

Relationship Between Big Five Personality Traits and Adaptive Performance: The Mediating Effect of Work Engagement Among Malaysian Nurses

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Abstract

Purpose: This study explores nurses' poor performance in public hospitals has sparked a serious debate among healthcare providers all around the world, with an especially high number of patient complaints, particularly in Malaysia. Maintaining employee execution in the current setting is highly a problem since there is most drastic replacements have occurred in the corporation. Globalization is one of the key drivers of organizational changes, particularly in the healthcare industry. Thus, adaptive performance has been recognized as a viable option for nurses working in critical units as they deal with unpredictability and drastically changing performing conditions at the units including the emergency department (ED). Hence, nurses' capability to cope with and adjust themselves to changes quickly is known as adaptive performance, which further improves their performance and reduces patient complaints. Therefore, this analysis focus to examine the component that contributes to improving adaptive performance among ED nurses. **Theoretical Framework:** To examine the relationship between nurses' Big Five Personality Traits (PT) and adaptive performance (AP), as well as the role of work engagement (WE) as a mediator between PT and AP. **Design/Methodology/Approach:** Emergency department nurses in Malaysian public hospitals **Published/ publié in *Res Militaris* (resmilitaris.net), vol.12, n°4, December Issue 2022**

received an aggregate of 638 questionnaires. The Partial Least Squares Structural Equation Modeling technique was applied to evaluate 430 sets of data (PLS _SEM). **Findings:** The results of this study show a significant association with nurses' AP and that WE and AP have a positive significant association. Furthermore, work engagement (WE) is a mediator between the three PT dimensions (CC, ES, and EX). **Research, Practical & Social Implications:** These findings may assist healthcare providers in hiring future nurses based on their personality features and finding ways to improve their engagement at work.

Keywords: Adaptive Performance, Big Five Personality Traits, Work Engagement, Nurses

Introduction

High uncertainty working place like in Emergency Department (ED) of public hospitals demands a fast reaction worker who can act under emergency and unexpected situations. This is because they become the first place to refer in responding to any crises, especially nurses who are the key person between doctors and patients (Alonazi, 2020). However, the performance level of nurses in dealing with this chaotic and critical time is always at the centre of public attention. Therefore, adaptive performance has become a priority for ED nurses because they are coping with uncertainty and unexpected working condition [1]. Thus, nurses must be able to cope and react fast to any changes in ED, therefore, it can increase their performance which may further reduce patient complaints by responding to patient issues promptly.

Interestingly, previous studies reveal that personality is a significant element affecting employees' job performance [2]. Similarly, "Big Five Personality Traits" might be favourable tools for investigating effective job performance. Despite limited studies explaining the performance and personality [3]. however, the latest findings found mixed findings for each dimension of Big Five traits [4]. Moreover, the majority of studies were conducted in the business field mostly focused on marketing, and few in the psychology field. Thus, it is still an inefficient research which have conceptually explained the connection between undertaking and nurses' personalities observed from nursing profession [5]. Moreover, previous researchers are still unable to explain in-depth the adaptive performance issue of nurses' personality traits [6], specifically in the Malaysian context. In this regard, there is a requirement to evaluate the link between personality and performance of nurses in terms of their AP, to suit the current situation, which may more aid with enriching skill awareness in the prevailing writings.

Even though the character aspect may aid in boosting an employee's performance in an unexpected workplace, enhancing an employee's engagement level can also increase the employee's performance [7]. It is due to earlier research that demonstrated a strong correlation between WE and employee performance (Bhuvanaiah & Raya, 2015). Controversially, the level of doing the work is among the intrinsic signals with a positive link to employee performance [8]. Regardless previous studies found the working environment is one of the employee's stress factors, [9] however, by having a high level of WE, employees will devote there all to any assignment they are assigned and go above and far off the duties of their regular job's.

In addition, previous studies also verified WE as one of the mediating variables that could improve performance among employees [10]. Critically, scant research was done to investigate the mediator of work undertaking in various professions like nurses [11]. Thus, creating a knowledge gap to understand the WE as a mediator in increasing workers' performance level, especially in terms of employees' AP. According to, (Aon's Trends Global

Employee Engagement Report, 2017) the WE level among employees in Malaysia is left unsatisfactory. This detailed paper showed employee engagement level among Malaysians in second last position out of all Asia countries. Therefore, the purpose of this research is to eliminate this discrepancy via expecting that WE can have a positive effect in increasing employees' AP from Malaysian employees' perspectives, especially in the nurses' profession. This research is designed to accomplish the aforementioned goals:

- To study the linkage connecting Adaptive Performance and the Big Five Personality Traits' dimensions among Malaysian nurses in public hospitals.
- To explore the association connecting Work Engagement and the Big Five Personality Traits' dimensions among Malaysian nurses in public hospitals.
- To observe the correlation linking Work Engagement and Adaptive Performance among Malaysian nurses in public hospitals.
- To investigate the impact of work engagement as a mediator among Adaptive Performance and the Big Five Personality Traits' dimensions.

Literature Review

Five Personality Traits and Adaptive Performance

Previous research observed mixed findings for The Big Five Characteristics [12]. For example, [13] found that none of these five qualities was significantly related to adaptive performance on their own. Adaptive performance has been related in numerous studies to openness and emotional stability. Aside from that, [14] observed a negative link between conscientiousness and adaptive performance, but after eliminating the "achieving" element from the conscientiousness trait, [14] identified a positive relationship.

In addition, the dependability and range of the Big Five models, as well as their impact on various job components and results, have been the subject of previous re-search. As a result, a variety of correlations have emerged, such as the one investigated by [15], who looked at the correlation linking the Big Five characteristics and work undertaking due to the importance of particular personality variables changes depending on the type of performance and the field of work.

As a reflection of those findings, this study attempted to reveal which of the big five character qualities can anticipate AP in nursing occupations in the Malaysian setting; which is public hospitals' emergency departments. The following paragraphs will go over every of the Big Five Personality characters and how they relate to AP and hypothesis formulation.

Agreeableness and Adaptive Performance

[16] found that agreeableness is linked to pleasant social relationships. Empathy drives people's conduct to aid others (for example, consumers, clients, or colleagues), according [17], and this leads to personal happiness. Similarly, since responders (nurses) in the present research work with critical patients at public hospitals, this aspect has a significant impact on performance. Apart from that, [18] agreed that persons with a high level of agreeableness get greater emotional support from their team and are better suited to achieve their objectives.

[19] established a relationship between agreeability and a tendency to be concerned about others. Furthermore, since this is an important part of the nurse's job description, the nursing profession cannot be separated from the characteristics of care. As a consequence, high-level pleasant individuals instinctively conduct decently, especially when interacting with others who are in need. As a consequence, since they respond swiftly to changing situations,

these individuals are believed to be adaptable. The following theory has been created for this association as a consequence of the aforementioned discussion and earlier literature:

H1. Agreeableness has a positive significant relationship with Adaptive Performance

Conscientiousness and Adaptive Performance

Conscientious personnel, according to [17], prefer to work hard to resolve a problem and go out of their way to earn client loyalty. Conscientiousness is connected to job performance as well as originality, according to [15] standard study. Meanwhile, [20] recognized the relationship connecting conscientiousness and the proclivity to arrange and accelerate an undertaking, urging them should give more time and resources towards achieving the purpose, claiming that high conscientious workers can manage stress and thus do not engage in counterproductive behaviour.

As a consequence, mission driven, accountable, adept at managing oneself, and extremely skillful, serious people are driven to finish things quickly and to a very good standard. Employees with personal preferences like responsibility, meticulousness, and strong self-management work well in any activity or situation as a consequence. Furthermore, the emphasis on outcomes helps them to quickly adapt to their new work. As a consequence, the following hypotheses may be made:

H2. Conscientiousness is positively linked to adaptive performance

Emotional stability (ES) and Adaptive Performance (AP)

When dealing with unpleasant tasks presented in tough settings, emotionally stable people are more likely to employ task-focused coping rather than emotion focused coping, according to a study by [21]. Furthermore, [22] concurred that this character trait has a strong link to adaptive undertaking as such people remain still and composed in the face of adversity. Furthermore, they discovered support for this association when personality traits and job performance were shown to be unimportant, but a strong relationship was developed for emotional stability and conscientiousness.

Similarly, [15] discovered that neurotic personality traits and management performance have a negative association. This suggests that this personality type is unable to cope with uncertainty and is not adaptive [23]. Emotionally unstable people, on the other hand, spent the majority of their time worrying about negative elements and completing works in shorter times. As a result, this form of individual is inefficient with their time and frequently delays their task, thus impacting their performance. As an adaptive performance idea, [8] argued that emotionally secure personnel constantly avoid frustration and can confront any difficult situation. As a result of the literature, the following hypothesis about emotional stability and adaptive performance has been formed:

H3: Emotional Stability and Adaptive Performance are positively and significantly linked

Extroversion and Adaptive Performance

In addition, extroverts' propensity to be extroverted, social, and outspoken makes them quite prone to go through positive emotions [16]. On the other hand, Extroversion can predict success in several occupations, although not all assumptions [16]. [20] subsequently found that the extroversion indicator is a genuine result. Simultaneously, [24], showed that extroverts are

connected to innovation and work accomplishment, which is related to the adaptive undertakings idea of working creatively in uncertain settings.

According to [17], workers who are extroverts by origin may actively engage in team tasks (1995). Although according to [25], a high degree of extroversion is connected with a favorable attitude toward team engagement, this is because individuals with social features may quickly interact and mingle. After all, they are friendly. Extroverts, on the other hand, can easily manage their emotions as they like working with people and are constantly concerned with society connections. This guideline is important mostly in nursing profession since nurses must regulate their emotions while dealing with a range of patients.

Extroverts, as previously said, have attributes of optimism and energy that may help them become more adaptable concerns because of their high levels of inspiration and lower levels of exhaustion, which are following the results in the preceding paragraph. As a consequence, their behaviors make it simpler for them to cope with challenging circumstances. The following hypotheses have been formed as a consequence of the research and debate described above:

H4: Extroversion is positively and significantly linked to Adaptive Performance

Openness to experience and Adaptive Performance

As a consequence of their need for knowledge stoked by their academic pursuits and new experiences, people become more sensitive to their surroundings. [26] find a link connecting flexibility and willingness to try new things since these types of characters are inventive, original, and able to learn quickly and insightful. Similarly, [27]. discovered a substantial link between decision-makers' transparent personality and their ability to adjust to difficult situations.

According to [15], openness to knowledge is linked to creativity and work success. As a result, Pulakos considers creativity to be one of the eight adaptable performance dimensions he proposes (2000). This personality type is adaptable to change since they are constantly willing to try new and uncharted territories. Previous studies had connected this to the acclimatization to new settings such as from school life to college life [28] and the adjustment of expatriates to their new workplace [29]. As a consequence, we hypothesize that openness to novel experiences is associated with adaptive performance. Consequently, this relationship's hypotheses are as follows:

H5: Openness to Experience a positive significant correlation with Adaptive Performance.

Big Five Personality Traits and Work Engagement

In addition, it has been observed that the level of engagement in any job type does not affect any of a person's personality traits. For example, [30] established a negative association between neuroticism and conscientiousness, and only conscientiousness was demonstrated to be significant. The other three traits, on the other hand, were demonstrated to not influence job engagement. Conscientiousness has been connected to engagement by [10], who noted that conscientious individuals are driven and dedicated.

Furthermore, it was shown that work satisfaction was linked to both conscientiousness and emotional stability as independent predictors [31]. Emotional stability is a reversal of neuroticism, as previously indicated. As a consequence, work engagement is linked to a high

rate of extroversion and an inferior rate of neuroticism.

[32], looked at the connection linking Eysenck's Big Two (emotional stability and extroversion) and job engagement and observed both favourable and unfavourable outcomes. As a consequence, according to [32], engaged workers have a high positive affect (a great sensation) and low negative affect (poor emotion) (bad feeling). The negative impact was revealed to be positively connected to neuroticism and adversely associated with extroversion, as described earlier. Similarly, [31] observed that low neuroticism and high extroversion predict workers engagement since neurotic and extroverted persons have a better experience with job involvement. Burnout and a lack of motivation are common outcomes for those with a high neuroticism level and low extroversion, agreeability, and awareness levels.

Conscientiousness and extroversion, as well as agreeableness, are antecedents of job engagement, according to [30] claim that agreeableness and extroversion are equally important in professional careers like nursing. Even though the research was solely about job engagement in general, its relationship to self-efficacy underlines its importance to the hotel business [30].

In general, the Big Five and work engagement have a reciprocal association with high rates of life satisfaction, openness, emotional control, and extroversion, and conscientiousness, which

leads to a high degree of work engagement [33]. Despite the variances in the consequences of personality traits, an earlier study has revealed that all of the Big Five aspects may impact job engagement [33].

Yet, the link between each dimension of the Big Five Personality Traits is vague, and past research has revealed inconsistent findings when comparing one trait to another. Consequently, it is less compelling to display each dimension's connection as a distinct split. The following are our ideas to deduce the Big Five Personality Traits and Work Engagement connections as a consequence of our discussion in this single part (no sub-topics):

H6: Agreeableness is positively and significantly related to Work Engagement

H 7: Conscientiousness is positively and significantly related to Work Engagement
H 8: Emotional Stability is positively and significantly related to Work Engagement
H 9: Extroversion is positively and significantly related to work engagement.

H 10: Experience is a positive significant relationship with Work Engagement.

The Mediating Effect of Work Engagement

A meta-analysis of recent studies indicated that engagement functions mediate the relationship between key antecedents and outcomes, especially in work performance [34]. This displays the work's ability to act as a bridge between any two related structures. Basic problems, on the other hand, remain unsolved and, in some cases, have major repercussions. Involvement, for example, has faced the problem of idea and operationalization discrepancy [10]. However, whether commitment can be philosophically and scientifically distinguished from other concepts remains a point of contention.

Furthermore, some studies on the increasing value of involvement as a predictor of behaviour, according to [35], are vague and misleading. "The links among hypothesized causes and consequences of engagement have not been properly defined and examined," according to [10], resulting in a lack of knowledge of work engagement. Employee engagement has also

been found to work as a motivator, meaning that it could lead to high employee performance levels). Even though the relevance of work engagement in mediating an employee's result is generally established, longitudinal research on the antecedents and repercussions of job engagement is still lacking [36].

H11: Work engagement significantly mediates the relationship between Agreeableness and Adaptive Performance.

H12: Work engagement significantly mediates the relationship between Conscientiousness and Adaptive Performance.

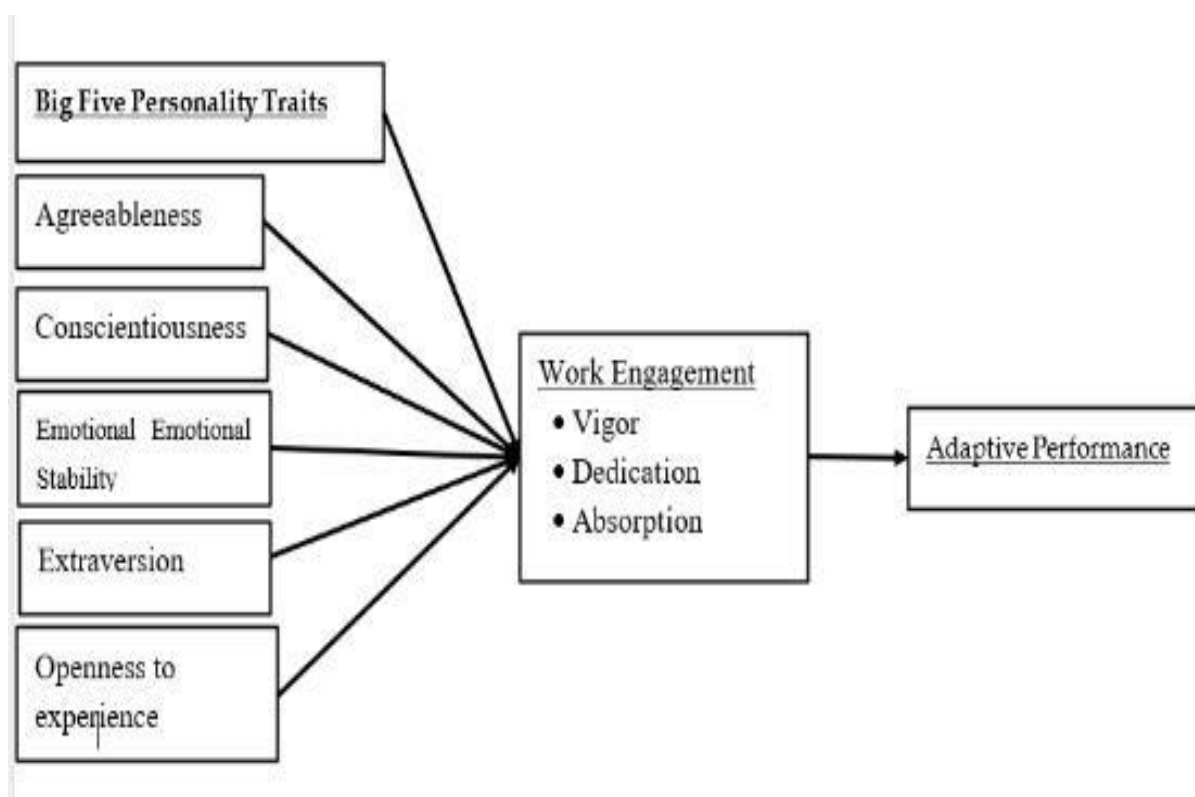
H13: Work engagement significantly mediates the relationship between Emotional Stability and Adaptive Performance.

H14: Work engagement significantly mediates the relationship between Extroversion and Adaptive Performance.

H15: Work engagement significantly mediates the relationship between Openness to Experience and Adaptive Performance.

Research Methodology

This study's research framework was built based on the prior literature evaluation and comments from numerous studies. In this study, the Big Five Personality Traits were used as independent variables. Aside from that, Work Engagement worked as a mediating variable, and Adaptive Performance was the study's dependent variable. In other words, the study variables establish a relationship that serves as a theoretical foundation for achieving the research goals. The research framework for the current study is shown as below:



Research design

Furthermore, the researchers' epistemology defined the study as positivism, which is quantitative, based on the research paradigm viewpoint [2]. In addition, this study

makes use of questionnaires for collecting data as well as statistical analysis. The cross-sectional technique is utilized to elicit responses from respondents, with the present study's data being used to answer the research questions. As a result, to meet the study's objectives, a questionnaire survey method was used for the present research, as indicated by [1].

Population and sampling technique

Because the expected non-response rate among nurses is around 13.7 percent, larger sample size is required to ensure that more than 242 questionnaires are returned. To avoid the likelihood of non-response bias, a larger sample size is necessary [38]. As a result, another 60 respondents were added to the sample size to ensure that no non-response bias occurred. As a result, the sample size rose from 242 to 302 respondents from an overall population of 638 nurses throughout all twelve states. Similarly, [1] suggested that the minimum sample size for PLS-SEM analysis is approximately 200 respondents, with no maximum number because the

larger the sample size, the better the outcome. As a result, a sample size of more than 242 is needed i.e. 302, which serves as the most ideal for proper statistical analysis.

[39] stated that the study's groups must have the same probability or be picked using probability proportional sampling. As a result, the current study opts for a multi-stage sampling strategy to collect the requisite number of participants for data analysis. The explanation is detailed in Table 1 below. Stratified sampling with proportionate technique

Table 1 *Stratified sampling with proportionate technique*

S. No	States	Total Nurses	Total	Required in	Population	Sample
		ED			size	from each state
1	Perlis	23	638	3.61%	302	11
2	Kedah	46	638	7.21%	302	22
3	Penang	34	638	5.33%	302	16
4	Perak	39	638	6.11%	302	18
5	Selangor	89	638	13.95%	302	42
6	Kuala Lumpur	198	638	31.0%	302	93
7	Pahang	43	638	6.74%	302	20
8	Negeri Sembilan	23	638	3.61%	302	12
9	Johor	30	638	4.70%	302	14
10	Melaka	42	638	6.58%	302	20
11	Kelantan	35	638	5.49%	302	17
12	Terengganu	36	638	5.64%	302	17

Result And Discussion

Table 2 shows the summary of the structural model assessment findings for the direct and indirect hypotheses. H1 until H5 showed the linkage connecting five independent variable dimensions: Personality Traits and AP. Meanwhile, H6 to H10 reported the relationship between Personality Traits and WE. Next, H11-H15 reported the mediation effect of WE. Lastly, H16 shows the linkage connecting the mediator of WE and AP

H1 predicted a productive correlation connecting agreeableness and adaptive performance. Adaptive performance is considerably and favorably correlated with agreeableness, as shown in Table 2 ($\beta = 0.252$; $t=4.710$; $p < 0.01$; lower level = 0.157, upper level = 0.335). H1 has statistical support. Further supporting H2 ($\beta = 0.111$; $t=2.159$; $p < 0.05$; lower level = 0.029, upper level = 0.202) was the hypothesis that conscientiousness has a favorable connection with adaptive performance. The relationship between emotional stability and adaptive performance, however, is not positive ($\beta = 0.040$; $t=0.805$; $p > 0.05$; lower level = -0.042, upper level = 0.125). H3 was therefore not accepted. Additionally, the suggested strong relation linking extroversion and adaptive performance failed to reach statistical significance ($\beta = -0.072$; $t=1.185$; $p > 0.01$; lower level = -0.181, upper level = 0.023). H4 was not accepted as a result. However, the results of this study show that openness to experience and adaptive performance are positively correlated ($\beta = 0.127$; $t=2.613$; $p < 0.01$; lower level = 0.038, upper level = 0.203). H5 was therefore accepted. Next, H6 was not justified since the predicted positive association linking agreeableness and job engagement was not significant ($\beta =$

0.011 ; $p > 0.1$; lower level = -0.077, upper level = 0.100; $\beta = 0.011$; $t=0.196$; $p > 0.1$). As the results show, H7 predicted a positive association between job engagement and conscientiousness ($\beta = 0.144$; $t=2.842$; $p < 0.01$; lower level = 0.061, upper level = 0.227). Additionally, worker job involvement revealed a favourable and significant link between emotional stability and it ($\beta = 0.133$; $t=2.764$; $p < 0.01$; lower level = 0.056, upper level = 0.216), supporting H8. Similar findings are found in Table 2, which demonstrates a substantial and favourable connection linking extroversion and job involvement ($\beta = 0.119$; $t=2.088$; $p < 0.05$; lower level = 0.026, upper level = 0.208). H9 was therefore supported. Openness to experience and work engagement were thought to have a positive association, however this was not validated ($\beta = 0.041$; $t=0.864$; $p > 0.05$; lower level = -0.043, upper level

=0.115). H10 was therefore not significant.

H11 assumed that task involvement would liaise the positive linkage between agreeableness and adaptive performance. Findings elaborate that task involvement did not liaise the assumed positive linkage ($\beta = 0.002$; $t\text{-value}=0.174$; Lower level = -0.022; Upper level = 0.028). This suggests that the job involvement intervention may not strengthen the link underlying agreeableness and effective adaptation. As a result, Hypothesis 12 was not verified. The relationship across conscientiousness and adaptive performance was shown to be significantly influenced by job involvement, according to Hypothesis 13 ($\beta = 0.031$; $t=2.179$; lower level = -0.009; upper level = 0.065). H13 was therefore approved. Additionally, H14 proposed that a favourable association between emotional stability and adaptive performance would be mediated by job involvement. According to the findings in Table 2 ($\beta = 0.028$; $t\text{-value}=2.027$; Lower level = 0.006; Upper level = 0.062), mediation took place. H14 was hence mediated. The findings further indicate that the significant link between extroversion and adaptive performance was mediated by job involvement ($\beta = 0.025$; $t\text{-value}=1.971$; Lower level = 0.004; Upper level = 0.055). While H15, which predicted the positive mediation impact of job involvement in the relationship across openness to experience and adaptive performance, did not hold ($\beta = 0.009$; $t\text{-value}=0.772$; Lower level = -0.010; Upper level = 0.035), Table 2 confirms this.

Last but not least, the relationship amongst adaptive performance and job involvement was looked into and discovered to be favourable and significant ($\beta = 0.214$; $t=3.642$; $p < 0.01$; lower level = 0.104, upper level = 0.298), confirming H16. The findings for the coefficient of determination are shown next (R^2) [40,41,42,43,44,45,46,47,48].

Table 2: Summary of the Results of Structural Model Assessment

Hypo	Theses Relationships	Std. Beta	Std. Error	t- values	p- values	Confidence Intervals		Decisions
						LCL	UCL	
H1	AG->AP	0.252	0.054	4.710	0.000***	0.157	0.335	Supported
H2	CC->AP	0.111	0.052	2.159	0.016**	0.029	0.202	Supported
H3	ES->AP	0.040	0.050	0.805	0.211	0.042	0.125	Not supported
H4	EX->AP	0.072	0.061	1.185	0.118	0.181	0.023	Not supported
H5	OE->AP	0.127	0.049	2.613	0.005***	0.038	0.203	Supported
H6	AG->WE	0.011	0.056	0.196	0.422	0.077	0.100	Not supported
H7	CC->WE	0.144	0.051	2.842	0.002***	0.061	0.227	Supported
H8	ES->WE	0.133	0.048	2.764	0.003***	0.056	0.216	Supported
H9	EX->WE	0.119	0.057	2.088	0.019**	0.026	0.208	Supported
H10	OE->WE	0.041	0.048	0.864	0.194	0.043	0.115	Not Mediated
H11	AG->WE->A	0.002	0.013	0.174	0.862	-0.022	0.028	Not Mediated
H12	CC->WE->AP	0.031	0.014	2.027	0.043**	0.009	0.065	Mediated
H13	ES->WE	0.028	0.014	2.027	0.043**	0.006	0.062	Mediated
H14	EX->WE->AP	0.02	0.013	1.971	0.049**	0.004	0.055	Mediated
H15	OE->WE->AP	0.009	0.011	0.772	0.441	-0.010	0.035	Not Mediated

Note: ***Significant at 1%, ** Significant at 5%

The Significance of the Findings

Contribution to the existing literature

This research has made an important impact to the prevailing body of writing, and its findings can be used in real applications. In addition, this research looked at the links connecting character traits (CT), job involvement (JI), and adaptive performance (AP) among nurses in Malaysian public hospitals and offered conceptual justifications for the variables. The study adds to the body of literature by providing empirical evidence of the links that exist between the studied variables.

Theoretically, this research applies adaptive performance to the Malaysian healthcare system, specifically the nursing field. Many previous studies on adaptive performance had been conducted in other nations, with some being conceptual. Hence, observed studies in this field are sparse in the context of Malaysia.

To go with the system of this research, the usage of three theories is exposed: Theory of Performance (TOP), Trait Activation Theory (TAT), and Social Exchange Theory (SET). TOP is the basic theory that underpins the whole framework because the dependent variable is employee performance (which is measured as adaptive performance). Meanwhile, TAT assists in developing a hypothesis to explain the link between PT and AP. Finally, another supporting idea that explains the link between WE and AP is SET. In short, the study's conclusions show that the theories employed are precisely aligned with the research.

Significance to healthcare providers

This research can be used by hospital administration to implement supportive policies that will ignite and stimulate the attributes of nurses, resulting in increased effectiveness and efficiency. As a result, the public hospital will be able to address emergency department difficulties as well as other connected issues such as excessive wait times and patient complaints. Furthermore, the study discovered a link between both physical activity and adaptive performance, as well as work engagement. These results can aid hospital management

in creating strategies for solving various present difficulties in public hospitals to increase performance and more effectively manage personnel to reach the main aim of reducing patient complaints about staff performance, particularly nurses.

Recommendations

The nurse's job entails caring for patients, whereas other professions may entail dealing with customers or employees. A future study should look into the adaptive performance of more medical workers in the hospital context, such as doctors, medical laboratory scientists, and pharmacists, based on this coverage limitation. As a result, it is future investigation should be broadened to a bigger sample, including different professions, sectors, and nations. As a result, a bigger sample size could aid in the generalization of the study's conclusions.

Conclusion

Conclusively, the study demonstrated an empirical justification for closing the identified gaps. The mediator of WE had a substantial mediating influence on the connection linking the independent variables (Big Five Personality Traits) and the dependent variable (Adaptive Performance). In addition, the study provides evidence for a positive significant relationship between WE and AP. Furthermore, this research elaborates a gap in the writing based on information gathered from the literature through an exhaustive literature review. As a result, this research adds to our understanding of knowledge, practice, and techniques and has important practical consequences for a variety of fields.

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