticas internacionales y las estrategias corporativas que integraban herramientas psicométricas.

Método: utilizando un enfoque de métodos mixtos, el estudio analizó modelos teóricos -psicométricos, constructivistas e integradores- de evaluación psicológica en entornos profesionales. Los datos empíricos incluyeron estudios de casos de empresas multinacionales (Google, Microsoft, Amazon, Ford, Procter & Gamble) y sistemas nacionales de EE.UU., Alemania, Francia, Japón y Suecia.

Resultados: los resultados mostraron que la experiencia psicológica mejoraba competencias básicas como la autorregulación emocional, la autorreflexión y la madurez psicológica, factores fundamentales para el éxito profesional a largo plazo. En las principales empresas mundiales, las evaluaciones psicométricas constituyen un elemento central de las estrategias de RRHH. Los sistemas nacionales variaban en estructura y modelos predictivos, pero compartían el objetivo de alinear el potencial individual con las demandas del mercado laboral. En contextos educativos, las herramientas de psicodiagnóstico se utilizaron para la identificación temprana de perfiles profesionales, orientando a los estudiantes hacia elecciones de carrera informadas.

Conclusiones: la evaluación psicológica integrada se identificó como un factor clave para fomentar un comportamiento profesional adaptativo y sostenible. Al apoyar la preparación emocional y cognitiva para los retos profesionales, permitió a los individuos navegar por la incertidumbre y la complejidad. El estudio puso de relieve el valor estratégico de la pericia psicológica tanto en entornos educativos como empresariales, posicionándola como piedra angular del desarrollo del capital humano moderno.

Palabras clave: Trayectoria Profesional; Estrategia de RRHH; Gestión de Personal; Pericia Psicológica; Psicometría.

INTRODUCTION

The formation of professional competencies as a structured system of knowledge, skills, motivational attitudes and personal qualities is a key factor in ensuring effective career self-realization in a post-industrial economy. In the modern scientific discourse, competence is interpreted not only as a learning outcome, but also as a dynamic construct that is formed in interaction with personal experience, social environment and organizational culture.

A special role in this process is played by psychological expertise, which can identify the deep characteristics of a personality, assess the cognitive and motivational profile, and determine the potential for professional growth. According to Kudaktin and Nazarenko,⁽¹⁾ HR development management should be based on a systematic analysis of an employee's internal resources, which aims to increase the economic security of organizations and ensure sustainable institutional efficiency.

In the world practice, there is a clear tendency to institutionalize psychological assessment within human resource management strategies. Psychometric tools are increasingly used at different stages of the career cycle: from early career guidance to management training and modeling of leadership potential. This practice is being actively implemented in the educational, corporate and governmental systems of the EU, Canada, the US, Australia, and South Korea.

Of particular importance is the analysis of soft skills, the ability to adaptive behavior and stress resistance, which determine the long-term performance and social effectiveness of a specialist. As noted in the study by Pomaranik and Kludacz-Alessandri,⁽²⁾ effective HR management requires in-depth analysis of the personality profile. This is what should ensure a balance between the needs of the organization and the employee's internal satisfaction.

In the age of digital transformation, innovative assessment technologies and digital psychological support systems play a key role in shaping professional trajectories. Adaptive online platforms, machine learning algorithms, and artificial intelligence are being integrated into the HR environment to provide personalized career management models.

This approach makes it possible to quickly identify growth areas, monitor the effectiveness of professional development, and create flexible mentoring models. In the context of an unstable labor market and increased demands on intellectual labor, this opens up prospects for building long-term, sustainable and flexible professional trajectories. As Karpunina et al.⁽³⁾ note, the digital transformation of organizations directly depends on effective management of staff development based on in-depth competency diagnostics and the use of automated psychological assessment tools.

The formation of professional competencies and development of human resources in the context of digital transformation, globalization and a dynamic labor market is a priority area of research in modern educational, psychological and management science. Recent years have been marked by an active interest in the role of

HR strategies, psychometrics, educational models, and innovative tools in the development of competitive personnel. The relevance of the topic is driven by the need for highly functional specialists with a flexible cognitive, motivational and adaptive profile. The current literature shows a transition from a purely technical approach to understanding competencies to an interdisciplinary one, taking into account the psychological profile, organizational context, and socio-cultural environment.

The issue of vocational training through the prism of practical training is revealed in the work of Kuzmina et al.⁽⁴⁾ which emphasizes the role of applied tools in the formation of students' competencies. The study by Karpunina et al.⁽³⁾ demonstrates that staff development is a basic condition for the digital transformation of organizations, where the role of HR influence is gradually being replaced by analytical platforms. Pomaranik and Kludacz-Alessandri⁽²⁾ point out the relationship between talent management and employee satisfaction, which directly affects the quality of professional fulfillment. And Kudaktin and Nazarenko⁽¹⁾ emphasize the importance of holistic management of human resources development as an element of the organization's economic security. All these studies emphasize the need for a deep analysis of the employee's personal resource in the context of the transformation of the role of human capital.

A separate group of studies is devoted to professional development in the healthcare, construction, and service sectors. Botchway et al.⁽⁵⁾ study competencies in the construction sector with a focus on waste minimization as a critical component of professional responsibility. Rutschke and Fick⁽⁶⁾ examine leadership skills in physical therapy, highlighting mentoring as a key factor in maintaining professional resilience. Song et al.⁽⁷⁾ focus on the development of competencies in the field of elderly care in the context of digitalization, which demonstrates the importance of profiling vulnerable areas. The authors jointly point out the need to integrate psychological expertise to identify professional relevance in the context of complex social systems.

The development of competencies through a socio-humanitarian lens is analyzed in Rudyk et al.,⁽⁸⁾ which emphasizes the critical role of soft skills in the service sector. Wei et al.⁽⁹⁾ present China's experience in human resources management in universities, where the digitalization of the learning environment requires a revision of traditional HR models. Baron et al.⁽¹⁰⁾ prove that psychological testing is an effective tool for identifying the level of professional suitability and potential of an employee, which directly contributes to the formation of his or her competencies and professional growth. Sartori et al.⁽¹¹⁾ draw attention to the discrepancy between theoretical models of psychological assessment and their actual application in HR practice, emphasizing the need for a comprehensive approach to integrating psychological expertise into career management.

Considerable attention in the literature is paid to the issues of HR strategies, organizational effectiveness and adaptation to the VUCA environment. Bahri et al.⁽¹²⁾ use a hybrid analytical hierarchical process method to compare decision-making criteria in port structures, which demonstrates the importance of metacognitive strategies. Aebisapap et al.⁽¹³⁾ describe the functional competencies of department heads using factor analysis. Townsend et al.⁽¹⁴⁾ emphasize the need for new individual competencies in Industry 4.0 projects, emphasizing the importance of continuous learning. The common theme of these studies is to update the professional portrait of a modern specialist in accordance with the requirements of the knowledge economy.

A group of works devoted to innovative approaches to HR management in the international context is also significant. Ayanponle et al.⁽¹⁵⁾ systematize the US HR strategies in the context of increasing productivity through innovative practices. Nayak et al.⁽¹⁶⁾ consider TQM as a mediating element between HR strategies and organizational performance. Dixit⁽¹⁷⁾ explores the relationship between employer brand, business strategy, and HR practices, emphasizing the importance of integrated positioning. Chowdhury⁽¹⁸⁾ reveals the specifics of HR strategies in the VUCA reality, highlighting key indicators of organizational flexibility. All authors agree that it is the strategic HR function based on digital tools and psychological analytics that determines the ability of companies to transform.

Thus, the existing discourse allows us to form a holistic view of modern approaches to building professional competence in the digital economy and global challenges. The research covers various fields - from healthcare to construction, from education to industry - and emphasizes the need to integrate psychological, managerial, and technological factors. Attention to psychometrics, strategic HR, and innovative assessment methods allows us to move from the concept of fixed competence to a model of its dynamic development.

Research objectives

The purpose of the article is to study the role of psychological expertise in the formation of professional competencies and building a successful career in a dynamic labor market and digital transformation. The focus is on analyzing theoretical models of psychometric assessment, international practices of using psychological diagnostics in professional development, and cases of implementing expertise in multinational companies. The article includes a comparative analysis of national approaches to personnel assessment and identification of psychological predictors of career performance. Particular emphasis is placed on the capabilities of digital platforms and adaptive psychodiagnostic systems that provide accurate verification of personal potential in the context of human capital management strategies. To achieve this goal, an integrated approach combining

elements of occupational psychology, educational diagnostics, and HR analytics was applied.

METHOD

The study is of mixed nature. Sample of literature sources for analysis included 40 entries. To analyze the sample, we used secondary data collected from public reports, scientific publications, corporate presentations, and industry reviews covering the experience of leading Fortune 500 companies. Particular attention was paid to the practices of five global corporations - Google, Microsoft, Ford Motor Company, Amazon, and Procter & Gamble - that have implemented psychological assessment not only at the selection stage, but also as part of their management strategies for personnel development. In addition, national models of educational and vocational counseling in France, Canada, Japan, and Sweden were analyzed.

Combining data from the corporate and educational environments expanded the research horizon and allowed us to identify cross-sectoral patterns of psychological expertise as a systemic tool for the formation of professional effectiveness. The sample was based on the criterion of representativeness and availability of qualitatively described implementation mechanisms.

The methods of systemic, comparative, and structural-functional analysis were used to structure the theoretical material. In order to study the models of psychological expertise in the international environment, the content analysis of official documents, interviews, test methods and reports of HR platforms was used. Taking into account the analytical review of Psico-smart,⁽¹⁹⁾ the formats, goals and results of the implementation of psychometric expertise in Google, Microsoft, Amazon, Ford and Procter & Gamble were analyzed. The application of critical reflection to existing practices allowed us to outline the positive effects and potential risks associated with reductionism in psychometric assessment or underestimation of the reflective component of competence. The methods of deductive logic, comparative typology, and interdisciplinary integration were used in the process of modeling the relationship between psychological expertise and the formation of career effectiveness.

The study implemented a multi-stage procedure for analyzing the role of psychological expertise in the formation of professional competencies and the construction of individual career trajectories. At the first stage, a theoretical and analytical review of the literature on professional competence, psychodiagnostics, career counseling, and HR analytics was carried out.

Approaches to the interpretation of competence as a meta-integral phenomenon that combines cognitive, motivational, operational and reflective components are structured. The second stage involved a comparative analysis of national models of psychological expertise, in particular in the educational, corporate and public sectors of eight countries: The United States, the United Kingdom, Germany, France, Canada, India, Japan, and Sweden. The third stage involved analyzing secondary empirical data - cases of psychometric tools used in multinational companies such as Google, Amazon, Ford, Microsoft, Procter & Gamble - to identify the most effective strategies for using assessment in human resources management. The fourth stage included generalizing the results and building a generalized model of the functioning of psychological expertise as an infrastructure element of professional development.

The proposed methodology made it possible to form a holistic picture of the functioning of psychological expertise in the context of professional development, to identify its paradigmatic foundations, vectors of integration into the educational and HR infrastructure, and to outline the possibilities of its adaptation to the challenges of the digital age. The methodological scheme made it possible to identify the key parameters for assessing professional maturity, psychological plasticity, and adaptive competence as the basic structures of professional self-realization.

At the same time, the study has certain limitations related to the lack of primary data based on direct testing and dependence on descriptive sources. Prospects for further research are to build models of interaction between psychological expertise and digital HR tools, to develop automated psychodiagnostic systems and to empirically test the effectiveness of various models of expert support within educational and career trajectories.

During research process, we observed ethical standards, namely honesty, objectivity, integrity, and social responsibility.

RESULTS

Psychological expertise in the field of professional activity reflects the evolution from biographical analysis to structured psychometrics. Models of psychological diagnosis focus mainly on identifying deep cognitive and behavioral patterns that directly affect the effectiveness of career decision-making.^(20,21) In the modern context, it is presented through three dominant paradigms: psychometric, constructivist, and integrative. The psychometric model is based on standardized testing: 16PF, MMPI, Big Five Inventory, in order to assess stable psychological traits relevant to certain positions. The NEO-PI-R allows us to identify such key markers of professional suitability as “openness to experience”, “conscientiousness”, and “emotional stability”, which directly correlate with performance indicators. Scandinavian HR practices prioritize a constructivist approach

that focuses on personal narrative, subjective reflection, and career identity.

Unique models of using psychological expertise as a tool to support professional development and optimize HR policy have developed in different countries. In China, models for managing the competencies of teaching staff in the context of digitalization demonstrate examples of the integration of psychological approaches to HR strategy at the interdisciplinary level.⁽⁹⁾ In the UK, for example, psychometric methods are widely used at all stages of recruitment: from automated screening to the formation of management teams.

There, the emphasis is shifted to logical and analytical abilities, value conformity to organizational culture, and typical reactions to stressful stimuli. In Germany, comprehensive assessment models that combine standardized questionnaires with behavioral simulations in a real work environment, the so-called assessment centers, are more common. They allow to record individual psychological characteristics and identify the potential for rapid adaptation in complex production or corporate environments.

In France, the dominant models of vocational guidance expertise in the school and educational environment are focused on identifying intrinsic motivations, personal dominants, and cognitive style of thinking of future professionals. The peculiarities of approaches to psychological expertise in the leading countries of the world are characterized in table 1.

Country	Main tools	Scope of implementation
USA	Behavioral models	Business, personnel management
Great Britain	Verbal and logical tests	Recruiting, strategic planning
Germany	Interactive assessments	Production, engineering, science
France	Personal typology	Education sector, career guidance
Canada	Thematic self-assessments	Youth initiatives, education
India	Adapted international scales	Technology sector, education
Japan	Sociometry	Corporate environment
Australia	Diagnostics of emotional intelligence	Public service, healthcare
Sweden	Informal interviews	Startup sector, social projects
Source: developed by the authors based on Munro, ⁽²²⁾ Cascio and Aguinis, ⁽²³⁾ Kuzmina et al. ⁽²⁴⁾		

The use of psychological expertise in career counseling reveals the current level of competencies and can predict the vectors of professional growth. The most effective models are those based on a deep structural analysis of personal traits combined with value orientations and mental attitudes.⁽²⁰⁾ Of particular importance is the concept of cognitive-affective stability, which is considered a predictor of resilience to uncertain or turbulent working conditions. Psychodiagnostic tools, including the assessment of communicative plasticity, emotional self-regulation, and aptitude for innovative thinking, open up new perspectives for the formation of a narrowly specialized specialist and a multidimensional personality with flexible adaptive potential. Modern expertise increasingly emphasizes psychological plasticity as a prerequisite for a successful professional future rather than “work readiness”.

In most modern organizations, psychological expertise is used at the hiring stage and as a tool for long-term management of personnel development. This is the concept of competency-based management, which involves continuous monitoring of behavioral patterns, thinking styles, and communication strategies. Psychological predictors, such as the ability to interact with others, acceptance of feedback, and stress tolerance, are seen as a means of predicting future performance and career stability. In this regard, dynamic assessment models based on iterative diagnostics of changes in an employee’s cognitive patterns are becoming increasingly common.

Psychological assessment aims to verify professional potential and detect the level of personal maturity of an individual, which plays a crucial role in professional integration. Maturity is viewed as a multidimensional characteristic that includes cognitive flexibility, reflective activity, self-acceptance, and resistance to external frustration. In the process of career development, these parameters determine the ability to function autonomously, make strategic decisions, and maintain an integral identity in dynamically changing organizational conditions. Assessment of the level of psychological maturity can avoid the phenomenon of “adaptive pseudo-competence” - a situation where an individual demonstrates external compliance with professional expectations but loses internal motivational integrity and long-term involvement in professional activities.

Moreover, teams frequently encounter difficulties in high-pressure settings that put their capacity for adaptation, recuperation, and reliable performance to the test. Sustained success depends on one’s capacity to be resilient and produce outcomes under pressure, whether from rigorous workloads or unforeseen emergencies.

A crucial component that is frequently disregarded is the need of psychological competence, even though many organizations spend money on training and technologies to improve team performance.

By addressing stresses, improving communication, and cultivating a culture of adaptation and trust, an understanding and use of psychological concepts may greatly increase team resilience and performance. In order to help teams perform well under duress, psychology should improve and inform team dynamics. Understanding and using psychological concepts may help teams enhance their resilience and performance by managing stresses, improving communication, and cultivating an adaptable and trusting culture.

One of the central indicators of a high level of professional competence is the ability to self-reflection, the process of internalizing external experience in the form of generalized mental structures. Within the framework of psychological examination, this ability is revealed through the analysis of the motivational sphere, the intentional structure of the “self-image”, and the dynamics of self-perception. A high level of reflexivity implies a tendency to critically analyze one’s own actions, the ability to correct behavior, flexibility in professional roles, and recognition of the limitations of one’s own experience. In individual career counseling systems, self-reflection is increasingly positioned as a key factor in readiness for building a non-linear, hybrid, or transdisciplinary career.^(25,26)

Although professional competence is traditionally associated with technical or operational skills, current HR diagnostic models point to the critical importance of latent personal structures - the so-called soft skills. These include emotional flexibility, ethical sensitivity, cross-cultural tolerance, communication vulnerability, ability to facilitate team processes, etc. In modern psychological expertise, these characteristics are assessed through multi-level projective techniques, expert interviews, and simulation and behavioral scenarios. In a corporate environment, the formation and verification of such qualities becomes a continuous process, accompanied by regular micro-diagnostics, feedback, and coaching support.

In the cases of Google, Ford, Microsoft, Amazon, Procter & Gamble, and others, there is a direct correlation between the use of psychometric methods and an increase in employee engagement, productivity, and stability.⁽¹⁹⁾ At Google, the introduction of personality and cognitive style assessments at the selection stage has increased the relevance of hiring to the corporate culture. Ford has adapted psychodiagnostic data to improve leadership programs, focusing on a deep profile of socio-emotional characteristics. Companies demonstrate that effective psychological expertise is not just a “filter” at the entrance, but a tool for continuous improvement of organizational dynamics, optimization of team synergy, and reduction of the risk of conflict within the team.

In Google’s case, a multi-level assessment model based on the Big Five has been implemented, which allows correlating the candidate’s profile with the internal culture of team interaction and management styles. Ford, in turn, uses the results of emotional intelligence and conflict resolution styles tests to personalize management training and predict the ability to lead in a crisis. Both examples confirm that the psychometric approach can be used not only for recruitment, but also for long-term strategic development of human capital.

In a VUCA environment, psychometric assessments are increasingly used not as a selection method but as a tool for managing employee adaptability. Companies create dynamic employee profiles that are updated in real time based on digital footprints, regular self-assessments, and feedback. It is possible to quickly identify employees with high leadership potential, assess the level of stress resistance or creativity in the face of project workload, and automate decisions on rotation, promotion, or support. Psychological expertise is turning into an infrastructure HR platform that ensures continuous updating of organizational knowledge about human capital. A comparative analysis of leading companies in terms of implementing psychometric expertise is summarized in table 2.

Table 2. Comparative analysis of Fortune 500 cases on the implementation of psychometric expertise		
Company	Format of the examination	The purpose of the implementation
Google	Combined psychometrics (Big Five, cognitive tests)	Selection by corporate values profile
Ford Motor Company	Expert assessment of leadership styles	Development of adaptive leadership programs
Microsoft	Continuous evaluation, feedback systems	Increasing employee engagement
Amazon	Structured assessment of behavioral reactions	Optimization of the decision-making process
Procter & Gamble	Full assessment of the competence profile	Adaptation to the global labor market
Source: compiled on the basis of Psico-smart ⁽¹⁹⁾		

Despite the growing interest in psychological expertise in HR, the scientific literature still lacks a detailed description of the methods and real examples of their practical application. The function of psychological testing in talent management systems remains particularly underestimated. As noted in the analytical review by Psico-Smart,⁽¹⁹⁾ psychometric tools play a key role in shaping personnel development strategies, ensuring accurate identification of potential and increasing the relevance of personnel decisions. A similar position is supported by Wahdiniawati *et al.*,⁽²⁷⁾ who emphasize that psychological assessment is an integral part of the processes of recruiting, adapting, and retaining talent in a competitive business environment.

In general, psychological expertise, when taken beyond a narrowly instrumental understanding, acquires the status of an infrastructure element of the professional ecosystem in which education, business, science, and social institutions interact. Its main task is not so much to identify the current level of functioning as to construct an individual profile of professional realization that meets both the needs of the market and the internal motivational structure of the subject. The modern paradigm of assessment tends to be an open, adaptive, reflective model of expertise, which involves not just selection or monitoring, but full support of the individual in the world of work.

DISCUSSION

The results of the study confirm the high efficiency of psychological expertise as a component of strategic HR management and the formation of professional competencies. The established patterns of implementation of psychometric tools in Google, Ford, Microsoft, and Amazon correlate with the findings of Abadi *et al.*,⁽²⁸⁾ who emphasize that HR strategies based on innovation and in-depth analysis of personnel provide competitive advantages in the manufacturing sector. In the cases of Wilkinson Ecological Design and McMillan Pazdan Smith Architecture, the use of personality tests such as Winslow, Wiley PXT, and DISC has significantly increased the accuracy in role assignment and building balanced teams.⁽²⁹⁾ A similar view is shared by Matei *et al.*,⁽³⁰⁾ who emphasize the role of a sustainable approach to human capital development as the basis for long-term efficiency. In the context of organizational adaptability, our findings are consistent with Hoessler *et al.*,⁽³¹⁾ who point to the need for HR strategies that can provide flexibility in times of constant change.

Our findings echoes with the study of Wahdiniawati *et al.*⁽³²⁾, who present an in-depth analysis of the phenomena, problems, and shortcomings in implementing talent management, especially in the context of assessment and psychological test functions. The authors come to the conclusion that psychological testing and assessment both have a big impact on talent management. This demonstrates how crucial it is to manage talent inside a company by utilizing comprehensive evaluation techniques. In addition to assisting in the identification of current talent, thorough employee evaluation enables businesses to create more successful talent management plans. The article's findings suggest that companies should incorporate various forms of evaluations, such as psychological testing and assessments, into their personnel management procedures. Thus, businesses may maximize the potential of current personnel and have a more comprehensive understanding of staff.

In a business environment characterized by fast change and innovation, firms are increasingly turning to personality testing to improve recruiting procedures and team relationships. According to a 2021 survey by the Society for Human Resource Management, cited in Wu *et al.*⁽³³⁾, 76 % of firms use personality tests to find the best applicants for their positions. This strategy not only helps to reduce recruiting prejudices, but it also assures that firms choose individuals who are compatible with their company culture. For example, Zappos, well-known for its customer service, credits its high employee satisfaction rates at 92 % to the use of personality evaluations that stress cultural fit above basic abilities, driving more companies to apply scientific techniques in their recruiting criteria.⁽³⁴⁾ These data corresponds with our findings on the role of psychological expertise as infrastructure element of the professional ecosystem.

The scope of our research did not imply consideration of challenges, biases, and pitfalls in psychological expertise corporate landscape. However, one should bear in mind that reducing bias in these judgments remains a significant challenge. Alainati *et al.*⁽³⁵⁾ claim that unstructured interviews can have a bias rate of up to 60 %, much exceeding the potential of structured evaluations, which can minimize such biases to as low as 25 %.⁽³⁵⁾ Implementing personality tests can help refine this process; studies show that organizations like Google, who use rigorous personality assessments, have experienced a 30 % rise in employee retention rates. In fact, firms that include these scientifically supported tests report a startling 50 % drop in staff turnover, demonstrating that when used correctly, personality testing not only combats bias but also cultivates a workforce that is both diverse and highly skilled.⁽³⁵⁾

As workplaces grow more dynamic, the use of personality tests is expected to transform talent management practices. According to a 2022 survey by the Society for Human Resource Management, 82 % of HR leaders agree that personality tests improve hiring quality, resulting in increased team cohesiveness and productivity. Companies such as Google and Facebook have already adopted this approach, using personality testing data to build diverse and agile teams. For example, Google's Project Oxygen shown that high-performing teams

frequently include individuals with complimentary personality qualities, resulting in a 20 % boost in total productivity when teams are matched based on psychological profiles.⁽³⁶⁾

Moreover, the demand for efficient personality tests will only increase as remote work becomes more common. When teams are formed with personality fit in mind, 65 % of workers report improved job satisfaction, according to research by Lin et al.⁽³⁷⁾ The option for tailored growth routes through continuing personality tests can lead to more engaged employees; studies show that firms with high employee engagement see a 21 % boost in profitability.⁽³⁷⁾ As a result, knowing individual personalities is critical to the future of workplace dynamics not only for recruiting, but also for continued growth and retention in an era of constant change and unpredictability.

The example of the use of psychodiagnostics in difficult staffing conditions in the law enforcement system, considered in the study by Teuku Rivanda Ikhsan,⁽³⁸⁾ confirms the practical value of expert assessment in maintaining staff balance. The results are also consistent with the analytical conclusions of Girard et al.,⁽³⁹⁾ which prove the effectiveness of psychometrics in complex legal and psychological situations, in particular when assessing professional fitness or disability. From a methodological point of view, Luong et al.⁽⁴⁰⁾ confirms the validity and reliability of the psychometric models used in our study, especially in assessing behavioral and cognitive predictors. Thus, the variable models of psychological expertise will have a high degree of relevance, but require further verification in expanded samples and in the context of intercultural transformations of HR practices.

CONCLUSION

As the research demonstrated, psychological expertise, as a tool for multidimensional assessment of professional potential, is a key factor in the formation of modern models of career development. Its effectiveness is determined by the ability to record current cognitive or behavioral characteristics and latent resources of the individual: adaptability, reflexivity, motivational vector and emotional and volitional profile. The findings demonstrate that Combined with competency-based approaches in HR management and educational psychology, expertise becomes not a selection tool but a basic infrastructure technology for supporting an individual's career dynamics.

The analysis of international practices, corporate cases, and psychodiagnostic models demonstrates the strategic effectiveness of integrating psychological assessment into various professional contexts, from early career guidance to high-level managerial selection. Psychometrics, in the format of dynamic support, has the ability to reduce personnel risks and create flexible self-development systems that meet the challenges of the modern labor market. Thus, psychological expertise is not an auxiliary component, but an architectural basis for professional realization in the conditions of variability, uncertainty and intellectualization of the economy. At the same time, organizational culture component plays crucial role in this landscape, and psychological expertise and appropriate tests should be designed with taking into consideration the necessary teams dynamics and organizational behavior patterns.

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FINANCING

The authors did not receive financing for the development of this research.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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