

# Unravelling the interplay of endurance, variety, aggressiveness, and intuition: A correlational study using the FIKR personality assessment tool

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**Abstract:** This research examines the intricate connections among Endurance, Variety, Aggressiveness, and Intuition through the Facet, Insights, Knowledge and Resilience (FIKR) personality evaluation system. All 409 participants in this research performed a personality assessment tool that was designed according to FIKR. Correlation among attributes was tested for strength and direction through correlation analysis. Statistically significant associations among attributes existed for personality traits. Endurance was highly associated with Extroversion, Achievement, and Intellectual traits, but Aggressiveness was positively associated with Support, Analytical Ability, and Intellectual tendencies. Intellectual and analytical capacity was highly associated with Intuition, which signifies efficiency in cognitive-emotional integration. The intricate nature and interrelation among personality traits illustrate the requirement for holistic and integrative psychological assessment and intervention. This study also identifies pertinent patterns among the interrelations among attributes and demographic variables, which could be used for developing customized psychological interventions to promote well-being, resilience, and adaptive functioning. This study highlights the intricate interrelation among personality traits, thereby promoting enhanced use in psychotherapeutic, educational, and occupational settings. These theoretical connections serve as a vital framework for psychologists and practitioners, allowing them to shift their focus toward the promotion of psychological well-being and the development of adaptive behaviours. By identifying these links, professionals can move beyond a deficit-based model to one that reinforces human resilience. However, to truly generalize these findings and construct more comprehensive psychological theories, researchers must investigate these interactions across a wide spectrum of individuals and cultural contexts.

**Keywords:** personality traits; correlation analysis; FIKR assessment; psychological evaluation; adaptive behaviour

## 1. Introduction

Psychological studies indicate that biological, environmental, and interpersonal factors influence personality across the lifespan. Educational and occupational influences shape personality from childhood through maturity. Borderline personality traits correlate with adolescent bullying (Franssens et al., 2023), whereas demographics impact the personality development of early childhood educators (Youn et al., 2014). Institutional support is essential, as the alignment of personality and environment affects social integration among peers and professors in higher education (Jusri and

Lechner, 2025). The social investment theory posits that procreation and employment alter personality traits, including conscientiousness and agreeableness.

In addition to personal elements, macro-level influences significantly shape personality development. The personality of a population can shift in response to cultural and economic factors. Peng and Luo (2021) discovered that China's socioeconomic development from 2001 to 2016 influenced the personalities of college students. In at-risk populations, such as young relatives of schizophrenia patients, there exists a correlation among personality, social functioning, and psychopathology (Glatt et al., 2006). These results are most comprehensively interpreted through robust theoretical frameworks such as the Five Factor Theory and social investment perspectives, which encompass the growth of personality across various social roles and contexts (Roberts et al., 2005).

To comprehend these processes, it is essential to analyse individual and social behavioural dimensions. Endurance, variety, aggression, and intuition are all important. Variety shows that you are open to new things, and endurance shows that you are willing to keep working for long-term goals (Hyde, 2005). Aggression can lead to developing aggressive goals if it is handled effectively (Blatt, 1995). In complicated and unclear situations, intuition helps people make quick and creative decisions (Gilbert et al., 2019). These qualities interact and are affected by age, gender, and socioeconomic status, which leads to very specific behaviour.

Demographics also affect personality. Women score more in empathy and nurturance, whereas men score higher in autonomy and assertiveness (Hyde, 2005; Ryan et al., 2015). Development and life events influence age-related personality changes, encompassing emotional stability and conscientiousness (Robins and Trzesniewski, 2005). Socioeconomic position influences resources, stressors, and self-expression, hence affecting personality development (Schneiderman et al., 2005). This indicates that demographic characteristics are essential in personality research to fully elucidate human psychological variability.

To deepen the conceptual grounding of this study, the four focal traits—Endurance, Variety, Aggressiveness, and Intuition—are interpreted within established psychological frameworks. Endurance reflects sustained goal-directed persistence and is closely aligned with constructs such as conscientiousness and psychological resilience, both of which are associated with long-term achievement and adaptive coping (Roberts et al., 2005). Variety represents openness to novelty and experiential flexibility, conceptually related to openness to experience in the Five-Factor Model, and is linked to creativity, adaptability, and exploratory behaviour (Hyde, 2005). Aggressiveness, although often viewed negatively, can also reflect assertiveness and agency when regulated effectively, contributing to leadership, decisiveness, and goal pursuit (Blatt, 1995; Mikail et al., 2022). Intuition refers to rapid, experience-based judgment processes that integrate cognitive and emotional information, often operating under uncertainty and time constraints (Dane and Pratt, 2007). Contemporary research further suggests that intuition is not merely instinctive but interacts with analytical processing in complex decision-making environments. Together, these traits represent complementary dimensions of human functioning, spanning persistence, adaptability,

assertiveness, and cognitive-emotional integration, and their interplay provides a more holistic understanding of personality dynamics.

To address these deficiencies and accommodate increasing demands, this study examines the relationships between several personality traits and demographic variables within a substantial, heterogeneous population. This study investigates the interplay of Endurance, Variety, Aggressiveness, and Intuition in dynamic, real-world contexts to elucidate personality. Correlational analyses elucidate the clustering of traits, such as Endurance with Achievement and Extroversion, and signify psychological risk or resistance, including Aggressiveness and inadequate emotion management. This work lays the groundwork for future research, legislation, and personalized mental health care in the expanding domain of individualized psychological assessment and intervention.

This study used correlation analysis to determine and explain the links between the 20 Facet, Insights, Knowledge and Resilience (FIKR) qualities (Endurance, Diversity, Aggression, and Intuition). The correlations between four personality traits (self-criticism, dependency, nurturance, and emotional stability) and 19 others in 409 people are examined.

### **Problem statement**

Despite extensive research on personality using dominant frameworks such as the Five-Factor Model (FFM), a key limitation remains: most studies treat personality traits as independent dimensions, with limited emphasis on how traits interact functionally in real-world contexts. While the FFM provides a robust descriptive taxonomy (Costa and McCrae, 1992), it is less explicit in explaining how combinations of traits jointly influence adaptive behaviour, decision-making, and resilience under dynamic conditions.

This gap is particularly relevant in applied settings such as leadership, mental health, and career development, where behaviour is rarely driven by a single trait. Instead, individuals operate through integrated trait systems, where persistence, adaptability, assertiveness, and intuitive judgment interact simultaneously.

The present study addresses this limitation by examining the interplay among four integrative personality constructs—Endurance, Variety, Aggressiveness, and Intuition—within the FIKR framework. Rather than proposing a new taxonomy, this study aims to explore whether these constructs capture functionally meaningful trait configurations that extend beyond traditional models.

## **2. Methodology**

### **2.1. Study design and participants**

This study employed a cross-sectional correlational design to examine relationships among personality traits measured using the FIKR assessment tool. Participants (N = 409) were recruited from a database maintained by Humanology Sdn Bhd, a Malaysian organization specializing in psychological assessment and talent profiling. Participation was voluntary, and all responses were completed independently via an online platform.

The initial sampling pool consisted of approximately 460 eligible individuals, from which 409 complete responses were retained after data screening. The sampling approach was stratified purposive, ensuring representation across key demographic variables, including age, gender, marital status, religion, and geographic region within Malaysia. Although participants were initially selected from a broader pool, the structured nature of the sampling means it cannot be considered purely random.

The sample included 35.21% married, 63.08% single, 0.98% divorced, and 0.73% widowed individuals. Religious affiliation comprised Muslims (87.04%), Buddhists (0.98%), Christians (5.13%), and Hindus (6.85%). Participants ranged in age from 20 to 53 years, with the majority (84.6%) between 21 and 36 years old. In terms of gender, 70.4% were women and 29.6% were men. Overall, the demographic composition was structured to reflect diversity within the Malaysian population.

## **2.2. Instrument: FIKR personality assessment**

The FIKR personality assessment is a 200-item dichotomous (Yes/No) questionnaire designed to measure 20 personality traits grouped into four domains: Facet, Insight, Knowledge, and Resilience. Each item requires a binary response (Yes = 1, No = 0), a format selected for its simplicity, clarity, and ease of administration and analysis. Participants were instructed to respond to all items spontaneously, reflecting their natural preferences and personality tendencies without overthinking. The instrument is broadly applicable across professional and general population contexts, supporting its use in studies involving diverse samples.

The assessment captures integrative behavioural tendencies—such as Endurance, Variety, Aggressiveness, and Intuition—rather than isolated personality traits. It was developed through iterative psychometric procedures, including item analysis and internal consistency evaluation. Internal validation conducted by Humanology Sdn Bhd indicates acceptable reliability, with Cronbach's alpha coefficients exceeding the commonly accepted threshold of 0.70 for most trait dimensions. Content validity was established through expert review, ensuring alignment with established personality frameworks such as the Five-Factor Model and socio-cognitive approaches. Exploratory analyses suggest that the trait structure aligns with the intended four-domain model, although confirmatory factor analysis has not yet been published in peer-reviewed literature. Given these limitations, the FIKR instrument is treated as exploratory, and findings should be interpreted with appropriate caution.

## **2.3. Data analysis**

All statistical analyses were conducted using Number Cruncher Statistical System (NCSS, 2024). Pearson correlation coefficients ( $r$ ) were computed to examine relationships among personality traits and demographic variables. To enhance statistical rigor,  $p$ -values and 95% confidence intervals were calculated for all correlations, and effect sizes were interpreted using conventional thresholds ( $|r| < 0.20$  = weak,  $0.20$ – $0.39$  = moderate,  $\geq 0.40$  = strong).

Given the large number of correlations tested, the False Discovery Rate (FDR) correction using the Benjamini–Hochberg procedure was applied to control for Type I

error.

To improve interpretability, results were presented using both numerical outputs and graphical representations. Correlation bar charts were used to illustrate the strength and direction of relationships. All figures explicitly display correlation coefficients, with positive relationships shown as solid lines and negative relationships as dashed lines. Line thickness reflects the magnitude of the correlation (thin = weak, moderate = medium, thick = strong), ensuring that both direction and strength are clearly communicated.

### 2.4. Analytical scope and limitations

This study is exploratory in nature and focuses on identifying statistical associations rather than establishing causal relationships or predictive validity. No external outcome variables—such as job performance, well-being, or sustainability indicators—were included in the analysis. As a result, findings are limited to relationships among personality traits and demographic variables and do not extend to real-world outcomes.

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## 3. Results

**Table 1** shows the overall descriptive statistics of personality traits and Leadership Scores. The mean age is 29.14 and the range is from 20 to 53 years. For gender, there is a slightly higher number of males if coded 1 for females and 2 for males. Overall, Personality Traits like Endurance, Intuition, and Nurturance have high means, suggesting a strong presence among participants.

**Table 1.** Overall descriptive statistics of all 20 personality traits and Leadership Scores (All are N= 409).

Variable	Mean	Standard deviation	Minimum	Maximum
Age	29.14	6.63	20	53
Marital status	1.67	0.53	1	4
Religion	1.32	0.86	1	4
Gender	1.70	0.46	1	2
Endurance	8.34	1.22	2	10
Variety	6.76	1.62	1	10
Aggressive	6.63	1.60	0	10
Self-criticism	3.98	2.09	0	10
Intuition	7.79	1.22	1	10
Dependent	6.57	1.73	0	10
Nurturance	9.25	1.14	2	10
Emotional	2.79	2.11	0	9
Extrovert	7.26	2.29	0	10

**Table 1.** *Cont.*

Variable	Mean	Standard deviation	Minimum	Maximum
Achievement	7.94	1.24	0	10
Support	6.41	1.97	0	10
Analytical	7.67	2.10	0	10
Perceiver	5.01	1.47	0	10
Structure	8.69	1.12	1	10
Intellectual	6.58	2.00	0	10
Self-concept	8.36	1.13	2	10
Autonomy	6.39	1.64	0	10
Introvert	5.10	2.06	0	10
Control	4.92	2.48	0	10
Lie scale	5.14	2.15	0	10

A complete correlation analysis of ten personality variables from 409 people is presented here. The analysis shows how each pair of qualities affects each other. The correlation coefficients and bar charts show the strength and direction of these relationships. **Table 2** shows the correlations between four personality traits (self-criticism, dependency, nurturance, and emotional stability) and 19 additional traits in 409 participants (**Table 2**). The investigation shows substantial relationships between these variables, improving our understanding of personality dynamics.

**Table 2.** Correlation coefficients and their bar charts of absolute correlations between all the variables based on the present study ( N= 409).

Variables	Endurance	Endurance	Variables	Variety	Variety	Variables	Aggressive	Aggressive	Variables	Intuition	Intuition
Endurance	1.00	-	Endurance	0.08		Endurance	0.25		Endurance	0.36	
Variety	0.08		Variety	1.00	-	Variety	0.36		Variety	0.23	
Aggressive	0.25		Aggressive	0.36		Aggressive	1.00	-	Aggressive	0.31	
Self-criticism	-0.06		Self-criticism	0.15		Self-criticism	0.11		Self-criticism	-0.05	
Intuition	0.36		Intuition	0.23		Intuition	0.31		Intuition	1.00	-
Dependent	0.09		Dependent	0.26		Dependent	0.24		Dependent	0.12	
Nurturance	0.29		Nurturance	0.13		Nurturance	0.15		Nurturance	0.23	
Emotional	-0.13		Emotional	0.19		Emotional	0.20		Emotional	-0.03	
Extrovert	0.38		Extrovert	0.21		Extrovert	0.28		Extrovert	0.31	
Achievement	0.36		Achievement	0.24		Achievement	0.29		Achievement	0.31	
Support	0.07		Support	0.31		Support	0.40		Support	0.13	
Analytical	0.33		Analytical	0.29		Analytical	0.35		Analytical	0.38	
Perceiver	0.03		Perceiver	0.32		Perceiver	0.34		Perceiver	0.17	
Structure	0.27		Structure	0.09		Structure	0.19		Structure	0.33	
Intellectual	0.37		Intellectual	0.27		Intellectual	0.40		Intellectual	0.45	
Self-concept	0.27		Self-concept	0.13		Self-concept	0.24		Self-concept	0.35	
Autonomy	0.16		Autonomy	0.27		Autonomy	0.32		Autonomy	0.37	
Introvert	-0.05		Introvert	0.18		Introvert	0.05		Introvert	-0.01	
Control	0.37		Control	0.30		Control	0.35		Control	0.40	
Lie-scale	0.38		Lie-scale	0.15		Lie-scale	0.26		Lie-scale	0.28	
Age	-0.01		Age	-0.11		Age	0.05		Age	-0.01	
Marital	-0.07		Marital	0.03		Marital	0.00		Marital	0.03	
Religion	0.02		Religion	-0.11		Religion	0.01		Religion	0.08	
Gender	-0.07		Gender	0.03		Gender	-0.10		Gender	-0.02	

Note: Low scale = 1–3 bars; Medium scale = 4–7 bars; High scale: ≥8 bars.

The correlation coefficients between personality traits and demographic variables in a 409-person sample are shown in **Table 2**. Alongside each bar chart, variables’

correlations are shown. Below are the correlations and their effects on each variable:

Variety, Aggressiveness, Intuition, Dependent, Nurturance, Extrovert, Achievement, Support, Analytical, Perceiver, Structure, Intellectual, Self-concept, Autonomy, Control, Lie Scale, and Religion all positively correlate with endurance.

Variety is positively correlated with Aggressiveness ( $r = 0.36$ ), Intuition ( $r = 0.23$ ), Dependent ( $r = 0.26$ ), Nurturance ( $r = 0.13$ ), Emotional ( $r = 0.19$ ), Extrovert ( $r = 0.21$ ), Achievement ( $r = 0.24$ ), Support ( $r = 0.31$ ), Analytical ( $r = 0.29$ ), Perceiver ( $r = 0.32$ ), Structure ( $r = 0.09$ ), Intellectual ( $r = 0.27$ ), Self-concept ( $r = 0.13$ ), Autonomy ( $r = 0.27$ ), Control ( $r = 0.30$ ), Lie Scale.

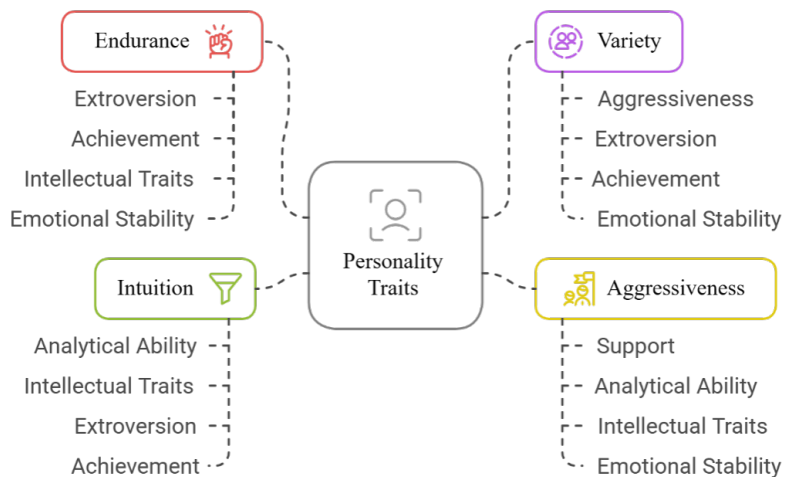
Aggressiveness has positive correlations with Intuition ( $r = 0.31$ ), Dependent ( $r = 0.24$ ), Nurturance ( $r = 0.15$ ), Emotional ( $r = 0.20$ ), Extrovert ( $r = 0.28$ ), Achievement ( $r = 0.29$ ), Support ( $r = 0.40$ ), Analytical ( $r = 0.35$ ), Perceiver ( $r = 0.34$ ), Structure ( $r = 0.19$ ), Intellectual ( $r = 0.40$ ), Self-concept.

Intuition correlates positively with Dependent ( $r = 0.12$ ), Nurturance ( $r = 0.23$ ), Emotional ( $r = -0.03$ ), Extrovert ( $r = 0.31$ ), Achievement ( $r = 0.31$ ), Support ( $r = 0.13$ ), Analytical ( $r = 0.38$ ), Perceiver ( $r = 0.17$ ), Structure ( $r = 0.33$ ), Intellectual ( $r = 0.45$ ), Self-concept ( $r = 0.35$ ), Autonomy ( $r = 0.37$ ), Control.

## 4. Discussion

### 4.1. The relationships between personality traits are a common human phenomenon

Figure 1 shows personality traits and associations from this study. Table 2 lists many major personality feature correlations that can be examined in light of previous studies.



**Figure 1.** Conceptual diagram illustrating the overall interrelationships among personality traits discussed in the present study.

Note: The figure provides a synthesized visual interpretation of how the major traits are linked within the broader personality framework.

High endurance is positively correlated with extroversion, achievement, and intellectual qualities, indicating that endurance enhances extroversion, goal orientation, and intellectual involvement. Endurance has been associated with goal-oriented behaviour and resilience (Robins and Trzesniewski, 2005; Ryan et al., 2015). The

negative correlation between endurance and emotional stability ( $-0.13$ ) indicates emotional distress that may necessitate emotional regulation (Schneiderman et al., 2005).

Variety has a positive relationship with Aggressiveness, Extroversion, and Achievement, which means that people who want variety are strong, social, and driven. The desire for variety may be associated with proactive and dynamic personalities (Hyde, 2005; Kuss and Griffiths, 2011). The moderate correlation with Emotional Stability ( $0.19$ ) demonstrates that emotional resilience aids in navigating diverse circumstances (Greenberg and Paivio, 2018).

The strong links between Aggressiveness, Support, Analytical Ability, and Intellectual characteristics suggest that aggressive people may have strong support systems and smart brains. This complexity suggests that aggressiveness may facilitate goal attainment while adversely affecting social interactions (Blatt, 1995; Mikail et al., 2022). Emotional stability ( $0.20$ ) may mitigate the detrimental effects of aggression (Mathieu et al., 2019).

Intellectual and analytical skills are intimately related to intuition, which means that those who are intuitive also think critically and analytically. This substantiates the complementarity of intuition and analysis (Gilbert et al., 2019; Hasanah et al., 2022). Moderate correlations between Extroversion and Achievement connect intuition to social and goal-directed behaviours (Atkins et al., 2017).

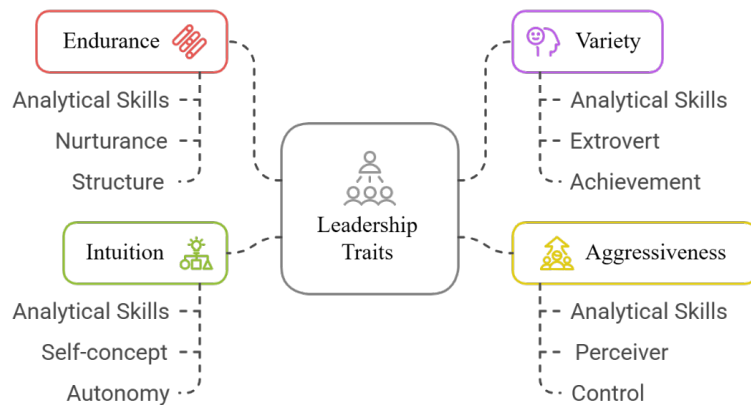
These results indicate that personality traits are intricate and must be considered in psychological evaluations and interventions. Learning how Endurance, Variety, Aggressiveness, and Intuition work together may help you come up with targeted plans to make yourself healthier and more adaptable.

#### **4.2. Link to leadership: Getting and growing leaders**

This study shows how personality and leadership attributes are related. See **Figure 2**. The correlations show how Endurance, Variety, Aggressiveness, and Intuition change the way people lead and what skills they have. This graphic explains how personality profiling can help people become better leaders. Recent studies show that personality traits are vital for leadership, especially when it comes to making quick decisions, being ethical, coming up with new ideas, and being sustainable. Oktay (2025) investigated the influence of personality characteristics on leadership reaction speed during the COVID-19 pandemic, whereas Houston et al. (2025) and Fauzi et al. (2025) analysed their impact on leadership behaviour and performance. Data demonstrating the influence of distinct traits on leadership across several domains substantiates these viewpoints.

There is a moderate positive correlation between persistence and analytical skills ( $r = 0.33$ ). This means that people who are persistent can think strategically, which is a trait of good leaders. This corroborates Bass and Riggio's (2006) assertion that transformational leaders exhibit resilience and longevity. Endurance has a high relationship with Nurturance ( $r = 0.29$ ) and Structure ( $r = 0.27$ ), which means that leaders who last a long time care for their teams both emotionally and organizationally. Patience, mentorship, and goal-setting are all important for leaders in education and

healthcare (Kirkpatrick and Locke, 1991). These exchanges show that strong leaders can handle stress and lead.



**Figure 2.** Conceptual diagram illustrating the overall leadership-related traits and their interrelationships as interpreted from the present study.

Note: The figure presents a synthesized framework showing how personality traits may contribute to leadership characteristics and development.

The link between variety and analytical skills ( $r = 0.29$ ) shows how flexible leaders are in their thinking. Leaders who like variety are good at problem-solving and can handle new situations, which helps them adapt fast. Leaders who want variety are friendly, motivated, and ambitious, which backs up Mumford et al.'s (2000) results on leadership innovation. Calluso and Devetag (2025) say that dynamic personalities motivate workers. Ge et al. (2024) say that openness and a desire for new things are cultural attributes that determine how well leaders do their jobs in modern China.

Complex aggressiveness is related to Analytical Skills ( $r = 0.35$ ). Being forceful can help a leader, but being aggressive can't. Hogan and Kaiser (2005) say that analytical aggressiveness helps leaders stress their vision and back up their choices with logic and proof. Aggressive leaders are alert and decisive, which are essential in crisis leadership, high-stakes negotiation, and security management ( $r = 0.34$ ) and Control ( $r = 0.35$ ). Xiang and Wang (2025) discovered that hidden personality traits are crucial for leadership under duress, whereas Kyambade and Namatovu (2025) identified that assertiveness and ethics enhanced the leadership of Ugandan security officers.

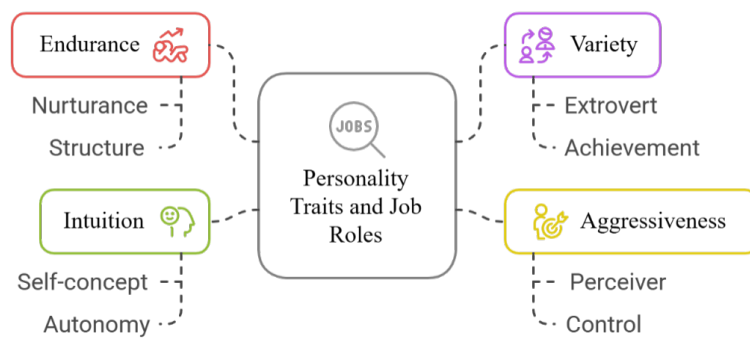
The third trait, intuition, correlated most significantly with Analytical Skills ( $r = 0.38$ ), illustrating the distinctive combination of intuitive and rational thought processes. Leaders who are intuitive can deal with uncertainty and make decisions based on logic. According to Dane and Pratt (2007) and Yukl (2013), intuitive leaders are self-aware and independent. These chief executive officers (CEOs) are good at strategic planning and entrepreneurship, which need brains, independence, and vision. Setiyowati et al. (2024) discovered that leadership style influences the impact of personality on academic achievement, whereas Aman-Ullah et al. (2024) identified that personality moderates innovative leadership to achieve sustainable outcomes.

Lastly, the fact that these attributes stay the same across age, gender, and marital status shows that a person's background doesn't hinder their ability to be a leader. Utilizing personality assessments to cultivate diverse leaders promotes inclusive leadership. Anthi et al. (2024) stated that the top things to look for when picking

a coach are demographics, leadership, and personality. Companies should see an improvement in their executives' skills through specialized training and development. According to Northouse (2018), personality-driven leadership development creates ethical, adaptable, and resilient leaders who can meet the needs of modern businesses.

### 4.3. Looking for a job

Figure 3 shows how important personality traits and job responsibilities are related in this study. It also shows how personality traits affect career choices and job performance. Your personality can affect your employment choices, how happy you are at work, how well you do your job, and how flexible you are in the workplace. Sui et al. (2021) showed that personality traits had a big effect on Latino business students' job search activities. This shows that they need personalized career coaching. Turnis and Jordan (2019) found that personality influenced employment and emotional responses in collegiate outdoor recreation workers. These results demonstrate that personality-based evaluations in educational and human resources planning facilitate job alignment and career progression.



**Figure 3.** Conceptual diagram showing the relationships between personality traits and job roles, together with their potential implications, as interpreted from the present study.

Note: The figure serves as a conceptual framework linking personality characteristics to occupational tendencies and role suitability.

People with a lot of endurance are helpful and organized, as shown by the positive correlation between Nurturance ( $r = 0.29$ ) and Structure ( $r = 0.27$ ). This mix is good for mentoring, coaching, and making plans in a systematic way. Education, healthcare, social services, and HR management necessitate structured assistance and sustained involvement with individuals or teams. Kirkpatrick and Locke (1991) discovered that resilient and caring leaders and professionals promote teamwork, development, and organizational stability.

Variety is positively correlated with Extroversion ( $r = 0.21$ ) and Achievement ( $r = 0.24$ ), which means that it is associated with persons who are friendly, goal-oriented, and open to change. These skills are perfect for sales, event planning, marketing, and public relations jobs that require creativity, teamwork, and the ability to change. These fields benefit from creative, high-impact workers. People who like to try new things and are flexible do well in fast-paced environments that encourage new ideas, multitasking, and getting to know customers (Holland, 1997).

Aggressiveness is sometimes misunderstood, but its strong links to Perceiver ( $r = 0.34$ ) and Control ( $r = 0.35$ ) show that it is related to leadership and strategy. This gives

people power, decisiveness, and insight, all of which are important in high-pressure occupations that need quick decisions and strategic control. Executive leadership, military command, law enforcement, and emergency management necessitate intricate data analysis and event coordination. Costa and McCrae (1992) assert that these attributes facilitate leaders in managing stress when integrated with emotional regulation and strategic oversight.

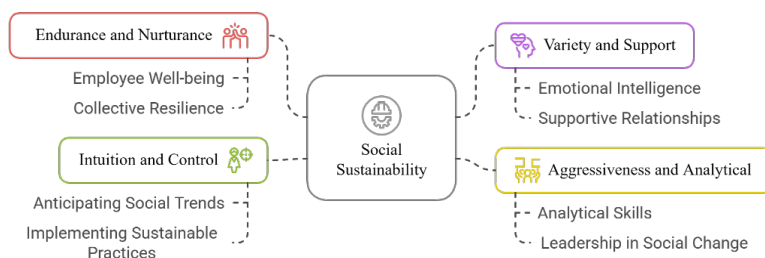
Finally, intuition is linked to self-concept ( $r = 0.35$ ) and autonomy ( $r = 0.37$ ), which means that the individual is confident, independent, and insightful. In business, consulting, research and development, and creativity, innovation, strategic foresight, and self-direction are very important. People who have intuition can deal with uncertainty and find new opportunities in fields that are not well-defined and are always changing. Barrick and Mount (1991) found that these kinds of attributes make people more innovative, self-motivated, and able to make difficult decisions.

The relationships in **Figure 3** indicate how personality qualities might affect preparing for a profession and a job. Matching a person’s personality to their job requirements makes them happier at work, more productive, and more likely to get ahead in their career. These results indicate the use of personality profiles in job search frameworks to enhance person-environment alignment and career longevity.

#### 4.4. Social sustainability

Figure 4 shows that important personality traits have an effect on social sustainability indicators. This gives us a way to think about how individual differences affect corporate social responsibility (CSR). The CSR represents the integration of ethical, social, and environmental considerations into organizational decision-making processes.

A recent study shows that personality qualities, especially in leaders and those who make decisions, have an effect on CSR and social sustainability. Anwar and Clauß (2021) discovered that personality-driven entrepreneurial resilience allowed family-owned SMEs to uphold social responsibility during the COVID-19 pandemic. Salehi and Bashirimanesh (2024) discovered that managerial qualities influence CSR disclosures, particularly in politically affiliated enterprises, underscoring the intricacy of personality in connections with external stakeholders. Khanchel et al. (2024) discovered that CEO personality traits influence CSR involvement and profitability management, underscoring the need of ethical leadership and transparency.



**Figure 4.** Conceptual diagram illustrating the overall relationships between personality traits and social responsibility as discussed in the present study.

Note: The figure presents an interpretive framework showing how selected traits may contribute to socially responsible and socially sustainable behaviour.

Endurance is closely related to Nurturance ( $r = 0.29$ ), which means sympathy and support. This combination of empathy, emotional safety, and support from coworkers makes the workplace a good place to be. They get people more involved, cut down on turnover, and bring employees together. According to Hogan and Holland (2003), people who are persistent and care for others build strong, people-centred workplace cultures that keep corporate social capital strong. These people help keep civilization going by creating a safe space for people to talk about their problems, mentoring, and offering emotional support.

Variety enhances social sustainability by fostering favourable connections between Support ( $r = 0.31$ ) and Emotional ( $r = 0.19$ ). These associations show that people who want to have a lot of different experiences are emotionally sensitive and helpful. They can help people understand each other's cultures, work together, and feel empathy at work. Holland (1997) says that being open to new experiences makes workplaces fair and welcoming to everyone. Getting people from different backgrounds to work together enhances teamwork and makes sure that employees are safe and in charge. Their goals are to include everyone, get people involved in the community, and improve their health.

Analytical ( $r = 0.35$ ) and Intellectual ( $r = 0.40$ ) characteristics provide mistaken aggression a strategic advantage. People who fight for equity and justice are smart and analytical. Critically assessing social structures and addressing inequalities can influence CSR policy and foster the development of effective social programs. This feature profile corroborates Costa and McCrae's (1992) assertion that personality influences ethical and strategic reasoning. These leaders may spearhead initiatives focused on diversity and inclusion, ethics, or advocacy, use their assertiveness to champion justice and their analytical acumen to develop data-driven solutions for social impact.

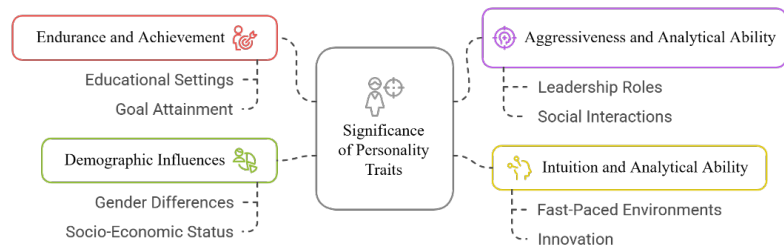
Strategic foresight is essential for societal transformation, given the significant correlation between intuition and both Analytical ( $r = 0.38$ ) and Control ( $r = 0.40$ ) dimensions. People who are intuitive can see how society will develop and make plans for the future. They can use their intuition and control to come up with complicated solutions to problems like unfairness, employee well-being, and community growth. Judge et al. (2002) assert that such CEOs exhibit foresight and are capable of maintaining corporate social responsibility. They make socially responsible behaviours a part of the culture, not merely a symbol.

**Figure 4** shows that personality attributes have an effect on the social sustainability of an organization. By looking for persons with Endurance, Variety, Aggressiveness, and Intuition, employers may be able to uncover people who naturally form cultures that are open, strong, and moral. Personality tests for leadership and CSR teams may be a good way to bring social sustainability into business.

#### **4.5. Importance of connections between personality traits**

**Figure 5** illustrates the significance of personality trait relationships in this study. There are many reasons why the connections between personality qualities are important. It first gives a complete foundation for figuring out what people will do and

what will happen in a lot of different circumstances. There is a strong link between endurance and achievement, which means that people who are resilient set high goals (Robins and Trzesniewski, 2005). Endurance enhances academic achievement and tenacity, rendering this hypothesis significant in educational contexts.



**Figure 5.** Conceptual diagram illustrating the overall significance of the relationships among personality traits based on the interpretation of the present findings.

Note: The figure synthesizes how the interconnections among the studied traits may contribute to a broader understanding of personality functioning and its practical implications.

Second, aggressiveness and analytical ability work together to show how complicated people are. Aggression can help you make quick decisions, but you need to use analytics to avoid bad social encounters (Blatt, 1995; Mikail et al., 2022). Leaders and managers need to be gutsy and think carefully in order to make good decisions. Organizations may select and train leaders who can navigate complicated social situations by understanding these dynamics.

Third, intuition, analytical skills, and intellectual engagement show how different types of thinking can work together. People who are analytical and perceptive can make quick, smart choices in creative, fast-paced settings (Gilbert et al., 2019). Problem-solving and strategic planning can help a business come up with new ideas and be successful.

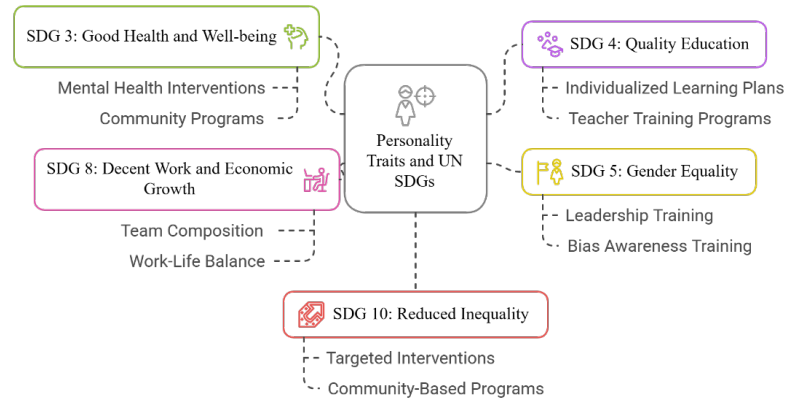
Fourth, personality traits and demographic variables such as age, gender, and socioeconomic position signify developmental and environmental influences. Disparities in empathy and assertiveness between genders may prompt specific initiatives for gender equality and empowerment in both personal and professional contexts (Hyde, 2005; Ryan et al., 2015). Demographic variables facilitate the advancement of sophisticated psychological theories and procedures.

Lastly, relationships have an impact on mental health. Mental health providers can create better, more personalized treatments by learning how attributes affect behaviour and emotional regulation (Schneiderman et al., 2005). For aggressive and unstable individuals, emotional regulation and stress management may enhance mental health (Mathieu et al., 2019). The most effective outcomes from psychological evaluation and psychotherapy necessitate a holistic methodology that integrates diverse characteristics and contextual factors.

#### 4.6. Fit with the United Nations Sustainable Development Goals (UN SDGs)

This study found that personality traits have an effect on the UN SDGs, as seen in **Figure 6**. The UN SDGs talk about things like poverty, unfairness, climate change,

environmental damage, peace, and justice. Research on personality traits can help the UN SDGs by promoting mental health, education, a fair and welcoming community, and long-term economic prosperity.



**Figure 6.** Conceptual diagram showing the overall connection between personality traits and the United Nations Sustainable Development Goals as interpreted from the present study.

Note: The figure serves as a conceptual model linking personality related patterns to broader sustainability themes.

#### 4.6.1. SDG 3: Health and wellbeing

Understanding how personality traits interact with demographic variables can improve mental health, which supports SDG 3: Promote health and well-being for all ages. This study demonstrated that endurance, variety, aggression, and intuition all have an effect on stress, adaptation, and emotional well-being. People who are aggressive but emotionally unstable may have more difficulty with stress and getting along with others. According to Schneiderman et al. (2005), personality-risk profiles help mental health professionals change therapies like emotional regulation training or resilience-building programs to minimize risks and make people more mentally stable. These personalized approaches rapidly advance mental health programs by cantering to individuals, thereby improving the quality of life within the community.

Personality traits facilitate health-promoting behaviours and sustainability principles, establishing a connection between psychological and ecological well-being. Di Fabio and Kenny (2021) assert that empathy and innate connection enhance mental health and environmental consciousness. Abraham et al. (2021) discovered that cultural and psychological elements influence public acceptance of water filtration systems, illustrating the impact of personal beliefs on community health. Dilchert (2018) showed that maladaptive personalities can result in unhealthy and unsustainable behaviours. Di Fabio et al. (2023) suggested a human capital sustainability leadership model founded on positive personality traits to enhance workplace cultures and relationships. To promote holistic well-being in accordance with UNSDG 3, public health and sustainability planning must incorporate personality assessments.

Community-level initiatives augment SDG 3 and both clinical and theoretical applications. Community-based mental health programs that teach people how personality features affect emotions can help people realize they have mental health problems and lower the stigma around them. Personality-informed public health programs do a better job of encouraging self-reflection and proactive mental health

care. These activities help people take care of their mental health and make national healthcare systems less busy. They also help people form strong, health-conscious communities.

Personality-informed strategies can help people stay mentally healthy at work. Personality testing can show if an employee is very aggressive or emotionally unstable, which could lead to burnout, chronic stress, or emotional depletion. Seminars on how to deal with stress, mental health days, and psychological counselling can all help people do their jobs better. These methods make people happier at work, keep them there longer, and make them more resilient, which helps the economy and society thrive.

People in public health and how organizations work can affect how well SDG 3 works. Personality-informed frameworks may effectively and flexibly tackle intricate health issues throughout varied populations, spanning mental health care to enhanced living and working environments. Linking psychological evaluation methods to sustainable development objectives can assist academics, therapists, and policymakers in fostering inclusive, psychologically robust, and socially resilient communities.

#### **4.6.2. SDG 4: Good education**

This study strongly supports SDG 4, which is about providing quality education for everyone and encouraging lifelong learning. Endurance, Variety, Aggressiveness, and Intuition influence learning behaviours and preferences, enabling educators to adopt a more individualized and inclusive approach. High-Intuition students may do better with open-ended, creative work that lets them explore, while long-term, organized assignments that reward patience may work better for enduring students. Hyde (2005) and Robins and Trzesniewski (2005) discovered that personality-oriented education improves academic performance, decreases dropout rates, and fosters inclusive education. These solutions enhance SDG 4 by providing all students with significant and impactful learning experiences.

The educational system can better serve a wide range of pupils by offering classes that teach personality awareness. Teachers may get students interested and motivated by knowing about their personality qualities. Recognizing kids who are good at Variety may help them find new and interesting things to keep them interested, while kids who are very Aggressive may be encouraged to lead constructive discussions or group projects. Pedagogical responsiveness makes learning fun and interesting. Schools help students do better in school, grow socially and emotionally, and learn for the rest of their lives by giving teachers personality-informed solutions.

A recent study endorses the integration of personality factors into educational frameworks for enhanced customisation and sustainability. Liu et al. (2022) found that personality influences customer attitudes toward sustainable fashion, highlighting inequalities in sustainability knowledge. Alyusuf (2024) proposed incentive-based and personality-driven voluntary knowledge exchange to enhance environmental awareness. Di Fabio and Saklofske (2019) say that students who are worried about global issues should learn how to be intrapreneurial. Tshikororo et al. (2025) say that personality and socioeconomic characteristics affect how women who own farms in emerging markets learn. Arpaci et al. (2022) recommend using personality insights into virtual education platforms such as the Metaverse to improve socially sustainable

education. These studies demonstrate that personality assessments are essential for improving the quality and sustainability of SDG 4.

Psychologically informed curriculum design facilitates inclusive and developmentally appropriate schooling. Give Endurance students project-based learning, Extroversion students group work, and Intuitive students assignments that require them to use their analytical reasoning skills. This will make school more fun and useful. A personalized, whole-person approach helps them develop their cognitive and social-emotional abilities, which prepares them for real-life problems and gives them more freedom in their lives. Modern, sustainable economies and workplaces encourage self-awareness, teamwork, leadership, and problem-solving.

This study emphasizes the utilization of personality insights to tailor educational approaches, foster diversity, and advance sustainability within the educational framework. Personality-driven SDG 4 approaches provide teachers more control, help students from different backgrounds, and make sure that education systems meet the needs of society and growth in the 21st century. Utilizing the individuality and personality of learners as an educational asset fosters inclusive and transformative quality education.

#### **4.6.3. SDG 5: Equality between genders**

Sustainable Development Goal 5's goal of gender equality is supported by psychological studies that show how different genders have different personalities. Females scored higher in empathy and nurturing, while males excelled in assertiveness and independence. These personality traits align with the perspectives of Hyde (2005) and Ryan et al. (2015), who advocate for diversity free from bias. By examining gender disparities, educators, enterprises, and governmental entities can formulate specific solutions to equally empower both women and men in their personal and professional lives. The results can encourage the selection of gender-sensitive leaders, the design of educational curricula, and the training of workers to provide equitable opportunities and decision-making across all fields.

To close the opportunity gap and make sure everyone is represented equally, support gender-sensitive education and leadership. Women can become leaders in engineering, business, and politics by learning how to be assertive and confident. On the other hand, teaching men to be sensitive and caring makes organizations that are emotionally savvy and welcoming. Gender-balanced development encourages cooperation and comprehensive leadership instead of competition. Having a variety of personalities at work leads to more growth, fairness, and better performance.

Recent evidence substantiates personality-driven gender equality approaches. Fauzi et al. (2025) examined the potential of leadership and employee characteristics to enhance organizational sustainability, diversity, and gender-equitable leadership pathways. Tshikororo et al. (2025) assert that personality and socioeconomic characteristics influence the performance of female agri-entrepreneurs in emerging markets. Imron et al. (2024) assert that understanding personality traits and cultural values can improve gendered nature-based tourism. Zhang et al. (2024) emphasized that openness and conscientiousness foster green employment participation and facilitate women's advancement in sustainability. Vizcaíno et al. (2021) illustrated

the influence of resilience and power distance on evaluations of leadership and social responsibility, frequently shaped by gendered expectations. These results suggest the integration of psychology into gender-inclusive development, consistent with SDG 5.

To achieve gender equality, we need to deal with unconscious bias in schools and workplaces. Personality-informed strategies and bias-awareness training can help people think about gender stereotypes when they hire, promote, or lead. Clear promotion standards, mentorship programs for underrepresented genders, and hiring practices that include everyone can help make things fairer. Schools can talk about personality variety and gender equity to help students become socially responsible and fair-minded workers.

Finally, understanding how gender and personality interact makes SDG 5 policies, programs, and activities better. Personality profiles can help people in countries work together better, be better leaders, and understand one another better emotionally. Making workplaces where both men and women may grow and employ a variety of skills is good for gender equality, organizational creativity, social justice, and long-term growth.

#### **4.6.4. Goal 8: Good jobs and economic growth**

Comprehending the influence of personality traits on workplace conduct enhances organizational efficiency, employee happiness, and sustainable development. This research supports SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. Companies can learn how to make teams that work well together by studying Endurance, Variety, Aggressiveness, and Intuition. Endurance is useful for projects that require a lot of time and effort, Variety helps people come up with new ideas and be flexible, and Intuition helps people see the big picture (Bass and Riggio, 2006). Teams that operate well together because of their personalities encourage collaboration, conflict, and employee engagement, which makes the workplace better and helps the company flourish.

Policies at work that take into account people's personalities can help employees feel better and get more done by helping them balance work and life. Tests of personality show that those who are intuitive do well in companies that aren't regimented and are focused on new ideas. Job sharing, working from home, and flexible hours might help you find a balance between work and life. This lowers stress, boosts morale, and makes people happier at work, which lowers turnover and keeps employees, which are both important for the health of the economy and the stability of the business.

Learning new things and improving your job skills that fit with your personality can help you get better at your job and advance in your career. Training in positive leadership can help aggressive workers make smart choices and speak up when they need to. Creative problem-solving workshops and interdisciplinary innovation laboratories might be good for people who are quite diverse. Organizations generate talent and a strong, flexible workforce that can respond to changes in the market and global issues when they tailor learning to each person's skills. Supporting SDG 8's objective of full and productive employment and sustainable economic growth means giving employees the tools they need to fulfil their full potential.

According to more and more research, personality is what makes people

work and spend money in a way that lasts. Son et al. (2025) discovered that sustainability-oriented CEOs possessing specific personality traits enhanced organizational agility and customer repurchase intentions, which are crucial for enduring economic prosperity. Khan and Hinterhuber (2025) demonstrated the influence of personality on consumers' willingness to pay for ethically sourced products, promoting fair trade and ethical consumerism. Dinesh and Mitra (2023) connected personality-driven customer behaviour to the adoption of green innovation electric cars, demonstrating how individual characteristics can influence economic changes. Alnawas et al. (2024) discovered that sustainability communication, tailored to customer personality factors, enhances brand loyalty and advocacy, particularly in online contexts. Grabner et al. (2009) discovered through simulations that personality traits significantly affect long-term economic results in natural resource management, indicating that personality-based interventions can foster sustainable business practices.

To sum up, using personality insights in company strategy, worker development, and getting consumers involved will help SDG 8. Knowing about personality helps with team building, flexible work design, targeted learning, long-term leadership, and social and economic benefits. In a dynamic global economy where workplace standards reflect individual variability, creativity, fairness, and resilience are necessary for decent work, inclusive employment, and long-term economic progress.

#### **4.6.5. Lowering inequality**

This study may offer Sustainable Development Goal 10 strategies to mitigate social, economic, and systemic inequality. By examining how personality traits interact with demographic variables including socio-economic status, age, and gender, we can better understand how individual differences affect opportunities, career growth, and psychosocial outcomes. People with poor incomes may find it tougher to build endurance, independence, and emotional stability. Schneiderman et al. (2005) stressed that environmental and structural limitations exacerbate inequalities. So, customizing interventions to fit personality-demographic interactions can make things fairer and help people and businesses be equal.

Psychological programs that are rooted in the community can help with inequality. Personality tests can help people who don't get enough help with things like mentoring, life skills, and career advice, like poor kids. Variety, aggressiveness, and endurance let you customize help based on your talents and motivations. Targeted techniques help people move up in society, gain long-term education or jobs, and get into institutions. This grassroots approach cuts down on inequality by giving people from all walks of life the tools they need to succeed.

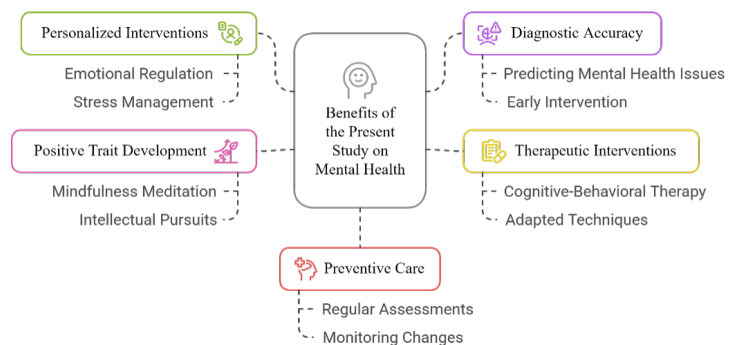
Using personality tests is a good way to improve welfare and public support programs because it is based on evidence. Persons with high endurance may do well with long-term upskilling and occupational training, while persons with high intuition or variety may do well in creative or entrepreneurial jobs. Psychological profile-based interventions can help social workers and policymakers get more people to work, get involved in their communities, and feel like they can do things on their own. SDG 10 is about giving disadvantaged groups more equal chances and a better quality of life.

To eradicate inequality, it's also important to have personality attributes that help with strategic decision-making and leading an organization. Khan et al. (2021) showed that servant leadership influences inclusivity, while personality traits impact sustainability-focused business goals. García-Sánchez et al. (2025) and Khanchel et al. (2024) found that the personality of a CEO can alter corporate actions, which can lead to income inequality through CSR and earnings transparency. Salehi and Bashirimanesh (2024) examined the interplay between institutional frameworks and individual characteristics, as well as the potential influence of political affiliations on the impact of personality traits on ethical disclosure. Personality-driven bricolage facilitated socially responsible practices in family-owned SMEs during the COVID-19 epidemic, illustrating how psychological flexibility can transcend institutional impediments. These studies indicate that leadership frameworks that consider personality diversity and foster inclusive decision-making are essential for mitigating inequality, particularly in unstable or socioeconomically divided contexts.

Thus, insights into personality traits can enhance inclusive policies, equitable social initiatives, and psychologically informed leadership. To reduce inequalities, communities, organizations, and national policy frameworks must comprehend the influence of personality on life trajectories and societal dynamics. By aligning these findings with the goals of SDG 10, we can make solutions for inclusion and equity proactive, personalized, and long-lasting. This will enable everyone, no matter their demographic or socioeconomic background, to fully participate in and benefit from social and economic institutions.

#### 4.7. Advantages of the ongoing mental health research

The identification of personality traits in this study facilitates customized psychological interventions and early diagnosis of individuals at risk, hence enhancing mental health. **Figure 7** illustrates the impact of Endurance, Variety, Aggressiveness, and Intuition on mental health. These links talk about how personality affects stress, resilience, and mental health. The research corroborates the findings of Kardum et al. (2012) and Lamers et al. (2012) that trait constellations influence mental health vulnerabilities and protective factors. These insights help mental health providers customize treatment to better fit the personalities of their clients.



**Figure 7.** Conceptual diagram illustrating the overall benefits of personality trait study in relation to mental health, based on the interpretation of the present findings.

Note: The figure provides a synthesized framework showing how selected traits may contribute to mental health understanding, assessment, and intervention.

The study has a lot of potential to make diagnoses more accurate and get people help sooner. High aggressiveness and low emotional stability might lead to more anxiety, impulsivity, and stress (Schneiderman et al., 2005). As in preventative psychiatry, early profiling enables doctors to intervene before the exacerbation of symptoms. Mathieu et al. (2019) suggested personality-based assessments for the early identification of psychological risk. Trait clustering assists practitioners in forecasting mental health disorders and refining diagnostic frameworks beyond mere symptomatology.

This study also backs up the use of personality trait analysis in mental health treatments. Counsellors can change therapy based on what they know about traits. Clients with high Endurance but low Emotional Stability may benefit from stress management programs that teach them how to control their emotions, stick with things, and set goals. These advanced, client-centred methods are more effective than generic ones. Semerci and Volery (2019) and Zaninotto et al. (2018) discovered that personality and external expectations influence occupational and clinical stress results, emphasizing the necessity for personalized mental health care.

Cognitive-Behavioural Therapy and other traditional therapies can also be tailored. Adults with depression characterized by elevated self-criticism and diminished emotional stability may benefit from cognitive behavioural therapy (CBT) targeting self-evaluation and emotional dysregulation (Gilbert et al., 2019). This trait-informed adaptation enhances the intervention's relevance and efficacy, aligning with the increasing agreement in psychological research that mental health therapy should be individualized. Recognizing clients' strengths, such as having a strong intuition, which may be connected to strategic foresight and intellectual engagement, can help therapies that improve resilience and mental stability.

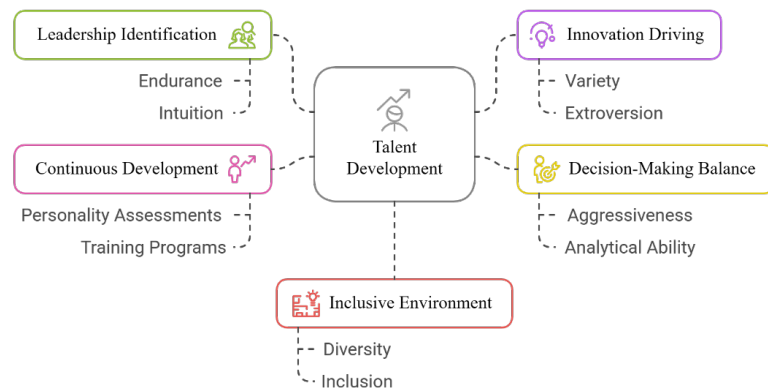
The study advocates for endurance, intuition, and nurturing to avert mental illness. These traits help people stay emotionally strong, think flexibly, and get help from others to avoid mental pain. Mindfulness, journaling, and intellectually stimulating or creative activities in treatment may foster these abilities. Robins and Trzesniewski (2005) and Lin et al. (2020) discovered that positive personality traits enhance coping mechanisms, psychological functioning, and overall quality of life.

Finally, regular personality tests as part of mental health monitoring provide proactive and dynamic psychological care. By keeping track of how characteristics change over time, clinical therapies can be changed based on risk or strength. Hyde (2005) advocates for preventive psychiatry and mental health. Routine characteristic assessments can detect burnout and psychological deterioration in high-stress domains such as healthcare, academia, and the military (Zareiyan et al., 2025). This study enhances responsive, preventative, and tailored mental health evaluation, education, and policy by including personality traits.

This study improves mental health treatment by making diagnoses more accurate, therapies more focused, and prevention more effective. These findings can help clinical practitioners help their patients stay mentally healthy.

#### 4.8. Developing talent

**Figure 8** shows the personality-based talent development model used in the study. Organizations that want to help people reach their full potential should think about endurance, variety, aggressiveness, and intuition. Personality affects things like performance, leadership, career choices, and devotion to the organization. Previous studies corroborate this. Lo et al. (2014) discovered that professional advancement serves as a mediator between personality traits and organizational commitment within the realm of sport communication technology. To expand the scope of application, Lenz et al. (2020) discovered that personality influences professional athlete performance across the maturation process. Kerr et al. (2020) utilized a trait-complex model to highlight internal competencies and contextual opportunities in talent development, taking into account cognitive ability, personality, and social context.



**Figure 8.** Conceptual diagram illustrating the overall concept of talent development through personality insights as interpreted from the present study.

Note: The figure presents a synthesized model showing how personality traits may inform talent identification, growth, and development.

This research can pinpoint and cultivate organizational leaders. To be a good leader, you need to be able to last and have good instincts. People with high endurance may overcome obstacles and reach their goals thanks to their resilience, ability to handle stress, and dedication (Robins and Trzesniewski, 2005). People with high Intuition, on the other hand, can see problems coming and make quick, well-informed decisions when things are unclear (Gilbert et al., 2019). By recognizing these traits, organizations can design focused leadership development programs that promote strategic thinking, resilience, and creativity, making sure that they always have great leaders.

Variety, which is related to Extroversion and Achievement, shows that someone is interested in new things, being around other people, and creating goals. These people are great at roles that require them to be adaptable, innovative, and social. Hyde (2005) and Kuss and Griffiths (2011) suggest that these kinds of people are good for roles in dynamic marketing, innovation, business development, and cross-functional collaboration. Matching personality profiles to job needs can make people happier at work, keep the best workers, and create a work culture that is flexible, creative, and always becoming better.

To develop talent, you need to understand and handle the complicated mechanics of hostility. Strong aggression is linked to assertiveness, desire, and leadership

potential; yet, this study use Analytical Ability to highlight cognitive moderation. When in balance, assertiveness promotes decisiveness and ambition; nevertheless, in the absence of scrutiny, it may result in impulsivity or conflict. Blatt (1995) and Mikail et al. (2022) emphasized the dual character of aggression and the necessity for self-awareness and self-regulation in those exhibiting such behaviour. Training in scenario-based decision-making helps aggressive people think before they act, which makes them better leaders and better judges when things get tough.

Personality testing and other talent development tools can help employees move up in their careers. Regular evaluations let HR staff keep track of changes in traits and give help right away. Resilience or cognitive-behavioural coaching may help workers with low emotional intelligence control their feelings (Schneiderman et al., 2005). By linking personality traits to performance trajectories and developmental requirements, companies can create tailored learning pathways that boost psychological capital and long-term engagement.

Lastly, talent development needs a welcoming and psychologically helpful space. Plans for employee development should take into account their different reasons for working, how they act, and how they want to progress. Personalized and strengths-based methods make employees more interested in their work and keep them longer. A company that is varied and welcoming to everyone draws in the best workers and stimulates creativity and teamwork. Hogan and Kaiser (2005) noted that combining personality, leadership development, and organizational culture leads to workforces that are ready for the future and do a great job.

The study says that knowing how to use personality traits to help people improve and come up with new ideas is a good way to help people increase their skills. Companies can get the most out of their employees, fix problems, and create a nice and welcoming workplace that boosts performance and success by using targeted development programs.

## **4.9. Other uses**

### **4.9.1. Places of learning**

Comprehending the interrelations of personality traits enhances schooling. This study assists educators in tailoring learning plans to accommodate students' individual characteristics. Long-term tasks that require continuous effort may benefit youngsters with high endurance, while pupils who thrive on diversity may excel in diverse learning environments (Hyde, 2005). Tailoring instruction to the individual can enhance learning (Robins and Trzesniewski, 2005).

### **4.9.2. The way the company works**

Knowing about personality features makes people work better together and get more done. Managers can utilize personality tests to make sure that teams have the right mix of Endurance, Variety, Aggression, and Intuition. Endurance coworkers work on long-term initiatives, Variety coworkers come up with new ideas, Aggressiveness coworkers lead with confidence, and Intuition coworkers give strategic advice (Bass and Riggio, 2006). According to Hogan and Kaiser (2005), putting together a strategic

team makes people happier at work and helps them do their jobs better.

#### **4.10. Future research**

Subsequent research ought to investigate personality traits and their interrelations throughout time using longitudinal investigations. Studies can demonstrate the stability and plasticity of personality traits throughout various life stages and experiences (Robins and Trzesniewski, 2005). Psychologists can utilize longitudinal data to examine the impact of early life experiences on personality development and the efficacy of interventions at various life stages in enhancing it (Ryan et al., 2015).

##### **4.10.1. Comparisons between cultures**

Examining personality traits across nations can elucidate the influence of culture on personality. Cross-cultural research can ascertain whether the relationships identified in this study are universally applicable or if cultural influences substantially modify them (Hyde, 2005; Schneiderman et al., 2005). This kind of research can lead to psychological tests and treatments that are culturally appropriate (Holland, 1997).

##### **4.10.2. Integration of biological measurements**

Future research should integrate biological and psychological perspectives to better understand personality development. Emerging evidence suggests that personality traits are influenced by complex interactions between genetic predispositions and neural architecture. Recent advances in behavioural genetics and neuroimaging indicate that personality traits are associated with distributed brain networks involved in emotional regulation, cognitive control, and social processing (Gilbert et al., 2019; Hasanah et al., 2022). These findings extend earlier work (Gilbert et al., 2019) by demonstrating that personality is not localized to single brain regions but emerges from dynamic, system-level interactions. Incorporating biomarkers, neuroimaging data, and genetic profiling into personality research will enable a more integrative and biologically informed framework, enhancing both theoretical development and applied psychological assessment.

#### **4.11. Restrictions and morality**

Subsequent research ought to rectify numerous deficiencies identified in this study. This sample was restricted to Malaysians, potentially constraining its applicability. Future research necessitates more heterogeneous samples to enhance generalizability. Second, self-reported data may be influenced by social desirability and misinterpretation. Objective metrics, such as behavioural observations or peer reports, can elucidate personality traits. Finally, cross-sectional research diminishes causality. To determine causality and investigate personality traits and interactions, longitudinal research are essential.

It adhered to the ethical standards of psychological research. The people who took part in the study gave their informed consent and stayed anonymous. We employed evaluation tools that were validated and appropriate for the population. The participants in the study were told they could leave at any time without any problems. According to the institutional guidelines of Universiti Putra Malaysia,

formal Institutional Review Board/Ethics Committee approval was not required for this minimal-risk questionnaire-based study..

## **5. Conclusion**

A correlation analysis of personality traits and demographic data reveals the intricate relationship between individual attributes and behaviour. The findings indicate that personality-demographic correlations are intricate. These results can help with psychological tests and treatments that focus on improving well-being and conduct. To generalize the findings and build comprehensive psychological theories and behaviours, these interactions necessitate investigation across diverse individuals and contexts. A thorough correlation study of personality traits and demographic data reveals the intricate relationship between traits and behaviour. The complex relationships between personality traits and demographic variables are very important for psychological tests and therapies. These connections can assist psychologists and others in concentrating on well-being and adaptive behaviour. To generalize the findings and formulate more comprehensive psychological theories and behaviours, these interactions necessitate investigation across diverse individuals and contexts.

**Author contributions:** Conceptualization, CKY and CSL; methodology, CSL; software, WSVL; validation, CKY, CSL and WSVL; formal analysis, CKY; investigation, CKY; resources, CSL; data curation, WSVL; writing—original draft preparation, CKY; writing—review and editing, CLS; visualization, WSVL; supervision, CSL; project administration, CLS; funding acquisition, WSVL. All authors have read and agreed to the published version of the manuscript.

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**Institutional review board statement:** The study was conducted in accordance with the principles of the Declaration of Helsinki. Participation was voluntary and anonymous, and informed consent was obtained from all respondents prior to participation. According to the institutional guidelines of Universiti Putra Malaysia, formal Institutional Review Board/Ethics Committee approval was not required for this minimal-risk questionnaire-based study.

**Informed consent statement:** The people who took part in the study gave their informed consent and stayed anonymous. We employed evaluation tools that were validated and appropriate for the population. The participants in the study were told they could leave at any time without any problems.

**Data availability statement:** The data used in this study is unavailable due to privacy or ethical restrictions.

**Conflict of interest:** The authors declare that part of the data and the assessment instrument used in this study were obtained through collaboration with Humanology Sdn Bhd, a public–private partnership organization. While the company provided access to the dataset and assessment tool, the analysis, interpretation, and reporting of results were conducted independently by the authors to ensure scientific objectivity.

No financial incentives influenced the outcomes of this study.

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