

Mapping Relevance of Personality Traits in Organizations: Conceptualizing a Measurement Scale



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Amidst changing business hemisphere, it is the potential of personality traits that matter most. The study attempts to conceptualize a measurement scale with its domains and items. The main source of creating a research scale is formulated from a detailed literature study involving financial risk, peer behavior, five factors, occupational choice, job performance, productivity, turnover intention, happiness index and life satisfaction – all linked with superior personality development at the work ecosystem. The study is qualitative in nature. The paper makes a modest attempt to uphold prominent areas of personality development as a revitalizing element for a progressive tomorrow.

Keywords: Personality, Scale, Organization, Domains, Development

1. Doorway to Personality

In the present competitive, fluctuating and ever-changing working environment the emergence of people factor at the workplace has evolved as the most crucial phenomenon. Human beings are social being and comprise a key role in any organizational activities. Amidst dimensions of varied human attributes, the proponents of personality seems to have a clear understanding between attitude and activity. To emerge as a good employee in the present business world is the call of the hour. Behavioral pattern, trend and attributes constitute a vital contribution in any organizational development. Thus, the 'silver line' of personality traits reflects the most elemental strategies of human resource activities. In the changing landscape of organizations in the post-pandemic climate, employees are considered one of the vital asset of any organization. Employee behavior at the workplace plays a pivotal role in operational performance and future competitive advantage. In the phase of rapid digitalization in the present era, organizations are seeking for talented workforce to get optimum productivity from the existing work cultural practices. The essence of human potential is embedded within the layers of knowledge management and innovation. At this juncture, organizations must recruit high-performance employees. One big question that organizations may find hard to answer is how to distinguish individuals who will perform well from those who will not. In analyzing job performance, personality has emerged as one of the prime factor for individual effectiveness. Personality provides an understanding of whether a person will be able to do a particular job or not. Performance in the job is a result of skills, knowledge, efforts and capabilities focused on role-prescribed behavior. Regardless of valid natural resources owned by divergent groups workforce has been considered as the lifeline for organizational commitment. Skillful and efficient human resources characterized by unique personalities provide a pathway towards growing stimulus in the changed environment of post-pandemic time. Developing and nurturing human resources is the founding pillar for personality development for any business house. Collaborating behavioral characteristics of the workgroup with the changed working environment in the digitalized platform has brought a sea-change in the organizational cultures of the millennium organization. Climate for generating productive and engaged employees demands close interconnectivity with employee attributes and a dynamic workplace. Personality is the inner strata of the mental level of an individual aligning and understanding behavioral patterns from time to time. Personality is the array of thoughts, feelings and behaviors that distinguishes from one person to another and are identifiable over time and situation. To understand the function myriad changes in the workplace, organizations need to have a relook at their policy and practices to keep the notion of personality drives alive for sustainable organizational survival in the days to come.

2. Objectives of the Study

In this paper the essential objective is to delineate the notion and rational of personality traits along the lines of specific consideration. The specific objective of the current paper can be understood in terms of the following detailed objectives of the paper:

- To define the domains.
- To define the items relating to each domain on the basis of literature review.

This is being done towards the preparation of a measurement scale as a research tool in this area.

3. Literature Review

Personality with Collaborative Leadership Style: Present day organizations are evolving with growing recognition of leadership behavior in the organization hemisphere. In the last two decades, management of people has emerged as the elemental concern for organizational potential development. The magnitude of the relevance of leadership and leader behavior plays predominantly a pivotal role corporate business houses in the present times. The subject of leadership came into limelight later half of the 19th century when leaders were focused for great unique qualities. The eyes of the followers are considered as the vibrant elasticity of leadership behavior. With time the context and the content of the leader-centric approach evolved with attributes in shaping a leader's behavior. Leadership has emerged as an epicenter of any group activity that directly assimilates and integrates individuals to accomplish organizational goals. The lifeline of leadership behavior is embedded with the leadership style, perception, and personalities all conglomerated towards launching truthful organizational outcomes. Moreover the growing body of leadership and organization behavior literature focuses on an integrative view of personality and leadership style where personality acts as a mediator role for successful leadership impact in individual behavior. Personality refers to "generalization about life, human nature and exploration of individual differences". The crux of personality rests on affectivity either positive or negative which reflects a person filling to engage in any activity. The affective dimensions associated with personal traits act as an effective predictor of a person's behavior. Personality traits are considered to be depositions of imagination culture, scientific thinking, originality, creativity, intellectualism, curiosity, and oration, all influencing individual behavior in different work situations. Leadership has a close association with personality as it encourages self-expiration, diverse affection, creativity and positive affective thinking for fruitful leadership behavior. A well-organized leader establishes a positive interpersonal relationship with a dynamic personality with agreeableness between employer and employee. There lies a positive significant relationship between personality and turnover where an employee's personality acts as a prime predictor of turnover intentions as depicted in figure 1. The optimistic flavours of personality trigger a feeling of obligation towards their organizations in order to achieve their organizational goals. Employees' personality traits significantly guide the leadership choice and perception through transformational leadership style creating a meditational space between employee personality and turnover.

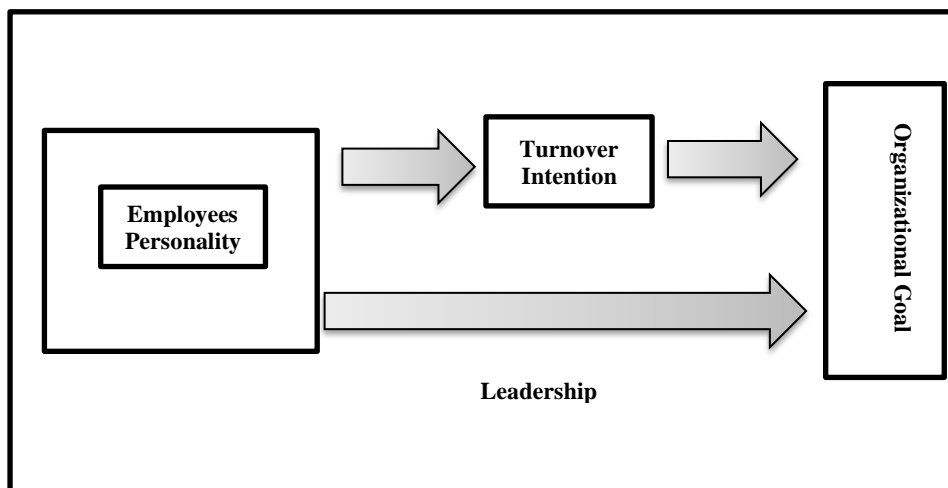


Figure 1 Mediating Effect of Personality and Leadership
(Source: Authors' Creation)

Impact of Peers Towards Personality Progression, An Overview: Human beings are social by nature. The very existence of an individual is encircled by the social environment. As a consequence, people around, us is conglomeration of groups of people influencing the individual behavior at large. Peers constitute a key aspect and include people of several dimensions in the working environment. The characteristics of peers do play a prime role in shaping the personality development of an employee ranging from open-minded peers to more coconscious peers. There exists an antique relationship between the nature of peers towards the personality development of an employee. The most prominent impact of peers can be witnessed in the domain of competitiveness which acts as the baseline of ant personality development. It can be distinctively pointed out that the peers' effect on employees' performance which may be driven by changes in personality development from time to time. As per the definition of American physiological association personality has been termed as "individual differences in characteristic patterns of thinking, feeling and behaving". Therefore changes in personality development are observable and related to the behavioral pattern and habits of an individual. A study suggests that three facets, filling, considering and making a habit are the prime indicators inducing any changes in personality growth. The personality attributes characterized at the workplace is portrayed in the Figure. 2.

It can also be observed that peer individuals who interact or meet at the beginning of the workplace have a lasting impact on their personality development. These spillovers are trait-specific. Moreover peers affect some personality traits while some not others depending on the exposure to peers a varying circumstances. An intricate link between peers' environment and – personality development acts as a simulating drive for employees to achieve optimum benefit. The existence of personality traits is quite imperative and beneficial for all the stakeholders ranging from policy makers to practitioners at all levels.

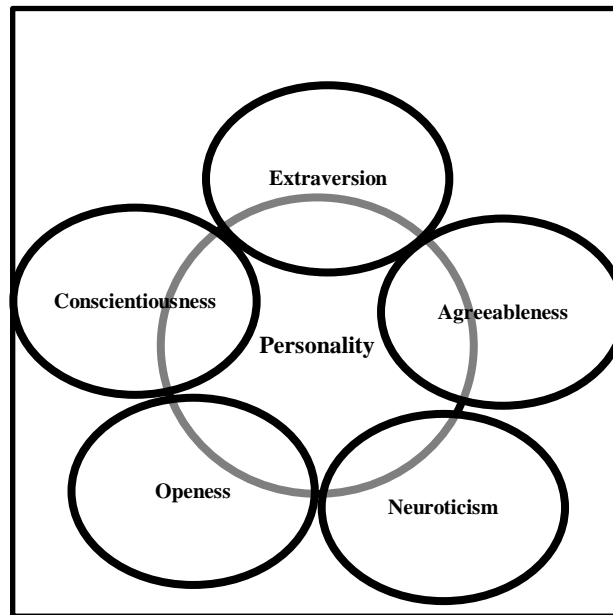


Figure 2 Personality Attributes (Source: Authors' Creation)

Bridging Personality Traits and Financial Risk Attitudes - An Overview: In recent times behavioral finance has revolutionized the organizational spheres. The growing acceptance in the development of behavioral finance is a cognitive process based on various dimensions of human attributes. The key role played by emotions acts as a prime tool in arriving at decisions with anticipations and choices in particular. The researchers opined that there is a significant link between personality traits and emotional quotient which connect an individual to reach the destination of decision making in the investment journey. Personality traits are keenly related to multi-dimensional components that affect personality attitudes toward financial risk. The proponents of personality behavior toward adapting and accepting financial decisions can be visualized in Figure. 3.

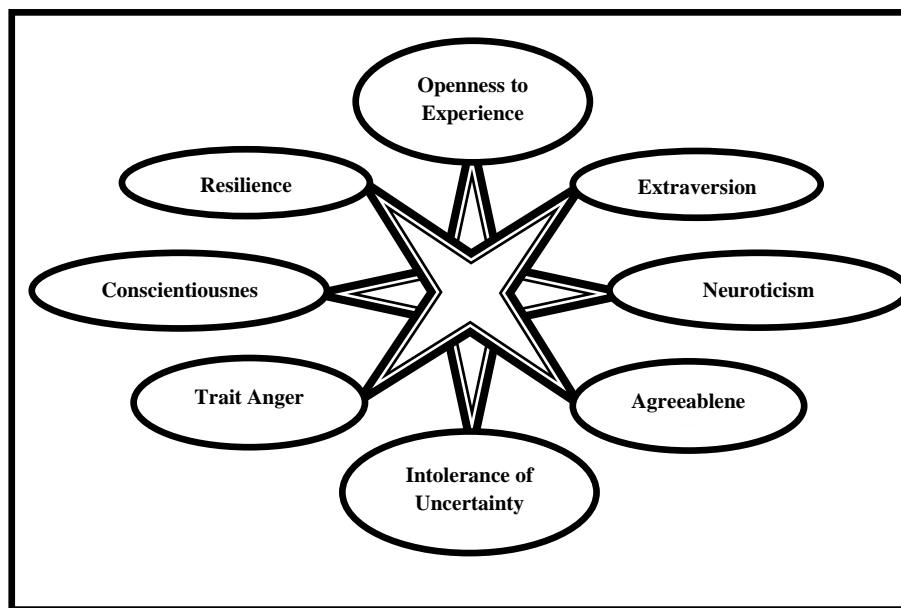


Figure 3 Proponents of Personality Behavior (Source: Authors' Creation)

A substantial body of research projects that positive emotional components range from active, alert, attentive, determined, enthusiastic, excited, inspiring, interested, proud, and strong whereas negative components viz. afraid, ashamed, distressed, guilty, hostile, irritable, nervous, scared, and upset, do impact the financial context and financial behavior of organizational function. The outcome of financial choices vests on the yardstick of mood maintenance phenomenon influencing personality attributes of an employee. It can be rightly connoted that a wider range of personality characteristics is quite instrumental in determining financial investment behavior for financial self-efficacy. A balanced equilibrium of personality traits and its measures has the potential of explanatory power in determining appropriate financial decisions and behavior and thereby minimizing financial risk and uncertainty in the business terrain.

The Crux Between Personality Traits and Employee Happiness Index - An Outline: The urge to feel satisfied in day-to-day life is a basic human phenomenon. At the organizational platform the yardstick of happiness measures satisfaction, commitment and value elements which in turn interfere personality yardstick of an employee. The common consensus of individuals aligned with support, cooperation and coordination fosters the pathway towards employee happiness level, which in turn give the best treatment for escalation of employee performance in the organizational process. Happiness can be coined as a positive psychological condition characterized by high levels of life satisfaction merged with elevated positive effects with low negative effects. The borderline of the happiness cannot be ascertained through set forth organizational norms and rules but it is a result derived through realization clubbed with the ‘feel-good’ factor.

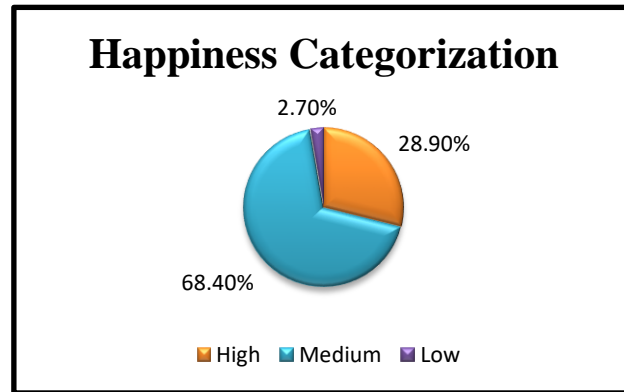


Figure 4 Happiness Categorization (Source: Authors’ Creation)

The Figure 4 depicts the categorization of happiness at the organizational domain. The factors involving happiness have the propensity with personality traits as the key element. Employees tend to be happy in situations governing personality with high self-esteem coupled with optimistic flavor and managed with an internal locus of control. On the contrary, the unhappy index follows the root of having high levels of neurotic traits in personality. The bondage between agreeableness and conscientiousness unveils the curtain of happiness projecting a positive dimension of personality in individual behavior. Research supports that individuals engaged in the bond of marriage are happier compared to single-status employees or individuals having no social bondage in day-to-day life. Personality traits and social support impact significantly the level of happiness among employees in the long run. It can be opined that varied degrees of happiness in every individual have the potential to influence their personality traits already embedded since their birth. The yardstick of happiness is integrated and linked with personality traits wherein higher self-confidence promotes the level of happiness. Amidst varied cultural differences in divergent employee groups, there exist different perceptions towards the notion of happiness but the real essence of happiness do reflect organizational rejuvenation through individual personality factor. Employee productivity backed with a supportive and conducive environment generates happy vibes which in turn transforms into multidimensional happiness levels contributing to organizational outcomes in the long run. It may be recommended that the roadway towards employee happiness can be achieved with trends of optimistic behavior defining signals of positive employee personality in the organizational arena.

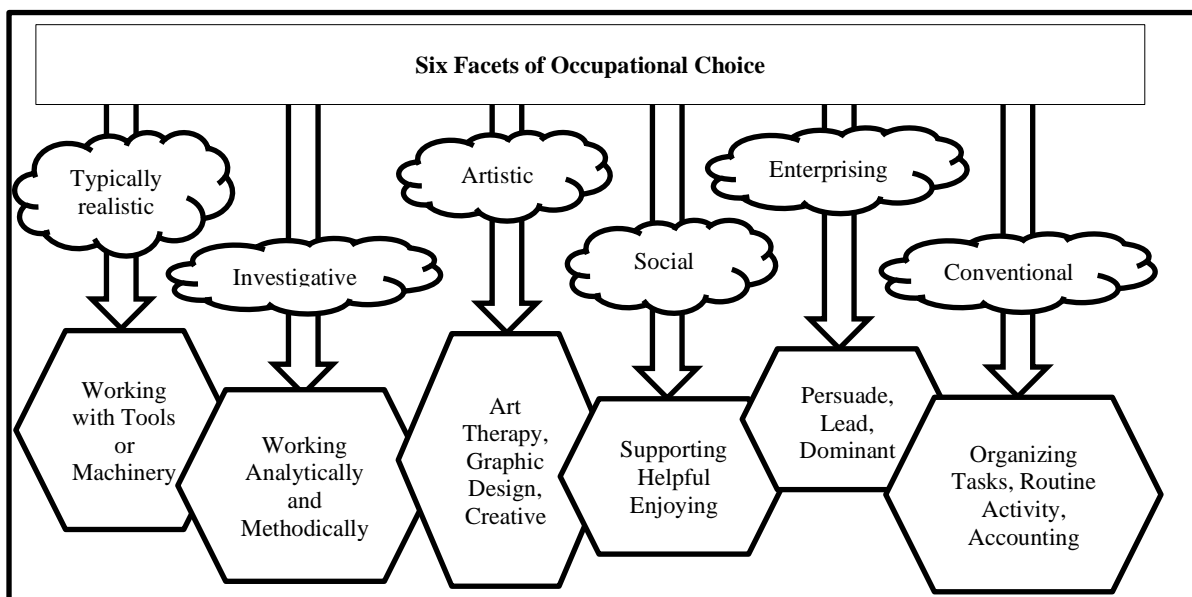


Figure 5 Six Facets of Occupational Choices (Source: Authors’ Creation)

Personality as Predictor of Occupational Choice - n Emerging Trend: The impact of personality traits has its deep roots connected with the job terrain of the organizational sphere. In the organizational setting, it is quite pertinent that personality traits are not solely confined to human capital but the relevant information from vocational perspectives for the best job fit is another source of personality dimension. Research projects that the predictive power of personality attributes for occupational choice and wages sometimes reaches a higher level as compared to the predictive power of cognitive traits. The question of occupational choice ranges from a wide spectrum of occupational portfolios viz. managers, professional, technician, Clark, service worker, manual worker where the understanding of variables towards self-selection of an individual for the best-chosen occupation matters most. It has been witnessed that an intricate relation between personality traits and occupational choice has a wide impact towards productivity which helps to achieve an optimal match between employer and employee. The proponents' occupational choice in the job field can be visualized in the Figure. 5.

In the last two decades, there has been a gradual transformation in personality psychology in the work group wherein the concepts of personality traits are related but not absolutely substitutable. Studies reveal that the employee's interest towards any specific job vests on the conscientious and emotional state of affairs viz. acts as a valuable instrument to explore occupational choice and goal-setting attitudes. The impact of personality traits on occupational choice is embedded within the layers of education, parental influence, market trends, social security, and experience which have a significant effect on the choice of occupation. It can be opined that the question of occupational choice does impact personality potential as personality measures impact significantly to choice of employee occupation for promising outcomes. Moreover, research regarding personality with occupational factors reveals a robust influence on personality attributes on occupational choice irrespective of human capital which enhances one's knowledge about the mechanism of occupational choice in achieving the best and most productive match between individual and job.

Channelizing Personality Traits for Productivity Barometer: The ultimate outcome of any organizational function results in production, output and productive outcome. The entire process of productive function is encircled by the channels of the productivity chain - widely impacted through personality traits on performance. A large body of literature focuses on the ways and means of workforce participation in the productive process that leads to productive consequences in the form of earning – profit – revenue. A wide array of cognitive skills such as self-motivation, planning capabilities, industriousness, and self-esteem do impact personality traits and are considered to be the most relevant instrument in modeling the personality behavior of an individual. There is evidence that portrays a positive correlation between personality traits and performance evaluation affecting earnings, bargaining abilities and networking skills in the job domain. The 'Real Effort' vests on the traits involving high concentration aptitude and problem-solving skills which act as a potential exponent towards better workplace productivity and environment. A deeper understanding of the impact of personality on productivity can be studied through linkages between personality and an array of components ranging from job aspects, labor market, non-cognitive skills and magnitude of human capital for the formation of effective output in the long run. However, the impact of personality traits measured at different phases in life explores the dimensional effect of past and present personality traits through the passage of time. It can be accepted that agreeableness and conscientiousness are consistently correlated with lower earnings affecting personality traits and impacting productivity levels in the organizational platform. The measures of productivity acting as a function in respect of both cognitive and non-cognitive abilities represented through concentration, effort, stress management, perseverance and openness – all mark as a torch bearer towards better productive results impacting efficiency with performance and influencing wider employer–employee relationship in the organizational workspace. It can be opined that the paradigm of personality traits has the potential to create better understanding and linkage between producer and product and thereby harmonizing pathways towards recreating new avenues of productivity escalation channels.

Glimpses of Personality Traits Worldwide: In recent years there has been a drastic transformation in human behavior in terms of activities, behaviors and cultures. People have preferred interacting on social platform instead of physical interaction. Personality phenomenon is a most prominent component which affects every individual and encompasses the way one think and feel as well as influencing their motive, preferences, emotions in the organizational terrain. It can be witnessed that different countries of the world are known for varied civilizational traits related to people, culture and government. The Table 1 projects personality traits of selected nationalities based on common personality traits that are preserved to be synonymous with the countries both by citizen and foreigners.

Table 1 World Recognition Based on Personality Traits

Name of The Countries	Personality Traits	Renamed As
Australia, Canada, Finland and France	Balanced, Stable, Liberal and Democratic	Balancia
Egypt, Saudi Arabia and Pakistan	High Religiosity	Spiritania
Russia, The UK and The US	Reserved and Arrogant	Smugville
Germany, Hong Kong and Japan	Hard-Working, Skilled, Disciplined and Orderly	Uniformany
Brazil, Italy and Spain	Lazy and Undisciplined	Funlandia
Mexico and Thailand	Fun and Frolic	Chillville
China	Creativity and Intelligence	Geniustan
Argentina, Colombia, Czech Republic, India, Indonesia, Singapore, South Africa and South Korea	No Distinguishing Personality Characteristics	Vanillia

(Source: <https://www.Geospatialworld.Net/Blogs/World-Personality-Traits-Map/>)

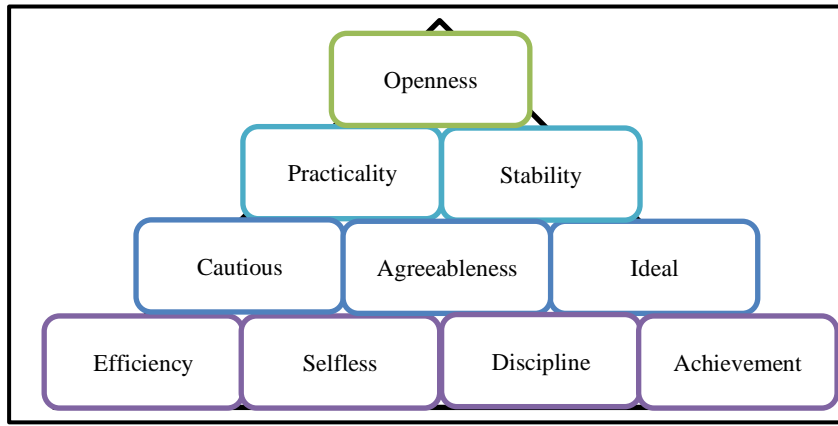


Figure 6 Bricks of Personality Pyramid
(Source: Authors' Creation)Methodology

A considerable number of researchers have contributed towards predicting personality traits which do affect an individual both in real life as well as in work field. A systematic literature review identified the prominent bricks of personality behavior in recent times as depicted in the Figure 6.

The study is qualitative in nature and is based on secondary literature survey. The extensive literature review was done by considering e-books, journals, magazines, research papers, articles, government report, newspapers and websites. Sources for secondary research included ProQuest and Google Scholar using keywords Personality Traits, Personality Behavior and Personality Development. A scale would be created involving essential consideration of the paper viz. Personality with collaborative leadership style, Impact of peers towards personality progression, Bridging Personality Traits and Financial Risk Attitudes, Crux between Personality Traits and Employee Happiness Index, Personality as Predictor of Occupational Choice, Channelizing personality traits for productivity barometer and Glimpses of Personality Traits Worldwide. This would be considered as independent variable and the notion of personality trait as dependent variable. The scale design is an attempt in this paper revolves around the identification of whether the independent variable (broad domain) effects the dependent variable i.e. whether $Y = f(x)$ and to what extent if Y implies personality traits and x implies the broad domains drafted in the scale. The structure scale would be the research instrument with the clear nomenclature of "OC-BE-CO-HA" scale towards collection of primary data and feedback of future scope of the study where "OC" stands for occupation, "BE" for Behavior, "CO" for Collaboration and "HA" for Happiness.

4. Analysis and Discussions

From the literatures explicated in the paper a clear attempt has been made to identify the items under the broad domains revealed from the study. The six broad domains in the area of personality style, peer centric personality, financial risk, occupational choice, productivity and happiness index are outlined as:

Findings I: Identifying the Broad Domains

Domain	Description
A	Upholding collative personality style
B	Realizing peer centric personality progression
C	Integrating financial risk with personality traits
D	Promoting occupational choice for personality development
E	Linking productivity with personality growth
F	Recognizing happiness index for personality innovation

Each of the above domain have been independently considered to arrive at handful of items for the structure scale. The items have been generated from a detailed literature survey which has been a significant part of the paper.

Findings II: Identifying the Items

Domain	Item Number	Description of the Item
A	A.1	Leadership acts as a crucial role
	A.2	Leader centric approach for organizational goal
	A.3	Leadership with personality fosters positive relationship
	A.4	Leadership acts as a prime indicator for turnover intention
	A.5	Personality traits guides choice of leadership
	A.6	Transformational leadership promotes mediational platform
B	B.1	Highlighting peer behavior for personality development

	B.2	Peer centric environment share personality attributes
	B.3	Peer induces competitiveness in personality behavior
	B.4	Feeling – Consulting – Habit: Key driver for peer participation
	B.5	Peer inclusion helps in achieving the targets
	B.6	Address emotional issues for personality upliftment
	C	C.1
C.2		Creates opportunities in financial decision making
C.3		Financial choice determines financial self-efficacy
C.4		Equilibrium between personality traits and financial investment harmonizes organizational goals
C.5		Financial decisions boosts personality dimensions
C.6		Reviewing financial risk for personality potential
D	D.1	Happiness measures satisfaction with sustainability
	D.2	Happiness acts as a positive psychological barometer
	D.3	Integrates happiness and personality for employee involvement
	D.4	Employee happiness with personality promotes productivity
	D.5	'Feel-good' factor of happiness uphold organization success
	D.6	Happiness induces self-confidence of personality traits
E	E.1	Understanding occupational choice for personality makeover
	E.2	Multiple occupational status sharpens personality traits
	E.3	Best job drives positive employee interest and attitude
	E.4	Valuable instrument for goal setting
	E.5	Personality potential reveal through best job selection
	E.6	Productive match between job and individual
F	F.1	Productivity immerges as core of organizational excellence
	F.2	Focusses positive correlation between personality and performance
	F.3	Creating job aspects and human capital
	F.4	Agreeableness and contentiousness fosters productivity
	F.5	Higher productivity upgrades employee – employer relationship
	F.6	Enhances both individual and organizational development

Thus the above items have been proposed through this paper as the focal means within each of the six independent domain within the proposed scale. The items and the domains are to be tested for statistical reliability and validity subsequently through further research study towards creation of the scale.

5. Implication of the Study

In the era of global competition the lifeline behind any organization escalation rest on people factor – the driving force for organizational progression. Contemporary organization are essentially people driven. Human potentials has immerged as most crucial, sensitive and vital element in determining the sustainability of the organization. The paper focusses to portray the notion of personality traits that will lead towards building commitment at work in the present day competitive business environment. The paper makes the modest attempt to design a conceptual scale in the nomenclature of “OC-BE-CO-HA” scale with its domain and items within. The essentiality of the study rests on the facts that present day organization should redesign agenda in providing rooms for effective personality development programs that significantly impact organizational outcomes in the coming days.

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