



The Relevance of Psychological Testing in the Selection of Army Officers

Phatya Bahadur Khadka*

Abstract

Military psychological testing and assessments are vital in military life. It not only supports in training, selection, placement, and promotion purposes but also assists in the diagnosis and identification of candidates with mental problems and trauma that could pose a great risk. In 1905, the contemporary psychological testing procedure formally came into existence in France. Similarly, it adopted the test for assessing and examining soldiers during WW II for the selection of potential human resources for making war successful. After WW II, India and Pakistan began military psychological testing for the armed forces. Similarly, in the Nepali Army, the present psychological selection system and the procedure has been continuing for more than 3 decades. Therefore, a review of the present psychological system and procedure is urgent. The study used qualitative methods with the majority of the interviews emphasized on upgradation and refinement of projective technique, one-dimension approach pattern modification, improvement in rating and standardization of tests, selection of potential officer, provision of infrastructures, inadequate number of psychological experts and specialists, reactivation of Research Wing for the Psychological testing and research and lacking in posting of high-profile officers for conducting and supporting tests.

Keywords: assessment and military psychology, interviewing officer (IO), group testing Officer (GTO), psychological testing, technical officer (TO).

Introduction

Military psychology is the application of methods and principles of psychology to problems of military training, discipline, and combat behavior (*Merriam Dictionary*). A psychological test is a systematic procedure for obtaining samples of behavior, relevant to cognitive, affective, or interpersonal functioning, and for scoring and evaluating those samples according to standards (Urbina, 2014). Psychological testing is defined as the process of administering, scoring, and interpreting psychological tests (Maloney & Ward, 1976). Psychological tests are tools that psychologists use to collect data about the behavior and mental processes of people (Groth &

* Lt Col. (Rtd), MPhil/PhD Scholar at Department of Gender Studies
Email ID : Phatyakhadka69@gmail.com

Marnat, 2009). Psychological selection involves assessing the candidate's abilities in relation to mental, intellectual, social, and motivational criteria, according to (Devriendt, 2013). Psychological testing and assessments are very important and relevant in military life, it is not only supporting in training, selection, placement, and promotion purposes but also assists in the diagnosis and identification of candidates with mental problems, various issues, and trauma that could pose a great risk to the person while performing roles and assignments.

The origin of military psychology cannot be complete without mentioning the contribution of psychological testing. Specifically, psychology made a significant impact in the military during the first and second world wars in the areas of using psychological testing and assessment techniques in the selection and classifications of military recruits; testing the intelligence of the military personnel for special assignments, strengthening the morale of soldiers to raise their fighting spirits and helping soldiers to recover mental functions lost after injury or combats (Zinchenk, Veraksa & Leonov, 2011).

It deals with understanding, predicting, and countering behaviors in friendly and enemy forces particularly (Rahmanalieva, 2020). Besides, it is focused on uncovering personality, behavior, attitudes, and conduct that may be inappropriate for the conduct and implementation of military roles, tasks operations, and missions. Therefore, military psychology is essential to discipline, and during the testing, professional military psychologists ensure the level of resiliency to adapt to challenging and stressful situations to counter enemy forces, opposition, situation, and environment for success. These days, an individual or group frequently experiences various stress-related experiences such as emotional, psychological, physical, and mental while performing the assigned roles and responsibilities during peace and war situations.

Military personnel have been experiencing increasing issues in military life as a result of which their performance becomes ineffective. Likewise, in some circumstances, the leadership of the officers is found to be less productive with command over the mission and its people. As a result, some commanders feel difficulty in tackling emergency situations and eventualities.

The officers and soldiers are compelled to live with situations of solitude, loneliness, and feelings of neglect and deprivation. If they are not contained appropriately, the assigned mission will be hampered. It requires performing well in adverse environment and surviving extremes of nature. In order to tackle upcoming wars and challenges, it should have visionary, intrepid, valiant leaders in the military organization (Mehrishi, 2020). The Nepali Army has been practicing military psychological testing for more than 3 decades, it should have an upgradation and refinement to its present pattern of conduct, administration, management, operations, and logistics. Specifically, military psychology had a significant impact in World War I and World War II with psychological testing and assessment techniques for the selection and classifications of military officers and soldiers; assessment of the intelligence of the military personnel for special assignments, strengthening the morale of soldiers to raise their fighting spirits and helping soldiers to recover mental functions lost after injury or combats (Zinchenk, Veraksa & Leonov, 2011).

In 1905, the present-day psychological testing procedure formally came into existence in France. Similarly, the United States adopted the test for assessing and examining soldiers during World War I and World War II for the selection of potential human resources for making

war successful (Edition, 2009, p.17). The success of psychological testing in WW I was the impetus for the earliest recognition of psychology as a respected field (Kennedy & Zilmer, 2012). In South Asia, during world war I, the British applied military psychological testing and examination of its people, and after the partition in 1947, the British transferred the same system of psychological testing to India and Pakistan.

The Nepali Army adopted its selection system through the traditional process of interviews and a short test. Similarly, it took a better shape since democracy in 2007 B.S. Initially, the testing was conducted in the form of written and physical tests were conducted. Since the latter half of the 1960s, a Public Service representative worked with a selection board organized by the Nepali Army.

The selectors and assessors at the Recruiting Directorate of the Nepali Army observe, explore and analyze numerous tangible and intangible qualities in candidates. The test is the assessment procedure for the creation of a new generation of military leaders. The main objective of the study is to identify constraints and challenges and to recommend appropriate measures to improve the present psychological testing procedure and pattern. In the present selection system, the process is undertaken over a two days period, thus affecting the validity of the assessment. Indeed, the psychological principles have not been applied effectively in the interpretation of results. Effective application of psychological principles is ensured and errors in the assessment are minimized by the appropriate use of and rating scales. (Misra, N., Ghanekar, A., & Gupta, A., 2018). Psychiatric criteria are usually used for “selecting out” individuals who are not suitable for the mission because of a personality or psychiatric disorder, or who may be at high risk for such disorders (Palinkas, Johnson, Boster, 2004). Psychological criteria are usually used for “selecting in” individuals with desirable characteristics, in an attempt to predict human adaptation and performance in these environments (Santy, 1994; Kanas & Manzey, 2003).

In the previous two paragraphs, in the first part, the researchers emphasize how affecting the validity of assessment and psychological principles are solely responsible for the degradation of the psychological selection system. In the second part, researchers emphasize psychiatric criteria for “selecting out” and “selecting in” criteria of the candidate including individuals with desirable characteristics to determine the psychological testing and assessment. But the researchers are found to be leaving out the aspects such as present pattern of conduct, understaffing issues, administration, operation, and logistics, which play a pivotal role in upgrading and refining its psychological testing that will support in selecting potential candidates.

Methodology

The research article is qualitative and is based on empirical data focusing on psychological testing. It is intended to identify constraints and challenges of psychological testing and assessment including measures to consider. Primary data and secondary data have been applied. A cross-sectional study has been adopted. The study population is 25 including Nepali Army military psychological experts, senior army officers, and Staff of Recruiting Directorate. The sample size is 15 military psychological experts, 5 senior Army Officers, and 5 staff. A purposive sampling technique has been used. Particularly, data was collected through interviewing Nepali

Army psychological experts, senior officers, and staff. Ethical clearance from the Nepali Army and written consent were furnished by the participants of this study. The collected data were checked and organized for completeness and accuracy. The data were coded and analyzed using a computer package with software with NVivo.

Psychoanalytic Theory of Personality Development

Military psychology and psychological testing are entirely based on the psychoanalytic theory. This theory is founded by Sigmund Freud, an Austrian physician and the founder of Psychoanalysis concerning with mental states and how a personality is formed through conflicts among three fundamental structures of the human mind that deal with the internal stages that humans go through in the process of personality development. Moreover, a child shapes and develops her/his personality through biological drives, social expectations, and sexuality stage.

The system is based on a psychoanalytical psychology, which argues that humans have conscious, subconscious and unconscious attitudes and motivations that are beyond or hidden from conscious awareness. Psychological testing is based on projective techniques, which compel candidates to respond ambiguous stimuli relating to hidden emotions, motives and internal conflicts. This testing method is found to be little sloppy to reveal the particular traits and qualities of the individuals and the grading and standardization may not work well. These tests are based on clinical judgment; therefore it is low on validity and reliability in absence of standardized criteria for comparing test results.

The Historical Underpinning of Military Psychological Testing

World War I marked the official emergence of military psychology, as R. Yorkes wrote in 1917. In 1941 Britain had evolved a system of selection for officers in which psychological techniques were employed. It was an improvement on the old American method used in 1917, in as much as it measured the intelligence of the candidates and also assessed their personalities. This method was adopted, after suitable modification for the Indian Armed Forces in the year 1943 (Lall,1952).

Military psychology in India as a modern scientific discipline began with the establishment of the department of psychology at Calcutta University in the year 1915, closely followed by Mysore (1924) and Patna (1946) (Pandey, 2001). During WW II, it was mainly concerned with the selection of personnel for the military. In 1962, the psychological method of selection started on an experimental basis for infantry soldiers (Mukherjee, Kumar, & Mandal,2009).

Nepali Army officers took formal military psychological testing training from SSB, India, and later years from ISSB, Pakistan. The Nepali Army has been utilizing its trained military psychological specialists for testing and assessment of officer candidates for more than 3 decades. Despite several challenges, the Nepali Army has been successful in selecting potential candidates who could be future leaders for the organization. Each year, the Nepali Army selects less than 10% of officer candidates through rigorous psychological tests, which further reveals how important it is for this challenging time and situation.

Existing Selection System and Methodology

The Nepali Army psychological system follows a three-dimensional selection process. The psychological dimension uncovers the unconscious of the candidates through carefully designed psychological tests. The GTO dimension observes the candidate in group behavior through situational tests while the Deputy President dimension, Interviewing Officer (IO) analyses the candidate's general grooming including emotional makeup and social behavior through a medium of a personal interview.

Personality Determinants/Fifteen Profile Qualities

The personality profile qualities aim to measure personality and officer-like qualities in all the distinguishable features. The 15 profile qualities being assessed in the Nepali Army psychological tests at the Recruiting Directorate, such as effective intelligence, reasoning ability, organizing ability, power of expression, social adaptability, cooperation, sense of responsibility, initiative, self-confidence, speed of decision, ability to influence the group, liveliness, determination, courage and stamina.

Grading System /Quantification of Profile Qualities

Psychological testing experts/specialists assess the candidates, the selector at the Board awards individual grades to particular candidates and also quantifies each profile's qualities as per the assessment. After completion of all three psychological tests such as Technical Officer (TO), Group Testing Officer (GTO), and Interviewing Officer (IO), the Board Conference (BC) of all specialists decides the final grade with profile quantification. The grade awarded to each candidate by the Board is predictive in nature with regard to his or her potential as an officer and trainability at the training academies.

Existing Selection Process

Following the criteria laid down by the Nepali Army, Recruiting Directorate and respective Division Headquarters, the selection centers proceed with a selection of the candidates. The candidates are recommended by the selection centers, then the appropriate actions are initiated by the Recruiting Directorate.

Selection System/Methodology of Contemporary Armies,

The military institution of every country has its own selection system and recruitment methodology. They have some distinguishable officer traits or qualities and different procedures for the selection of military leaders and military personnel represent diverse socio-cultural environments, ethnic and religious norms and values, demographic composition, and degree of relationship with the opposition. The Indian selection procedure and methodology is also based on social qualities like team spirit, social sense, cooperation, sense of responsibility, tact, and adaptability because of its multi-racial, ethnic and religious composition. Similarly, the selection process and methodology of the US Army especially are based on judgment, justice, loyalty, and tact because of peculiar demographic composition. The British Army focus on traits or qualities like cheerfulness and faith, which are regarded as more important attributes. Canada gives priority to the attributes such as Honesty, Humour, Justice, and Loyalty.

Nepali Army Selection System

The Nepali Army psychological testing was inherited from India and later also drew best practices from Pakistan, and it follows the 15 profile qualities and some similar salient features of psychological testing. The Directorate of Recruitment and Selection (DRS) publishes advertisements for the candidates. After completion of the written examinations, the candidates are called for attending psychological tests, and psychological tests are conducted at Recruiting Directorate.

The prospective candidates have to appear in psychological tests once after they pass various general tests. Technical Officer (TO) normally looks into the aspects such as Thematic Apperception Test (TAT) tests, candidates are shown Pictures for a specified timeframe, and asked to write down their thoughts. In Word Association Test (WAT), a sequence of words is shown to the candidates one after another. The candidate then writes down the first thought or idea that comes to her/his mind. In the Self-Description Test (SDT), candidates are asked to describe certain things in writing. Similarly, the Group Testing Officer (GTO) looks into abstract thought, collaborative team efforts, and feasibility in different situations. In Group Discussion (GD) and Group Planning Exercises (GPE) follow along with Progressive Group Tasks (PGT).

Psychological testing is based on projective techniques. As a result, it can directly affect the quality and effectiveness of the candidates and coached candidates are likely to have a one dimension approach towards initiating certain tasks and performances. Techniques such as the situation apperception test (SAT), words association test (WAT), and handling the problems in situational judgment tests (SJT), etc. help in arriving at various attributes and thereby finding out the candidate's personality (Misra, Ghanekar & Gupta, 2018).

The psychological selection system and the procedure in Nepali Army has changed little in more than 3 decades. Therefore, it needs to be reviewed and updated as relevant. Under the pattern of conduct, these days, candidates are not appropriately assembled at one location as a result it causes difficulty in managing tests and people. Consequently, effectiveness is lowered. Similarly, the time allotment to the candidates facing the interview can seem to be unequal, it is very essential to allot equal time to each candidate throughout the interview. Very few initial tests are conducted at Division Headquarters, which causes great difficulty or pressure to the central Recruiting Directorate. As psychological testing is based on projective technique, sometime it can be one dimensional with the same repeated pattern hindering the natural selection of the candidates. The infrastructure, such as facilities for psychological tests (GTO Ground, TO Hall, and IO Rooms), indoor complex for the Group Testing Officer (GTO) Test, etc. is very limited and inadequate. Plans and policies related to the conduct and implementation of Nepali Army psychological testing are found to be slowing down the process of assessment and testing. Under Human Resource Management, there are still an insufficient number of psychological experts, civilian psychological experts, and no posting of trained highly competent officers and staff to the Recruiting Directorate. Operational aspects such as Military Psychological knowledge and understanding including basic and advanced psychological training and courses have not been adequately provided to the officers and concerned.

Table 1 illustrates the results including the result of a high percentage of respondents calling for the mitigation of issues such as the need for upgradation of refinement on projective technique (80%), one dimension approach pattern modification (88%), improvement in rating and standardization of tests (60%), selection of potential officer (88%).

Table 1 Conduct and implementation of psychological testing.

S.N.	Description	Respondents	Percent (%)
1.	Need to assemble candidates at one location for tests	14	56
2.	Lack of equal time sharing for each candidate during the IO test	8	32
3.	Lack of initial test conduct at Division HQs	5	20
4.	Focus entirely on projective techniques	20	80
5.	Validity and Reliability Effectiveness	10	40
6.	Same Pattern & Repetition	12	48
7.	Based on Psychoanalytic Psychology	15	60
8.	The same story, question, and interpretation are used in each psychological test.	17	68
9.	Differences in Rating and Standardization	15	60
10.	Potential Assessors/Specialists	22	88

Table 2 illustrates and many respondents emphasised how to mitigate the problems of inadequate infrastructure, lack of knowledge and understanding about military psychology, lack of civilian psychologists, inadequate selectors and assessors, posting of experts and officer issues, inadequate number of psychological experts, and the required courses and training to make psychological testing. Most of the respondents emphasized the provision of infrastructures (68%), reactivation of the Research Wing for the military psychological recruitment and selection research (80%), and the inadequate posting of highly competent officers for conducting and supporting tests (88%) including inadequate number of military psychological experts (96%) at present.

Table 2 Challenges and constraints of psychological testing.

S.N.	Description	Respondents	Percent (%)
1.	Inadequate Infrastructure for Psychological Tests (GTO Ground, TO Hall, and IO Rooms)	17	68
2.	Military Psychological Knowledge and Understanding	15	60
3.	Lack of Civilian Psychologists	5	20
4.	Lack of Indoor Complex for Group Testing Officer (GTO) Test	7	28
5.	Upgradation in plan & policies	20	80

6.	Inadequate Selectors/Assessors	10	40
7.	Reactivation of R &D Directorate for Psychological Test Upgradation	20	80
8.	Inadequate number of psychological experts & specialists	24	96
9.	Lacking in Posting of high-Profile Officers	22	88
10.	Lack of Special Training/Course	11	44

Results and Discussion

The Nepali Army undertakes sole responsibility for the planning and development of a psychological testing procedure that is mainly used to probe the prospective candidates. If one candidate gets selected with the wrong tests and applications, it definitely has some negative implications for the whole organization. Therefore, it is a must to incorporate well-designed and effective testing and assessment.

Military psychological testing is the procedure to uncover the personality, behavior, attitude, and grooming of the candidates. The question is whether it is adequate for tackling enemy forces, adverse environments, and various stressors or not. This testing emphasizes behaviors and conduct that is suitable for a military organization and could be beneficial for carrying out military missions and assignments. Moreover, this psychological testing encourages resiliency among individuals and group to expedite a smooth conflict-resolution process.

The finding of the research has provided insight into the conduct and evaluation, constraints, and challenges of the Nepali Army Psychological Testing, providing clues for its upgradation and refinement. However, the results should be interpreted with caution due to the limitations of the current research and limited studies conducted on this issue. This study reflects upon testing and its importance in selecting candidates for the Nepali Army.

The psychological selection system and the procedure in the Nepali Army has changed little in more than 3 decades. Therefore, it needs to be reviewed and upgraded accordingly to meet contemporary practices of conduct, administration, operation, and logistics. This should be managed through ascertaining better testing locations, the time allotment for the interview, while the one dimension pattern needs to be appropriately improved for better assessment of the candidates.

Most of the initial tests or screening are conducted by the central Recruiting Directorate, and it is wasting the time of selection and recruitment. Psychological testing activities have also been adversely affected by insufficient infrastructure that is creating hassles during the selection and recruitment. The problem of understaffing and the inadequate number of psychological experts cause further challenges during the selection. The challenges relating to the selection and posting of highly competent officers require much work and have hindered tasks relating to psychological testing.

Plans and policies relating to the conduct and implementation of the Nepali Army psychological testing seem to be not so effective as it causes a lot of problems during testing and selection. The Nepali Army conducts several basic and advanced trainings including courses for all of its ranks and files but there is no arrangement of Military Psychological knowledge and understanding that could be incorporated in training and teaching syllabi.

There are limited research, studies, literature, academic articles, and other articles that are based on psychological testing and procedure. Still, the importance and relevance of testing and assessment remain relevant in the Nepali Army. Therefore, it is very essential to make psychological tests more scientific to cope with the present scenario. New research is needed to make these psychological tests (IO, TO and GTO) more valid and reliable that enable the Recruiting Directorate to select the best candidates as future military leaders of the Nepali Army.

Conclusion

Psychological selection system and procedures in the Nepali Army have not been significantly modified and upgraded for a long time. Nevertheless, there are some gradual changes in the selection system to meet the emerging requirements of the Nepali Army. Analysis and study of the selection system of present-day armed forces in the world reveal that the present selection system of the Nepali Army needs refinement and modification to enhance the psychological testing capability and effectiveness.

Psychological assessment techniques/testing could be a remarkable predictor of potential and competency. The Nepali Army, Recruiting Directorate always undertakes the responsibility of recruitment and selection. It adopts different psychological tools and techniques such as IO (Interviewing), TO (technical) & GTO (group behavior and situation) for screening and assessing candidates. Apart from the application of the psychological procedures and techniques, important aspects, such as the patterns of conduct, administration, logistics, management, and operational and understaffing challenges should be better considered to render the psychological testing system more effective and productive.

With the challenging nature of future threat scenarios, eventualities, and the projected involvement of the Nepali Army, it requires proper identification of prerequisites for a new generation of future military leaders. For that reason, the psychological testing for personality assessment plays a pivotal role to develop strong leadership building in the Nepali Army and also to address the ever-burgeoning emotional, physical, operational, and administrative challenges.

Recommendation

The Nepali Army is well known globally for its various achievements and military accolades won in both peace and war. The outcome of any mission is entirely dependent on the competency and resiliency of its personnel. Although, it has been adopting psychological testing for more than three decades, required changes and transformation in the system and procedure to select the potential candidates is still inadequate. Thus, the Nepali Army should incorporate the following measures that can bring refinement and upgradation:

Ensure Adequate number of Assessors/Experts: The number of assessors should be increased through formal psychological training from India, Pakistan and/or Nepal.

Provision of Adequate Infrastructure for Psychological Tests. The Nepali Army should establish a dedicated, separate complex with required facilities for psychological tests and wherein, rations, accommodation, administrative, and logistic facilities are available so that candidates remain there until the psychological tests are over. The Recruiting Directorate, assessors, staff, and candidates could also utilize the facility as a closed-camp while conducting psychological tests and avoid numerous administrative, operational, and logistical hassles and delays.

Need to Examine the Nature of Candidates who Failed in each Selection: During the Board Conference, some of the candidates fail and they return for a second attempt but they then fail in different tests. It is, therefore, imperative for the Nepali Army to review the present selection process and procedure and also figure out the characteristics and peculiarities of current day candidates. It is equally essential that competent, qualified, professional officers and specialists with unquestionable ethical values be posted to the Recruiting Directorate so that the eligible officers, staff, Junior Commissioned Officer) JCOs and Non-Commissioned Officers (NCOs) assigned can carry out their task effectively and in a result-oriented manner.

Importance of Military Psychology and Consciousness Raising: Consciousness raising activities for all ranks of Nepali Army regarding the importance and relevance of military psychology is necessary. The concerned should know what psychological testing is and why is it important in the military. Military Psychology test packages should be incorporated into the syllabus of relevant training /courses.

Arrangement of Civilian Psychologists: The Nepali Army should arrange for the required numbers of civil psychologists to facilitate more effective psychological testing .

Indoor Complex: It is very essential to have an indoor complex that can accommodate at least 4 to 6 groups for group planning exercise of the GTO test for rainy season and other adverse situations.

CCTV: Arrangement for CCTV will be beneficial to record any tests, events, and happenings during interviews. It will facilitate monitoring the interview and help in collecting data.

Equality in Time: If equal time is shared among the candidates, the candidates will find an appropriate time to talk or explain themselves.

GTO Tasks and Individual Obstacles: Under the Group Testing Officer (GTO), Group Discussion (GD), Group Planning Exercise (GPE), Progressive Group Task (PGT), Half Group Task (HGT), Individual Obstacle, Individual Lecturette are conducted. Furthermore, Group Obstacle Race, Snake Race Test, some other obstacles are required to be modified to compensate the gaps in these tests or practical.

WAT, SRT, and TAT: It will be more effective to provide adequate time for WAT, SRT and TAT. Alternatively, the number of questions can be reduced.

Individual Lecturette for TO: TO test is entirely paper-based therefore TO specialist does not get to directly interact with an actual candidate. Apart from the TO test, it

may be appropriate if the TO conducts an individual lecturette for 2/2 minutes to better understand or know the candidate.

Requirement of more Selectors/Assessors: Additional selectors for IO, TO and GTO will be needed to fulfill the integrated task of psychological tasks and MS should work on selecting right candidates and sending them for training to India and Pakistan.

Well-balanced Grouping and Selectors: While conducting the assessment, the priority of a well-balanced grouping of candidates and selectors should be kept in consideration. The trend of keeping the best candidates/selectors in one group should be avoided.

Appropriate Selection Criteria for Different Trades: Appropriate criteria and norms for candidates for different trades should be identified.

Activation of R & D Directorate: The Nepali Army should activate its R&D directorate for research on recruitment and selection procedures.

Selection Centers and Roles

In the Nepali Army, the Division Headquarters are the preliminary selection centers. If initial selection and screening are conducted there, it can definitely minimize the load or pressure at the Recruiting Directorate. The candidates do represent diverse geography, caste, creed, ethnicity, and socio-cultural background; therefore, the candidates are likely to feel more comfortable while engaging in initial screening at the Division HQs.

Maximization of Selection Teams: The number of selection teams should be increased to address selection activities, emergencies, and contingencies. They should be trained and professional, honest and competent experts, and specialists should be assigned for the selection process.

Suitability/Training of Selectors: the following needs to be kept in mind while assessing the suitability and training of selectors.

- **Posting of highly competent officers:** Experts and officers with previous good records, integrity and the highest ethical standards should be posted to the Directorate of Recruitment.
- **Special Training/Courses:** a proper examination of personality, behavior, attitudes, and ethical standard of the officer before selecting potential officer candidates for special training and courses at home and abroad. Qualified, eligible, honest officers with required ethical standards should be prioritized for foreign visits, conferences, workshops, refresher courses, and basic and special courses on psychological tests.
- **Enhancing Psychological Exposure and Knowledge to the Military Personnel:** Short packages should be included in courses to all ranks for sensitizing them on military psychological aspects with reference to its importance in varied socio-cultural environments.
- **Incorporation of the Contemporary Army's Selection System and Procedure;** The Nepali Army's system needs to be brought abreast to the latest selection systems and mythologies/techniques adopted by the leading armed forces of the world.

Military psychological testing is very important and relevant in the context of the Nepali Army to prepare a new generation of future leaders to achieve its mandate and vision. The Nepali Army should be ready to produce prospective military leaders to deal with numerous challenges and eventualities. Therefore, it is the right time to review, refine, modify and upgrade the existing psychological testing by incorporating some meaningful recommendations to select potential leaders to bear the heavy responsibility of military service for the Nation with pride and honor.

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