
Integration of Thomas Tests in Personnel Management: Motivation and Security

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Abstract. *The present study is concerned with the critical challenges confronting Ukrainian small and medium-sized enterprises (SMEs) in personnel management in the context of economic instability and wartime conditions. Conventional human resources instruments, such as interviews and the evaluation of résumés, have been shown to be deficient in accurately assessing candidates' behavioural, cognitive and emotional compatibility. This has resulted in elevated levels of employee turnover and protracted periods of vacant positions being filled. In order to address the aforementioned shortcomings, the article proposes a novel integrated human resources (HR) management approach that combines Thomas International psychometric testing (namely, Personal Profile Analysis (PPA), General Intelligence Assessment (GIA), High Potential Trait Indicator (HPTI), and Trait Emotional Intelligence Questionnaire (TEIQue)) with the principle-oriented framework of PMBOK® 7 and advanced AI-driven analytics. A thorough analysis of openly published Western case studies, including those from Everything Office, Johnsons Workwear, and Ice River Springs, reveals significant outcomes: up to a 50% reduction in employee turnover, a 30% decrease in vacancy time-to-fill, and an 18–22% increase in team productivity following the implementation of this three-component model. Utilising these findings, the study proposes an adaptive HR model customised for crisis environments. This model personalises motivational strategies based on employees' behavioural, cognitive and emotional profiles, accelerates onboarding processes, and enhances organisational resilience in unpredictable conditions. The scientific novelty of the present study lies in the synthesis of psychometrics, project management principles, and artificial intelligence into a cohesive HR management system, offering quantitative diagnostics of employee engagement and stress resilience. This is of particular relevance for Ukrainian businesses during wartime and post-crisis recovery. Practical recommendations are provided for the phased integration of psychometric testing, PMBOK-aligned HR processes, and AI-driven monitoring into Ukrainian SMEs, with the objective of optimising recruitment, retention, and employee development. These include the establishment of ethical testing protocols, the benchmarking of job roles, and the implementation of quarterly AI analytics to predict turnover risks. The implementation of these measures is intended to foster sustainable business operations in challenging contexts.*

Keywords: *personnel management, personnel security, HR management, motivation, Thomas International psychometric testing, staff adaptation, PMBOK 7, AI analytics, digital technologies.*

JEL Classification: *J24, M12*

1 Introduction

Contemporary Ukrainian enterprises are confronted with significant challenges in the realm of personnel management, attributable to prevailing

economic instability and the ongoing military conflict. High employee turnover, declining productivity, and demotivation pose significant risks to business sustainability (Rekunen et al., 2021;

Makovoz & Ishchenko, 2024; Ihnatyuk & Tunina, 2023). Conventional human resources instruments, such as interviews and the analysis of résumés, are deficient in the precision required to evaluate employees' professional potential and psychological resilience in high-stress environments (Aranovych *et al.*, 2024). This deficiency complicates the establishment of effective teams and informed decision-making regarding staff motivation and development. A review of literature on personnel motivation identifies several established research directions. Specifically, researchers emphasise the significance of integrating intrinsic and extrinsic motivators to facilitate professional development (Rekunen *et al.*, 2021), establish a correlation between a company's economic performance and staff motivation levels (Makovoz & Ishchenko, 2024), underscore the role of non-material incentives (e.g., career opportunities, flexible schedules, corporate culture) in mitigating turnover (Ihnatyuk & Tunina, 2023), and highlight the necessity for personalised approaches in hybrid work environments and the influence of the socio-psychological climate on employee engagement (Halayda & Kryvoshei, 2021). Furthermore, certain studies concentrate on material incentives as a predominant motivator, the particulars of motivation mechanisms in small and medium-sized enterprises (SMEs), and non-material incentives under resource constraints (Yakymova *et al.*, 2023; Yakovenko & Horobets, 2020; Zholonko & Grebinchuk, 2021). Comprehensive approaches to motivation that integrate multiple factors are also proposed (Hapieieva & Skakun, 2021; Dyakonova *et al.*, 2021; Korolkov & Babenko, 2020). However, the majority of studies have noted a lack of individualisation in the assessment of employees' behavioural, cognitive and emotional traits, which hinders accurate recruitment and retention in highly uncertain conditions. Consequently, there is a scientific gap: there is no integrated approach that combines: (a) psychometric assessment, which provides a precise evaluation of behavioural, cognitive and emotional factors; (b) adaptive HR practices, which are personalised motivational strategies based on such assessments; and (c) support from modern methodological frameworks, such as the principles of PMBOK® 7, to align HR processes with business objectives. This study's primary focus is to address this gap.

The study aims to provide scientific evidence for, and develop, an innovative approach to improving the efficiency of personnel management and motivation. This involves integrating Thomas International psychometric tests into the HR management systems of Ukrainian enterprises. The

study considers crisis conditions, the principles of PMBOK® 7, and the capabilities of modern IT solutions. To achieve this aim, six interrelated objectives were defined:

- Analytical (critical review of contemporary approaches to motivation and personnel management, identification of gaps in individual assessment of behavioural, cognitive and emotional characteristics of employees) (Rekunen *et al.*, 2021; Makovoz & Ishchenko, 2024; Ihnatyuk & Tunina, 2023; Aranovych *et al.*, 2024; Halayda & Kryvoshei, 2021; Yakymova *et al.*, 2023; Yakovenko & Horobets, 2020; Zholonko & Grebinchuk, 2021; Hapieieva & Skakun, 2021; Dyakonova *et al.*, 2021; Korolkov & Babenko, 2020);

- methodological (systematisation of Thomas International test capabilities and correlation of their results with the 12 principles and 8 areas of activity of PMBOK® 7, clarification of their significance for personnel management processes) (Cuppello *et al.*, 2023; Furnham & Treglown, 2018);

- empirical (analysis of the experience of Ukrainian and international companies using Thomas tests, assessment of changes in staff turnover, productivity and employee engagement);

- integrative (development of an adaptive personnel management model that combines psychometric data, PMBOK® 7 principles, and artificial intelligence algorithms to form highly effective and stress-resistant teams);

- diagnostic (testing the effectiveness of the proposed approach in pilot HR processes, assessing its impact on the accuracy of personnel selection, the speed of adaptation of new employees, and business performance indicators);

- recommendatory (development of practical recommendations for the phased implementation of Thomas International tests and AI analytics in the HR systems of Ukrainian companies of various sizes).

2 The Relevance of Employee Testing for Enhancing Enterprise Personnel Security: Motivational Aspects

Analysis of domestic and international research on personnel motivation reveals seven main thematic areas: the combination of intrinsic and extrinsic motivators as a driver of professional development (Rekunen *et al.*, 2021), the correlation between a company's economic performance and staff motivation levels (Makovoz & Ishchenko, 2024), non-material factors for employee retention (career opportunities, flexible schedules, corporate culture) (Ihnatyuk & Tunina, 2023), personalised motivational practices for hybrid teams (Aranovych

et al., 2024), the impact of socio-psychological climate on employee productivity and engagement (Halayda & Kryvoshei, 2021), material incentives and non-material motivators under resource constraints (Yakymova *et al.*, 2023; Yakovenko & Horobets, 2020; Zholonko & Grebinchuk, 2021), and comprehensive models of motivational mechanisms in large corporations (Hapieieva & Skakun, 2021; Dyakonova *et al.*, 2021; Korolkov & Babenko, 2020).

Despite the breadth of these topics, researchers note insufficient attention to the individualisation of assessing employees' personal characteristics, which complicates accurate prediction of recruitment and retention success in highly uncertain conditions. Concurrently, international studies demonstrate that the use of psychometric tests (particularly those administered by Thomas International) significantly improves recruitment accuracy by over 40% and reduces employee turnover by approximately 25% through the implementation of personalised motivational strategies (Cuppello *et al.*, 2023). The efficacy of PPA, GIA, HPTI, and TEIQue tests in evaluating employees' behavioural, cognitive, and emotional characteristics, which directly correlate with their productivity and stress resilience, has been confirmed by open case studies from British, American, and European companies (Furnham & Treglown, 2018).

In the preceding ten years, the Thomas International team has published extensively in major peer-reviewed academic journals, thereby confirming the reliability and predictive validity of their psychological assessments. For instance, HPTI (High Potential Trait Indicator) has been shown to identify traits correlated with leadership potential; high scores in conscientiousness and tolerance for uncertainty have been found to be positively associated with successful managerial careers (Cuppello *et al.*, 2023; Treglown *et al.*, 2020). The GIA (General Intelligence Assessment) is a test that measures the speed of cognitive information processing and logical thinking. It is a significant predictor of decision-making efficiency and learning ability (Furnham & Treglown, 2018; Cuppello *et al.*, 2024). The TEIQue (Trait Emotional Intelligence Questionnaire) indicates that leaders with high emotional intelligence reduce team burnout and improve 360-degree feedback results (Dugger *et al.*, 2022; Treglown *et al.*, 2021). A meta-analysis of existing studies (Cuppello *et al.*, 2023; Furnham & Treglown, 2018; Treglown & Furnham, 2023) has confirmed that integrating these psychometric tools into HR processes can increase recruitment accuracy by around 40% and reduce staff turnover by 20–25%, with these

benefits being observed across a range of different industries.

There are over 100 published case studies on the Thomas International platform that demonstrate the practical benefits of testing. For example, a British hotel chain reduced its hiring time by 32% and improved the accuracy with which it predicted new employees' success by using PPA and GIA in Recruitment & Onboarding. In terms of leadership development, a global logistics operator used HPTI and TEIQue in its programme, reducing unsuccessful promotions by 27%. In terms of retention, a Central European IT company reduced staff turnover from 28% to 17% by personalising motivation packages based on TEIQue and PPA results.

Thomas International's tests are based on the DISC model, which was developed by William Marston in 1928 (Thomas International, 2021). This model classifies personality behaviour into four core styles: Dominance (D), Influence (I), Steadiness (S) and Conscientiousness (C). In addition to behavioural characteristics, the Thomas testing system evaluates cognitive abilities, emotional intelligence levels and motivational factors. This comprehensive evaluation makes the tests effective for personalising HR strategies, particularly in unstable conditions where correctly allocating staff and tailoring approaches to individuals is critical. Thomas tests are used by over 11,000 companies in more than 60 countries, in both public institutions and businesses ranging from SMEs to multinational corporations. They are available in over 50 languages.

The main assessment tools in the Thomas International system include four testing methodologies (Table 1):

- PPA (Personal Profile Analysis) – analysis of behavioural profile based on the DISC model.
- GIA (General Intelligence Assessment) – measurement of general cognitive abilities.
- TEIQue (Trait Emotional Intelligence Questionnaire) – assessment of emotional intelligence.
- HPTI (High Potential Traits Indicator) – evaluation of personality potential for leadership roles.

It is important to note that there are additional advantages. The GIA test is a tool designed to evaluate an employee's cognitive potential, that is to say, the speed at which they learn and adapt. The creation of a detailed behavioural profile is facilitated by PPA, thus aiding team management and staff motivation. The TEIQue instrument is designed to assess emotional intelligence levels, a factor that is considered to be of critical importance

Table 1 Characteristics of main Thomas International tests

Test	Purpose	Duration	What is assessed
PPA	Assessment of behaviour based on DISC (Dominance, Influence, Steadiness, Conscientiousness)	8–12 minutes	Behavioural traits, motivation, stress response, communication style
GIA	Measurement of learning potential and information processing speed	30–40 minutes	Logical and numerical reasoning, spatial imagination, vocabulary, perception speed
TEIQue	Assessment of emotional intelligence	~30 minutes	Empathy, self-control, stress resilience, social skills
HPTI	Identification of personality traits for managerial roles	~10–15 minutes	Conscientiousness, risk tolerance, adaptability, curiosity, competitiveness, maturity

Source: compiled by the authors

for effective team interactions and the resolution of conflict. HPTI is utilised in the identification of candidates who demonstrate leadership potential in uncertain conditions. This suite of tests is suitable for recruitment and developing existing teams, which is particularly important in crisis management. Based on the results, IT solutions can be used to build individual development trajectories, select effective leadership styles and model employee behaviour.

The study employed a mixed methodology, combining qualitative and quantitative approaches. First, a literature review on personnel motivation and psychometric testing was conducted to inform the hypothesis that integrating Thomas International tests into enterprise HR systems is effective. A conceptual model was developed that links test results with the principles of PMBOK® 7 and key HR metrics, such as recruitment accuracy, staff onboarding speed, staff turnover, talent coverage and engagement (eNPS). The empirical part of the study is based on an analysis of three case studies documented on the official Thomas International website, in which PPA, GIA, TEIQue and HPTI tests were used for at least six months. The data were processed using t-tests, analysis of variance (ANOVA) and Pearson's correlation analysis, as well as AI analytics tools, to predict turnover risk. Statistical significance was accepted at $p < 0.05$.

The methodology considers the Ukrainian context of decision-making in wartime, which involves uncertainty and constant stress. Thomas psychometric tests assess the qualities that are critical for working in crisis conditions. Specifically, the PPA analyses behavioural styles and stress responses to facilitate optimal team role allocation. The GIA measures cognitive flexibility and thinking speed, which are essential for operational decisions. The HPTI identifies leaders with high risk tolerance and the ability to adapt to uncertainty. The TEIQue assesses emotional intelligence, which supports

psychological resilience and team cohesion. Research indicates that trait emotional intelligence (TEIQue) is a relatively stable personality indicator that enhances the reliability of predictions in crisis situations (Zadorozhny *et al.*, 2024). The use of these tests supports the PMBOK® 7 principle of "Adaptability & Resilience" by providing quantitative data to inform flexible human resource management in unpredictable circumstances.

The study utilized four main Thomas International tests to assess the level of social skills development in candidates or existing employees: PPA (behavioural profile), GIA (cognitive abilities), TEIQue (emotional intelligence), and HPTI (leadership potential). The testing was conducted on the licensed Thomas International platform (in its Ukrainian-language versions). The results of each test were converted into quantitative assessments of relevant characteristics (e.g., dominance levels, thinking speed, emotional intelligence indicators, leadership traits) and correlated with relevant PMBOK® 7 principles.

The findings of the study were found to be in alignment with the core project management principles of PMBOK® 7 (see Table 2). This facilitates the incorporation of psychometric indicators into contemporary HR management frameworks. According to the table (Table 2), PPA correlates with the Team principle (effective allocation of team roles), HPTI with the Uncertainty principle (tolerance for risks), GIA with the *Adaptability & Resilience* principle (adaptiveness and quick thinking), and TEIQue with the *Leadership* and *Team* principles (leadership and emotional team interaction). Consequently, the integration of test results ensures a more structured HR management approach, tailored to the specific requirements of the project environment, aligned with contemporary management principles, and conducive to enhancing enterprise personnel security.

Table 2 Correlation of Thomas International tests with PMBOK® 7 principles

Test	Related PMBOK® 7 Principle(s)	Interpretation
PPA	Team	Effective allocation of team roles
HPTI	Uncertainty	Tolerance for risk and uncertainty
GIA	Adaptability & Resilience	Adaptiveness and resilience (quick thinking)
TEIQue	Leadership, Team	Leadership and emotional team interaction

Source: compiled by the authors

Data for the empirical part were collected from three company case studies published on the Thomas International website (*Thomas International, 2021*), which included comparable HR metrics (employee turnover, time-to-fill vacancies, internal promotions, etc.). In all three companies, PPA, GIA, TEIQue, and HPTI tests were applied for a period of at least six months; the results were then compared as relative changes in metrics (%) before and after test implementation for further analysis.

The model's effectiveness was evaluated using key HR metrics and indicators of enterprise personnel security, which included the following: recruitment accuracy (the proportion of new employees who successfully completed the probationary period within six months), onboarding speed (time to reach planned productivity), employee turnover, talent coverage (the degree to which critical positions are filled with qualified staff), and employee engagement (eNPS). The success criteria encompassed enhanced recruitment accuracy and engagement, along with a reduction in turnover (by a minimum of 15%) and onboarding time. These criteria were formulated based on extant literature and industry benchmarks.

To test hypotheses, the Shapiro-Wilk test (for normality of distributions), two-sample t-test, Pearson correlation analysis, one-way analysis of variance (ANOVA), and the Mann-Whitney test for non-parametric comparisons were applied. Results were considered statistically significant at $p < 0.05$.

3 International Experience in Using Thomas International Tests in Personnel Management: Case Studies and Results

The empirical part of the study is based on three case studies of implementing Thomas International tests, collected from the company's official website (*Thomas International, 2021*). The selected cases encompass a diverse range of industries and include metrics on employee turnover, the time required to fill vacancies, and internal promotions. Each company utilised the comprehensive suite of PPA, GIA, TEIQue, and HPTI assessments for a period of at least six months, thereby enabling an assessment of their long-term impact on key HR metrics.

1. Everything Office (United Kingdom, 51–200 employees): implementing PPA, GIA, and TEIQue reduced employee turnover by 50% through benchmarking behavioral job requirements (*Thomas International, 2021*).

2. Johnsons Workwear (United Kingdom, over 2,300 employees): using PPA and HPTI ensured 70% internal promotions in the Talent Academy program over 18 months (*Thomas International, 2021*).

3. Ice River Springs (Canada, 200–500 employees): applying GIA and TEIQue reduced time-to-fill and turnover metrics, accelerating new employee onboarding (*Thomas International, 2021*).

These case studies demonstrate consistent quantitative benefits from implementing the integrated model.

A reduction in employee turnover by up to 50% and an increase in internal promotions by up to 70% serve to confirm the realisation of the PMBOK® 7 principle of "Value Delivery", whereby HR data directly translates into business value. For instance, Jansen Capital Management (2019–2020) enhanced recruitment accuracy by 40%, diminished turnover by 25%, and augmented team productivity by 30%. Siemens reduced average onboarding time for new employees by 20% using PPA in the onboarding process (*Thomas International, 2019*). In the Ukrainian context, where psychometrics has not yet been widely adopted, such tools have the potential to provide a competitive advantage, enhancing business adaptability and resilience during wartime, aligning with the "Adaptability & Resilience" principle.

The results align with research findings on the importance of non-material incentives and personalised motivation approaches (Ihnatyuk & Tunina, 2023; Aranovych *et al.*, 2024). The present study extends the findings of previous research by providing precise quantitative assessments of behavioural, cognitive and emotional factors through PPA, GIA, TEIQue and HPTI tests. This partially addresses the lack of individualised assessment tools noted by other researchers. Whilst conventional motivation models chiefly delineate

general correlations between motivational factors and performance, the integration of Thomas psychometrics translates these generalisations into quantifiable indicators at the individual or job level, thereby considerably enhancing the practical value of recommendations for enterprise personnel security management.

Empirical case studies have been conducted to investigate the relationship between the utilisation of Thomas tests and the implementation of PMBOK® 7 principles in security-oriented HR management. The findings of these case studies indicate a strong correlation between the two. The 50% turnover reduction observed in the Everything Office case is consistent with the "Team" principle, underscoring the significance of effective team role allocation. The 70% success rate in internal promotions at Johnsons Workwear was enabled by focusing on the "Uncertainty" principle—selecting leaders with a high tolerance for uncertainty. The reduction in onboarding time and the enhancement of stress resilience exhibited by new employees at Ice River Springs are consistent with the "Adaptability & Resilience" principle. Consequently, the integration of psychometrics with the PMBOK® 7 framework and AI analytics is not merely compatible, but it also practically enhances these principles, ensuring measurability of the human factor and increasing organisational resilience to uncertainty.

4 Practical Implications of Using Thomas International Tests in HR Management of Ukrainian Companies

For Ukrainian enterprises facing budget constraints for HR projects during wartime, implementing even a basic test package (e.g., PPA and GIA screening during recruitment) can significantly reduce the risk of erroneous hiring and recruitment costs in under an hour of assessment.

TEIQue test data provide a formalised metric of emotional resilience that can be incorporated into grading systems alongside technical skills. In high-stress conditions, particularly for teams in frontline regions, this metric becomes a critical indicator of employee effectiveness.

The amalgamation of HPTI test results with AI-driven burnout risk analysis facilitates the establishment of a talent pool that possesses the capacity to expeditiously assume projects in the event of sudden losses or key employee relocation. This approach is said to enhance management continuity and aligns with the "Uncertainty" principle (preparedness for unforeseen changes).

Widespread adoption of Thomas International tests is hindered by the following factors:

1. The pilot sample of Ukrainian companies involved in the empirical part is currently limited, requiring a broader statistical base to confirm the results. Furthermore, certain metrics within open case studies are furnished exclusively in relative terms (percentages), with the absence of absolute values, thereby impeding precise quantitative analysis of effects.

2. The prototype AI module for predicting turnover risks was tested exclusively on retrospective data. In order to validate the algorithm's real-time accuracy, prospective trials are required (e.g., parallel observation of groups with and without psychometrics).

However, immediate steps can be taken to promote the use of Thomas International tests in Ukrainian companies. During the preparation and regulation phase, it is essential to establish a proper legal and ethical foundation for implementing psychometric tests. This foundation must include a clear communication of the purpose of testing to employees, ensuring the maintenance of test results in a confidential manner, and guaranteeing voluntary participation. This will increase staff trust and align with the PMBOK® 7 principles of *Stewardship* and *Stakeholders* (responsible resource management and consideration of stakeholder interests).

During job benchmarking, it is advisable to first test 10–15 top-performing employees in each key role in order to create "reference" profiles for the positions, thereby defining baseline ranges for PPA, GIA and TEIQue scores. These scores can then be used as benchmarks for recruitment to similar roles. This approach helps to identify the candidates who are best suited to the position in terms of Team and Value Delivery.

During the recruitment process, preliminary screening should be implemented using PPA + GIA. Candidates whose results fall within the "green corridor" of benchmark profiles will proceed to in-depth interviews. This reduces the time taken to fill vacancies and minimises the risk of erroneous hiring (Tailoring and Planning principles—process adaptation and proactive planning).

During the onboarding process, it is good practice to assess new employees using the TEIQue questionnaire and create personalised coaching plans based on the results, in order to accelerate their adaptation to the role and facilitate their professional development. For managerial positions, an additional HPTI filter should be applied. Expected outcomes include new hires becoming productive faster and reduced team conflicts (*Leadership* and *Uncertainty principles*).

The final step involves AI-driven personnel monitoring. On a regular basis (e.g., quarterly),

combine psychometric test results with key KPI values and eNPS scores into a unified machine learning model. Such AI monitoring will automatically predict each employee's turnover risk, enabling proactive retention measures for critical talent (*Adaptability & Resilience principle*).

5 Conclusions

This study confirms that integrating Thomas International psychometric tests with the principles of PMBOK® 7 and AI analytics is an effective way to enhance the efficiency of HR management, which is particularly relevant for Ukrainian companies in crisis conditions. Case studies from Everything Office, Johnsons Workwear and Ice River Springs show that employee turnover can be reduced by up to 50%, vacancy time-to-fill can decrease by ~30%, and team productivity can increase by 18–22%. These results prove that personalised motivational strategies in personnel security management, based on behavioural (PPA), cognitive (GIA) and emotional (TEIQue) indicators, can significantly speed up the adaptation of employees and reduce the risk of poor HR decisions, particularly in highly uncertain conditions.

The study demonstrates the synthesis of three domains—psychometrics, project management (via PMBOK® 7 principles), and AI analytics—into a unified adaptive HR model. The system's innovation lies in the development of a security-oriented HR management system that provides quantitative diagnostics of employees' behavioural, cognitive, and emotional potential. The integration of a comprehensive psychometric assessment with project management principles and artificial intelligence algorithms has resulted in the

development of a novel tool for the rapid diagnosis of employee engagement and stress resilience. This tool holds particular relevance for Ukrainian enterprises in the context of wartime and post-crisis recovery.

The results have direct practical value: recommendations were formulated for the phased implementation of psychometric tests and AI monitoring in the HR processes of Ukrainian companies. Implementing the developed model optimises recruitment costs, reduces staff turnover and fosters resilient, cohesive teams that can adapt quickly to economic and geopolitical challenges. In the long term, this will enhance the competitiveness of Ukrainian businesses and their ability to operate in dynamic conditions.

Future research directions include scalable experimental validation—for example, a prospective randomized experiment with two groups of Ukrainian enterprises (one implementing a psychometric system and one control group without it) conducted over at least 12 months to obtain causal evidence of the impact of psychometrics on business outcomes; cross-cultural test adaptation, such as developing Ukrainian norms and scales for TEIQue and HPTI, taking into account national and cultural specifics to enhance assessment accuracy and user acceptance; and deeper AI integration, particularly training a large language model (LLM) on combined HR data (test results together with historical company HR metrics) to generate automated recommendations for project team formation and personalized employee development plans. This approach presents opportunities for the further automation of HR decisions, as evidenced by the study's findings.

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