



RESEARCH ARTICLE

Exploring the Impact of Personality Traits on Managerial Skills using FIKR (Facet, Insight, Knowledge and Resilience) Personality Assessment Tool: Implications for Manager Selection and Development

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This study examines the relationship between personality traits and managerial skills, focusing on adaptability, leadership, team collaboration, problem-solving, and resilience using the FIKR (facet, insight, knowledge and resilience) personality assessment tool. We identify key personality traits that predict these skills using multiple regression analysis and correlation coefficients. Our findings reveal that traits such as variety, intellectual engagement, control, extroversion, and support positively influence managerial competencies, while self-criticism and emotional traits have negative impacts. These insights underscore the importance of targeted approaches in enhancing managerial effectiveness, offering practical implications for managerial selection and development. Organizations can foster a more effective and resilient managerial workforce by aligning selection and development practices with these insights.

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1. INTRODUCTION

The role of managerial skills in organizational success has been widely recognized in management literature. Effective managers are crucial for guiding teams, making strategic decisions, and meeting organisational goals (Silva, 2021; Silva, 2021; Hoffman & Tadelis, 2021; Shenhar & Thamhain, 1994; Andersen, 2006).

However, identifying and developing these skills remain a challenge for many organizations. Recent research suggests that personality traits significantly shape managerial competencies, offering a potential solution for more effective manager selection and development (Xia et al., 2017; Scroggins et al., 2009).

Personality traits have been extensively studied in psychology, particularly in the context of job performance and leadership. The Big Five personality traits—openness, conscientiousness, extraversion, agreeableness, and neuroticism—have been linked to various work-related outcomes (Xia et al., 2017; Baczyńska & Rowiński, 2015).

Understanding how these traits and others influence specific managerial skills can provide valuable insights for organizations aiming to enhance their leadership capacity (Robertson et al., 1999).

This study focuses on five key managerial skills: adaptability, leadership, team collaboration, problem-solving, and resilience. These skills are essential for effective management in dynamic and complex organizational environments. By examining the relationships between personality traits and these skills, we aim to identify the traits most significantly predict managerial effectiveness. This information can help organizations refine their selection processes and develop targeted training programs to enhance managerial performance (Silva, 2021; Xia et al., 2017).

Previous research has highlighted the importance of adaptability in coping with organizational change and uncertainty. Adaptable managers are better equipped to handle unexpected challenges and drive innovation (Kanungo & Misra, 1992). Leadership, on the other hand, involves guiding and inspiring others to achieve organizational goals. Effective leaders are often characterized by their ability to set clear visions, make strategic decisions, and motivate their teams (Silva, 2021).

Team collaboration is another crucial skill for managers, as they must coordinate the efforts of diverse individuals to achieve common objectives. Problem-solving skills enable managers to identify and address complex organizational issues, while resilience helps them navigate through adversity and maintain focus on long-term goals (Alvarenga et al., 2019; Kanungo & Misra, 1992).

By understanding the relationship between personality traits and these key managerial skills, organizations can develop more effective strategies for selecting, developing, and retaining talented managers. This research can contribute to the broader understanding of the role of individual differences in shaping leadership effectiveness and organizational success.

The objectives of this study are to investigate the relationship between personality traits and managerial skills, focusing on adaptability, leadership, team collaboration, problem-solving, and resilience using the FIKR (facet, insight, knowledge, and resilience) personality assessment tool. Additionally, we aim to identify key personality traits that predict these managerial skills through multiple regression analysis and correlation coefficients, providing insights for leadership development and job exploration.

2. METHODOLOGY

This study utilized PCA to identify and compare the personality traits of male and female respondents. The sample consisted of 409 individuals, with 121 males and 288 females selected to ensure a diverse representation, provided by Humanology Sdn Bhd. Data were collected using a comprehensive FIKR personality assessment tool by Humanology Sdn Bhd. The samples were drawn from the complete set of 460 participants in the original study, selected by random location sampling to provide a sample representative of marital status (Married= 35.21%, Single= 63.08%, Divorced= 0.98; and Widow= 0.73%), religions (Muslim= 87.04%; Buddhist= 0.98%; Christian= 5.13%; and Hindu= 6.85%) age and geographical location within Malaysia. The age range was 20 to 53, with females (70.4%) and males (29.6%), and 21 to 36 age with 84.6%.

Each participant provided a full set of item responses on a 200-item. This version of the questionnaires uses relatively simple language and is intended for use in a wide range of occupational groups. The questionnaire is quantitative type (dichotomous survey scale) with Yes (1) or No (0) surveys. This allows the respondents to provide quick, straightforward answers by choosing between the two options. PCA was performed using the NCSS package (NCSS, 2024). The heat map of correlation coefficients between the traits and demographic variables was also generated. Firstly, all 409 samples were statistically analyzed. Later, the PCA was conducted separately for the overall sample, male and female respondents, to identify the principal components representing each group's key personality traits. The components were then compared to highlight significant gender differences. The results were analyzed to understand the implications of these differences for leadership development and job exploration.

3. RESULTS

The multiple regression analysis examined the relationships between the dependent variables (adaptability, leadership, team collaboration, problem-solving, and resilience) and independent variables (age, marital status, religion, gender, and 20 personality traits). Significant predictors for

each dependent variable were identified, with some traits substantially influencing managerial skills (Table 1).

For adaptability, the analysis revealed significant predictors such as variety ($\beta=0.335$), perceiver ($\beta=0.331$), and emotional stability ($\beta=-0.333$). The adjusted R^2 value of 0.9992 indicates that these predictors explain nearly all the variance in adaptability. This finding underscores the importance of engaging in diverse activities and maintaining emotional stability for managers to adapt effectively to changing environments.

In the case of leadership, the significant predictors include autonomy ($\beta=0.252$), control ($\beta=0.250$), and achievement ($\beta=0.250$), with an adjusted R^2 of 0.9995. These results suggest that independent managers who feel a sense of control and are goal-oriented are more likely to exhibit strong leadership qualities.

Team collaboration is significantly influenced by traits such as perceiver ($\beta=-0.333$), self-criticism ($\beta=-0.333$), extrovert ($\beta=0.332$), support ($\beta=0.334$), and analytical ($\beta=-0.001$), with an adjusted R^2 of 0.9993. These findings highlight that outgoing, supportive, and nurturing individuals are better at fostering team collaboration, while self-critical individuals may struggle in collaborative environments.

Problem-solving abilities are significantly predicted by intuition ($\beta=0.333$), analytical ($\beta=0.332$), perceiver ($\beta=-0.001$), and control ($\beta=0.334$), with an adjusted R^2 of 0.9997. This indicates that intellectual and analytical individuals, who also rely on their intuition, excel in solving complex problems.

For resilience, the significant predictors are endurance ($\beta=0.333$), self-criticism ($\beta=-0.333$), intellectual ($\beta=0.333$), and control ($\beta=0.334$), with an adjusted R^2 of 0.9996. The results suggest that persistent, intellectual, and controlling individuals are more resilient, while self-criticism negatively impacts resilience.

The correlation analysis (Table 2) provides further insights into the relationships between the five facets of managerial skills and the 20 personality traits. Adaptability shows positive correlations with variety ($r=0.621$), perceiver ($r=0.475$), and extrovert ($r=0.280$), and negative correlations with self-criticism ($r=-0.145$) and emotional stability ($r=-0.484$). Leadership is strongly correlated with achievement ($r=0.576$), intellectual ($r=0.591$), and control ($r=0.835$), while traits such as introversion ($r=0.012$) and emotionality ($r=0.058$) have low or no significant correlation (Table 2).

Team collaboration is highly correlated with extrovert ($r=0.786$), support ($r=0.487$), and nurturance ($r=0.388$) and negatively correlated with self-criticism ($r=-0.177$) and introversion ($r=-0.375$). Problem-solving skills show strong positive correlations with intellectual ($r=0.879$), analytical ($r=0.866$), intuition ($r=0.665$), and control ($r=0.590$), and negative correlations with self-criticism ($r=-0.023$) and emotional stability ($r=-0.025$). Resilience is positively correlated with endurance ($r=0.577$), intellectual ($r=0.492$), and control ($r=0.789$), and negatively correlated with self-criticism ($r=-0.599$) and introversion ($r=-0.370$).

These results provide a comprehensive understanding of how different personality traits influence key managerial skills, offering valuable insights for managerial selection and development.

Table 1: Multiple regression analysis on the dependent variable (DV) and independent variables for the five facets of managerial skills.

DV= Adaptability		DV= Leadership		DV= Team Collaboration		DV= Problem solving		DV= Resilience	
Intercept	3.350	Intercept	-0.011	Intercept	3.292	Intercept	-0.018	Intercept	3.348
Age	0.000	Age	0.000	Age	0.001	Age	0.000	Age	0.000
Marital	-0.006	Marital	-0.002	Marital	0.001	Marital	-0.002	Marital	0.000
Religion	-0.001	Religion	0.000	Religion	-0.001	Religion	0.002	Religion	-0.003
Gender	0.009	Gender	0.003	Gender	0.003	Gender	0.005	Gender	-0.002
Endurance	0.001	Endurance	0.002	Endurance	0.001	Endurance	0.001	Endurance	0.333
Variety	0.335	Variety	0.001	Variety	-0.002	Variety	0.000	Variety	0.001
Aggressive	0.000	Aggressive	0.000	Aggressive	0.000	Aggressive	0.000	Aggressive	0.000
Self_criticism	0.002	Self_criticism	0.000	Self_criticism	0.000	Self_criticism	0.001	Self_criticism	-0.333
Intuition	0.001	Intuition	-0.003	Intuition	0.003	Intuition	0.333	Intuition	0.002
Dependent	0.001	Dependent	0.001	Dependent	-0.333	Dependent	0.001	Dependent	-0.001
Nuturance	-0.001	Nuturance	0.001	Nuturance	0.003	Nuturance	0.000	Nuturance	0.001
Emotional	-0.333	Emotional	0.000	Emotional	0.000	Emotional	-0.001	Emotional	0.001
Extrovert	0.001	Extrovert	-0.001	Extrovert	0.332	Extrovert	-0.001	Extrovert	-0.001
Achievement	-0.002	Achievement	0.250	Achievement	0.000	Achievement	0.001	Achievement	0.001
Support	-0.002	Support	0.001	Support	0.334	Support	-0.001	Support	-0.001
Analytical	0.000	Analytical	0.000	Analytical	-0.001	Analytical	0.332	Analytical	0.000
Perceiver	0.331	Perceiver	0.000	Perceiver	0.001	Perceiver	0.000	Perceiver	-0.002
Structure	-0.001	Structure	0.251	Structure	0.001	Structure	0.002	Structure	0.000
Intellectual	0.000	Intellectual	0.000	Intellectual	0.000	Intellectual	0.333	Intellectual	-0.001
Self_concept	0.000	Self_concept	0.000	Self_concept	-0.003	Self_concept	-0.001	Self_concept	-0.002
Autonomy	0.000	Autonomy	0.252	Autonomy	-0.001	Autonomy	0.000	Autonomy	0.002
Introvert	-0.001	Introvert	0.000	Introvert	0.000	Introvert	0.001	Introvert	-0.001
Control	0.000	Control	0.250	Control	0.001	Control	0.001	Control	0.334
Lie_Scale	-0.001	Lie_Scale	0.001	Lie_Scale	-0.001	Lie_Scale	-0.001	Lie_Scale	-0.001
R ²	0.9992	R ²	0.9995	R ²	0.9994	R ²	0.9997	R ²	0.9996
Adjusted R ²	0.9992	Adjusted R ²	0.9995	Adjusted R ²	0.9993	Adjusted R ²	0.9997	Adjusted R ²	0.9996

Values in blue are significant predictors at P< 0.05

Table 2: Correlation coefficients between the five facets of managerial skills and the 20 personality traits based on the present study. N= 409.

Variables	Adaptability	Leadership	Team collaboration	Problem-solving	Resilience
Endurance	0.159	0.436	0.268	0.428	0.577
Variety	0.621	0.362	0.2	0.326	0.131
Aggressive	0.239	0.449	0.32	0.436	0.240
Self-criticism	-0.145	0.056	-0.177	-0.023	-0.599
Intuition	0.248	0.534	0.24	0.665	0.391
Dependent	0.093	0.138	-0.238	0.072	-0.209
Nurturance	0.211	0.253	0.388	0.372	0.306
Emotional	-0.484	0.058	-0.051	-0.025	-0.340

Extrovert	0.28	0.43	0.786	0.441	0.535
Achievement	0.16	0.576	0.258	0.389	0.203
Support	0.025	0.267	0.487	0.171	-0.069
Analytical	0.291	0.481	0.341	0.866	0.388
Perceiver	0.475	0.228	0.015	0.233	-0.075
Structure	0.077	0.505	0.204	0.327	0.200
Intellectual	0.283	0.591	0.346	0.879	0.492
Self-concept	0.088	0.372	0.153	0.327	0.310
Autonomy	0.194	0.643	0.079	0.336	0.227
Introvert	-0.047	0.012	-0.375	-0.011	-0.370
Control	0.273	0.835	0.442	0.590	0.789
Lie Scale	0.22	0.371	0.123	0.312	0.419
Age	-0.039	-0.021	0.045	-0.045	0.112
Marital	-0.086	-0.009	-0.09	0.081	-0.126
Religion	-0.036	-0.074	-0.028	-0.060	0.105
Gender	-0.191	-0.035	0.057	-0.074	-0.027

4. DISCUSSION

Combining multiple regression and correlation coefficients provides critical insights into the relationships between personality traits and key managerial skills. These findings have significant implications for managerial selection and development in organizations.

4.1. Adaptability: A critical managerial trait in dynamic organizational environments

Adaptability has emerged as a crucial competency for managers navigating the ever-changing landscape of modern organizations. Managers with high adaptability are better equipped to navigate the complexities and uncertainties inherent in dynamic business environments (Kantor et al., 2008).

Individuals with a diverse range of interests and openness to new information are more adept at adapting to changes, as they can draw upon a broader knowledge base and perspectives to devise innovative solutions (Ployhart & Bliese, 2006; Calarco & Gurvis, 2006; Martin et al., 2013; Rudolph et al., 2017; Scherer, 2015). In contrast, high emotional instability can hinder a manager's ability to cope with the stress and uncertainty that often accompany organizational changes, negatively impacting their adaptability and overall performance (Fraga, 2014; Charbonnier-Voirin & Roussel, 2012).

These findings have significant implications for organizations seeking to foster a more adaptable managerial workforce. For example, in a rapidly growing tech company, managers with a high degree of variety and perceptiveness may be better equipped to quickly adapt to new technologies and market trends, ensuring the organization remains competitive (Tucker & Gunther, 2009). Conversely, managers with high emotional instability may struggle to adapt to constant change and uncertainty, potentially leading to decreased performance (Charbonnier-Voirin & Roussel, 2012).

Similarly, in a more traditional manufacturing firm, while the pace of change may be slower, adaptability remains critical when dealing with unexpected disruptions, such as supply chain issues or regulatory changes. Managers who are open to new information and experiences can devise innovative solutions to such problems, whereas those with high emotionality may find coping challenging (Charbonnier-Voirin & Roussel, 2012).

Therefore, organizations should prioritize these adaptability-related traits in the selection and development of managers. By identifying and nurturing variety, perception, and emotional stability, organizations can cultivate a more adaptable managerial workforce better equipped to handle the challenges of modern business.

4.2. The importance of leadership traits in organizational success

The analysis conducted in this research paper reveals that autonomy, control, and achievement are significant predictors of effective leadership within organizations. Correlation results support these findings, indicating strong positive relationships between leadership effectiveness and traits such as goal orientation, intellectual engagement, and a sense of control. (Gemeda & Lee, 2020).

These core leadership traits suggest that individuals driven to succeed, intellectually curious, and possess a strong sense of control are more likely to emerge as effective leaders. Organizations should, therefore, focus on cultivating and assessing these traits during the selection and development of their leadership talent. (Kirkpatrick & Locke, 1991; Antonakis, 2011).

For instance, in high-pressure environments like sales, goal-oriented and controlling managers can drive their teams to meet ambitious targets. Intellectual engagement further allows these leaders to devise innovative strategies, keeping the team motivated and focused (Baczyńska & Rowiński, 2015). Such leaders are often seen as visionaries who can steer their teams through challenging market conditions (Kirkpatrick & Locke, 1991; Al-Mailam, 2004).

In contrast, in creative industries like advertising, leadership may benefit more from a high level of autonomy and intellectual curiosity. Leaders who value independence and encourage creative freedom can foster an environment where innovation thrives (Hoppe, 2003). Organizations can tailor their selection and development processes to cultivate the most effective leaders for their context by understanding the nuanced requirements of leadership across different sectors. (Baczyńska & Rowiński, 2015).

4.3. The importance of extrovert, support, and analytical traits in enhancing team collaboration

Team collaboration is vital for organizations to achieve their goals through collective effort (Seesing & Grove, 2002; Beyerlein et al., 2003). Significant predictors for team collaboration include extroversion, support, and analytical skills (Patel et al., 2012; Ünal, 2023). Correlation analysis indicates strong positive relationships between these traits and team collaboration (Haas & Mortensen, 2016; Patel et al., 2012).

Extroverted, supportive, and nurturing individuals excel in team settings (Haas & Mortensen, 2016; Beyerlein et al., 2003; Patel et al., 2012). These findings highlight the importance of prioritizing such traits in managerial selection and providing training that promotes teamwork, support, and nurturance to enhance team collaboration (Haas & Mortensen, 2016; Ünal, 2023; Lemieux-Charles & McGuire, 2006). In healthcare settings, for instance, extroverted and supportive managers can effectively coordinate team efforts, ensuring high-quality patient care (Lemieux-Charles & McGuire, 2006). Their ability to communicate openly and nurture team members can improve job satisfaction and reduce turnover rates (Lemieux-Charles & McGuire, 2006).

Similarly, analytical skills combined with extroverted and supportive traits in research and development labs can lead to effective team collaboration in solving complex scientific problems (Beyerlein et al., 2003; Patel et al., 2012). Managers who encourage open communication and provide support can foster a collaborative environment that drives innovation (Beyerlein et al., 2003; Patel et al., 2012). These examples illustrate the importance of selecting managers with the right traits to enhance team collaboration in various contexts (Lemieux-Charles & McGuire, 2006).

4.4. The importance of analytical and intuitive problem-solving skills for effective managerial decision-making

Problem-solving is a critical skill for managers who must navigate complex organizational challenges. Analysis has identified intuition, analytical, and control as significant predictors of problem-solving ability (Ukaigwe & Jack, 2020).

Correlation results further emphasize the importance of intellectual, analytical, and intuitive traits (Ranieri, 2008). These findings suggest that intellectual and analytical individuals are more adept at problem-solving (Rowlands, 1973). Organizations should focus on these traits when selecting

managers and develop problem-solving training programs that enhance analytical thinking and intuition ([Ukaigwe & Jack, 2020](#)).

In the financial sector, managers with strong analytical and intellectual traits can effectively navigate market fluctuations and regulatory changes ([Rowlands, 1973](#)). Their ability to analyze data and anticipate trends allows them to make informed decisions that safeguard the organization's financial health. Intuition also helps people make quick yet accurate decisions in fast-paced environments ([Iqbal, 2020](#)).

Similarly, in the tech industry, problem-solving often involves tackling complex technical issues and driving innovation ([Elicor, 2016](#)). Managers who combine analytical skills with strong intuition can lead teams to develop cutting-edge solutions and troubleshoot effectively ([Panthalookaran, 2011](#)). This dual focus on analytical and intuitive problem-solving skills is crucial for maintaining a competitive edge in technology-driven fields ([Rowlands, 1973](#)).

4.5. Resilience and managerial effectiveness: predictors and organizational benefits

Resilience is a critical trait for managers to navigate the challenges and setbacks inherent in leadership roles. Significant predictors of resilience include endurance, self-criticism, intellectual engagement, and a sense of control ([Shani, 2020](#); [Kim, 2020](#); [Vakilzadeh & Haase, 2020](#); [Martin, 2017](#)).

Correlation studies reveal that endurance, intellectual engagement, and a strong internal locus of control are positively associated with resilience, while self-criticism and introversion can undermine it ([Martin, 2017](#); [Ledesma, 2014](#)). Organizations should prioritize these traits in the selection and development of managers, as resilient leaders are better equipped to lead their teams through crises and drive long-term organizational stability ([Kim, 2020](#); [Vakilzadeh & Haase, 2020](#)).

In high-stakes environments like emergency services, resilient managers who demonstrate endurance and a sense of control can maintain composure and make strategic decisions under pressure ([Shani, 2020](#); [Vakilzadeh & Haase, 2020](#)). Their intellectual engagement further aids in developing innovative solutions to emerging problems ([Flin, 2006](#); [Martin, 2017](#)).

Likewise, resilience helps managers navigate organizational change, market volatility, and internal conflicts in corporate settings. Persistent, controlling managers who maintain control can better guide their organizations through these challenges ([Flin, 2006](#); [Shani, 2020](#)). Training programs that enhance resilience-building skills like emotional intelligence, authenticity, and finding meaning in one's work can prepare managers to handle stress and recover from setbacks more effectively ([Martin, 2017](#); [Ledesma, 2014](#)). By prioritizing and cultivating resilience, organizations can build a cadre of better-equipped leaders to ensure long-term viability and success.

4.6. The influence of personality traits on managerial competencies: insights for organizational practices

The comprehensive analysis of personality traits and their impact on managerial skills highlights several critical insights for organizational practices. Traits such as variety, intellectual engagement, control, extroversion, and support positively influence various managerial competencies, while self-criticism and emotional traits tend to have negative impacts ([Scroggins et al., 2009](#); [Xia et al., 2017](#); [Robertson et al., 1999](#); [Li et al., 2014](#)).

These findings underscore the importance of selecting and developing managers based on specific personality traits that align with desired managerial skills ([Scroggins et al., 2009](#); [Robertson et al., 1999](#); [Baczyńska & Rowiński, 2015](#)). For instance, managers with high intellectual engagement and control will likely excel in leadership and problem-solving roles ([Robertson et al., 1999](#); [Baczyńska & Rowiński, 2015](#)), while extroverted and supportive managers are better suited for team collaboration roles.

By understanding these relationships, organizations can refine their managerial selection processes and implement targeted development programs to enhance overall managerial effectiveness ([Scroggins et al., 2009](#)). Cognitive dimensions directly affect managers' perceived performance and mediate the effects of several other psychosocial variables ([Baczyńska & Rowiński, 2015](#)).

Developing competencies needed to be effective managers and leaders requires research and theory that can drive future scholarship and application ([Robertson et al., 1999](#)). Competencies are defined, and an overview is provided on research on competencies, their link to performance in various occupations, and their development ([Robertson et al., 1999](#)). Emotional, social and cognitive intelligence competencies predict effectiveness in professional management and leadership roles in many sectors of society ([Boyatzis, 2011](#)).

4.7. The importance of effective management: implications for organizational success and societal well-being

Effective management is a critical component of organizational success, with significant implications for both individual and societal well-being. By selecting and developing managers with the right personality traits, organizations can create a more productive and positive work environment, leading to higher employee satisfaction, lower turnover rates, and improved organizational performance ([Lounsbury et al., 2014](#); [Angelini, 2023](#); [Kaya Özbağ, 2016](#); [Robertson et al., 1999](#); [Dan et al., 2021](#); [Lappalainen et al., 2019](#); [Karikari et al., 2018](#); [Njelita, 2017](#)). This, in turn, contributes to overall economic growth and societal well-being.

The findings from this study have broader implications for society, particularly in enhancing organizational effectiveness and employee well-being. Emotional intelligence and interpersonal skills are crucial for effective human resource management, as they enable employees to display competent behaviours and enhance performance effectiveness ([Webb, 2011](#); [Taris & Schreurs, 2009](#)). Cognitive dimensions directly affect managers' perceived performance and mediate the effects of several other psychosocial variables ([Coronado-Maldonado & Benítez-Márquez, 2023](#)). This suggests that organizations should prioritize recruiting and developing managers with strong cognitive abilities and emotional intelligence.

Leadership, as a factor of emotional intelligence, provides guidance for others' performance while holding them accountable, instilling self-confidence and effective communication ([Webb, 2011](#)). In summary, the emphasis on resilience and adaptability in managerial roles is particularly relevant in today's rapidly changing world. Organizations prioritising these traits can better navigate crises and uncertainties, ensuring stability and continuity in their operations and benefiting the organization and its employees ([Coronado-Maldonado & Benítez-Márquez, 2023](#); [Webb, 2011](#)).

5. CONCLUSION

This study provides valuable insights into the relationship between personality traits and managerial skills, offering practical implications for organizational practices. Organizations can enhance their managerial selection and development processes by focusing on traits such as variety, intellectual engagement, control, extroversion, and support. These findings highlight the importance of a targeted approach to developing managerial competencies, ensuring that managers are well-equipped to handle the challenges of their roles.

Overall, the study underscores the critical role of personality traits in determining managerial effectiveness. By aligning managerial selection and development practices with these insights, organizations can foster a more effective and resilient managerial workforce, contributing to improved organizational performance and societal well-being.

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