

RELIABILITY & VALIDITY: FIKR LEADERSHIP TYPOLOGY IN EMPLOYEE
RECRUITMENT PROCESSES IN CORPORATIONS, PAKISTAN

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Abstract

The FIKR (Facet, Insight, Knowledge, and Resilience) model, a psychometric approach, delineates human personality across 20 domains developed through factor analysis. This study evaluates the reliability and construct validity of the FIKR instrument, which was designed for use among 500 job-seeking candidates seeking employment with multinational companies in Pakistan. The study aimed to determine the instrument's efficacy in mapping leadership topography using confirmatory factor analysis. The results revealed that Cronbach's alpha values range from 0.781 to 0.715, indicating substantial reliability. Furthermore, the FIKR Personality dimensions demonstrated positive inter-correlations. The construct validity test yielded a fit model with a p-value of 0.3094 and an RMSEA of 0.029, confirming the model's adequacy—fit models are typically characterized by a p-value greater than 0.05 and an RMSEA less than 0.05. These findings affirm that the empirical data aligns effectively with the FIKR typology model, validating its use as a theoretical construct in understanding and predicting leadership attributes within recruitment settings.

Keywords: Leadership, Personality Profiling, Construct Validity, FIKR Model, Confirmatory Factor Analysis, Pakistan.

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Introduction

Selecting the right staff for the organization and the right candidate during the succession process is essential. The usage of personality tests in recruitment and succession planning is common. However, the reliability and validity of personality profiling have garnered significant attention. As businesses strive to enhance leadership qualities within their management teams, understanding the foundations of personality assessments becomes essential. Personality profiling tools are often utilized to predict job performance, adaptability, and leadership potential among management staff. However, the integrity and applicability of these tools raise pertinent questions about their reliability and validity. As Mirzaei and Aghighi (2024) discuss, the intricacies of narcissistic leadership present a compelling case for scrutinizing validity measures, such as face validity and confirmatory factor analysis, which ensure the appropriateness and accuracy of assessments in organizational settings.

Personality is a distinct pattern of behavior that individuals exhibit in response to life's dynamics, including challenges such as stress, decision-making, and interpersonal interactions. This concept is integral in occupational settings, where the compatibility of an individual's personality with their job role is a predictor of both job performance and satisfaction (Muspawi & Lestari, 2020; Rosliani & Ariati, 2016; Darni, Novaliendry, & Dewi, 2020). According to recent definitions by Yap, Leow, and Vincent (2024), personality is described as a unique behavioral pattern that significantly influences an individual's interactions within the workplace. They introduce the Facet, Insight, Knowledge, and Resilience (FIKR) model, which identifies 20 personality domains: endurance, variety, aggression, and self-criticism. Each of these domains plays a crucial role in shaping how individuals perceive and respond within their professional environments, thereby highlighting the profound impact of personality traits on occupational outcomes.

Personality profoundly influences an individual's perceptions and behaviors within workplace environments, shaping how they interact with their tasks and colleagues. The work environment can be delineated by the relationships between employees, their physical and social work settings, and their behaviors within these contexts. The FIKR personality model, an innovative framework within organizational psychology, posits that congruence between an individual's personality and their job role is pivotal for optimal performance. This model incorporates a comprehensive personality assessment tool with 20 distinct domains, facilitating a nuanced analysis of personality traits relevant to professional settings.

The FIKR model utilizes a 200-item questionnaire that evaluates these traits through binary ("yes" or "no") responses, from which a personality profile is constructed for each respondent. These profiles are visualized using a pentagonal diagram, which represents the five critical elements essential for workplace effectiveness. Each vertex of the pentagon represents a core personality trait, collectively representing how an individual's characteristics align with others within the same environment. Applying the FIKR model, particularly in Southeast Asia, has yielded insights into the interplay between employee personality types and workplace dynamics. The pentagonal representation highlights individual traits and facilitates comparisons across profiles, thus illustrating the diversity and commonalities in personality within professional settings.

Further research is needed to validate and expand the applicability of the FIKR model across diverse cultural contexts and organizational settings. Current literature on personality assessments and workplace dynamics may provide a foundational

understanding, but specific studies focused on the FIKR model's efficacy are recommended to comprehensively evaluate its theoretical and practical contributions to the field.

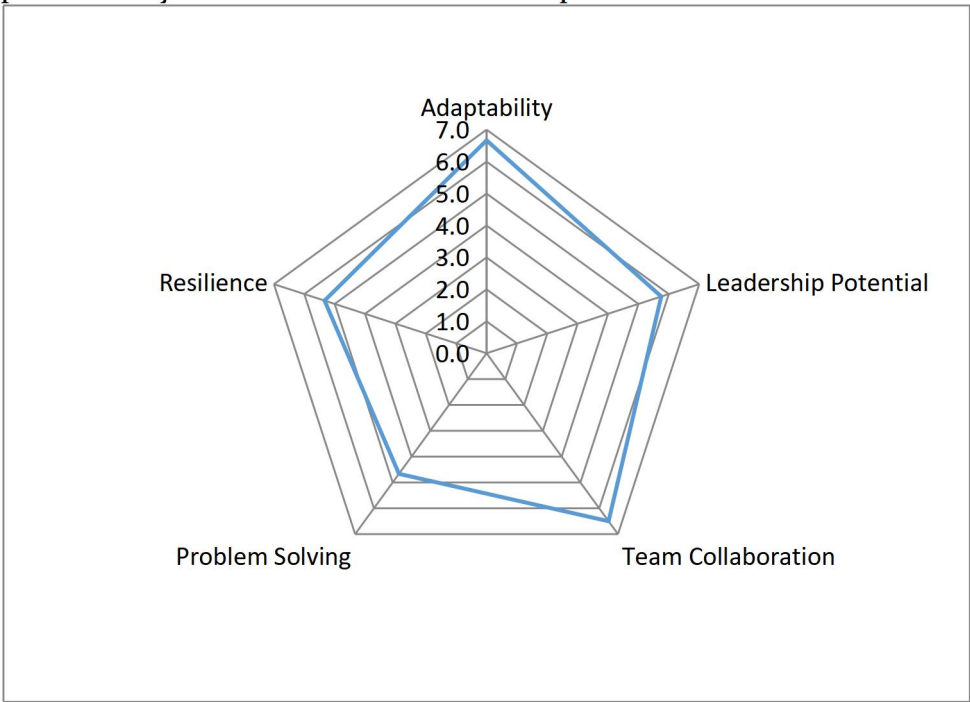


Figure 1. Structure of FIKR Pentagon

The concepts of validity and reliability are paramount in constructing and evaluating measurement tools. Validity pertains to the degree to which a test measures what it claims to measure; it is crucial for ensuring that the constructs under study are accurately represented in the measurement process. Reliability, on the other hand, concerns the consistency of a measure, indicating the extent to which it produces stable and consistent results across different occasions and settings. The importance of these metrics is underscored in social science research, where constructs often possess inherent ambiguities and are not directly observable (Golafshani, 2003).

Reliability is typically assessed using statistical measures to determine the repeatability of test scores. A common metric for this is the reliability coefficient, often denoted as r , which ranges from 0.00 (no reliability) to 1.00 (perfect reliability). However, achieving a reliability coefficient 1.00 is practically unfeasible, reflecting the inherent variability in human behavior and measurement processes (Kline, 2015). Researchers strive for high-reliability coefficients, as these indicate that the measurement tool is less likely to be influenced by external variables and more likely to yield consistent results across different populations and contexts. Although a high-reliability coefficient does not guarantee the validity of a measurement tool, it is a prerequisite for validity since a measure that is not consistent cannot be validly interpreted (Crocker and Algina, 1986).

To bolster the credibility of measurement tools, scholars must rigorously test both validity and reliability. These tests often involve correlational studies to examine the relationship between the test scores and other established measures of the same constructs. Pursuing enhanced measurement tools remains a critical endeavor in the social sciences, reflecting the complexity and subtlety of human attributes and behaviors (Moafian et al., 2019; Kahveci et al., 2016).



Table 1. FIKR Questions

Adaptability	2,8,13,22,28,33,42,48,53,62,68,73,82,88,93,102,108,113,122,128,133,142,148,153,162,168,173,182,188,193
Leadership Potential	10, 14, 17, 19, 30, 34, 37, 39, 50, 54, 57, 59, 70, 74, 77, 79, 90, 94, 97, 99, 110, 114, 117, 119, 130, 134, 137, 139, 150, 154, 157, 159, 170, 174, 177, 179, 190, 194, 197, 199
Team Collaboration	6, 7, 8, 11, 26, 27, 28, 31, 46, 47, 48, 51, 66, 67, 68, 71, 86, 87, 88, 91, 106, 107, 108, 111, 126, 127, 128, 131, 146, 147, 148, 151, 166, 167, 168, 171, 186, 187, 188, 191
Problem-Solving	5, 12, 15, 25, 32, 35, 45, 52, 55, 65, 72, 75, 85, 92, 95, 105, 112, 115, 125, 132, 135, 145, 152, 155, 165, 172, 175, 185, 192, 195
Resilience	1, 4, 21, 24, 41, 44, 61, 64, 81, 84, 101, 104, 121, 124, 141, 144, 161, 164, 181, 184

The concept of validity is paramount, second only to reliability in its importance for the effective use of assessment tools. The term 'validity' originates from the Latin *validus*, signifying strength, and in the context of assessment, it refers to the degree to which a tool accurately and precisely measures what it is intended to measure (Pässler & Hell, 2020). Validity is crucial because it pertains to the test's ability to target the specific concept it purports to assess, ensuring that it evaluates what it is supposed to (Marton, Säljö, & Booth, 2020).

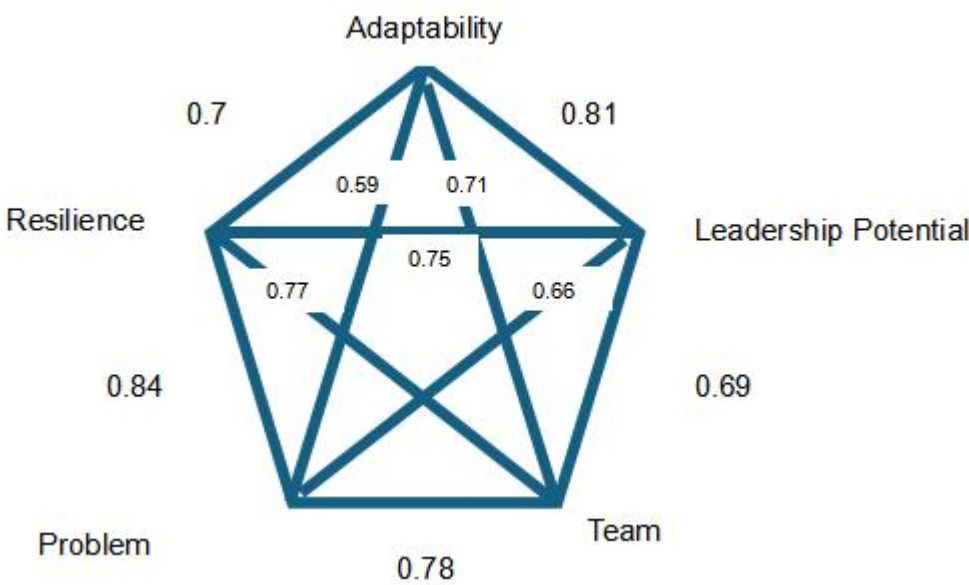
While reliability focuses on the consistency of assessment results across different instances and conditions, validity addresses the utility and appropriateness of the test outcomes. A test is considered to possess high validity if it fulfils its intended measurement function—providing accurate and precise outcomes that align with the predefined objectives of the assessment. Conversely, a test that yields data irrelevant to the intended purposes is characterized by low validity (Access & Tracey, 2021).

The interplay between validity and reliability in assessments is crucial. For a test to be deemed valid, it must produce consistent results (reliability) and generate data that is valuable, informing and facilitating decision-making processes. The evidence supporting the validity of a test is multifaceted, encompassing conclusions and predictions derived from the test results. This evidence may include, but is not limited to, various types of validity, such as construct, content, and criterion. Each type of validity contributes distinct pieces of evidence that affirm the test's overall validity and applicability to specific individuals and situations (Kane, 2020). Content validity is a crucial aspect of scale development, specifically focusing on how well a scale accurately represents the construct it purports to measure. This type of validity is vital as it ensures that the scale accurately captures the theoretical components of the construct, which is typically assessed by experts within the field rather than the general public. These experts review and provide feedback on the scale items to evaluate their relevance and accuracy in reflecting the key concepts and the overall structure of the construct (Haynes, Richard, & Kubany, 1995).

In this research, content validity was examined through the contributions of seven psychologists, who rigorously evaluated whether the scale items of the FIKR—standing for Facet, Insight, Knowledge, and Resilience—accurately represented these intended dimensions. Their expertise enabled a critical assessment of the scale's alignment with the theoretical definitions of its construct. The FIKR scale is noted for its application in Malaysia, particularly in career planning, where it is leveraged to provide comprehensive guidance for individual career development. According to these expert psychologists, the FIKR scale closely adheres to the theoretical framework and is also practically valuable for guiding individuals in making informed career choices (Yap, Leow, & Vincent, 2024).

Moreover, career counselling professionals emphasize the importance of personality assessment as the initial step in determining an individual's most suitable career path. This approach is grounded in the belief that personality traits have a significant influence on career satisfaction and success (Holland, 1997). Therefore, understanding an individual's Facet, Insight, Knowledge, and Resilience provides a robust foundation for career guidance, reinforcing the practical application of the FIKR scale in career counselling scenarios (Yap, Leow & Vincent, 2024). There is a growing acknowledgement of the complex interplay between individuals' dual personality dimensions. These dimensions are not merely theoretical constructs but are pivotal in enhancing an individual's capabilities within a professional setting. The conceptual framework posits that every person harbors two intersecting personality dimensions, which, when effectively harnessed, can significantly enhance their professional competencies and performance in the workplace.

Further empirical evidence supporting this dual-dimension model of personality is derived from advanced statistical analyses, such as factor analysis, which reveal significant correlations between specific personality dimensions. For instance, the research using the FIKR typology—a model developed by scholars in Humanology—illustrates a noteworthy correlation between Adaptability and Leadership Potential. Specifically, the correlation coefficient between these dimensions is recorded at 0.81, with a standard error of 0.07. This statistical relationship reveals a substantial alignment with the pentagonal model proposed in the FIKR typology, indicating robust theoretical consistency with practical implications for organizational behaviour and leadership development. The personality correlation model is shown in Figure 2.



The implications of such findings are profound, providing a quantifiable link between personality traits and their potential impact on leadership and adaptability within a professional context. This correlation validates the theoretical model proposed by the FIKR typology and provides a valuable tool for human resource professionals to develop organizational leadership capabilities strategically.

Method

This research employs a quantitative methodology, utilizing a non-experimental research design to explore the correlation between personality dimensions and vocational preferences. Data were collected through the FIKR personality assessment instrument, an

established tool for measuring various personality traits. This assessment was distributed electronically to employees of ten corporations operating in major cities of Pakistan. Participants engaged with the assessment via a specialized web page designed for career choice evaluation, thus ensuring uniformity in the testing environment.

The study's sample comprised 445 job applicants (225 males and 220 females) seeking positions as assistant administrators, senior administrators, and multimedia designers. The FIKR personality instrument, consisting of 160 dichotomous (yes/no) items, was structured to cover five key personality dimensions: adaptability (30 items), leadership potential (40 items), team collaboration (40 items), problem-solving (30 items), and resilience (20 items). These dimensions were carefully selected based on their relevance to the administrative and creative roles for which the candidates applied. Analytical procedures employed in this study included Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) to assess the data structure and validate the research's hypothesized factor constructs. These robust statistical techniques are integral to validating the theoretical model proposed and ensuring the empirical data aligns well with the conceptual framework.

The instrument's reliability was ascertained through Cronbach's alpha, with scores ranging from 0.671 to 0.706, indicating a satisfactory level of internal consistency among the test items for each personality dimension. Additionally, intercorrelations among the FIKR personality dimensions revealed positive relationships, thereby supporting the coherence of the personality constructs within the instrument. The data collection process was streamlined through an electronic distribution method, where candidates were sent emails containing links to both the job application forms and the FIKR personality profiling tests. This method ensured that each participant received and completed the assessments independently, thereby maintaining the integrity of the data collection process.

The preliminary phase of this study involves evaluating the construct validity using Confirmatory Factor Analysis (CFA), which hinges on a predefined theory regarding the data's structural configuration, referred to as a measurement model. This model serves as a theoretical framework against which the validity of empirical data, derived from field observations, is assessed—termed here as a construct test. The validity examination ensures that each item on the instrument accurately measures the intended component, which pertains to specific dimensions of the assessment tool. The outcomes of this construct test are posited as hypotheses within the CFA framework.

Hypothesis: All items consistently measure a single, defined construct.

The core principle of CFA is to validate the hypothesis asserting that all items gauge a singularly defined construct. This model fits the data well if there is no residual discrepancy between the theoretical correlation matrix (Σ) and the observed correlation matrix (S). This scenario describes the null hypothesis (H_0) as no significant difference between Σ and S , evaluated through a chi-square test. A non-significant chi-square value ($p > 0.05$) leads to the non-rejection of the null hypothesis, thereby affirming the unidimensionality of the theory wherein each item measures only one factor.

Hypothesis: Each item provides significant information about the construct being measured.

Subsequently, the hypothesis concerning the significance of each item in reflecting the construct is tested. During this phase, the validation of individual items is determined based on their capacity to provide significant construct-related information. The criteria

for evaluating a good item in CFA include: 1) Determining the significance of an item's contribution to the construct, where a t-value greater than 1.96 signifies significance; 2) Analyzing the factor loading coefficient of each item. For items rated on a Likert scale from 1 to 4, a positive factor loading coefficient is expected for positively phrased items, while a negative coefficient for a positively worded item suggests invalidity; 3) Examining the measurement error correlation for each item. Items with high error correlation indicate that they may measure extraneous variables beyond the intended construct and might need to be excluded from the scale.

This systematic approach to CFA ensures a rigorous validation of the measurement model, underpinning the reliability and accuracy of the instrument in capturing the intended psychological constructs.

Results and Discussion

Internal Consistency and Reliability Results

To evaluate the internal consistency reliability of the scores, Cronbach's alpha coefficients were computed for each of the six personality dimensions. This analysis was based on data collected from 445 job applicants. The Cronbach's alpha values, which indicate the reliability of the measures, are systematically documented in Table 2.

Table 2: The Value of Cronbach's Alpha

FIKR Leadership Traits	Cronbach's alpha
Adaptability	0.701
Leadership Potential	0.706
Team Collaboration	0.698
Problem-Solving	0.703
Resilience	0.671

The results of the Structural Equation Modeling (SEM) factor analysis substantiate the construct validity of the FIKR Personality Profiling. To comprehensively assess the items' capacity to accurately represent the intended areas of interest, this profiling approach utilizes 160 targeted items. The factor analysis was conducted using principal component analysis, which yielded a six-factor solution. This solution was subsequently refined through a varimax rotation to enhance the interpretability of the factors. The detailed outcomes of this analysis are presented in Table 4.

Table 4: Principle Component Analysis

Adaptability		Leadership Potential		Team Collaboration		Problem-Solving		Resilience	
Item	Load	Item	Load	Item	Load	Item	Load	Item	Load
q2A	0.535	q10L	0.503	q6T	0.535	q5P	0.605	q1R	0.6195
q8A	0.553	q14L	0.725	q7T	0.553	q12P	0.662	q4R	0.6941
q13A	0.785	q17L	0.764	q8T	0.785	q15P	0.635	q21R	0.6573
q22A	0.609	q19L	0.607	q11T	0.609	q25P	0.860	q24R	0.7382
q28A	0.590	q30L	0.681	q26T	0.590	q32P	0.911	q41R	0.6578
q33A	0.661	q34L	0.644	q27T	0.661	q35P	0.642	q44R	0.6573
q42A	0.626	q37L	0.703	q28T	0.626	q45P	0.557	q61R	0.6311
q48A	0.683	q39L	0.572	q31T	0.703	q52P	0.802	q64R	0.8547
q53A	0.556	q50L	0.626	q46T	0.572	q55P	0.829	q81R	0.9223
q62A	0.609	q54L	0.601	q47T	0.626	q65P	0.679	q84R	0.6206
q68A	0.584	q57L	0.612	q48T	0.601	q72P	0.659	q101R	0.5996

q73A	0.791	q59L	0.553	q51T	0.814	q75P	0.738	q104R	0.8631
q82A	0.837	q70L	0.785	q66T	0.862	q85P	0.699	q121R	0.8545
q88A	0.575	q74L	0.609	q67T	0.591	q92P	0.829	q124R	0.6384
q93A	0.499	q77L	0.590	q68T	0.571	q95P	0.693	q141R	0.6258
q102A	0.718	q79L	0.661	q71T	0.822	q105P	0.681	q144R	0.9138
q108A	0.743	q90L	0.748	q86T	0.743	q112P	0.601	q161R	0.7268
q113A	0.608	q94L	0.683	q87T	0.608	q115P	0.814	q164R	0.9437
q122A	0.596	q97L	0.637	q88T	0.596	q125P	0.984	q181R	0.7683
q128A	0.668	q99L	0.697	q91T	0.854	q132P	0.675	q184R	0.6573
q133A	0.632	q110L	0.669	q106T	0.632	q135P	0.513		
q142A	0.690	q114L	0.906	q107T	0.882	q145P	0.927		
q148A	0.562	q117L	0.959	q108T	0.718	q152P	0.872		
q153A	0.615	q119L	0.658	q111T	0.626	q155P	0.642		
q162A	0.590	q130L	0.571	q126T	0.601	q165P	0.777		
q168A	0.799	q134L	0.822	q127T	0.814	q172P	0.736		
q173A	0.846	q137L	0.743	q128T	0.984	q175P	0.743		
q182A	0.580	q139L	0.608	q131T	0.591	q185P	0.764		
q188A	0.9138	q150L	0.596	q146T	0.513	q192P	0.822		
q193A	0.7268	q154L	0.854	q147T	0.927	q195P	0.743		
		q157L	0.632	q148T	0.872				
		q159L	0.882	q151T	0.693				
		q170L	0.718	q166T	0.777				
		q174L	0.786	q167T	0.736				
		q177L	0.754	q168T	0.802				
		q179L	0.806	q171T	0.653				
		q190L	0.919	q186T	0.715				
		q194L	0.742	q187T	0.601				
		q197L	0.748	q188T	0.575				
		q199L	0.683	q191T	0.499				

The validation of the FIKR personality instrument encapsulates a critical phase in ensuring its accuracy and relevance in measuring specific psychological traits. Instrument validity refers to its ability to calculate precisely what it intends to measure, thus minimizing the potential error in the results. Construct validity, a subset of rational internal validity, explicitly assesses the degree to which the instrument reflects a particular trait or theoretical construct it aims to measure.

In this instance, the construct serves as a conceptual framework integral to the development of an expert system. This framework assesses FIRK's five leadership personality types, which are closely associated with specific job roles. The personality types under scrutiny include Adaptability, Leadership Potential, Team Collaboration, Problem Solving, and Resilience. Each type is theorized to correlate significantly with particular vocational outcomes, making the accurate measurement of these types critical for effective personality profiling.

The construct validation process employs factor analysis, a statistical method used to identify the underlying structure of data matrices. This approach helps elucidate the relationships (correlations) among a large set of process variable constructs by delineating a set of dimensions or similar traits. Factor analysis serves two primary purposes in

construct validation: firstly, to define the structure of the data matrix, and secondly, to analyze the structural relationships between variables.

Through factor analysis, the dimensions of the personality structure are identified, enabling researchers to determine the extent to which each dimension explains each variable. This method effectively condenses the information contained in the original variables into a new set of dimensions, streamlining the construct validation process. This streamlined approach ensures that each dimension accurately captures and reflects the theoretical constructs of interest, thereby affirming the validity of the FIKR personality instrument.

Correlation Analysis Results

As shown in Table 6, the intercorrelation between Holland's personality is as follows: 1) adaptability, which is positively correlated with leadership potential, team collaboration, problem-solving, and resilience; 2) leadership potential, which is positively correlated with adaptability, team collaboration, problem-solving, and resilience; 3) team collaboration which is positively correlated with adaptability, leadership potential, problem-solving and resilience; 4) problem-solving is positively correlated with adaptability, leadership potential, team collaboration, and resilience; 5) resilience which is positively correlated with adaptability, leadership potential, team collaboration, problem-solving adaptability, leadership potential, team collaboration, Problem solving and resilience.

Table 5: Descriptive Statistics

	Mean	Std Deviation	N
Adaptability	11.538	2.7167	445
Leadership Potential	12.312	2.1537	445
Team Collaboration	12.716	2.5142	445
Problem-Solving	14.313	2.1143	445
Resilience	11.836	2.3618	445

Table 6: Correlations Matrix

		Adaptability	Leadership Potential	Team Collaboration	Problem-Solving	Resilience
Adaptability	Pearson Correlation	1	.473**	.357**	.481**	.232**
	Sig (2-tailed)		.000	.000	.000	.000
	N	445	445	445	445	445
Leadership Potential	Pearson Correlation	.512**	1	.228**	.481**	.471**
	Sig (2-tailed)	.000		.000	.000	.000
	N	445	445	445	445	445
Team Collaboration	Pearson Correlation	.512**	.238**	1	.522**	.398**
	Sig (2-tailed)	.000	.000		.000	.000
	N	445	445	445	445	445



Problem-Solving	Pearson Correlation	.378**	.386**	.472**	1	.428**
	Sig (2-tailed)	.000	.000	.000		.000
	N	445	445	445	445	445
Resilience	Pearson Correlation	.206**	.361**	.345**	.467**	1
	Sig (2-tailed)	.000	.000	.000	.000	
	N	445	445	445	445	445

** Correlation is significant at 0.01 level (2-tailed)

Personality encompasses the distinctive patterns of behavior that individuals exhibit in response to various life situations, including challenges, collaboration, stress, anxiety, and decision-making processes, which are essential attributes in the professional environment. The alignment of career choices with personality types has a significant influence on an individual's career success and overall job performance. This concept has been supported by research indicating that personality congruence in career paths substantially enhances job satisfaction and efficacy (Smith & Roberts, 2020; Lee & Ashton, 2021).

In light of these insights, the current study aims to assess the validity and reliability of a career selection test instrument used in candidate recruitment. Construct validity was evaluated using confirmatory factor analysis, as endorsed by recent studies by Chen et al. (2022) and Gomez & Wu (2023), while reliability was examined through Cronbach's alpha. Moreover, the study explores the application of the FIKR leadership typology by conducting structural regression analysis among job recruitment candidates. The methodologies employed in this study aim to provide a robust framework for understanding the correlation between personality alignment and career success. This research highlights the crucial role of tailored recruitment strategies that account for personality compatibilities by utilizing advanced statistical tools. This approach enhances the precision of candidate selection and optimizes workplace harmony and productivity.

The results of this study indicate that the value of Cronbach's alpha ranges from 0.671 to 0.706, suggesting a reasonably high level of internal consistency. Additionally, the analysis reveals a positive intercorrelation among the FIKR Personality dimensions. Specifically, Adaptability (A) is positively correlated with Leadership Potential (L), Team Collaboration (T), and Problem Solving (P), though it shows a lower correlation with Resilience (R). Leadership Potential (L) exhibits positive correlations with Adaptability (A), Problem Solving (P), Team Collaboration (T), and Resilience (R), but it is less strongly correlated with Team Collaboration (T). Team Collaboration (T) maintains positive correlations with Adaptability (A), Leadership Potential (L), Problem-Solving (P), and Resilience (R), with a weaker correlation observed with Leadership Potential (L). Lastly, Resilience (R) is positively correlated with Adaptability (A), Leadership Potential (L), Team Collaboration (T), and Problem-Solving (P), but demonstrates a lower correlation with Adaptability (A).

Additionally, the factor analysis results substantiate the validity of the FIKR leadership typology. This is demonstrated by a p-value of 0.28194 and an RMSEA of 0.03, indicating a good model fit. According to standard criteria for model fit, a p-value greater than 0.05 and an RMSEA less than 0.05 indicate an appropriate fit. This confirms the

alignment of the empirical data with the theoretical concept underpinning the FIKR leadership typology.

Furthermore, as analyzed through factor analysis, the pentagonal model employed in the FIKR framework reveals that personality types adjacent to each other typically exhibit higher correlation values than those positioned oppositely. This pattern of moderate positive correlations allows for discernible differences and congruences among the personality types, thereby enhancing the interpretative value of this typology in understanding leadership dynamics. The results further demonstrate a high correlation of 0.81 between the moderate personality types of Adaptability (A) and Leadership Potential (L), indicating pairwise congruence. This suggests a significant match between these two personality types, characterized by interactions involving variety, emotional depth, perception, achievement, control, autonomy, and structure. Additionally, a notable congruence was observed between the personality types of Leadership Potential (L) and Team Collaboration (T), which scored a correlation of 0.69. This indicates a compatible blend between the traits associated with leadership—achievement, control, autonomy, and structure—and those linked to team collaboration, such as supportiveness, extroversion, dependency, and nurturance. Another pair showing significant congruence is Team Collaboration (T) and Problem Solving (P), with a correlation of 0.78. This pairing suggests a match between team collaboration traits, which include structure and support, extroversion, dependency, and nurturance, and the traits associated with problem-solving, namely analytical thinking, intellect, and intuition. Problem Solving (P) and Resilience (R) correlated to 0.84, indicating an intense match. The traits that intertwine here include analytical, intellectual, and intuitive characteristics from the problem-solving personality type, as well as endurance and self-criticism from the resilience type. These results highlight the nuanced interplay and compatibility among personality types within professional settings.

Conclusion

The discussion clarifies that, following linguistic refinement, the FIKR measuring instrument has been validated and established as a reliable tool. A confirmatory factor analysis approach was employed to validate the variables, while Cronbach's alpha was used to assess their reliability. Analysis involving 445 students on the Indonesian version of FIKR leadership typology revealed that Cronbach's alpha values were significantly robust, ranging from 0.671 to 0.706. Moreover, factor analysis on FIKR delineated five distinct factors associated with leadership personalities.

An in-depth exploration of these constructs, further enriched through consultations with expert psychologists for each factor, substantiated a definitive correlation between the variables and the intended objectives of the items. This examination reinforced the construct validity of FIKR and highlighted the positive intercorrelations across the FIKR Personality dimensions. Significantly, the outcomes of this factor analysis, which displayed a p-value of 0.28194 and an RMSEA of 0.03, indicate an optimal fit for the model. According to conventional criteria, a model is considered well-fitted if the p-value exceeds 0.05 and the RMSEA falls below 0.05. These results affirm that the empirical data coherently aligns with the theoretical framework of the FIKR leadership typology, validating its application as a theoretical construct.

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