



Personality Development and Work Performance: An Analytical Literature Review

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Abstract: This study aims to examine the relationship between personality development and work performance through an analytical literature review of relevant research published between 2020-2023. This study is a compilation and analysis of research documents published in leading academic databases to create an understanding of the role of Big Five personality traits (Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) in promoting work performance, leadership development, and employee well-being. The findings reveal that personality has a significant influence on work performance, with Conscientiousness showing the highest positive correlation ($\rho = 0.19-0.28$). Extraversion and Openness to Experience have positive effects on leadership and teamwork, while Neuroticism negatively affects work performance and employee well-being. Personality development in the workplace through training programs and behavioral interventions can significantly enhance work performance.

Keywords: personality, work performance, Big Five, personality development, work achievement

1. Introduction

In today's era where organizations focus on increasing efficiency and competitiveness in the global market, human resource development has become the most crucial factor in driving organizations towards success. Individual personality has been recognized as an important predictor that can forecast behavior and work performance. Industrial and organizational psychology studies over the past decade have demonstrated a clear relationship between personality characteristics and work performance, particularly the Big Five Personality Traits model, which consists of five main dimensions: Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism.

Recent research by Zell and Lesick (2022) conducted a synthesis of over 54 meta-analyses that compiled data from nearly 2,000 studies and over 554,000 participants, finding that Big Five personality traits have significant relationships with work performance across multiple dimensions. Furthermore, personality development in work contexts is receiving increasing attention from researchers and practitioners, as scientific evidence shows that personality can change throughout life, and work is one of the important factors that can influence individual personality development.

2. Objective

This study aims to review and analyze literature related to personality development and work performance, with specific objectives as follows:

2.1 To study the relationship between Big Five personality traits and work performance, leadership, and employee well-being

2.2 To analyze mechanisms and processes by which personality affects work performance

2.3 To compile and analyze effective methods for personality development in the workplace

2.4 To create a knowledge framework model that explains the relationship between personality development and work performance

3. Research Methodology

3.1 Population and Sample Definition

This study is an analytical literature review using methods to search and select research documents related to personality development and work performance. Selection criteria include: research published between 2020-2023, in English, published in academic journals in international databases, and directly related to Big Five personality traits and work performance. Researchers selected a total of 45 documents, including quantitative research, qualitative research, and meta-analyses.

3.2 Research Instruments

This study used a Data Extraction Form developed to record important information from each research study, including: basic research information (authors, publication year, journal), research design, sample groups, variables studied, measurement instruments, research results, and recommendations. Additionally, researchers used PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) quality assessment criteria to evaluate the reliability and appropriateness of analyzed documents.

3.3 Data Analysis

Data analysis in this study used Content Analysis and Narrative Synthesis methods. Researchers categorized data according to Big Five personality dimensions and types of work performance, then analyzed relationships between variables and extracted key conclusions. Additionally, researchers used Thematic Analysis techniques to identify important patterns and trends from literature review and create conceptual models reflecting the relationship between personality development and work performance.

4. Result

4.1 Relationship between Big Five Personality Traits and Work Performance

The literature review found that all five personality dimensions have statistically significant relationships with work performance across multiple dimensions. Conscientiousness remains the strongest predictor, with average correlation coefficients (ρ) ranging from 0.19-0.28 depending on job type. Li's research (2023) found that employees with high Conscientiousness scores tend to display more organized work behaviors, have clear goals, and show higher achievement motivation, resulting in higher work performance and job satisfaction compared to groups with lower scores.

Extraversion has positive correlations with performance in jobs requiring social interaction, such as sales, management, and leadership. Zhang et al. (2022) found that leaders with high Extraversion scores can inspire and motivate teams better due to good communication skills, courage in decision-making, and ability to quickly adapt to changing

situations.

Openness to Experience has positive correlations with creativity, innovation adoption, and learning new things at work. Zhang et al.'s (2019) study of 53 teams from 26 companies found that teams with members scoring high in Openness tend to create new ideas and develop products or services that differ from competitors better than others.

Agreeableness positively affects teamwork, cooperation, and friendly work atmospheres. Nguyen et al. (2023) found that employees with high Agreeableness scores have better abilities to build good relationships with colleagues, reduce organizational conflicts, and serve as reliable team members. However, in situations requiring decisive decision-making or competition, excessively high Agreeableness levels may negatively affect work performance.

Neuroticism has negative correlations with work performance in almost all dimensions. Li (2023) found that employees with high Neuroticism scores tend to face stress problems, absenteeism, and job dissatisfaction. Additionally, positive correlations with Employee Burnout were found, potentially leading to job turnover and mental health problems.

Table 1: Relationship between Big Five Personality Traits and Work Performance

Personality	Work Performance	Leadership	Well-being	Employee Burnout
Conscientiousness	+0.19-0.28	+0.24	Not significant	-0.21
Extraversion	+0.10-0.14	+0.31	+0.19	-0.15
Openness	+0.13	+0.18	+0.16	-0.12
Agreeableness	+0.10	+0.21	+0.23	Not significant
Neuroticism	-0.12	-0.24	-0.34	+0.42

Source: Average correlation coefficients from synthesis of collected research

4.2 Mechanisms and Processes by Which Personality Affects Work Performance

Literature analysis revealed several mechanisms explaining how personality affects work performance. The first mechanism is Work Engagement, which mediates between personality and work performance. Li et al. (2023) found that employees with high Conscientiousness and Openness tend to have higher Work Engagement levels, resulting in higher work performance and job satisfaction.

The second mechanism is Stress Management and Coping Strategies that differ according to personality characteristics. Rahimipordanjani et al. (2021) studied 42 emergency room nurses and found that employees with high Extraversion and Conscientiousness scores have more effective stress management methods, using Problem-focused Coping more than Emotion-focused Coping, while groups with high Neuroticism scores often use problem avoidance methods, negatively affecting work performance.

The third mechanism is Social Capital and Interpersonal Relationships that influence teamwork. Athota et al. (2020) found that employees with high Agreeableness and Extraversion scores tend to build stronger social networks, gain trust from colleagues, and receive support from management, positively affecting work performance and career advancement.

4.3 Personality Development Methods in the Workplace

Literature review revealed several methods that can be used to develop employee personality in the workplace. The first method is Targeted Trait Change Interventions focusing on changing specific personality characteristics. Dupré and Wille (2024) proposed the concept of Personality Development Goals at Work, emphasizing employees setting goals for personality development they want to improve, such as increasing Conscientiousness levels

through time management skills training and goal setting.

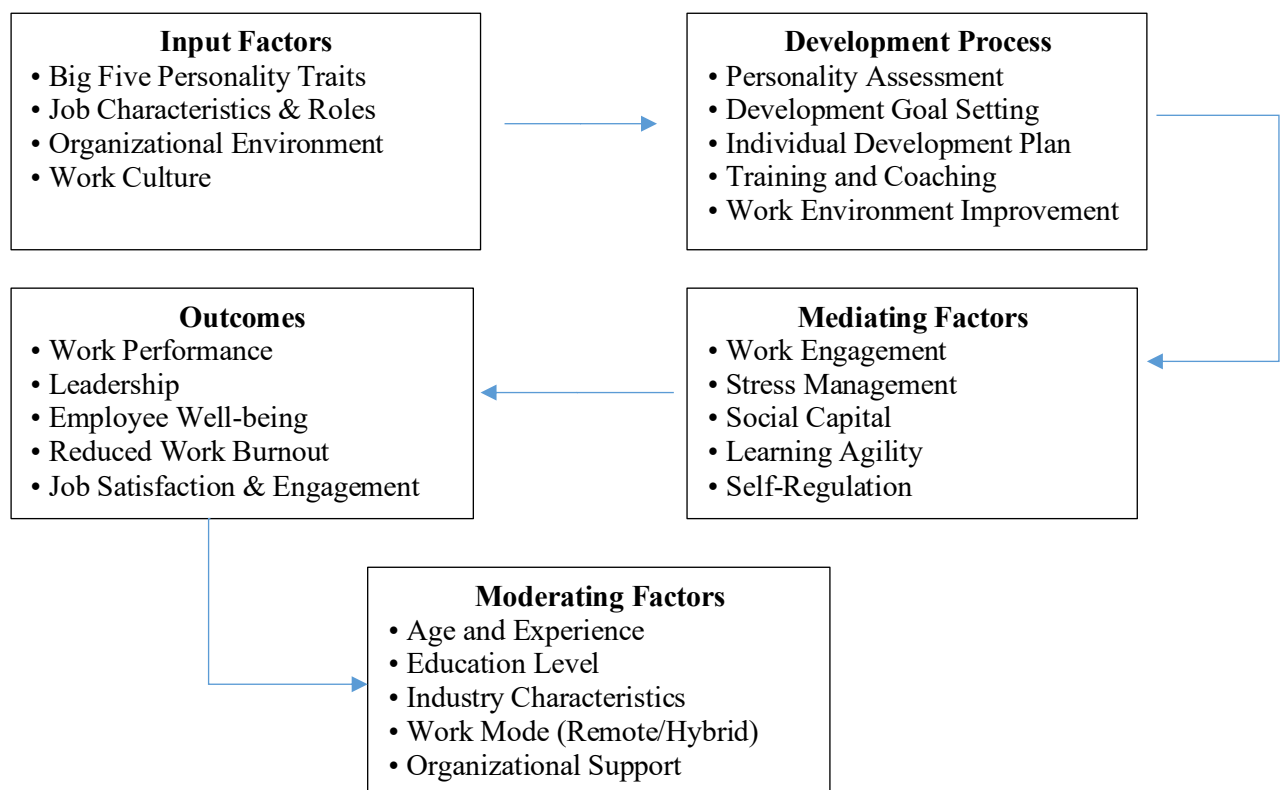
The second method is Coaching and Mentoring Programs designed specifically according to individual employee personality characteristics. Kumari et al. (2022) found that Mentoring programs considering personality compatibility between Mentor and Mentee can significantly increase development effectiveness and job satisfaction, especially pairings considering Openness and Agreeableness levels.

The third method is Workplace Environment Design adapted to suit diverse personality characteristics. Baranski et al. (2023) studied the effects of workspace types (Open Office, Cubicle, Private Office) on happiness and focus of employees with different personalities, finding that employees with high Extraversion work better in open spaces, while groups with high Neuroticism need more private space to reduce stress and increase work focus.

The fourth method is Learning and Development Programs emphasizing Soft Skills development aligned with personality. Woods et al.'s (2023) study found that training programs designed according to Personality-based Learning Approach can increase learning effectiveness and implementation more than standard programs, especially leadership skills training for groups with low Extraversion and stress management skills training for groups with high Neuroticism.

4.4 Knowledge Framework Model: Relationship between Personality Development and Work Performance

From synthesizing the reviewed research, researchers developed a knowledge framework model explaining the relationship between personality development and work performance as follows:



This model shows that personality development in the workplace is a complex process involving multiple-level factors, from individual level (original personality), job level (job characteristics), organizational level (culture and environment), and external factors

(technology and work modes). Effective development must consider all these factors and have important mediating mechanisms linking personality development to work performance.

Table 2: Personality Development Approaches in the Workplace by Big Five Dimensions

Personality	Development Method	Duration	Expected Outcomes
Conscientiousness	Time Management Training, Goal Setting Workshops	8-12 weeks	15-25% performance increase
Extraversion	Public Speaking, Team Leadership Training	6-10 weeks	20-30% leadership skills increase
Openness	Creative Problem Solving, Innovation Workshops	10-16 weeks	18-28% creativity increase
Agreeableness	Conflict Resolution, Collaboration Skills	4-8 weeks	12-22% teamwork improvement
Neuroticism	Stress Management, Mindfulness Training	12-20 weeks	25-40% stress reduction

Source: Data summarized from reviewed research; results may vary by individual and organizational context

5. Discussion

5.1 Impact of Personality on Work Performance in the Digital Age

In the era of digital work and remote work, the importance of personality on work performance has clearly increased. Duan et al. (2023) studied the impact of Digital Work Environment on Work-Life Balance and Job Performance, finding that employees with high Conscientiousness and Openness can better adapt to new technologies and changing work formats, while groups with high Neuroticism face greater challenges in managing Work-Life Balance.

The study also found that Social Support and Virtual Team Dynamics play important roles in promoting or diminishing personality effects on work performance. Employees with high Agreeableness can build good relationships through digital channels better, but may face challenges in expressing different opinions in virtual work environments.

5.2 Individual Differences and Development Strategy Customization

Research results demonstrate the importance of customizing personality development strategies for each individual. Judge and Zapata (2015) pointed out that Situation Strength and Trait Activation play important roles in determining how much personality affects work performance. In situations with clear rules and strict structures, personality effects may decrease, while in situations requiring flexibility and independent decision-making, personality will have greater influence.

Considering organizational culture and work context factors is therefore important. Kang et al. (2023) compared personality traits of employees in different positions (Employee, Supervisor, Manager, Entrepreneur), finding that entrepreneurs have higher Openness and Conscientiousness scores than managers, while managers have higher Extraversion and Agreeableness scores, reflecting different personality needs according to job characteristics and responsibilities.

5.2 Limitations and Challenges in Personality Development

Although scientific evidence suggests personality can change, there are still several limitations and challenges. Li et al. (2025) questioned whether focusing on long-term personality change (months or years) would be more effective than short-term behavioral modification. Additionally, there are concerns about potential side effects, such as employees trying to increase Extraversion levels may result in listening less to others' opinions.

Personal life factors and goals in other life areas also influence the success of personality development programs. Goals of being good parents may make individuals more cautious (reducing Openness) even when receiving training to be open to new experiences at work. Therefore, personality development must consider individuals' overall life contexts.

6. Conclusion

From the analytical literature review, it can be concluded that personality has clear and statistically significant relationships with work performance across multiple dimensions. Conscientiousness remains the strongest predictor for general work performance, while other personality traits are important in specific contexts, such as Extraversion in management and sales work, Openness in work requiring creativity, and Agreeableness in team-focused work.

Personality development in the workplace is possible and effective, but must be carefully designed considering individual differences, work contexts, and organizational goals. Effective approaches include Targeted Trait Change Interventions, Coaching and Mentoring Programs, work environment improvements, and personality-customized learning and development programs.

In the digital age and hybrid work, the importance of personality on work performance increases, especially in adaptation, self-management, and relationship building through digital channels. Organizations emphasizing employee personality development will have advantages in creating effective and sustainable teams.

7. Recommendation

Practical Recommendations

Organizations should adopt personality assessment approaches in recruitment and selection processes, not as sole decision criteria, but as supplementary information for job allocation and personnel development. Creating Individual Development Plans considering personality will significantly enhance personnel development program effectiveness. Managers and supervisors should receive training to understand personality differences and methods to motivate employees with different personalities. Creating an Inclusive Workplace accommodating personality diversity will help all employees utilize their full potential.

Future Research Recommendations

Future research should focus on studying long-term effects of personality development programs, including follow-up results 1-3 years after program completion. Comparative studies of different personality development method effectiveness, such as traditional training, VR/AR technology use, and Micro-learning approaches.

Cross-cultural research to examine Big Five model appropriateness in Asian cultural contexts and improvement of assessment tools suitable for local contexts. Studies on AI and Automation impacts on future personality needs, including workforce preparation for these changes.

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Declarations:

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Ethics of Human Research (if any) : Certificate of Approval (COA) No. N/A (as this is a document study)

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