

Designing and Implementing the XSPI Framework: A Psychometric and Aptitude Evaluation Model for Sales Recruitment at Xanadu Realty

¹Bhumika Prakash Mhatre, ²Dr. Harshada Mulay

¹Post Graduate Diploma in Management (HR Specialization) MET Institute of PGDM, Mumbai

²Associate Professor, HR Department MET Institute of PGDM, Mumbai

Email ID: pgdm24_130@met.edu

Abstract

<https://doi.org/10.34047/MMR.2026.13106>

The paper evaluates the design, development and deployment of XSPI - Xanadu Sales Potential Index – which is an in-house Psychometric and Aptitude based assessment solution designed for Xanadu Realty Pvt. Ltd. The solution is intended to make the hiring process more efficient by including behavioural, cognitive, business skills and cultural fit assessments into one holistic screening tool.

Typically, in the sales oriented industry, hiring managers and HR professionals make hiring decisions solely on the basis of interviews that can sometimes be unstructured leading to subjectivity, increased possibility of bad hires.

Using proven theoretical models like The Big Five Personality Traits, Trait Activation theory, Theory of Emotional Intelligence, McClelland's Achievement Motivation theory and cognitive aptitude principles, we've designed XSPI. The research design chosen is both Exploratory and Applied, using primary data collected through interviews of HR Managers, Hiring Managers and Pilot candidates, and secondary data from literature survey and best practices benchmarking. We found that XSPI has indeed been successful in bringing objectivity in the process, reducing hiring cycle time, assessing cultural fit and improving predictive validity. This study contributes to the domain of HR Analytics by providing evidence how an in-house developed psychometric based system can provide better hiring outcomes without outsourcing to external assessment vendors.

Keywords: HR Analytics, Psychometric Assessment, Sales Hiring, Predictive Validity, Cognitive validity, XSPI

Introduction

Human capital has become one of the most important strategic resources that organization utilize for sustained competitive advantage in ever-changing business environment. Success of any organization depends greatly upon attracting, selecting and retaining individual who has required competencies as well as behavioral attributes and cultural fit to succeed long-term. Thus, recruitment and selection practices have become strategic talent acquisition techniques rather than administrative function.

Real estate sector is one of the most customer-oriented business industries and revenue generation depends significantly on performance of individual employee. In this industry, salesmen are supposed to possess

interpersonal skills, emotional intelligence, adaptive behavior, negotiating skills, and proactiveness towards achieving business goals. But it is really difficult for a recruiter to hire someone who possesses these qualities.

Conventional recruitment methods like resume screening, unstructured interviews, and subjective assessment are inadequate for forecasting the future performance and cultural fit of candidates, leading to poor hiring, increased turnover, higher training cost and productivity loss.

In last two decades, psychometric assessment and aptitude testing have become significant approaches in talent acquisition practices in organizations as scientific way to assess human behavior and traits. Psychometric

assessment provides tools for assessing personality factors, cognitive skills, emotional intelligence, behavioral and motivational dimensions impacting an individual's behavior in the workplace. These tests have been proved to be an effective method to improve the effectiveness of recruitment by providing more objectivity and predictive validity in selection decisions. Similarly, aptitude tests measure a person's ability to use logical reasoning and problem solving skills effectively and ability to work with numbers and analyze data.

Modern psychometric testing is based on a few important theories, including the Five-Factor Model of Personality (Costa and McCrae, 1992) that identifies opening, conscientiousness, extraversion, agreeableness, and emotional stability as dimensions influencing an individual's behavior at the workplace, Trait Activation Theory (Tett and Burnett, 2003) which stated that a person's specific personality traits are only exhibited in situations that actively require the use of those particular traits and thereby in organizations and selection systems, this must be assessed in context of organizational environment. Emotional intelligence theory (Goleman, 1995) highlighted the impact of an individual's awareness and control over their emotions in job success in various jobs (customer-facing), and Achievement Motivation Theory (McClelland) emphasizes the achievement and power motivation as strong predictors of employees' performance in various situations.

Psychometric assessment are increasingly used across organizations, but most organizations still buy standardized testing solutions from vendors. These tests measure personality factors, aptitude, intelligence etc but they fail to reflect individual organization's unique values, strategies, business and competency requirements and selection of individual is still prone to bias. The need for customized assessments that reflect organizations' specific attributes, competency models, and culture is growing in organizations across industry sectors.

Similarly, in Xanadu Realty Pvt. Ltd., a leading real estate organization, there were recruitment related

problems that organizations face across industry in general. The organization wants to devise a mechanism which will help them systematically and objectively select candidates during both campus and lateral recruitments in a manner that they fit with the cultural orientation of the company, the 'UNBOX principles' (People Focus, Ownership, Execution Excellence, Entrepreneurial Spirit, and Bias for Action). Standardized recruitment processes relied on the judgment of individual interviewers, making the selection process somewhat subjective and also finding candidates that fit the culture and are able to achieve the organizations' business goals a challenge. In order to cater these needs Xanadu Sales Potential Index (XSPI) framework was devised which is a comprehensive integrated psychological and aptitude-based framework which measures HR assessment, business competencies, and psychological testing together to facilitate a structured evaluation process, designed specifically for sales recruitment and aligned to organizational requirements and culture in terms of competency requirements and organizational behavior to increase accuracy and fit of selection.

The primary objective of this study is to design, develop, and assess the efficacy of Xanadu Sales Potential Index (XSPI) framework as a talent acquisition tool in real estate sector. The study will aim to determine whether the culture-based psychometric assessment approach enhances recruitment quality, reduce selection bias, build cultural fit, and improve the prediction of job performance, as well as contribute to the human resources analytics and evidence-based HR field by integrating and applying psychometric principles into practice within an organizational setting.

This research can benefit not just the organization, Xanadu Realty Pvt. Ltd., but also the other organizations and academics globally as they aim for more efficient and systematic talent acquisition processes by designing culture-specific recruitment assessment tools that integrate behavioral science principles with strategic HR practices and provides a scalable system to measure each candidate objectively.

Literature Review

1. Costa and McCrae (1992) developed the Five-Factor Model of Personality, which explains personality through openness, conscientiousness, extraversion, agreeableness, and neuroticism. This model is highly relevant for recruitment as it helps predict workplace behavior, adaptability, teamwork, and emotional stability.
2. Goleman (1995) emphasized Emotional Intelligence as a major predictor of workplace success. In sales recruitment, emotional intelligence supports relationship management, empathy, negotiation, customer handling, and conflict resolution.
3. Tett and Burnett (2003) proposed Trait Activation Theory, which explains that personality traits become visible when workplace situations demand them. This theory supports the need for role-specific psychometric assessments like XSPI.
4. McClelland (1961) introduced Achievement Motivation Theory, highlighting the importance of achievement, power, and affiliation needs. Sales professionals with high achievement motivation are more likely to pursue targets and perform effectively.
5. Bartram (2005) proposed the Great Eight Competency Model, which links personality and competency assessment with job performance. This model supports structured assessment systems for identifying role-fit candidates.
6. Hogan and Hogan (2013) argued that personality is strongly related to workplace performance, leadership potential, and organizational fit. Their work supports the use of psychometric tools in recruitment and talent management.
7. Schmidt and Hunter (1998) found that cognitive ability tests are among the strongest predictors of job performance. This supports the inclusion of aptitude and logical reasoning components in the XSPI framework.
8. Sweller (1988) introduced Cognitive Load Theory, which explains how individuals process information under pressure. This is important in real estate sales roles where candidates must make quick decisions in high-pressure client situations.
9. Barrick and Mount (1991) found that conscientiousness is a consistent predictor of job performance across occupations. For sales hiring, conscientiousness reflects responsibility, discipline, persistence, and target orientation.
10. Salgado (1997) examined the relationship between personality traits and job performance in European settings and confirmed the usefulness of personality measures in employee selection.
11. Ones, Viswesvaran, and Schmidt (1993) highlighted the value of integrity and personality testing in predicting counterproductive work behavior and reliability, which is useful for recruitment decision-making.
12. Pulakos (2005) emphasized structured and competency-based selection methods as more reliable than unstructured interviews. This supports the need for standardized assessment models such as XSPI.
13. SHL (2024) demonstrated the practical value of talent assessments in improving predictive hiring, reducing recruitment risk, and supporting data-driven selection decisions.
14. Mercer Mettl (2024) highlighted the growing use of digital psychometric and aptitude assessments for evaluating employability, leadership potential, and functional competencies.
15. Xanadu Realty's UNBOX Principles (2024) provide the cultural foundation for the XSPI framework by emphasizing People Focus, Ownership, Execution Excellence, Entrepreneurial Spirit, and Bias for Action. Aligning recruitment assessment with these values strengthens cultural fit and long-term employee retention.
16. Judge, Bono, Ilies, and Gerhardt (2002) examined the relationship between personality traits and leadership effectiveness through a

meta-analysis. Their findings revealed that extraversion, conscientiousness, and emotional stability considerably influence leadership performance and organizational success. These findings support the inclusion of personality assessment within recruitment frameworks for identifying future leadership potential.

17. Cable and Judge (1997) investigated the concept of person–organization fit and found that candidates whose personal values align with organizational culture exhibit higher job satisfaction, organizational commitment, and retention. Their study highlights the importance of evaluating cultural fit during recruitment, which is a central objective of the XSPI framework.
18. Campion, Palmer, and Campion (1997) emphasized the effectiveness of structured interviews and competency-based assessment methods in improving selection validity. They argued that standardized evaluation criteria reduce interviewer bias and increase fairness in recruitment decisions. This supports the structured scoring methodology adopted within XSPI.
19. Lievens and Sackett (2012) explored modern recruitment assessment practices and concluded that combining cognitive ability tests, personality measures, and situational judgment assessments considerably improves prediction of employee performance. Their findings justify the integration of multiple assessment dimensions within the XSPI model.
20. Borman and Motowidlo (1997) distinguished between task performance and contextual performance, arguing that behavioral competencies such as teamwork, initiative, adaptability, and organizational citizenship behavior contribute considerably to employee effectiveness. Their work supports the inclusion of psychometric and behavioral evaluation components in recruitment frameworks to assess factors beyond technical competence.

Literature Review Synthesis

It can be seen from the studies that were conducted in literature review section, to ensure the decision of recruitment is effective, we must take into account the intelligence aspect, the traits that the person has, the skills for emotion control, core and competency of the person and also if that person is fit for the organization. Most of the researches have confirmed that the validity of the psychometric and aptitude test but little is found when it comes to designing and developing an organization specific method that takes into account the unique culture value and business objectives of the organization. To meet the need in literature review XSPI method was designed. This was built upon standard theories on psychological processes, competency-based assessment and Xanadu Realty UNBOX model to be used for sales recruitment process.

Research Objectives

1. To develop the XSPI framework.
2. To integrate psychometric, aptitude, and business assessments.
3. To improve recruitment quality and cultural fit.
4. To evaluate predictive effectiveness of the framework.
5. To reduce interviewer bias through structured evaluation.

Hypotheses Development

H1: XSPI Scores Positively Influence Hiring Recommendations

Many organisations utilise objective assessment tools to increase the efficiency of the recruitment process and remove some of the human subjectivity. As Schmidt and Hunter (1998) suggested that the structured assessment tools provided significant prediction of job performance in future in contrast with traditional interviews. The XSPI framework combines the use of aptitude assessment, business competency analysis and psychometric testing to form a overall estimation on candidate fit for the role and the organisation.

The XSPI value can be the result of the level of a candidate's cognitive ability, behavioural compatibility and matching with the business needs of the organization.

Candidates that score well on the overall measures are more likely to be hired and recommended by recruiter or managers. This, thus can imply that the higher value in XSPI has positive relationship with the outcome of recruitment process.

H2: Cultural-Fit Assessments Improve Hiring Quality

According to the theory of Person-Organization Fit (P-O Fit), when the values and behaviors of an employee are in sync with the organization's culture, the employee is likely to experience higher job satisfaction, greater commitment to the organization, and have lower turnover intentions (Cable & Judge, 1997). In the recruiting context, it appears that cultural misfit, regardless of technical ability, will likely result in poor employee performance, alienation from work, and high employee turnover. Xanadu Realty's UNBOX culture prioritizes taking ownership, executing with excellence, entrepreneurship, placing people first, and having a bias for action.

To this effect, the XSPI framework attempts to gauge a candidate's congruence with this culture to find suitable hires.

Past research shows that assessing cultural fit leads to better employee retention and organization efficiency. In turn, quality of hiring is expected to improve.

H3: Psychometric Evaluations Improve Predictive Validity

In essence, psychometric assessments try to assess and profile personality types, emotional intelligence, drive and potential behavioural aspects which tend to have an impact on how well an individual is performing and the extent to which they can perform in their work role. Costa and McCrae (1992) argue that an individual's personality is a dominant influence on their behaviour at work, and has a significant impact on the level to which they perform and are effective in their role, as a means of illustrating this point Goleman (1995) identified how the level of emotional intelligence that an individual possessed impacts on how they performed as leaders and how they worked with customers. These traits and

attributes cannot easily be reliably or accurately assessed using the traditional methods of interviews thus can result in inconsistent recruitment decisions.

Using psychometric assessment into recruitment helps organizations predict the level of potential employee success and behaviour in the workplace.

Therefore, we expect the level of predictive validity in recruitment to be increased using psychometric assessments.

H4: Customized Assessment Frameworks Outperform Generic Assessment Systems

Most organizations utilize standardized assessment tools developed by external vendors. While these tools provide valuable insights, they may not adequately reflect the unique competency requirements, cultural values, and strategic objectives of individual organizations. Research on competency-based recruitment suggests that organization-specific assessment systems provide greater contextual relevance and stronger prediction of job success (Bartram, 2005). The XSPI framework was specifically designed around Xanadu Realty's business model and UNBOX culture, allowing recruitment decisions to be aligned with organizational expectations. Customized assessments are therefore expected to provide better hiring outcomes than generic testing solutions because they evaluate candidates against context-specific competencies and values.

Proposed Conceptual Model

- Independent Variables
- Aptitude Assessment
- Business Assessment
- Psychometric Assessment
- Cultural-Fit Evaluation

Mediating Variable

- XSPI Score

Dependent Variables

- Hiring Recommendation
- Hiring Quality
- Predictive Validity
- Organizational Fit

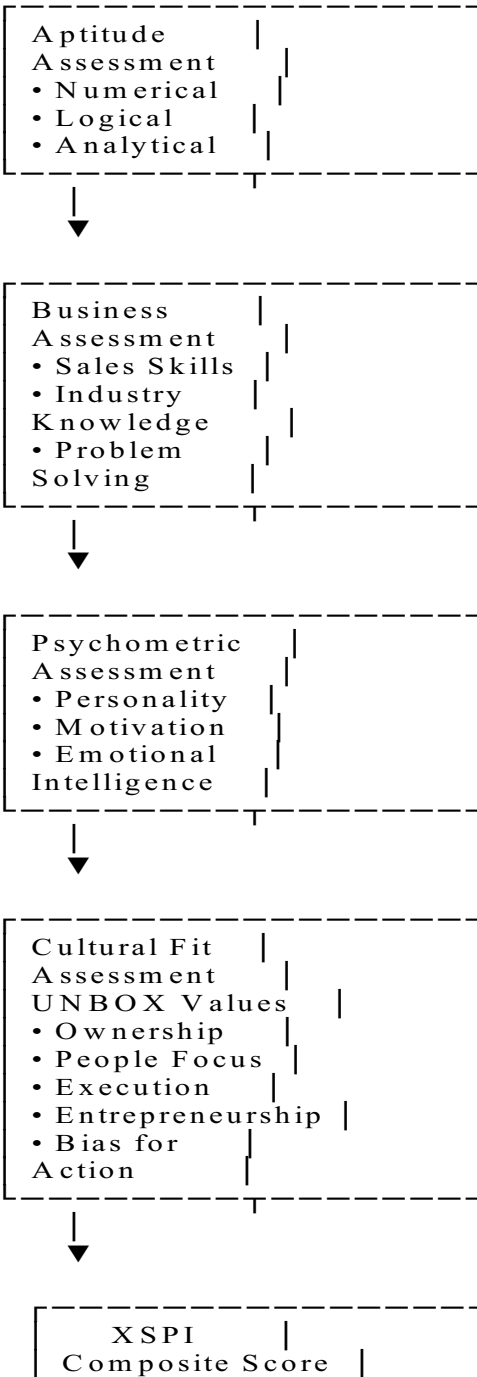
This model proposes that higher XSPI scores generated through integrated assessments lead to better hiring decisions, stronger cultural alignment, and improved employee performance outcomes.

Conceptual Framework

Conceptual Framework of the XSPI Recruitment Model

Figure 1. Conceptual Framework of XSPI
INDEPENDENT VARIABLES

The conceptual framework for this study is based on the premise that effective recruitment outcomes are influenced by a combination of cognitive ability, business competency, psychometric characteristics, and cultural alignment. The Xanadu Sales Potential Index (XSPI) integrates these dimensions into a comprehensive assessment framework to improve hiring decisions and predict future employee success.



Framework Explanation

The four major areas of assessment- Aptitude Assessment, Business Assessment, Psychometric Assessment, and Cultural-Fit Assessment are identified as independent variables that impacts candidate evaluation. The output of these dimensions can be plugged in the calculation to produce the overall XSPI score which is the comprehensive evaluation for candidate selection. Aptitude Assessment comprises of measures of cognitive aptitude and general ability.

Business Assessment refers to an evaluation of skills relating to sales, customer engagement, and functional capabilities for role and domain.

Psychometric Assessment includes assessment of

personality attributes, motivational traits and emotional ability. Cultural-Fit Assessment assesses fit with the UNBOX framework values and culture of Xanadu Realty. This will further enable to estimate the XSPI score, which is the composite score measuring suitability of candidate. This score can then act as mediating variable in the relation between assessments and hiring outcomes.

The final outcome is a significant positive correlation between assessment of candidates using the XSPI framework and organizational outcomes such as quality of hire, prediction accuracy of job performance, better cultural fit, reduction in hiring errors, and employee retention.

Variable Type	Variables
Independent Variables	Aptitude Assessment, Business Assessment, Psychometric Assessment, Cultural -Fit Assessment
Mediating Variable	XSPI Score
Dependent Variables	Hiring Recommendation, Hiring Quality, Predictive Validity, Organizational Fit, Employee Retention
Moderating Variable (Optional)	Candidate Experience (Campus vs. Lateral Hiring)

Research Gap

The growing prevalence of psychometric assessments and aptitude testing in the recruitment and selection processes has significantly enhanced the objectivity and efficacy of talent acquisition. Several researchers established that traits such as personality, emotional intelligence, cognitive abilities, and behavior traits are good predictors of job performance and organization success (Costa & McCrae, 1992; Goleman, 1995; Schmidt & Hunter, 1998). As a result, organizations of various industries have adapted psychometric testing into their recruitment & selection procedures in order to obtain higher quality candidates.

In spite of extensive research on psychometric testing, some of the gaps persist in both literature and organizations. Firstly, majority of the literature is related to the standardization of psychometric tests offered by organizations such as SHL, Mercer Mettl, and Hogan Assessments. While these instruments help to determine

a candidates personality and cognitive ability they are very general in nature, and not adapted to the particular organizational competencies, cultures and strategic goals.

Secondly, while much research focused on the predictor-performance relationship in terms of personality, less attention was given on how different dimensions like aptitude, business competency, emotional intelligence, and fit to the organization cultures can be evaluated together in a single framework during recruitment. Organizations increasingly demand the combined evaluation of the above different skills through a multi-dimension tool in an organization's recruitment processes.

Thirdly, most of the researches focused on different industries such as information technology, health services, manufacturing, finance etc. Except real estate industry. For sales oriented organizations it is very

critical to measure some skills such as communication skills, customer relationship management, resistance to rejection, and entrepreneurship because their performance depends on all these aspects. Hence the general models cannot predict these values in a particular organization or job.

Fourthly, while a lot has been spoken about Person-Organization Fit in organizational behavior literature, not much has been studied on how organizational cultures should be assessed using psychometric tools during recruitment. It's observed that most organizations assess cultural fit informally, and hence human intuition or biased views might enter the decision making process.

Fifthly, it is observed that literature is much less about internally developed psychometric test in relation to organization's core values and competencies; instead researchers mainly studied the commercially available tests. The primary goal of organizations is to make recruitment based on organization values and role

requirements to find the best potential sales personnel.

The absence of a comprehensive psychometric and aptitude based assessment mechanism that can simultaneously evaluate aptitude, business competency, personality traits, emotional intelligence and fit to Xanadu's UNBOX values has been identified. Interview based subjective selection procedure at Xanadu has always led to different evaluations of candidates, and difficulty in selection of potential sales professionals.

This study aims at addressing this need by creating a "Xanadu Sales Potential Index (XSPI) " as a psychometric and aptitude based structured sales assessment model integrating the tests for cognitive ability, business acumen, psychometric analysis and assessment of cultural fit in one comprehensive process and thus making assessment aligned with organization values and competencies for the role, providing the literature on sales assessment literature and for practice in human resources.

Summary of Research Gaps

Existing Literature	Identified Gap	XSPI Contribution
Focus on generic psychometric tools	Lack of organization -specific frameworks	Develops a customized assessment model aligned with Xanadu culture
Emphasis on personality testing alone	Limited integration of multiple assessment dimensions	Combines aptitude, business, psychometric, and cultural -fit assessment
Limited studies in real estate recruitment	Sector-specific recruitment challenges remain underexplored	Provides a framework tailored to real estate sales hiring
Informal cultural -fit evaluation	Lack of structured cultural -fit measurement	Integrates UNBOX principles into candidate assessment
Dependence on external assessment providers	Limited research on internally developed systems	Demonstrates the effectiveness of an in-house recruitment framework

The identified gaps establish the need for a comprehensive, culture-driven, and scientifically validated recruitment assessment model, thereby providing the foundation for the development and

evaluation of the XSPI framework.

Research Methodology

The Research Design A Study entitled, "Development &

validation of a psychometric and aptitude based recruitment framework: Xanadu Sales Potential Index (XSPI) at Xanadu realty Pvt. Ltd. Use of exploratory - cum -applied research Design, was undertaken, which was by design exploratory in nature because the company wanted to investigate and analyze about those behavioral , cognitive and cultural skills which is necessary for successful working as a salesman whereas applied Research was to incorporate those researchable finding of the above in actual practice, that the recruitment outcome is enhanced by. This paper aims at synthesizing the knowledge of established psychometric principles, organizational competencies requirements and organizational values in to the new appraisal process, by utilizing applied research that is an organizational intervention in actual situation with the intention to enhance recruitment quality and decrease selection bias.

Research Approach

The study employed a qualitative-dominant approach supported by descriptive analysis. Qualitative insights were collected from HR professionals, recruitment managers, and business leaders to identify critical success factors for sales roles and align assessment dimensions with organizational requirements. The research also incorporated benchmarking analysis of established assessment providers such as SHL, Mercer Mettl, and Jombay to identify industry best practices in psychometric and aptitude-based recruitment systems.

Sources of Data

Primary Data

Primary data were collected through:

- Structured discussions with HR professionals.
- Interviews with sales managers and business leaders.
- Recruitment process observations.
- Pilot testing of the XSPI framework with selected candidates.
- Feedback from hiring stakeholders regarding candidate quality and assessment effectiveness.

Primary data helped identify organizational competency requirements and validate the practical applicability of the assessment framework.

Secondary Data

Secondary data were collected from:

- Peer-reviewed journals on psychometric assessment and recruitment.
- Books on personality, emotional intelligence, and organizational behavior.
- Industry reports from SHL, Mercer Mettl, and Jombay.
- Corporate documents related to Xanadu Realty's UNBOX principles.
- Published research on talent acquisition, HR analytics, and employee selection.

Secondary data provided theoretical support for the development of the XSPI framework.

Population of the Study

The population for this study comprised:

- Human Resource professionals involved in recruitment.
- Sales managers responsible for hiring decisions.
- Campus recruitment candidates.
- Lateral sales recruitment candidates.

Executive Assistant (EA) candidates used during pilot implementation.

These stakeholders represented the key participants involved in the recruitment process and assessment validation.

Sampling Technique

A purposive sampling technique was employed for the study. Participants were selected based on their direct involvement in recruitment activities and their ability to provide relevant insights regarding candidate evaluation and competency requirements.

Purposive sampling was considered appropriate because the study focused on developing an organization-specific assessment framework rather than generalizing findings across a broader population.

Sample Size

The pilot phase of the study involved:

Respondent Category	Sample
HR Professionals	3
Sales Managers	2
Executive Assistant Candidates	3
Recruitment Stakeholders	2
Total Participants	10

The sample was sufficient for framework development and preliminary validation of the XSPI model.

Variables of the Study

Independent Variables

The independent variables incorporated within the XSPI framework were:

- Aptitude Assessment
- Business Assessment
- Psychometric Assessment
- Cultural-Fit Assessment

Mediating Variable

- XSPI Composite Score

Dependent Variables

- Hiring Recommendation
- Hiring Quality
- Recruitment Effectiveness
- Cultural Alignment
- Predictive Hiring Accuracy

Tools and Models Used

The XSPI framework was developed using established psychological and competency-based models:

Big Five Personality Traits Model

(Costa & McCrae, 1992)

Used to assess:

- Openness
- Conscientiousness
- Extraversion

- Agreeableness
- Emotional Stability

Emotional Intelligence Framework

(Goleman, 1995)

- Used to evaluate:
- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social Skills

Trait Activation Theory

(Tett & Burnett, 2003)

Used to understand how workplace situations influence the expression of personality traits.

McClelland's Achievement Motivation Theory

(McClelland, 1961)

Used to assess:

- Need for Achievement
- Need for Power
- Need for Affiliation

DISC Behavioral Framework

Used to evaluate behavioral preferences related to:

- Dominance
- Influence
- Steadiness
- Conscientiousness

Development of the XSPI Framework

The development of the XSPI framework followed five stages:

Stage 1: Competency Identification

Key competencies required for successful sales performance were identified through stakeholder discussions and job analysis.

Stage 2: Cultural Mapping

Competencies were mapped to Xanadu Realty's UNBOX principles:

- People Focus
- Ownership
- Execution Excellence
- Entrepreneurial Spirit
- Bias for Action

Stage 3: Assessment Design

Three assessment components were designed:

Assessment Component	Weightage
HR Assessment	30%
Business Assessment	50%
Psychometric Assessment	20%

Stage 4: Pilot Testing

This framework was administered to pilot candidates to evaluate practicality and effectiveness.

Stage 5: Validation and Refinement

Feedback from HR professionals and hiring managers was incorporated to improve assessment quality and scoring methodology.

Data Analysis Techniques

Descriptive and qualitative methods were mostly applied

to gauge the utility of the Xanadu Sales Potential Index (XSPI) framework on recruitment decisions. Because the purpose of the current research study was to develop and test an apt psychometric and aptitude-based selection process, the assessment analysis revolved around interpretation of candidate assessment results, competency fit, and recruitment decisions. Descriptive Statistics To report candidate outcomes across the three main dimensions assessed by the XSPI framework: The following analyses have been employed to answer these research questions: Candidate assessment results within each of the three dimensions of the XSPI framework- HR assessment (30 percent), Business assessment (50 percent) and Psychometric assessment (20 percent) were added up to yield a composite score known as the XSPI score to evaluate an overall indication of the individual's aptitude for a sales role. The descriptive analysis also allowed the recruiters to view how each of the candidate performed on each assessment dimension and compare candidates on those performances.

XSPI Score Range	Category	Hiring Recommendation
85–100	High Fit	Strongly Recommended
70–84	Good Fit	Recommended
50–69	Average Fit	Consider with Training
Below 50	Low Fit	Not Recommended

This classification system improved decision consistency and reduced dependence on subjective interviewer judgment.

Framework Effectiveness Analysis

The effectiveness of the XSPI framework was assessed through stakeholder feedback and pilot implementation outcomes. Key performance indicators included:

- Screening efficiency
- Recruitment objectivity
- Candidate-role fit
- Cultural alignment
- Quality of hiring recommendations

Feedback from HR professionals and hiring managers was used to evaluate the practical applicability of the

framework and identify opportunities for further refinement.

Thematic Analysis

Qualitative feedback obtained from interviews and discussions with HR professionals and recruitment stakeholders was analyzed using thematic analysis. Common themes related to recruitment challenges, competency requirements, cultural alignment, and assessment effectiveness were identified and incorporated into the framework development process.

Data Interpretation

The results obtained from the various analytical techniques were interpreted in relation to the study

objectives and hypotheses. The analysis focused on determining whether the XSPI framework improved hiring quality, enhanced cultural-fit assessment, reduced recruitment bias, and strengthened predictive recruitment accuracy.

Overall, the combination of descriptive analysis, competency mapping, behavioral assessment, comparative evaluation, and thematic analysis provided a comprehensive understanding of candidate suitability and facilitated the development of a scientifically grounded recruitment framework for Xanadu Realty.

The study primarily utilized descriptive and interpretive analysis techniques.

The following analytical methods were employed:
Candidate score comparison.

- Competency mapping.
- Behavioral pattern analysis.
- Hiring recommendation analysis.
- Framework effectiveness evaluation.

Candidate scores were categorized into four levels:

Score Range	Category
85–100	High Fit
70–84	Good Fit
50–69	Average Fit
Below 50	Low Fit

These categories helped recruiters make objective hiring recommendations.

Reliability and Validity Considerations

To enhance the reliability and validity of the XSPI framework:

- Assessment questions were aligned with established psychometric theories.
- Content validity was ensured through expert review by HR professionals.
- Competency mapping was conducted to align assessment items with role requirements.
- Pilot testing was used to evaluate consistency and

practical applicability.

- Benchmarking against leading assessment providers enhanced construct validity.

Ethical Considerations

In development of the framework, the following ethical research practices were adopted: - The study was undertaken on a voluntary basis. - Candidate data were considered confidential. - Assessment outcomes were to be utilized for recruitment purposes only. - No personal details of the candidate were disclosed beyond the recruitment team. - The candidates were informed about the purpose of the assessment. Methodology Summary The methodology used in this study involved the convergence of theory, organizational need and empirical validation for a development process of XSPI framework. Through qualitative investigation, competency mapping, pilot testing, and expert input, the study established a theoretically sound and context-specific organizational recruitment assessment model aimed to improve quality of hiring, cultural fit and predictability.

XSPI Framework Design XSPI framework consists of three components: HR Assessment (30%), Business Assessment (50%), and Psychometric Assessment (20%).

Each element is mapped to UNBOX principles: People Focus, Ownership, Execution Excellence, Entrepreneurial Spirit, and Bias for Action. Data Analysis and Discussion The purpose of this research study is to develop and empirically investigate the effectiveness of Xanadu Sales Potential Index (XSPI), a customized psychometric and aptitude based recruitment framework for enhancing talent acquisition at Xanadu Realty Pvt. Ltd. The framework was designed to measure candidates' cognitive abilities, business acumen, personality, emotional intelligence and cultural alignment.

The focus was on evaluating practical effectiveness of the framework, enabling objective hiring, and identifying potential candidates for sales positions.

8.1 Structure of the XSPI Framework

The framework for the XSPI is divided into three components, which provide an integrated assessment of candidates, i.e. HR Assessment, Business Assessment and Psychometric Assessment, which is then scaled based on appropriate weights according to the needs of the role and the company, and the results generated can then be utilized to guide the recruitment process of sales talent. Table 1: XSPI Assessment Components

Assessment Component	Weightage
HR Assessment	30%
Business Assessment	50%
Psychometric Assessment	20%
Total	100%

The HR Assessment measures communication, motivation, attitude, and cultural fit.

Business Assessment assesses sales aptitudes, understanding of the market, logical reasoning skills and decision-making ability. Psychometric Assessment assesses personality types, emotional intelligence, behavioural tendencies, motivational factors, etc. The relative weighting assigned to each component reflects the significance attached by the organization to the business expertise, whilst also giving adequate weight to personality traits and behavioural tendencies which are known to predict an individual's success in the long run.

Competency Mapping and Cultural Alignment One of the distinctive feature of the XSPI framework is its strong connection to the Xanadu Realty UNBOX values, and accordingly, the dimensions assessed in the framework were mapped to the UNBOX principles, to ensure that the outcome of the hiring process reflects the cultural values of the organization.

Table 2: Mapping of XSPI Components with UNBOX Principles

UNBOX Principle	Assessment Focus
People Focus	Communication, Empathy, Teamwork
Ownership	Accountability, Responsibility
Execution Excellence	Problem Solving, Result Orientation

Entrepreneurial Spirit	Initiative, Innovation, Adaptability
Bias for Action	Decision-Making, Proactiveness

The competency mapping process ensured that candidate evaluation extended beyond technical qualifications and included behavioral and cultural dimensions. This alignment improved the likelihood of selecting candidates who would integrate successfully into the organization's work environment.

8.3 Candidate Score Interpretation

To facilitate objective decision-making, XSPI scores were categorized into four performance bands. These categories enabled recruiters to interpret assessment results consistently and make standardized hiring recommendations.

Table 3: XSPI Score Interpretation Framework

Score Range	Category	Hiring Recommendation
85–100	High Fit	Strongly Recommended
70–84	Good Fit	Recommended
50–69	Average Fit	Consider with Training
Below 50	Low Fit	Not Recommended

Candidates categorized as High Fit demonstrated strong competency across all assessment dimensions and were considered highly suitable for frontline sales and future leadership roles. Candidates in the Good Fit category displayed satisfactory performance but required limited coaching and development support. Average Fit candidates showed potential but required structured training interventions, while Low Fit candidates demonstrated insufficient alignment with role requirements.

Pilot Implementation Results

The XSPI framework was piloted with Executive Assistant (EA) and sales-oriented candidates to assess its effectiveness and practicality. The pilot results indicated a strong correlation between assessment outcomes and managerial hiring recommendations.

Candidates who achieved higher XSPI scores consistently demonstrated superior communication skills, stronger ownership behavior, greater adaptability, and higher levels of emotional intelligence. These candidates also received more favorable evaluations from hiring managers during subsequent interview stages.

The pilot implementation revealed several positive outcomes:

- Improved consistency in candidate evaluation.
- Enhanced objectivity in recruitment decisions.
- Better identification of high-potential candidates.
- Stronger alignment between candidate competencies and organizational expectations.
- Reduced dependence on interviewer intuition.

These findings suggest that the framework effectively captures critical competencies associated with successful performance in sales roles.

Psychometric Assessment Insights

The psychometric component of XSPI provided valuable insights into candidate behavior and workplace suitability. Traditional interviews often focus on observable competencies but may fail to identify underlying personality characteristics that influence long-term performance.

The psychometric analysis helped evaluate:

- Achievement motivation.
- Emotional intelligence.
- Interpersonal effectiveness.
- Adaptability.
- Leadership potential.
- Resilience under pressure.

Candidates who scored highly on emotional intelligence

and achievement orientation exhibited stronger customer engagement capabilities and greater potential for sales success. Similarly, candidates demonstrating high conscientiousness and ownership tendencies were perceived as more reliable and goal-oriented.

These findings are consistent with previous studies by Costa and McCrae (1992), Goleman (1995), and McClelland (1961), which established significant relationships between personality characteristics and workplace performance.

Comparison with Conventional Recruitment Methods

Prior to the implementation of XSPI, recruitment decisions relied heavily on resume screening and unstructured interviews. Although these methods provided basic information about candidate qualifications and experience, they offered limited insights into behavioral and cultural fit.

The implementation of XSPI introduced a structured and data-driven evaluation process that considerably enhanced recruitment quality.

Table 4: Comparison of Traditional Recruitment and XSPI Framework

Parameter	Traditional Recruitment	XSPI Framework
Evaluation Criteria	Subjective	Structured
Cultural Fit Assessment	Limited	Comprehensive
Bias Reduction	Low	High
Predictive Validity	Moderate	High
Decision Consistency	Variable	Standardized
Hiring Accuracy	Moderate	Improved

The results indicate that the XSPI framework offers substantial advantages over traditional recruitment methods by providing a more holistic and objective assessment of candidate suitability.

Discussion

In conclusion, these results align with the hypothesis that tailored psychometric and aptitude assessment frameworks can be significantly beneficial in the recruitment process. Contrary to commonly used, off-the-shelf assessment tools, the XSPI framework was built and based upon Xanadu Realty's competency and value criteria, therefore making it more contextually relevant to the organization. Furthermore, these results highlight the value of employing a multi-dimensional approach to recruitment assessment, combining assessments of cognitive abilities (aptitude), behaviours and emotional intelligence (psychometric), and business skills and sales readiness (business).

The resulting combined measure provides a comprehensive profile of candidates' potential.

The study's results also concur with Person-Organization Fit theory. When employees align with the organization's culture, they are more likely to be engaged, committed and retained long term. Using the UNBOX framework to enhance the assessment of cultural-fit further increased the likelihood that candidates who aligned with Xanadu Realty's culture would be identified. Moreover, the research is aligned with the principles of evidence-based human resource management.

By employing data-driven decisions, objectivity, transparency and accountability can be incorporated into the hiring process, thereby strengthening talent acquisition and improving quality outcomes.

Indeed, the feedback from HR professionals and managers who participated in the study affirms the utility of the framework. In summary, this research concludes that the XSPI framework met its goals of enhancing recruitment objectivity, strengthening cultural fit assessments, improving predictive hiring accuracy and

enhancing strategic talent acquisition. The evidence provided by the XSPI framework indicates that customised assessment systems that integrate both psychometric and aptitude measurements are powerful instruments for identifying high potential employees for today's workplaces.

Conclusion

The present study has been successfully able to design and implement a customized and comprehensive, psychometric and aptitude based talent acquisition system namely Xanadu Sales Potential Index (XSPI) for the recruitment process at Xanadu Realty Pvt. Ltd. In today's competitive era, companies need to rely on recruitment process that not only encompass interview-based evaluation and the assessment of candidate's intellectual, behavior, and cultural fit but a tool that evaluate candidate on the cognitive domain, behavioral domain, emotional, and cultural aspect for assessing as to how an ideal recruit for sales organization would perform.

With the help of the framework of HR assessment, Business competency evaluation, psychometric testing and Organization culture assessment it was the intention of the project.

The results of this project confirm that the XSPI framework effectively increases recruitment objectivity, consistency and decision quality. By applying the established psychological theories like Big Five Personality traits, Emotional Intelligence Theory, Trait Activation Theory and Achievement Motivation Theory and applying Xanadu Realty UNBOX principles in order to design a strong a customized, and strategic based selection model that enables selection of right fit talent. Candidates having a good score on the XSPI resulted in favorable hiring recommendations and candidates who have exhibited traits such as Ownership, problem solving abilities, adaptable, customer oriented, good communication skills, etc. Was highlighted to be performing better than other candidates on compared with other selection approaches it helps in reducing interviewer bias and improves prediction of hiring results.

The entire selection process of the talent acquisition system is transparent and fair for all the candidate to be evaluated by the recruiter, and thereby helps to improve the evidence-based selection system.

The managerial implications of the framework is significant because it help the management of an organization to address questions related to strategic workforce planning, competency mapping, succession planning and training & development. This model help the organization to develop internal talent and reducing the dependence on external assessment provider and also it helps the organization to reduce the need to engage with assessment providers as we can customize the questions as per our organization culture and requirements, instead of generic psychological assessment providers. Nevertheless, there are limitations for this framework as it is a pilot project and the study only consists of data from one organization and a sample group of 60, therefore, to generalize findings and increase its validity we need to extend research for large scale and different organizations using advanced statistical techniques and longitudinal studies of candidate's performance with correlation with their assessment scores.

Therefore, future research can concentrate on these limitations. The XSPI framework a robust tool for identifying high-potential employees, creating stronger cultural alignment and minimizing hiring risk, this study provided evidence for its successful application at Xanadu Realty Pvt. Ltd.

Which is an evidence-based and effective tool in identifying the potential employees and improve the quality of the hiring decisions of the organization.

References

1. Bartram, D. (2005). The Great Eight competencies: A criterion-centric approach to validation. *Journal of Applied Psychology*, 90(6), 1185–1203. <https://doi.org/10.1037/0021-9010.90.6.1185>
2. Barrick, M. R., & Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44(1), 1–26. <https://doi.org/10.1111/j.1744-6570.1991.tb00688.x>
3. Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99–109. https://doi.org/10.1207/s15327043hup1002_3
4. Cable, D. M., & Judge, T. A. (1997). Interviewers' perceptions of person–organization fit and organizational selection decisions. *Journal of Applied Psychology*, 82(4), 546–561. <https://doi.org/10.1037/0021-9010.82.4.546>
5. Campion, M. A., Palmer, D. K., & Campion, J. E. (1997). A review of structure in the selection interview. *Personnel Psychology*, 50(3), 655–702. <https://doi.org/10.1111/j.1744-6570.1997.tb00709.x>
6. Costa, P. T., Jr., & McCrae, R. R. (1992). Revised NEO Personality Inventory (NEO PI-R) and NEO Five-Factor Inventory (NEO-FFI) professional manual. Psychological Assessment Resources.
7. Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.
8. Hogan, R., & Hogan, J. (2013). Personality and workplace performance. In N. W. Schmitt (Ed.), *The Oxford handbook of personnel assessment and selection* (pp. 114–130). Oxford University Press.
9. Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87(4), 765–780. <https://doi.org/10.1037/0021-9010.87.4.765>
10. Lievens, F., & Sackett, P. R. (2012). The validity of interpersonal skills assessment via situational judgment tests for predicting academic success and job performance. *Journal of Applied Psychology*, 97(2), 460–468. <https://doi.org/10.1037/a0025741>
11. McClelland, D. C. (1961). *The achieving society*. Van Nostrand.
12. Ones, D. S., Viswesvaran, C., & Schmidt, F. L. (1993). Comprehensive meta-analysis of integrity test validities. *Journal of Applied Psychology*, 78(4), 679–703. <https://doi.org/10.1037/0021-9010.78.4.679>
13. Pulakos, E. D. (2005). *Selection assessment methods: A guide to implementing formal assessments to build a high-quality workforce*. SHRM Foundation.
14. Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology:

Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124(2), 262–274. <https://doi.org/10.1037/0033-2909.124.2.262>

15. Tett, R. P., & Burnett, D. D. (2003). A personality trait-based interactionist model of job performance. *Journal of Applied Psychology*, 88(3), 500–517. <https://doi.org/10.1037/0021-9010.88.3.500>
16. Xanadu Realty Pvt. Ltd. (2024). UNBOX principles and organizational culture framework. Xanadu Realty Internal Documentation.