

Selecting Items of Staff Academic Personality

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Abstract

The Job Demand-Resources Model (JD-R Model) is an established model for assessing work commitment and psychological well-being. In this study, the researchers coordinated those recent advancements in identity research—the presence of identity types in the ancient Job Demand-Resources (JD-R) Model. This model classifies work-related distinctive into work requests and assets to forecast work commitment and psychological well-being. Firstly, the researcher investigates the contrasts in work requests, work resources, and work engagement with mental well-being over identity types. Secondly, the affiliations of work requests and resources, along with their work commitment and psychological well-being, concerning identity types. Thirdly, the examination of the practice can illustrate custom-fitted work commitment and well-being advancing mediations. The results appeared to suggest that distinctive identity types unexpectedly see work demands and resources and appropriately contrast work engagement and satisfaction. Besides the discoveries underlining the significance of work resources and work engagement, the mental well-being of the workers and the organizations may also pay more consideration to the coordination between employees and their personality types and work conditions.

Keywords: JD-R Model, Five Factor Model, Big Five Model, work environment, work requests, work commitment, work assets, work engagement, well-being, psychological well-being, organizational execution, proficient execution, job satisfaction, job fulfillment, personality traits

Introduction

Sound and persuaded workers are fundamental to the efficiency and victory of the organizations and for lessening the economic strain on the well-being concern of the framework and community. Therefore, analysis and method point to characterize and make solid and propelling work situations in which the employees get what exactly right to flourish their task. Until now, the aspects of the work surroundings that are advantageous or giving harmful effects for the entire employee according to the analysts and specialists characterizing. Without a doubt, staff will be fit as they execute outstanding tasks given on the off chance that it satisfies essential human needs, such as the requirement to be independent, proficient, and in accordance (Deci & Ryan, 2000) in Van Vianen, Hamstra & Koen (2016). Additional to these essential requirements workers also have one-of-a-kind requirements that associate with their identity as well as their beliefs. Individuals have an instinctive need to fit situations that coordinate their claim attributes, proposed by Person-Environment fit theory. Particular work surroundings perhaps will flourish the employee to persecute others according to the employee's personality (Van Vianen, 2018).

Combination of a person's characteristics that make a person special is known as Personality. This combination will help a person to differentiate themselves from others.

According to Barrick M. R., Mount M. K., and Li N. (2013), a person will tend to vary in their personality even if their physical appearance may be the same as another person. Personality traits are proposed to affect the associations between the autonomous (job requests and resources) and subordinate factors (mental well-being and work engagement) of the Job Demand-Resources Model (JD-R Model). This model classifies work related distinctive into work requests and assets to forecast work commitment and psychological well-being (Nahrgang, Morgeson & Hofmann, 2011) in Crawford, Lepine, & Rich (2010). This example also indicates that work requests relate to psychological well-being (named well-being impedance preparation), whereas work resources relate particularly to work commitment (named encouragement process). Agreeing to the Job Demand-Resources Model (JD-R Model), the well-being disability process takes two ways. Firstly, high work requests incite delayed overtaxing and will result in depletion. Within the moment way, a need for assets will help in endeavors towards job inquiry within the long term that will help to lead to withdrawal and disengagement (Bakker, Demerouti, Nachreiner & Schaufeli, 2001) in Bakker, Demerouti & Euwema (2005). Personality may play an imperative part in work commitment since people with a particular identity figure may be superior able to mobilize their work assets than people with a diverse profile. In case, an extravert appears positive feelings, has high recurrence and escalated individual intuition, and also has a high requirement for stimulation. Hence, a few personality characteristics might worsen the affiliation of work requests and assets with the work results (Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I., 2014).

Personality theory recognizes five fundamental identity characteristics, which are neuroticism, extraversion, openness, suitability, and honesty. This theory is also known as the “Enormous Five or the Five-Factor Model of Personality” (John, Naumann, & Soto, 2008) in Asendorpf, Borkenau, Ostendorf, and Van Aken (2001). Historically, those character kinds have been taken into consideration in segregation, but these days identity analysts have blended the huge five identity trends into persona which is also known as proto-types and figure of a person (Asendorpf, Borkenau, Ostendorf, and Van Aken, 2001; Gerlach, Farb, Revelle, and Amaral, 2018; Herzberg & Roth, 2006) each comprising of a particular consolidation of Enormous Five characteristics. The diminishment of an expansive number of consolidations of this single identity characteristic into a couple of identity sorts gives focal points for investigation and honing. This person-centered path looks at people as an entirety, this makes the identity conceivable to get how people instead of their characteristics connected with the environment (Fisher & Robie, 2019).

In this study, we coordinated those recent advancements in identity investigate-the presence of identity sorts into the ancient Job Demand-Resources (JD-R) Model. As information almost the part of identity within the JD-R demonstrate is still missing, we investigate, first, the contrasts in work requests, work resources, and work engagement with mental well-being over identity types and second, the affiliations of work requests and resources along with the work commitment as well as their psychological wellbeing over identity sorts. It is considered to commit the writing on identity sorts with the JD-R model in three different ways. To begin with, this ponder gives a separated, magnified as well as extended perceptive of identity contrasts along with the workers' understanding of their work surroundings. Secondly, this investigation looks at whether work requests and work resources are related in an unexpected way to the work commitment and psychological well-being that are reliant on the employee's identity types. Third, the investigation of this thinks about how it may challenge the current “one measure fits all approach” in inquiring about as well as the practice that can illuminate custom-fitted work commitment and well-being advancing mediations.

The Job Demand-Resources Model

This model according to Bakker & Demerouti (2017) is known as one of the best-entrenched systems that portray the affiliation between the work component and psychological health also the work commitment. The nature of this model is the thought of the aspects that allowing to tension, psychological well-being, and work commitment that can be classified into two division which is work requests and work demands. Work requirements are substantial, sociable, and organizational job aspects that are rationally or physically requesting and are therefore gone with by psychological and psychological consumption (Bakker, et. al., 2005). In differentiation, work assets are natural, common, and regulatory work perspectives that are advantageous in offering the interface between work demand and the relationship of physiological and mental uses. In expansion, work assets encourage the accomplishment of work points, propel individual improvement and development, and also encourage people to their work commitment (Bakker et. al., 2005) in (Bakker & Demerouti, 2008). Two actions can interpret work criteria into negative work results such as mental depletion and separation, subsequently. Wellbeing impedance preparation alludes to huge requirements, which will exhaust a person's mental and physical assets and also will drive them to exhaustion and ill health. The motivational disability process is characterized by low assets, which impedes work engagement (Bakker & Demerouti, 2008).

This JD-R Model also proposed that the requirements of work are particularly associated with psychological well-being, whereas work assets are especially associated with work commitment. The added hypothesis of this investigation is that work assets diminish the negative tribe among work requests as long as the employee's psychological well-being (Bakker et. al., 2005). This demonstration has gotten broad observational support and has been charted to diversify the work culture (Bakker & Demerouti, 2017).

Personality Traits and Job Environment

Person identity characteristics can decide according to what a person distinguishes and decipher to their (work) environment, handle their stress, and their way according to what rationally their mental health are (Ozer & Banet-Martinez, 2006). Additionally, personal identity characteristics influence how people encounter their work distinctive even if they are capable as required or as collateral (Makikangas, Feldt, Kinnunen & Mauno, 2013). The perfect entrenched demonstration to depict identity is the "Big Five Model" further known as the Five-Factor Model (FFM) (Goldberg, 1990; Matthews, Deary, & Whiteman, 2003; in McCrae & Costa Jr. 2008). This model demonstrates quintuple identity characteristics which are neuroticism, extraversion, openness to encounter, suitability, and scruples. Uneasiness is characterized by descriptive words characteristic such as tense, on edge, anxious, testy, and stressed. The personality of the extraversion person includes characteristic descriptive words such as garrulous, emphatic, dynamic, lively, and active. Openness to encounter incorporates characteristic descriptive words such as wide interface, creative, cleverly, and unique. Agreeableness refers to characteristic descriptive words such as thoughtful, kind, thankful, tender, and soft-hearted. This principle concerns characteristic descriptive words similarly to organized, intensive, and proficient (John et. al., 2008) in McCrae & Costa Jr. (2008).

The above-mentioned characteristics are connected to work execution, well-being, and health of a person (Albrecht, Marty, 2020; Bakker, Van Der Zee, Lewig & Dollard, 2006; Barrick & Mount, 1991) in Herr, R. M., van Vianen, A. E. M., Bosle, C., & Fischer, J. E. (2021). Particularly the characteristic neuroticism abides to recognize that obtain a negative impact on person engagement and health; H.J. Kim, Shin, & Swanger (2009) in Inceoglu & Warr (2011). Individuals with this characteristic are characterized by a moderately steady inclination to respond to frustration, threat, or misfortune with negative feelings (Lahey, 2009)

in Inceoglu & Warr (2011). Thus, neuroticism is anticipated to disclose the emotional and motivational fundamentals of engagement (Inceoglu & Warr, 2011). Neuroticism is also related to burnout according to Bakker & Demerouti (2008).

The Big Five Model in Asendorpf et. al. (2001) indicate that people agree to the five separated characteristics, which echo various centered access to their identity. Be that as it may, other identity analysts characterize people concurring to an ordinary sequence of these characters, which mirrors a classification or person-centered access to the identity. Cluster analytic methods differentiate three identity types which are flexible, overcontrolled, and under-controlled. Flexible people ordinarily have little uneasiness characteristics and immense extraversion characteristics, suitability, and principles, and have a medium or marginally expanded attitude on the acceptance to encounter. A person with a little characteristic of extraversion and immense neuroticism is usually known as an overcontrolled person. Under control, people have little value, especially in appropriateness and awareness (Asendorpf et. al., 2001).

Entrenched from article review and observational examination, Herzberg and Roth (2006) continued the ARC Model with the identity category assured and cautious. Assured people have a medium amount on neuroticism, suitability, awareness and modestly extra amount on extraversion and openness. This identity type is recognized by other creators, who names it as self-assured or versatile beneath controlled (Gramzow et al., 2004; Schnabel, Asendorpf, & Ostendorf, 2002). A person with the characteristics of little neuroticism, extraversion, and openness as well as modesty high value on pleasantness, and conscientiousness is well known as a cautious person. A person with a resilient type of personality is comparable to the resilient overcontrolled or well-balanced types in other examinations (Gramzow et. al., 2004; Schnabel et al., 2002) in Herzberg and Roth (2006).

Big Five Personality Traits and Work Engagement

Asendorpf et. al. (2001) continued that some knowledge about the interface between Big Five identity characteristics and work engagement. Hence, investigations into the affiliation between identity characteristics and work engagement have been expended intrigued in later a long time. Christian, Garza, and Butcher (2011) in Bakker & Demerouti (2017) have appeared that work engagement was emphatically related to work execution. Subsequently, in arrange to improve representative well-being and organizational execution, they have to understand how and why people ended up locked in with their work. It has been contended that certain personality measurements reflected a penchant for engagement owing to their behavioral characteristics. Preparatory proof recommended that tall levels of extraversion, agreeableness, openness to encounter, and honesty as well as low levels of neuroticism were related to raise degrees of work engagement (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009) in Bakker & Demerouti (2017). Employees are more likely to seek challenging tasks and actively engage in a job that is high in demands as such to promote and improve their mastery and learning (Mehboob, Othman, Fareed, & Raza, 2022).

Person contrasts did affect work engagement, in the sense that engaged workers had lower levels of neuroticism and higher levels of extraversion (Lanelaan, Bakker, Van Doornen & Schaufeli, 2006) the same discoveries have been reported in Inceoglu and War (2011). In terms of honesty, people were more likely to be achievement-oriented. Also, conscientious workers had higher levels of work engagement since they were less subjected to work impedances from their families. Hence these individuals possibly had more energy at work (Bakker & Demerouti, 2017).

Inceoglu and Warr (2011) separated from honesty and extraversion, appropriateness predicts work engagement as well. A major portion of any calling requires cooperation for the proficient execution of tasks and in this way, suitability can cultivate strong connections with peers (Wefald, Reichard & Serrano, 2011), as well as fortify individual development and offer assistance to people who adapt with their occupational requests. Nevertheless, they found that inventive considering styles- a feature of openness to encounter were a noteworthy indicator of engagement (Inceoglu and Warr, 2011).

There is a study that acknowledges that The Big Five Personality Traits by Hau & Bing (2018) can be assorted toward particular identity sorts. Moreover, the results appeared that distinctive identity sorts unexpectedly see work demands and resources and appropriately contrast work commitment and mental well-being. Besides, the assistance between work requests and assets will result to appear built upon the employee's identity figure. In agreement with the JD-R Model, the distinctive identity types of work requirements were essentially related to mental well-being, while work assets were essentially related to work commitment (Hau & Bing, 2018).

Workers' acceptance of the standard identity type (relatively have little neuroticism and normal on other characteristics) were correlated to workers that have other personality types, within the intermediate to upper intermediate scope respecting their appraisal of work requirements and resources, work engagement, and mental wellbeing. For this bunch, reduced environmental requirements and work-home interferer and more work resources were positively related to their work commitment, moreover, lower job requirement and more work independence and assortment as well as fairness were emphatically related to mental well-being (Hau & Bing, 2018).

The flexible identity sort ambiance is extra locked in and disclosed a way improved mental well-being than the other identity sorts. Not surprisingly they had moderately few evaluations of work requirements (even though physical requests were evaluated lower by the standard identity type) and huge evaluations of work resources. For this identity sort, work requirements are irrelevant to work commitment and psychological well-being. As proposed by their name, this bunch appears flexible. Workers belonging to this gather possess identity characteristics (little neuroticism and huge appropriateness, extraversion, honesty, and acceptance of encounters) which are advantageous for well-being, working, and strength (Oshio, Taku, Hirano & Saeed, 2018) in Hau & Bing (2018). Disregarding their flexible characteristics, the work commitments of these employees may well be improved by more independence, assortment, and equity. The extra independence and variety of characteristics were related with the way to better psychological well-being (Hau & Bing, 2018).

Abdullahi, A. M., Orji, R., Rabi, A. M., & Kawu, A. A. (2020) urged the tense identity sort (moderately little personality of agreeableness and above-average values on other characteristics) detailed moderate appraisal of work commitment and psychological wellbeing. While these workers detailed normal appraisals of experienced job assets, they evaluate their work requests higher than the other identity sorts. An individual with little suitability is characterized as having a self-centered, bad-tempered, and ambitious personality (Bruck & Allen, 2003) therefore work requests can discourage the inquiry of individual interface and objectives due to immense acceptance and faithfulness. Employees may encounter work requirement specifically work-home impedance as more saddling than their acceptable partners who is more accommodating, agreeable, and have the good-natured characteristic. For this constraint of identity sort, the environmental requirement was related to the lower work commitment, and work-home obstructions were related to lessened psychological health. Work

commitment also was upgraded to the degree that employees have seen extra work assets, similarly to self-determination as well as assortment, reasonableness, administration and company practice, improvement openings as well as associate backing (Abdullahi et. al., 2020).

The overcontrolled identity sort (extra uneasiness, little extraversion) evaluated work commitment as well as psychological health as relatively inferior. In addition, employees having a place to this personality sort evaluated work requests over normal and work resources underneath normal. There is in line between previous studies appearing that both personalities are neuroticism and extraversion associated with the recognition of work requests, assets and happiness, work commitment and well-being (Bakker et al, 2010; Janssens et al., 2019; Weiss et al., 2008) in (Abdullahi et. al., 2020). Besides, physical requests are related adversely to work engagement, whereas all work assets are associated emphatically with work engagement. Be that as it may, few connections existed between job demands and assets and psychological well-being. As it were a diminishment in work-home obstructions made strides in authority and company practices were associated with a way that improved psychological well-being (Abdullahi et. al., 2020).

Workers with the under-controlled identity sort (little extraversion, acceptance, pleasantness, scruples, and huge uneasiness) detailed the most reduced work commitment and least mental well-being. In comparison to other identity sorts, the employees in this gather the judged of their requests to be approximately great and the work resources to be least. Workers that have a little personality on agreeableness are less intimate and workers with low faithfulness are less achievement-striving. The sequence of low pleasantness and scruples ruins interpersonal intuition and adversely influences the working of work organizations (Penney, David & Witt, 2011) in Barrick et. al., (2013). In expansion, little characteristic of extraversion infers that people in this gather are cautious and associated less with other people. Likewise, workers who are great on uneasiness and little on extraversion are arranged to be less happy with their work (Timothy A. Judge, Hekker & Mount, 2005). This may clarify why under-controlled workers address their substandard work situation. With the special case of associate backup, all assets had a positive connection with the work commitment. Nonetheless, both the work commitment and psychological well-being of the under-controlled identity sort profited most from a positive administration and organization practice. In expansion, to make sure workers' mental health is in better condition, it is related to least work requests (Barrick et. al., 2013).

Whereas contrast within the recognition of work characteristics was watched over the distinctive identity sorts. It is uncertain whether the identity colors discernment of the work surrounding or whether the employees with a particular personality will select themselves for the particular occupation, for example with small resources and great requests. In any case, applying those fixed effects will help to access our investigations regulation for time reliable perplexing factors within the affiliations of work characteristics with their commitment to work and mental well-being. As result, these discoveries represent a solid sign of the autonomous affiliation of work distinctive with work commitment and psychological health (Barrick et. al., 2013).

Personality Traits and Job Satisfaction

There is one guideline that follows the organizational variables in any organization which is work achievement which has the main impact on the execution and behavior of employees in their work surroundings. Physical and mental health among employees can extraordinarily be developed through job satisfaction and it is expected to be fundamental to human needs (Mansoor, Fida, Nasir & Ahmad, 2011). Genuinely, vigorous employees with job

satisfaction will create successful and positive execution at the organization and will clarify approving their behaviors at the workplace. Completely the work fulfillment of an employee identifies as a positive feeling that drives from diverse components at the organization (Mohammad, Quoquab Habib & Alias, 2011) in Mansoor et. al., (2011). This inward feeling is the result of internal and outside components that endure on the employee at their workplace and will control their state of mind and behavior in different headings. This component is also imperative and directs employee performance at the organization. Internal factors such as psychological esteem will coordinate within an individual. In other words, the different levels of employee work fulfillment at an organization will lead to the positive and negative demeanors that are formed by these components. On the other hand, the reduction of consideration for this human need will lead to different unusual organizational behaviors and responses additionally diminish the number of organization results (Saari & Judge, 2004) in Mansoor et. al., (2011).

Bakker & Demerouti (2017) recognize that strictly conducting employees can be so imperative at an organization and will have impressive outcomes for the organizational results based on the major part of inner variables of job satisfaction. In truth, the different levels of fulfillment among employees are inborn of their internal factor and their inspiration (Yeop Yunus & Ishak, 2012). Moreover, these inner components have coordinated affiliation with the self and allude to the inner world of the employee (Wadhwa, Verghese, & Wadhwa, 2011). Personality factors that have an extraordinary commitment to changing the level of work fulfillment are one of the fundamental inner variables. Indeed, personality is the cause of action in various individuals' characteristics that partitioned an individual from others and has a common part in staff behavior and responses that showed up in the organization (Barkhuizen, Swanepoel, & Ermakova, 2012). In reality completely, the impact on individuals' feelings, activity, behavior, and responses is characterized by their personality steadiness among individuals (Bauger, 2011). There are few positive and negative reactions such as a sum of performance, motivations, feeling, control, stress, burnout, conflict, etc can be anticipated from personality factors (Mousavi et al, 2012) in Bakker & Demerouti (2017).

The five fundamental factors such as uneasiness, acceptance, agreeability, extraversion, and faithfulness are included in this inner spark. The insufficient responses among employees in the workplace and their behavior in the organization have a separate explanation and impact on the extent of their job fulfillment based on the variables (McCrae, 2010) in (Gurven, Rueden, Massenkoff, Kaplan & Lero Vie (2013). The uncommon behavior such as tension, uneasiness, and angry mood among employees at the organization is caused by the personality of neuroticism which is expected as a negative disposition that repeats for a long time (Fayombo, 2010). Intellectual interest is named shrewdness also known as openness. The action of an employee at the workplace has an incredible part in this internal factor (Barkhuizen et al., 2012). There are personality factors that explain participation and inviting behavior that will lead to reliability at work which is known as agreeableness personality (Gurven et. al., 2013).

In expansion, the personality characteristic that is active and garrulous from staff that appears at the organization, and alludes to optimistic suppositions toward everything is known as extraversion (Saklofske, Austin, Rohr & Andrews, 2007) in Naz Rehman, & Sagib (2013). At long last, the awareness notices that self-teach in confidential and common life conjointly explains the positive impact on the difficult working of staff. Job satisfaction is a basic figure at an organization that is very crucial since each of them can noticeably alter the level of fulfillment concerning the part and impact of each personality component. Realizing and overseeing this part and the impact of these factors by staff is so basic since these ought's to be controlled and show up precisely and increment the level of capacity and execution of staff

at an organization. Negative organizational behaviors performed by employees are a struggle, absence, and inadequate behavior with others (Naz Rehman, & Sagib, 2013).

For the significant presence of work satisfaction at college Propat (2009) consider the effective components that alter the alignment of achievement as essential to human need is exceptionally observable (Noordin & Jusoff, 2009). Without a doubt, engaging in these components as well as overseeing them in a precise way lead to showing up an advantageous climate for employee and incrementing the alignment of their work fulfillment; improving this inward feeling will develop a few positive organizational behaviors at an organization. On other hand, carelessness to this inward feeling will make a few behavioral facing problems at the instructive range. Identity factors are one of the awesome inner motivators that have guideline commitment in motivating workers' work achievement (Ayan & Kocacik, 2010). Based on academics' perception, each of these personality components is related to work achievement and anticipates align of it among the employees (Bovkhaus, Hillyer & Peterson, 2012). The workers based on their identity will adapt to the difficulties as they will oversee their connection with others at their workplace (Tesdimir, Zaheer, Asghar & Saeed, 2010). Other than that, the details on the identity of the employees will determine the sum of their execution in the work environment and this truth hitch from their job fulfillment toward their work (Propat, 2009).

Neuroticism characteristics have a contrary liaison with job fulfillment and diminish it in the working environment as clarified by Barkhuizen et al (2012) in Naz, Rehman, and Sagib (2013). In impact, the disagreeable feelings that show up with impulse control are also one of the neuroticism personalities. Acceptance workers have decisive conclusions toward their work and this evidence boosts the level of their fulfillment, concerning. The presence of suitability characteristics among workers leads to expanding the level of fulfillment and gives hopeful sees toward work additionally outgoing individual workers have a good feeling toward their work and their fellow workers (Cooper et al., 2004) in Naz, Rehman, and Sagib (2013).

In conclusion, Fayombo (2010) clarified that workers who control all plans and projects at work without any instabilities and they do not end up complicating with the issues that happened during work are considered to have a diligent personality.

Conclusion

To conclude, this ponder given proves the existence of personality. In expansion, recognition of the work presents the significance of recognizing identity sorts for employees' surroundings (demands and resources), work commitment, work satisfaction, and psychological well-being and how the impression of the work environment relates to work engagement and work satisfaction as well as their mental wellbeing. The discoveries recommend that the JD-R model show ought to consolidate identity sort as a relevant arbitrator. Besides the discoveries underline the significance of work resources and work engagement and the mental well-being of the workers but moreover appear in the organizations may pay more consideration to the coordination between employees and their personality types and also their work conditions.

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