

ZIBELINE INTERNATIONAL  
PUBLISHERS

ISSN: 2616-5961 (Online)

CODEN: IMCSBZ

# Information Management and Computer Science (IMCS)

DOI: <http://doi.org/10.26480/imcs.02.2024.93.95>

CrossMark

## REVIEW ARTICLE

# IDENTIFYING SUITABLE CANDIDATES FOR POLICE, SECURITY, AND PROTECTIVE SERVICE ROLES BASED ON HOLLAND'S RIASEC MODEL USING THE FIKR (FACET, INSIGHT, KNOWLEDGE, AND RESILIENCE) PROFILING ASSESSMENT TOOL

Chee Kong Yap<sup>a</sup>, Chee Seng Leow<sup>b</sup>, and Wing Sum Vincent Leong<sup>b</sup><sup>a</sup>Department of Biology, Faculty of Science, Universiti Putra Malaysia, 43400 UPM Serdang, Selangor, Malaysia<sup>b</sup>Humanology Sdn Bhd, 73-3 Amber Business Plaza, Jalan Jelawat 1, 56000 Kuala Lumpur, Malaysia\*Corresponding author: [yapchee@upm.edu.my](mailto:yapchee@upm.edu.my)

This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

## ARTICLE DETAILS

### Article History:

Received 23 September 2024

Revised 18 October 2024

Accepted 01 November 2024

Available online 05 November 2024

## ABSTRACT

This study analyzed 300 respondents using Holland's RIASEC Model Using the FIKR (facet, insight, knowledge, and resilience) Profiling Assessment Tool to identify those most suitable for police, security, and protective service roles. The focus was on the Realistic (R), Enterprising (E), and Social (S) dimensions, which are crucial for success in these fields. Out of the 300 respondents, 50 individuals (or approximately 16%), demonstrated high scores in both the Realistic and Enterprising dimensions, indicating strong potential for these roles. Of these, 35 individuals (about 11.7%), also scored highly in the Social dimension, making them well-suited for positions requiring public interaction and teamwork. Among these 35 individuals, 5 stood out as exceptionally suitable for police and security roles due to their balanced and high scores across all three dimensions. These findings highlight the value of incorporating personality assessments into recruitment processes for protective services, providing a more nuanced approach to identifying candidates with the ideal combination of traits. This study underscores the importance of the RIASEC model in enhancing recruitment strategies in critical public safety roles.

## KEYWORDS

RIASEC model, police recruitment, security roles, FIKR personality assessment

## 1. INTRODUCTION

The selection process for roles in police, security, and protective services is crucial for maintaining public safety. These professions demand individuals with a unique combination of skills and personality traits, including practical problem-solving abilities, leadership qualities, and strong communication skills. Traditionally, recruitment for these roles has focused heavily on physical fitness, cognitive abilities, and background checks (Kurtulmuş et al., 2019; Kaya Özbağ, 2016; Vasanthakumari, 2019). However, integrating personality assessments, such as Holland's RIASEC model, into the recruitment process can significantly enhance the ability to identify candidates with the right traits for these demanding positions (Akande, 2015).

Holland's RIASEC model classifies individuals into six personality types: Realistic (R), Investigative (I), Artistic (A), Social (S), Enterprising (E), and Conventional (C), each reflecting different vocational preferences and abilities (Deng et al., 2007). For police, security, and protective services, the Realistic, Enterprising, and Social dimensions are especially relevant (Akande, 2015; Moy and Lam, 2004). Those with high Realistic scores excel in practical, hands-on tasks and thrive in environments where physical activity and tangible problem-solving are required (Roemer et al., 2023). High Enterprising scores suggest strong leadership and decision-making abilities, while high Social scores indicate excellent interpersonal skills and the capacity to work effectively in team settings.

Incorporating the RIASEC model into the recruitment process provides a more comprehensive approach to candidate evaluation (Karimi et al.,

2019; Arvey et al., 2006). By assessing personality traits alongside traditional selection criteria, recruiters can identify candidates who are not only physically and mentally fit for the role but also possess intrinsic qualities that align with the profession's demands (Woods and Hampson, 2010). This approach ensures that the individuals selected for these critical roles are well-rounded and capable of handling the complex challenges they will face in their careers (Akande, 2015; Woods and Hampson, 2010; Roemer et al., 2023; Foutch et al., 2013).

Humanology Sdn. Bhd. has applied the FIKR (facet, insight, knowledge, and resilience) Profiling Assessment Tool, which evaluates the suitability of job acquisition. The objective of this study is to identify the most suitable candidates for police, security, and protective service roles using Holland's RIASEC model. Through an analysis of 300 participants, the study aims to assess the relevance of the R, E, and S dimensions in predicting success in these fields. The results will provide valuable insights into the effectiveness of personality assessments in the recruitment process and offer recommendations for incorporating these tools into selection methods for protective services.

## 2. METHODOLOGY

Our study was conducted with independent samples of 300 genuine individuals given by Humanology Sdn Bhd. Every participant submitted a complete set of item responses on a panel consisting of 200 items. The questionnaire is a quantitative survey format using a binary survey scale, consisting of Yes (1) or No (0) questions. This feature enables the participants to offer prompt and direct responses by selecting between the

### Quick Response Code



### Access this article online

Website:  
[www.theimcs.org](http://www.theimcs.org)DOI:  
[10.26480/imcs.02.2024.93.95](https://doi.org/10.26480/imcs.02.2024.93.95)

two available choices. The 200-item questionnaire included the necessary personality traits for evaluating the Holland codes. These traits were as follows: R represents Endurance, Variety, and Aggressive; I represents Self-criticism, Analytical, and Intellectual; A represents Intuition, Emotional, and Perceiver; S represents Dependent, Nurturance, and Extrovert; E represents Extrovert, Achievement, and Control; and C represents Support, Structure, Self-conceptual, and Autonomy.

In order to find the most suitable candidates for Police, Security, and Protective Service Roles, the approach for this study included a thorough evaluation of 300 respondents utilising the Holland RIASEC model. The

scores of each responder were thereafter examined to ascertain their congruence with the essential characteristics necessary for those deemed suitable for positions in the police, security, and protective service.

### 3. RESULTS

Table 1 showed the results of categories-based on Holland's RIASEC model using the FIKR Profiling Assessment Tool. The analysis of the 300 respondents using Holland's RIASEC model revealed significant insights into their suitability for roles in police, security, and protective services. The key findings are as follows:

Category	Number of Respondents	Percentage of Total Sample
High Potential Candidates (R and E scores)	50	16.7
Balanced Profiles (R, E, and S scores)	35	11.7
Top Candidates (Consistently high R, E, and S scores)	5	1.7
General Suitability (Other dimension scores)	265	88.3

a) High Potential Candidates: Out of the 300 respondents, fifty individuals (approximately 16.7% of the total sample) demonstrated high scores in both the Realistic (R) and Enterprising (E) dimensions, indicating strong potential for police and security roles. These individuals were characterized by their practical, hands-on abilities and their leadership potential.

b) Balanced Profiles: Of the fifty individuals with high R and E scores, thirty-five (approximately 11.7% of the total sample) also scored highly in the Social (S) dimension. These individuals are well-suited for roles that require a balance of practical skills, leadership, and public interaction. Their high scores in R, E, and S suggest they are likely to excel in positions that involve teamwork, decision-making, and direct engagement with the community.

c) Top Candidates: From the thirty-five balanced-profile candidates, five individuals were identified as exceptionally suitable for police, security, and protective service roles. These individuals had consistently high scores across the R, E, and S dimensions, making them the ideal candidates for these roles. Their profiles indicate that they possess the practical skills, leadership abilities, and interpersonal skills necessary to handle the challenges of these demanding professions.

d) General Suitability: The remaining 265 respondents did not show as strong an alignment with the R, E, and S dimensions, either due to lower scores in these areas or higher scores in other dimensions such as Artistic (A), Conventional (C), or Investigative (I). These respondents may be better suited for other vocational paths that align more closely with their personality traits.

Overall, this study highlights the utility of the RIASEC model in identifying candidates with the right combination of traits for police, security, and protective service roles. By focusing on the R, E, and S dimensions, organizations can enhance their recruitment processes and ensure that they are selecting individuals who are not only capable but also possess the intrinsic qualities necessary for success in these critical public safety roles.

### 4. DISCUSSION

The results of this study emphasize the importance of incorporating personality assessments, like Holland's RIASEC model, into the recruitment process for police, security, and protective service roles (Akande, 2015). The identification of key traits—Realistic, Enterprising, and Social—as strong predictors of success aligns with the high demands of these professions (Denissen et al., 2017).

Individuals scoring highly in the Realistic dimension excel in practical, hands-on tasks, such as crime scene investigation, physical operations, and managing high-pressure environments (Martin, 2020; Hogan and Meca, 1975). Their natural inclination toward tangible and practical activities makes them well-suited for roles that require quick thinking and problem-solving in real-world situations (Detrick and Chibnall, 2006).

The Enterprising trait distinguishes candidates as leaders and decision-makers in protective services. High scorers in this dimension exhibit confidence, initiative, and responsibility (Aarum Andersen, 2006; Kaya Özbağ, 2016). These qualities are vital in roles demanding leadership, coordination, and the ability to make swift, impactful decisions under

pressure. The study suggests that candidates who exhibit both high Realistic and Enterprising traits are better equipped to handle the multifaceted challenges inherent in police and security roles.

The Social dimension, highlighting the significance of interpersonal skills, is essential in maintaining public relations, de-escalating conflicts, and fostering collaboration among colleagues (Kaya Özbağ, 2016; Detrick and Chibnall, 2006). High Social scores indicate strong communication abilities, which are crucial for building trust within communities and working effectively in team settings. Candidates who demonstrate high Realistic, Enterprising, and Social scores are considered well-rounded, capable of managing the physical, strategic, and relational aspects of protective service work (Sackett and Walmsley, 2014).

However, the study also underscores that personality traits alone do not determine job performance (Sanders, 2008; Detrick and Chibnall, 2006). Factors like age, attitude, and organizational culture significantly influence performance outcomes. While personality assessments can predict success, other elements such as Conscientiousness and Agreeableness, common in the Big Five framework, are also critical for performance across various occupations (Sanders, 2008; Detrick and Chibnall, 2006).

The study concludes that integrating personality assessments into recruitment processes for police, security, and protective services enhances the selection of candidates suited for these roles. By emphasizing the Realistic, Enterprising, and social dimensions, organizations can identify individuals who possess the necessary traits for success. Future research should further investigate the role of personality assessments in refining recruitment strategies, ensuring that the most qualified candidates are selected for these essential roles.

### 5. CONCLUSION

The findings of this study emphasize the importance of using Holland's RIASEC model Using the FIKR Profiling Assessment Tool to identify suitable candidates for police, security, and protective service roles. The Realistic, Enterprising, and social dimensions emerged as key predictors of success in these fields, with a small subset of individuals demonstrating a balanced and high alignment with these traits. This study reinforces the need for a comprehensive approach to recruitment, one that integrates personality assessments with traditional selection criteria to ensure that candidates are well-suited for the diverse and demanding nature of protective service roles. By doing so, organizations can enhance their recruitment processes, leading to the selection of individuals who are not only capable of performing the tasks required but are also intrinsically aligned with the mission and challenges of their roles in public safety.

### REFERENCES

- Akande, A., 2015. Personality assessment: Overview. In *International Encyclopedia of the Social and Behavioral Sciences*, 2nd ed., Pp. 849-856. Elsevier. <https://doi.org/10.1016/B978-0-08-097086-8.25027-7>
- Andersen, J. A., 2006. Leadership, personality, and effectiveness. *Journal of Socioeconomics*, 35(6), Pp. 1078-1091. <https://doi.org/10.1016/j.socce.2005.11.066>
- Denissen, J.J.A., Bleidorn, W., Hennecke, M., Luhmann, M., Orth, U., Specht,

- J., and Zimmermann, J., 2017. Uncovering the power of personality to shape income. *Psychological Science*, 29(1), Pp. 3-13. <https://doi.org/10.1177/0956797617724435>
- Detrick, P., and Chibnall, J. T., 2006. NEO PI-R personality characteristics of high-performing entry-level police officers. *International Journal of Selection and Assessment*, 3(4), Pp. 274-285. <https://doi.org/10.1037/1541-1559.3.4.274>
- Hogan, R., and Meca, A., 1975. Personological correlates of police effectiveness. *Journal of Personality Assessment*, 91(2), Pp. 289-295. <https://doi.org/10.1080/00223980.1975.9923955>
- Karimi, A., Teimouri, H., Shahin, A., and Barzoki, A. S., 2019. Identification and ranking of competency-based recruitment system criteria: An empirical case study. *International Journal of Learning and Intellectual Capital*, 16(1), Pp. 21-21. <https://doi.org/10.1504/ijlic.2019.096933>
- Kurtulmuş, E., Katrinli, Ş., and Katrinli, A., 2019. The influence of personality trait on effective leadership: The role of dopamine. *International Journal of Economics and Administrative Studies*, 20(1), Pp. 65-93. <https://doi.org/10.24889/ifede.433230>
- Moy, J. W., and Lam, K. F., 2004. Selection criteria and the impact of personality on getting hired. *Personnel Review*, 33(5), Pp. 521-535. <https://doi.org/10.1108/00483480410550134>
- Roemer, L., Lewis, P. M., and Rounds, J., 2023. The German O\*NET interest profiler short form. *Journal of Occupational and Organizational Psychology*, 4(1), Pp. 156-167. <https://doi.org/10.1027/2698-1866/a000048>
- Sackett, P. R., and Walmsley, P. T., 2014. Which personality attributes are most important in the workplace? Perspectives on Psychological Science, 9(5), Pp. 538-551. <https://doi.org/10.1177/1745691614543972>
- Sanders, B. A., 2008. Using personality traits to predict police officer performance. *Policing: An International Journal*, 31(1), Pp. 129-147. <https://doi.org/10.1108/13639510810852611>
- Woods, S. A., and Hampson, S.E., 2010. Predicting adult occupational environments from gender and childhood personality traits. *Journal of Applied Psychology*, 95(6), Pp. 1045-1057. <https://doi.org/10.1037/a0020600>

