

**Psychology of Personality and Individual Differences: Theory and Applications Professor
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Week 12

Lecture 30: Personality, career, and workplace

I welcome you all to lecture number 30 of this course and module 12. In this module, we are talking about some specific applications of personality psychology. This is the third lecture of this module, and overall, it is lecture number 30. Today, we will be talking about how personality psychology can be applied in the context of the workplace and career. We will be looking at some of the implications of personality psychology in the field of business, the workplace, career, and so on. Before we talk about today's lecture, let me give you a brief recap of the last lecture. The last lecture was also part of this module, and in that, we discussed how personality psychology helps us in understanding mental disorders or mental health in a broader sense. We discussed how personality variables could act as a vulnerability to mental disorders. We also discussed various mental disorders where personality traits could be one of the important factors. We also discussed the varieties of personality disorders because many times the traits of the personality itself can be considered as disorder traits. According to DSM-5, we have discussed the different categories of disorders that are included under personality disorders. And at the end, we discussed various causes of personality disorders.

So, in today's lecture, we'll be talking about how personality is linked to employee performance and success, how personality is linked to leadership, and how it is related to occupational fitness in terms of what kind of people are fit for what kind of job, and so on. So, let us start with today's lecture. So, personality psychology has lots of applications. This is one of the branches of psychology that has many applications in the context of business and organizational behavior, and so on. There are many reasons why personality is very important in the context of business and the workplace. There are three main reasons, and we'll be elaborating on these three reasons. The first reason is that personality psychology helps us to understand and gives insight into employee performance. Employee performance is very important in the context of business and organizations. Now, some individuals make better employees than others. We all know that certain types of people are good, and in terms of performance, they are much better.

So, there are individual differences, and some individuals are better employees. Who makes a better employee? A lot of personality traits can influence that. Some people know that their capacity and skills are important, but beyond that, there are a lot of other qualities of personality which are important in the context of performance. So, we will be looking at in detail what kind of traits are important in that context. Personality traits can influence work ethics, reliability, overall job performance, and so on. We will be elaborating on that.

A second important reason is that personality traits are important to understand leadership. Because certain people make better bosses or leaders, a leader's effectiveness is closely linked to personality traits. If those traits are present in a leader, then he or she will become a much better leader. Every organization has leaders in different hierarchies, and they influence the overall outcome of the organization in terms of profits and so on. Therefore, personality traits influence leadership qualities, which is why it is important in the context of workplace.

Personality psychology is also important to understand occupational fit. What it means is that some individuals are better suited for certain occupations. Now, sometimes a lot of people feel a misfit in certain jobs or certain career choices. They feel that they are not made for this kind of job. So, there is a misfit. This misfit happens because of the differences or lack of fitness or compatibility between the person and the job. Personality traits help us to understand what kind of jobs or careers are suitable for certain kinds of people. Matching personality traits with job requirements can lead to higher job satisfaction and performance.

If somebody is a good fit in their job as per their personality, or if careers or jobs are suitable according to the personality of that person, then that person is more likely to succeed in that and more likely to perform better and be satisfied in that job.

So, these are the three important reasons why personality traits are very important in understanding or specifically promoting in terms of business or organizational context. Now, let us elaborate on these three important reasons. The first is about employee performance, how personality is connected to performance and success. When we talk about employers, they select an employee or a candidate based on certain expectations that they will be able to perform well in their organization. No one selects anybody with the idea that he may not be a good performer.

Everybody selects with certain ideas by asking certain questions in the interview or whatever mode of interview is there. The basic idea behind all this is that the employer is trying to find out which candidates are good performers. According to a lot of surveys, among more than 3000 employees,

the top qualities among 86 possible employees were predominantly related to certain personality traits. So apart from the skills that are required for a job, many organizations also look for certain types of qualities in a person.

All the big companies and corporate sectors look for additional qualities in the person who can be a good performer, apart from just work skills. One such survey was done on 3000 employees, and the top qualities that were in the mind of the employers, in terms of attributes, included conscientiousness, Integrity, trustworthiness, and some similar traits. The only other highly ranked quality was their mental ability, which is required in the performance of the task.

But beyond those mental abilities required for the task of the job, employers also look for other qualities that are related to the personality traits of the person. Consequently, the prospective employers often try to gauge or try to judge these traits during the hiring process. Especially the big corporate sectors or organizations try to look at those qualities as they are important for performance. Even if you may have a lot of skills and abilities, because of certain issues in your behavior, you may not be able to perform to the best of your ability and may negatively influence the whole atmosphere or environment of the organization.

Job interview workshops frequently advise employers to pay close attention to the grooming, attire, punctuality, etc. These are some of the things that they look which are beyond just mental abilities related to job skills. Most of the organizations that investigate these are related to actual personality traits. Many organizations also administer formal personality assessments, which are called integrity tests. These are personality tests, which are formal tests that are validated and reliable, and so on.

They are developed with professional people and are administered many times. This test measures a wide range of qualities, including responsibility, long-term job commitment, consistency, moral reasoning, friendliness, work ethic, dependability, cheerfulness, energy level, even temperaments, and so on. They try to judge where this candidate stands in all these desirable qualities, which are important for the productivity of the person.

If you look at all these qualities, they are aligned with the Big Five trait theory that we have discussed, which is the most researched and acceptable trait theory with which we can describe most of the traits of human beings. If you see all these things, they can be categorized into one of the Big Five traits. Particularly, if you see the trait of agreeableness and emotional stability, which

is the opposite of neuroticism, most of these traits will come under them. However, the trait most closely associated with the integrity test is conscientiousness.

Conscientiousness is a trait which is the most desired trait that an employer mostly seeks among their employees. Conscientiousness is one of the Big Five traits, which we have already discussed in detail. But, in gist, conscientiousness includes characteristics such as someone who is very organized, responsible, disciplined, and goal-oriented. These are the traits associated with conscientious people- very organized, disciplined, finish tasks on time, set their goals, and achieve them. So, these qualities are highly sought after in organizations.

Because even if you may have a lot of skills, if you lack these qualities, you will not be able to perform. A lot of these tests look for this particular trait called conscientiousness.

Also, people look at other traits like emotional stability. Agreeableness is something where people with high agreeableness avoid a lot of conflicts and generally have more harmonious relationships. One of the most important traits is conscientiousness, generally what research shows. Something that is mostly sought after by most of these formal tests conducted in organizations, which determines the occupational success of the person, and is also good for the organization. So, let us examine this particular trait in a little more detail in terms of research and how it influences job performance. So, conscientiousness, as we said, is a trait related to being organized, disciplined, and goal-oriented. The effectiveness of this particular trait in predicting job performance can vary depending on the definition of job performance.

How do you define job performance? People may have different criteria to decide that. But in a lot of industrial psychological studies, job performance in the organizational context is often measured by supervisor ratings. Let us say, one year after hiring, the supervisor rates them. This is one of the common ways of evaluating the performance of the employee.

When an employee is hired, probably one-year or two-year probation period is given, where the employers or people in the higher hierarchy judge based on how that person has performed. So, based on that, their future course of events is decided. The supervisor rating can sometimes be very subjective, depending on how the person has their relationship with the person and how they look at things.

Also, maybe some other person who may judge the person can have different outcomes. But they are valuable from the supervisor's perspective, whoever he is in the leadership position. He or she is trying to judge the performance based on a year or two-year window period. Some research

indicates that employers' predictions for future job performance using this personality test increase. Now, if on top of this subjective assessment, if people use this formal assessment personality test, then their prediction of how that person will perform in the job increases manifold.

So, that increases the accuracy rate to a large extent, sometimes from 50% to 70%. Using this additional personality test, the accuracy level increased because, judging by one or two people, it can be subjectively biased. But when you use an assessment personality assessment test, it increases the accuracy level to a large extent, and such an increase in the accuracy is very important, and in terms of organizational perspective, it can save a lot of money in terms of hiring and so on.

Lots of Literature in the organizational context shows that the conscientiousness trait is consistently related to all job performance.

This particular trait is associated with job performance criteria for all occupational groups. Whatever the occupation level, in the lower level, higher level, or middle level, this particular trait is very good in terms of predicting job performance. Now, this finding is consistent for both genders and remains significant even after controlling for age and years of education. So, irrespective of what age group you are, what kind of education you have, what kind of gender you are, this trait is an important predictor of job performance. One of the reasons why this trait is very important in terms of performance or terms of contribution to the organization is that the behavior pattern that a lot of organization seeks from the employees is called citizenship performance or citizenship behavior, which means where employees actively promote the goals of the organization. It is related to an employee's identification with the organization, and if they actively look not just at what they are doing but are also very actively involved in the overall promotion of the goals of the organization. So, they are very dedicatedly working on their work as well as to the best of their ability promote the goals of the organization. That's called citizenship behavior or citizenship performance, and this conscientious trait has been linked to this particular behavior. Citizenship behavior includes different kinds of behavior, such as helping teach new employees. So, people who have this trait, they will actively try to train them and support them new people, alleviating workplace conflicts by not contributing to the conflict rather than they will remove the conflicts, being aware of and responding to the problems and opportunities, maintaining a positive attitude that improves overall workplace,

and with their work as well as beyond their duty they will also do something. These are called citizenship behaviors. Such citizenship behaviors are predicted by this trait called consensus. People who are concerned about high levels of the trait are generally more likely to show this kind of behavior, and ultimately, this behavior is good for the organization in terms of performance. So, such citizenship behaviors are predicated by traits like conscientiousness and are beneficial to organizational performance, regardless of whether the setting is a store, factory, or office. In every context, such behaviors are always desired by employers.

Now, this personality can also contribute to success, not only to organizational success but also to the success of the person. Employers value good job performance from their workers. But from the workers' perspective, one of the important criteria for their success is how they are advancing in their job in terms of earnings, promotion, etc. Employers will look for, let us say, organizational criteria, but employees will mostly think from their perspective. In that context, personality plays a very significant role. Traits such as conscientiousness, as we have said, come again and again. Other traits like extroversion—people who are more extroverted and emotionally stable—are often linked to career success and high income.

So, a lot of research shows that people with these traits, conscientiousness is very important in every context. Also, people with extroverted traits, particularly in certain jobs where extroversion is required, are very important, where you are more outgoing and talkative, not just in your world. Certain jobs require that kind of characteristic. Most jobs require that, except for some. And emotional stability, which is also very important. If you are not emotionally stable, you are irritated all the time, always showing anger, which will influence your relationships and your performance as well. So, emotional stability is something that is also very important. And it has been linked to career success and higher income. For example, conscientious individuals tend to be very reliable, diligent, and organized, as we have discussed. These qualities can lead to promotions and salary increases.

So, these are general findings from different contexts: conscientious people are more likely to, because of those personal characteristics, get more promotions and salary increases due to their dedication and other traits. Extroverts may excel in roles requiring social interaction. Extroverts are required in certain jobs where there is a lot of social interaction, and you have to interact with people, convince them, and perform similar tasks. These people will excel more, and leadership

also requires a lot of extroversion, where you have to talk to people and understand them, and so on.

In leadership roles and social interaction-related jobs, it enhances their career prospects and earning potential. Emotional stability helps individuals manage stress and maintain productivity. If you are too overwhelmed by stress and unable to perform, then even though you may have skills, your inability to handle emotions may hinder your performance. The ability to manage stress, cope with difficulties, and so on is very important for productivity and contributes to long-term career success.

This is how some of the traits are related to the success of the job of a person. In every language, we can say successful people are often described as having a drive that encompasses industriousness, impulse control, very ordered, organized. These are key components of conscientiousness. Conscientiousness trait captures lots of these qualities.

Another term that people generally also talk about nowadays, which is important in the context of achieving goals, is grit, which is your level of perseverance that you maintain for achieving long-term goals. Many times, when a task requires long-term efforts to achieve that goal, many people are not able to pursue that long-term goal because they lose motivation. Grit is a quality. If you are a gritty person, you will pursue and achieve a goal that requires a lot of effort and long-term effort. So, that is the quality called grit. And this is very important for success in life, and particularly achieving goals and so on. Essential for success in schools and work. Grit and conscientiousness are essentially very similar constructs. Highly conscientious people are generally critical.

These are very similar in terms of characteristics. Even some research shows that at the genetic level, they overlap significantly. So that is how this particular trait seems to play a very important role in the success of the organization, as well as the success of the individual. It contributes in both ways.

So highly conscientious employees actively seek opportunities to learn about their company and acquire skills beyond their current job roles. They are very proactive in that sense, which also leads to promotions and other benefits. Also, conscientious individuals tend to perform well in interviews. Not just because of their polished behavior or presentation, but they also invest time in gathering extra information, which helps them succeed more in interviews. Their ability to plan and avoid procrastination, which is another important characteristic, can also lead to success.

These are some of the ways we have found how conscientiousness, as one trait, plays a very important role in employee performance, for the organization as well as for their career.

Now let us see the next topic, where personality plays a very important role, that is, leadership. Leaders may be at different hierarchy. The characteristics of that leader play a very important role in the overall performance of the organization. There is no doubt about it. Leaders play a very important role because it is the leader who directs other employees, and accordingly, they will put in their efforts. The motivation will be decided by that. So personality plays a very important role in terms of leadership effectiveness. If the personality of the employee is important, then the personality of their bosses is even more important because they are the ones who direct. The actions of a manager or a leader significantly impact the behaviors and outcomes of many others and can influence the overall success of the company or organization. This is something very clearly commonsensical: the behavior of the leader, manager, or whoever is in the top position will influence the overall success of the company because they are the ones who decide the policies, motivate the employees, and so on. A major literature review by Judge and colleagues in 2002 analysed about 73 studies on personality and leadership performance. They collected all the studies that examined the link between leadership and performance, specifically certain personality traits and leadership performance. What kind of traits in a leader lead to higher success? They collected about 73 such studies that examined this connection, including about 25,000 high- and low-level managers across 5,000 organizations.

So, it is a large-scale study. That study included diverse samples and a large number of samples. From all these studies, they summarized the findings and identified a pattern in the results. The results were strong and consistent. Most of the studies were very consistent in a particular direction.

They found that, out of the Big Five personality traits, four of them are associated with better leadership. Out of these five, four are very important in determining the quality of leaders.

The best predictor of management performance was emotional stability. If a leader is emotionally unstable, gets irritated easily, and has a lot of anger issues—let us say—and gets stressed very soon with simple difficulties, problems, and hardships, then that person cannot perform as a leader. Because he has to absorb the stress and difficulties of the whole organization, that person has to have emotional stability.

This is very important in deciding the effectiveness of a leader. One of the best predictors was emotional stability. What is the emotional stability of the leader? The overall correlation coefficient was about 0.33. So, this means that managers who are calm and not anxious make better leaders. This was one of the best predictors.

Second, other predictors of management success included conscientiousness. How disciplined and organized the leader is in terms of their performance is also important.

Extroversion is also important. The correlation coefficient is 0.27. A leader has to talk to people, go out and meet people, and understand their problems. They need to be extroverted. They cannot just sit in their room and decide everything. Extroversion is also very important.

Openness is another trait. What people are thinking, what their perspective is, and being open to their suggestions, and so on, is also very important in terms of determining the quality of a leader. If a leader is very rigid and not willing to understand others' perspectives or different perspectives, then he or she cannot be a good leader. So, these are some of the important characteristics of a good leader that this summary of the study shows. Emotional stability, conscientiousness, extroversion, and openness. One quality that was not directly linked to leadership quality among the Big Five was agreeableness.

For a good employee, agreeableness is something that we have already discussed is important. But for a leader, this may not be a very good trait. Agreeableness, however, did not significantly correlate with being a good manager. Because the coefficient was very small. Possibly because being overly agreeable could undermine authority. Now, agreeableness is a quality where you always look for harmony, avoid conflict, and agree with people—those kinds of things. In a leadership position, you have to disagree many times. If you keep agreeing and only look for stability, then probably one cannot make a good leader in that sense.

So, for a leadership position, too much agreeableness may not be a desirable trait. This is what, at least, research shows. These are some of the traits that research shows are important to make a good leader. Leadership is not just about the skills for the task. These traits play a very important role in making a good leader.

Some of the research also focused on, as we have said, who makes the best leader? But some research also says that in some cases, people go into positions of leadership because of certain ruthless characteristics. They become leaders, but they don't have desirable characteristics. These are worst-case scenarios. Those who should not become leaders end up becoming.

These are the people with something called the three traits or three characteristics, known as the dark triad traits. These traits lead to leadership positions because of certain characteristics, but they don't make good leaders because people are not happy under them. Three of these characteristics, which we also discussed earlier, so I will just summarize here. One is that people with narcissistic characteristics. Narcissistic characteristics mean these people have a very inflated sense of self-importance. They always want to be the centre of attention. They always want everybody to praise them.

They have a very strong need for admiration. They lack empathy. They are not at all concerned with others' well-being. They only think, 'I should be'—there is a sense of entitlement. 'I should be praised because I deserve it, because I am the best.'

And this sense of self-importance is something they attach too much importance to. Such people are called narcissistic.

Another is Machiavellianism. This is also another trait. These people are very manipulative. They manipulate people with lies and so on to achieve what they want. There is a sense of cynical attitude toward them, not much respect for other people, and so on. They focus on self-interest like narcissistic people. They will do only whatever benefits them.

Another is the psychopathic trait. This term, most of us know. These are the people who may even engage in antisocial behaviors, even criminal behaviors. They lack remorse. Even if they do something bad, they don't feel guilty about it.

They have a very superficially charming face. People get attracted to them because they probably show a lot of confidence and are very impulsive, aggressive people.

These three traits are called the dark triad. Many people with these traits go into leadership positions because of their ruthless characteristics.

They will crush others and go to the top position. Individuals high on these traits sometimes gain power due to their ruthlessness and cunning behavior, which can occasionally help them achieve organizational goals. Because of this cunning and ruthless behavior, many times they will simply crush people and go to the top position. But the problem is that such people never make good leaders. Why?

Because they are typically unpleasant to work for. No one is happy working with this kind of people. One study described their leadership style as selfish, impulsive, exploitative, and toxic. So, they will exploit people. They will create a toxic environment in the organization.

They will be very impulsive, aggressive, and very selfish. They will try to promote their self-interest. So, no one will be happy. It is not good for the organization. So, such people, many times by hook and crook, go.

But ultimately, they cannot make good leaders. Because followers will not be happy. And that's the criterion of a good leader. If followers are happy, then you are a good leader and you are promoting the cause of the organization.

And these people don't do that. Some traits can be problematic, but they can go into leadership positions because of certain other characteristics. But these are not desirable characteristics. But they cannot stay for too long because of these kinds of qualities.

So, this is about leadership. In leadership, certain traits are important, and certain traits can be detrimental.

Now, the third reason why personality is important in the context of an organization is that personality helps us understand which job is suitable for which kind of person. So that's called occupational fitness. Personality—understanding of personality—can help us gain insight about those aspects.

Success involves more than just possessing the right traits. It also depends on the fit between the person's traits and the type of occupation they perform. So even though you may have a lot of desirable traits, you still may not succeed in a particular job because the job is not suitable for you. So, what kind of occupation or job are you pursuing that should match your personality characteristics?

Whether these traits are suitable or fit for a particular job or not is very important. Finding a role that aligns with one's personality can significantly enhance job satisfaction, performance, and overall career success. If you are in a good job, a fitting job, which is suitable for your personality, it will enhance your satisfaction level in the job. It will also enhance your performance level and overall success of your career. Now, trait psychology provides valuable insights in this direction. Particularly, what kind of occupation one should choose.

So, according to a recent study, the fit between personality and job is crucial because economic success depends not only on having a successful personality but also on finding the best niches for one's personality. Compatibility is something very important. For example, let's say a person who is very extroverted, outgoing, social, lot of energy; if such a person is going to a job as a bookkeeper, that person will suffocate there because he has to sit in one room and look into books

and shelves and so on. For such a person, he will never be happy in this kind of job because his trait is to be outgoing, meet people, and talk to people.

But such a person will make a much better success in jobs such as being an actor, social worker, salesperson, or something where you go out and meet people, talk to people. So, people with extroversion will be more successful in a certain kind of job. It does not mean they cannot do those jobs, but only that they will not be happy doing those jobs. They will feel a misfit. The key implication of this finding is that the choice of occupation significantly impacts success and happiness. A good fit can lead to excellent outcomes, while a poor fit can result in failure and unhappiness.

So that is also a very important criterion. Especially if you look at a lot of these Western countries, where people have choices in terms of job. If you have a choice, then it is better to choose a job that is a fit for you. In many contexts where you don't have a choice, one has to compromise.

In this context of personality job fit, one particular theory was given by John Holland, which talks about what kind of job a person should have. He developed a detailed theory about that. This is called John Holland's personality job fit theory. This is one of the highly influential theories that matches people with jobs, with the typology of industrial psychologists, with their personality. He was an industrial psychologist, John Holland.

Holland personality job fit theory, also known as RIASEC. These are like acronyms. R-I-A-S-E-C. Each letter is for one type of personality.

It is built on several key postulates from the foundation of this theory. This theory has many postulates, which we will be talking about now. Some of the major ideas behind this theory are that people can be categorized into six personality types. These are based on each letter of this word: RIASEC.

So, R is for realistic, I is for investigative, A is for artistic, S is for social, E is for enterprising, and C is for conventional. This theory is in the context of an organization and a job. So, these personalities are not general personalities, but these are the traits associated with a job context. So, according to this model, there are six possible types of people in the context of an organization or job. These are: realistic people, investigative people, artistic people, social people, enterprising people, and conventional people.

So let us see what these six categories of people are. So, the first one is realistic individuals. People with this trait prefer practical, hands-on activities. They enjoy working with tools, machines, or animals. They are often mechanically inclined and enjoy physical tasks.

So, realistic people are those who have good traits or skills. Basically, in terms of preference, they prefer hands-on activities. These are mechanical, where you can work directly there. They work with tools. They are very mechanically inclined and enjoy physically demanding tasks. These are called realistic people. So, these are the people who are more suitable for jobs such as engineering, farming, construction work, and various other tasks that also require realistic tasks. So, people with realistic traits will be more fit for jobs related to mechanical tasks, hands-on training, hands-off tasks, or those who enjoy physical tasks. So, these are some of the professions that have realistic characteristics, where these people will mostly succeed and prefer this kind of job.

Second are the investigative types of people. These are the people who are analytical, intellectual, and curious. They enjoy working with ideas, concepts, and data, often engaging in scientific research and problem-solving. So, people by nature are more investigative in the sense that they have a very analytical mindset. They are very intellectual and curious. They can go into the deeper depth of a problem, analyze it, and so on. These people mostly prefer working with ideas, concepts, and data, engaging in scientific research and problem-solving. So, people with this kind of trait find the most suitable careers include scientists, researchers, laboratory technicians, academics, and so on. These are some of the jobs or careers that are related to investigative traits. So, people with investigative traits will succeed more in these kinds of jobs.

The third kind of trait is the artistic trait. These are the people who are creative, imaginative, and expressive. They prefer activities that involve art, music, writing, and design. These are the people who are very artistic and creative. They enjoy things where creativity is required, like music, writing, design, and so on. So common careers that require artistic characteristics include artists, musicians, writers, designers, actors, and so on. Artistic people will enjoy these kinds of professions and are more likely to succeed in them.

The next one is the social trait. These are the people who are very social, empathetic, and cooperative. They enjoy working with people, often in helping and teaching roles. So, social people are more outgoing, they enjoy working with people, meeting people, and they are more cooperative. They understand the perspective of other people, which is empathy. So, they basically will enjoy jobs that require meeting and connecting with people. So, it may include careers like

teachers, counselors, social workers, nurses, therapists, and so on. These professions require people with higher traits in social traits. They will succeed more in these kinds of jobs.

The next one is enterprising. So, these are the people who are ambitious, persuasive, and energetic. They enjoy leading, managing, and selling ideas or products. So, these are very enterprising people. They have a lot of ambitions, very idea-driven and persuasive. They pursue those ideas and convince people. They come into leadership positions that manage and try to do something. A lot of this quality is important in a lot of careers, like business executives, salespeople, managers, and entrepreneurs. A lot of these entrepreneurs who succeed in creating jobs, or creating organizations, create certain companies. They have very enterprising characteristics. This enterprising characteristic is one of the traits that is very important for succeeding in this kind of job.

Then comes conventional. So, these are the individuals who are organized, detail-oriented, and methodical. Very clear-cut, rule-oriented kind of individuals. They prefer structured tasks and working with data or numbers. So, these are the people who are very comfortable with organized tasks. They may not be very creative, but whatever tasks are given to them, they will do them very well. So common profession that includes conventional characteristics is preferred, including accountants. Administrative assistants, bankers, data analysts, and so on. Here, the data will be given, everything is rule-regulated, you don't have to think much about it, but you have to perform based on whatever is given to you according to the rules set up.

So, these are the six types of people, and accordingly, there are six types of jobs or kinds of careers where they can fit.

The second proposition is work environments, which can be categorized into the same six types. There are six types of individuals in terms of the context of the job, and all jobs that we see can also be categorized into one of these six categories according to this model.

Third, people search for environments that allow them to express their personality and traits. So people are drawn to certain environments that match their personality because if somebody has certain traits, if they get that kind of job, they are more likely to express their skills, their values, and take roles that align with their preferences. So, they will be more drawn to those kinds of jobs and so on. People actively search for this environment, and if they can find that kind of job, it will help them express themselves and be more satisfied with it.

The fourth postulate of this model is that behavior is determined by the interaction between personality and environment. So, any behavior—what you do, job satisfaction, stability, performance—all these things will be determined to a large degree based on the extent to which there is congruence or fit between your personality traits and how they match with the job environment or the environment in which you are placed. So, higher congruence leads to better outcomes. So, individuals whose personality type closely matches their work environment are more likely to experience higher job satisfaction, career success, stability, and so on. These are some of the ideas and postulates behind this theory.

This theory also talks about two other concepts: one is consistency and differentiation in personality traits that can also determine career development, and so on. Consistency means the similarity between an individual's top two or three personality types. There are questionnaires to see what kind of traits you fall into. Sometimes people may fall into more than one category. Their traits may not be just one particular type. So, for example, they may be artistic as well as social. It is possible.

People may have multiple characteristics. The same person may have two or three traits, also. So, to what extent the traits that the person has—let us say the top two traits—to what extent these traits are similar to one another. So, that is high consistency. High consistency means the top traits are very similar to each other. It means that these types are closely related, leading to more predictable career preferences. For example, if somebody scores high on social and enterprising, then these two are very similar to each other. Types exhibit a high level of consistency because they both involve interaction with people.

Differentiation means the degree to which a person has very distinct interests. So, if a certain person only scores high on a particular trait and scores very low on the opposite traits or traits which are very different from that, it is called differentiation. The person has a very clear-cut, distinct trait. He is only interested in this particular type of task, not in anything else. Then there is a high differentiation. For example, artistic and conventional types represent a high level of differentiation.

If somebody is artistic, that means the person scores very low on conventional, which means there is high differentiation because these two are very different. Conventional people are not very creative, but artistic people are very creative. If somebody scores high on artistic and very low on

conventional, that means there is a high differentiation. A person is only interested in a particular type of thing.

So, if you see this, this is called Holland's hexagon, which shows that six traits are arranged in a hexagon. The basic idea of this hexagon is that the traits that are close to each other are more similar. That means, let us say enterprising and social, they are close to each other, so they are more similar. And the traits which are opposite to each other are very dissimilar, very different. So conventional and artistic are opposite to each other. Like conventional people are far away from creativity.

Artistic people are very creative, and they do not like conventional tasks. This is an organization that, in a lump sum way, says which traits are similar to each other and which traits are very different from each other. This relationship between types that we have already discussed is that types that are adjacent to each other, like realistic and investigative, are more closely related, which means that they are more similar in terms of characteristics, and those that are further apart are very dissimilar or less alike. So, in that sense, consistency, which we have discussed includes types that are very similar to each other in that hexagon.

That means the person has high consistency, and it will give more clarity, and the person will be able to decide on their career very clearly. Differentiation, according to this theory, is the first degree of clarity or distinctiveness. High distinctiveness and differentiation are also able to make much clearer decisions because they are very distinct and differentiated characteristics. So high differentiation means a person with high differentiation has a very clear and strong preference for one or two specific personality types. So, this means their interests are very well defined and clear, making it easier for them to choose and match the careers and jobs. They are only comfortable in this particular type of characteristic. A person might score very high on the investigative type and much lower in the other five types, indicating very high differentiation.

Low differentiation means having a very similar score across many traits. This person has an interest in traits and also in some other characteristics, so there is so much of mixing up. In this case individual might have a more generalized set of interests. The person doesn't have much distinctiveness, but a variety of interests. However, this might make it harder to identify very clear, distinctive careers and paths because the person has too much interest in too many areas. For example, if someone scores equally across realistic, social, and enterprising, i.e., they score high on all of these, then they can be suitable in various kinds of jobs that blend these elements. So, like

these low differentiation cases, where people may find it difficult to choose very specific pathways, and so on. This is about how personality traits can give us insight in terms of careers, jobs, businesses, and so on. So, personality can play a very important role. So, in terms of employee performance, selection of employees, leadership, and how to fit personality with the right kind of job, and so on. These are some of the basic ideas about how personality can be applied to businesses and work contexts. So, with this, I stop here.

Thank you.