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## Analysis Assessment, Psychotest, and Leadership Development for Organization Sustainability in The University

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**Abstract:** Purpose To prove by using scientific articles derived from international reputation journals by looking at whether there is really an influence between variables, research methods in the form of literature review by proving whether it is true between variables with this study, the results of this research study support the results of existing studies with variables related to this variable, but limitations in search and for researchers others to continue or use this differentiating variable as future research.

**Keywords:** Assessment, Psychotest, Leadership Development, Sustainability Organization

### INTRODUCTION

Assessment with leadership development is an approach to human resource management in an organization that aims to improve employee performance and the organization as a whole (Susanto, Parmenas, et al., 2023). Blending two key concepts, employee performance measurement, and leadership development, managers regularly evaluate employees using a variety of evaluation methods such as interviews, tests, and observations. After the evaluation of employees, the next step is the development of management. According to (Susanto, 2021) Management Development is a training and development program aimed at improving employee management skills. The program focuses on developing leadership skills, including the ability to communicate, collaborate, make decisions, motivate teams, and resolve conflicts. In today's dynamic work environment, it is recognized that talented leaders can help overcome these challenges and pave the way to achieve those goals. Talented leaders can lead and guide people, teams, and organizations to successfully navigate and overcome these obstacles. By communicating with subordinates and

stakeholders, managers can significantly influence the behavior of their employees and create an empowered workforce (Rustiawan et al., 2023);(Barling et al., 2010), the role of leaders in (Barling et al., 2010);(Parr et al., 2016);(Jumawan, 2023);(Zen et al., 2023) Leadership effectiveness includes many elements that relate differently to aspects of personality, and certain types of leaders may excel in some criteria but not in others.

In selecting leaders in an organization before they will reach that stage from internal parties to be promoted, it is necessary to assess, along with the article (Collins & Lanza, 2009) the category of leaders based on their personality profile and determine how this category relates to performance criteria unique measured in the assessment center. Specifically, we used a new human-oriented latent class analysis, according to (Student et al., 2021);(Parr et al., 2016);(Rettrisunz et al., 2023);(Susanto, Sawitri, Ali, et al., 2023);(Buda Prasada & Sawitri, 2019);(McShane & Von Glinow, 2018);(Zen et al., 2023) Analysis to assess how different personality categories affect assessment center performance, including strategy definition, strategy execution, partnership building, and message translation. The sustainability of the organization depends on the leader, in an organization the existence of a leadership development program is needed once to continue generation or regeneration, there are also organizations that easily take from outside the organization with the risk that they have to pay a high price for the leader who does not know the ins and outs of the organization, all of that has advantages and losses.

One of the positive impacts of leadership development is to improve organizational sustainability. In times of increasing competition and accelerating environmental change, organizations must be able to survive and grow sustainably in order to succeed in the long run, (Forbes, 2014);(Sawitri et al., 2019);(Febrian et al., 2023). Managers bear great responsibility in carrying out organizational tasks (Putra & Ali, 2022);(Jumawan & Widjaja, 2023);(Medel-González et al., 2013) Leaders and employees have the opportunity to participate in leadership development, employee assessment and also take a physco logical test.

Physco logical test is not only for employees who are new to recruit, but also to see and test employees who have been working for a long time as well, Psychological tests are tests that measure several aspects of a person's psychology. This test of a person's cognitive and emotional abilities can be done orally, projectively or in writing. While the purpose of the test is to measure the various ways in which a person's mental abilities and other supporting elements can vary, including achievement, competence, personality and intelligence. Behavioral tendencies, emotional states, cognitive abilities and things that influence those tendencies are used in psychological tests to determine a person's picture. Therefore, psychological tests test abilities other than IQ. Before accepting an employment relationship with an applicant, the organization can assess the suitability of the applicant (Susanto, Parmenas, et al., 2023) Technical competence refers to specific skills, abilities and knowledge that are directly related to professional activity (e.g. the ability to use software, speak a language or operate a device). A technical aptitude test is a type of assessment. From some of the phenomena above, researchers want to prove that whether there is a relationship between the variables in the study using a literature review.

The purpose of this scientific article is to prove by using scientific articles from international reputation journals by seeing whether there is really an influence between variables.

## **METHODS**

This research methodology uses a qualitative approach and examines the variables of this study. A type or method of scholarly writing is a form of library research. Theoretical analysis, analysis of relationships between variables, books and magazines, online and offline,

were obtained from Mendeley, Google Scholar and other online media. The peer-reviewed journals are listed in Table 1.1 Journal Metrics below

Tabel 1.1 Metrics Journal

Researcher, Title and Year	Variables used	Findings	Differences with this study
(Parr et al., 2016)  Personality profiles of effective leadership performance in assessment centers	Leadership  assessment	Six personality profiles were identified based on a sample of 2,461 executives: Unpredictable executives with low due diligence (7.3%); Conscious, background manager (3.6%); Unpredictable executives (8.6%); Creative means of communication (20.8%); strong players (32.4%); and protocol supporters (27.1%). One profile was rated good according to all criteria in the assessment centre; The remaining profiles have strengths and weaknesses in various criteria. Implications of the research and future direction highlighted	
(Lawrence et al., 2018)  Developing leadership potential in graduate students with assessment, self-awareness, reflection and coaching	Leadership  Assessment  Self-awareness  Reflection  Coaching	Quantitative and qualitative results support this approach to developing leadership potential. Results show that the integrated model stimulates purposeful awareness, reflection and development processes and supports the identification and search for purposeful learning opportunities for all MBA students.	Self-awareness  Reflection  Coaching
(Madanchian & Taherdoost, 2019)  Assesment of Leadership Effectiveness Dimensions in Small Medium Enterprises (SMEs)	Leadership  Assesment	This dimension of management effectiveness plays an important role in measuring management effectiveness that affects the performance of SMEs. The study of capacity optimization and costing models is an important research topic that deserves an important role in measuring the effectiveness of management that affects the performance of SMEs.	
(Burns et al., 2015) Leadership for Sustainability: Theoretical Foundations and Pedagogical Practices that Foster Change	Leadership  Sustainability	Observation and self-knowledge, reflection, research and learning from ecological and diverse perspectives and community experiences	

(Sarmawa et al., 2020) Ethical entrepreneurial leadership and organizational trust for organizational sustainability	entrepreneurial leadership organizational trust organizational sustainability	Ethics are an important part of running a business, so managers who reflect leadership styles and prioritize ethical behavior can be called ethical	organizational trust
(James & Priyadarshini, 2021) Responsible Leadership: A New Paradigm for Organizational Sustainability	Responsible Leadership Organizational Sustainability	A conceptual model for RL is proposed that explains the many dimensions that lead to results in a changing business world.	
(Susanto, Parmenas, et al., 2023) Determinant Attitude and Employee Recruitment: Analysis Psikotest, Assessment, Behavioral Event Interview and Experience (Study Literarture)	Psikotest Assessment Behavioral Event Interview Experience Employee Recruitment Attitude	Affects the exposure index matrix. Employee recruitment research in this literature review article focuses specifically on supporting variables that can encourage effective employee recruitment, namely attitudes, psychological tests, assessments, and behavioral event interviews.	Behavioral Event Interview Experience Employee Recruitment Attitude

In qualitative research, literature review should be used in accordance with methodological assumptions. That is, it must be used inductively so that it does not direct the questions that the researcher asks. One of the main reasons for conducting qualitative research is for study research (Ali and Limakrisna, 2013).

**RESULT AND DISCUSSION**

From some of the descriptions above in accordance with the search for scientific articles that want to be proven in accordance with the variables of this scientific article with the following results.

(Parr et al., 2016) personality profiles were identified based on a sample of 2,461 executives: unpredictable executives with low due diligence (7.3%); Conscious, background manager (3.6%); Unpredictable executives (8.6%); Creative means of communication (20.8%); strong players (32.4%); and protocol supporters (27.1%). One profile was rated good according to all criteria in the assessment center; The remaining profiles have strengths and weaknesses in various criteria. The implications of the research and future direction are highlighted, the type of qualitative research, the variables used are leadership with assessment, subsequent studies from (Lawrence et al., 2018) with research results Quantitative and qualitative results support this approach to develop leadership potential. The results show that the integrated model stimulates the process of awareness, reflection and development aimed at and supports the identification and search for purposeful learning opportunities for all MBA students, qualitative and quantitative research methods, with the distinguishing variables with this study Self-awareness, Reflection, Coaching (Susanto, Sawitri, & Suroso, 2023);(Susanto et al., 2022).

Further studies from (Madanchian & Taherdoost, 2019) with research results This dimension of management effectiveness plays an important role in measuring management

effectiveness that affects SME performance. Maximization Studies on capacity optimization and costing models are important research topics that deserve an important role in measuring management effectiveness that affects SME performance, research methods using qualitative, subsequent studies from with research results Observation and self-knowledge, reflection, research and learning from ecological and diverse perspectives and community experiences (Burns et al., 2015)

The next study from (Sarmawa et al., 2020);(Sawitri et al., 2023) Ethics research is an important part of running a business, so that managers who reflect leadership styles and prioritize ethical behavior can be called ethical, with distinguishing variables of organizational trust, further studies from with research results. A conceptual model for RL is proposed that explains the many dimensions that lead to results in a changing business world, research relating responsible leadership to organizational sustainability. The next study from (Susanto, Parmenas, et al., 2023) affects the exposure index matrix. Employee recruitment research in this literature review article focuses specifically on supporting variables that can encourage effective employee recruitment, namely attitudes, psychological tests, assessments, and behavioral event interviews, the variables used in this study are Recruitment, Psychological Test, Assessment, Behavioral Event Interview and Experience, while the distinguishing variables with this study Behavioral Event Interview, Experience, Employee Recruitment, Attitude.

The results of the above research prove the existence of variables that have been used by other researchers through the results described above, so several scientific articles have supported this research with quantitative or qualitative research methods, there are several distinguishing variables obtained from this research article are Recruitment, Psychotest, Assessment, Behavioral Event Interview and Experience , while the distinguishing variables with this study are Behavioral Event Interview, Experience, Employee Recruitment, Attitude, Self-awareness, Reflection, Coaching.

## CONCLUSION

This study supports the results of existing studies with variables related to this variable, but limitations in the search and recommendations for other researchers to continue or use this differentiating variable as future research.

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