It is increasingly recognized in all quarters that for achieving accelerated and self-sustained economic growth, the development of the country's human resource must keep pace with the development of its material resource. The earlier common misconception in the employment circle that the necessary number of workers possessing needed abilities, skills, temperaments, and training will somehow automatically turn up when they are needed is fast disappearing. Its place is being taken by the awareness that economic development can be achieved faster only when manpower is properly utilized and appropriately co-ordinated with capital and natural resources. It has been rightly said that the country's human resource constitute the ultimate basis for the wealth of nations (Harbison, 1973). Proper manpower planning of the available human resource at the macro-national level and micro-industry level, therefore, is of vital importance.

Manpower planning is a broad and comprehensive term. It is a continual process of determining manpower requirements, discovering workers, selecting those regarded as best fitted for various jobs, motivating them, and holding them throughout the long or short period in which their continued collaboration is mutually advantageous. In the entire process of manpower planning proper selection and placement of employees at various
levels in the industrial organizations assumes greatest importance.

The standardized psychological tests play a crucial role in manpower planning in general and in selection and placement of employees in particular. In the course of the discussion throughout this investigation, an attempt has been made to show how psychological tests help in selection and placement of right people for right jobs. It has also been pointed out that for successful performance on the job individual has to possess several important mental attributes such as aptitudes, knowledge, skills, and temperaments. The present investigation shows how aptitudes of the applicants can be measured with the help of General Aptitude Test Battery (GATB) at the time of selection and placement. GATB makes it possible to test all of a person's major vocational abilities in one sitting and to interpret his score in terms of a wide range of occupations.

The findings of the investigation could be used in the actual practice without hesitation because they are based entirely on Indian data. Factor analysis of GATB based on the general working population data reveal that the original aptitude structure of GATB replicates properly in India. It provides a strong basis to accept GATB as a factorially valid test. Since factor analysis has also been performed separately for four occupational divisions, the aptitude structure underlying each of these divisions is also known.
Derivation of aptitude scores and the aptitude conversion tables based on the general working population data show the normative distribution of aptitude scores for Indian working class. It also show the levels of various aptitudes in Indian working class in comparison to their counterparts in the United States. Since general working population consists of people from different occupational divisions one can also see the differences in the levels of aptitudes among these divisions.

The aptitude conversion tables developed in this investigation are useful for developing norms for any specific occupation. The conversion scores reported in the tables are highly representative because they are based on a large sample comprising several specific jobs and occupational groups.

GATE norms developed for specific jobs (Chapter 7) can be used directly in the selection and placement of employees in textile industry. These norms have very high selective efficiency which ensures that the probability of retaining good employees and rejecting poor ones in the selection is greater than rejecting good and retaining poor employees. Since multiple cut-off method has been used for norm development, the interpretation of individual's score from the point of view of his suitability for the job is quite easy. Findings related to the effects of practice and age on GATE scores will also help in the meaningful interpretation of individual's scores.
The findings of the investigation also have several research implications. In the factor analysis, two aptitudes viz., V - Verbal and S - Spatial did not emerge consistently. Results of the factor analysis were interpreted in the light of cross-cultural differences in abilities. The reasons for the non-emergence of these two aptitudes need thorough probing. One of the possible ways of probing is to enter in the intercorrelation matrix a test of verbal ability developed in the indigenous language and standardised on Indian sample. The existence of Spatial Aptitude could be studied by a test of three-dimensional space without having a pictorial or geometric contents.

Regarding the effect of practice on GATE scores, two important issues need to be investigated. Firstly, is the size of increase in scores on retesting a function of the interval between testings? That is, do the effect of practice decrease with time, as might be expected, and at what interval of time between testing and retesting the effect of practice is zero? Secondly, is the amount of score increase dependent on initial aptitude level? Droge (1966) has already attempted to provide answers to both the questions. However, investigations in Indian data are necessary.

The present investigation has attempted to throw some light on the relationship between GATE aptitude scores and age. Since GATE is to be used in selection situations for predicting employees' performance at the shop floor, the relationship between job performance and age and the
interrelationship of aptitudes, job performance and age should also be investigated.

A word of caution must be recorded about the use of psychological tests in personnel selection. A fairly common fallacy among many quarters is the belief that the administration of aptitude, proficiency or personality tests, by itself, constitutes 'scientific selection'. Tests cannot be solutions to all ills. Every test or testing programme has its own record of unsuccessful predictions. Yet the worth of tests employed in selection can be evaluated in the long term on objective grounds such as the overall performance of test selected employees as compared to the non-test selected ones.

The ultimate degree of success of an employee on the job is determined, in addition to aptitude, by many factors such as his interests, leisure time activities, physical capacities, personality traits, acquired skills, and education. Each of these factors contributes in its own way towards the prediction of employee's performance and behaviour on the job. The GATB provides information only about aptitude requirements. Therefore, it is of vital importance for the personnel men to integrate and explain GATB results along with other factors so that he can develop a suitable selection strategy and placement plan.

Tests should be used as a supplement to other selection devices such as application blank, interview, group discussion, medical examination, etc.
Tests are not substitute for these. Tests are instruments that yield one kind of information about the applicant which in combination with other types of information obtained by other selection devices, make possible more intelligent and reliable selection decisions. Their true value lies as a screening device in the earlier stages of a selection procedures, to choose a small number of applicants on some minimum standards of performance.