



RESEARCH ARTICLE

RELEVANCE OF PERSONALITY TRAITS ASSESSMENT FOR CAREER SUCCESS

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Abstract

The significance of personality types for understanding career success has been a concept adopted widely across cultures and industries. But in the face of a fast-changing Indian private sector, the association between personality traits and career success is a relatively unknown topic. The purpose of this study is to find the impact of personality traits in career growth in India and figure out whether they are applicable in the private sector. The study uses a sample of 275 human resource (HR) managers working in private companies in India and analyzes the role of personality traits using statistical methods including Likert scales, T-tests, and Cronbach's Alpha to check the reliability. The findings of the study indicate that personality tests may be potentially beneficial for candidate selection, career expansion, and organizational productivity. This research concludes by proposing assessments of traits of personality and incorporating them into recruitment and career pathways in Indian private sector.

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Introduction:-

Personality types account for much in relation to career success as they determine how people respond to their work environment, colleagues and management. Such a narrative presents particular challenges and opportunities in the Indian workforce, given the nation of a billion-plus is undergoing transition of a magnitude never seen before, economically and otherwise. Global studies have established the significance of personality assessments in predicting job performance and career growth, yet the relevance of these traits in the Indian context has not been widely explored. This study investigates the significant traits of personality in career success for workers in the Indian private sector and evaluates parameters the private sector has undertaken to use personality assessment for recruitment and career development strategies. The current study also seeks to fill the gap in obtaining empirical evidences of the relationship of personality to career success in the culturally diverse Indian workforce. The work comprises of a literature review of Indian as well as international research studies on personality traits along with career success, followed by an empirical study with 275 Human Resource (HR) Managers from Indian private sector. By utilizing statistical methods, this study aims to provide organizations with new perspectives on improving their human resource management, with a focus on recruitment and career development approaches..

Review of Literature:-

Outline of Personality Traits and Career Success

A number of studies have studied the relations between career success and traits of personality across different geographical locations, indicating that explicit traits, for example extraversion, openness to experience and conscientiousness, are often linked to career advancement (Barrick & Mount, 1991). However, research in the

Indian context is sparse, with limited studies examining how these traits influence career success in India's unique cultural and economic environment.

Traits of Personality in Cross-Cultural Disparity

Several studies have examined the role of personality traits in career success in diverse cultures. For instance, a study by (Judge and Bono, 2001) showed that conscientiousness was a strong predictor of job performance and career success across western cultures. On the other hand, Ang et al. (2007) focused on public ownership cultures, like in eastern part of Asia, traits of personality namely emotional stability and agreeableness play an important role in development of career. Based on above findings when correlating them with Indian context, it clearly indicates that cultural factors crucially impact the manifestation and influence of personality traits on career success. Furthermore, many studies and researches like those of Sharma et al. (2012) argue that professionals in India encourage traits that correspond to team work rather than those traits that highlight personal and creative characteristics. As in India, where the workplace behavior is identified by powerful group circles and graded organizational structure, traits such as conscientiousness as well as agreeableness are valued more by employers as compared to individualistic traits such as openness to experience. Thus, for successful assessment of career success in the Indian context, the comprehension of cultural influences related to personality traits is important.

Important Traits of personality for Career Success in India

In India, throughout Recruitment & Career Development, organizations progressively acknowledge the significance of deep assessments of personality, resulting in growing focus on Human Resource practices like talent management. Studies by Singh and Sood (2018) and Kumar (2016) have shown that Indian HR managers have tended to rely on personality tests to predict job fit, job performance and leadership potential. According to Singh and Sood (2018), the application of personality assessments in Indian organizations is on the rise as organizations strive to improve their talent management practices. However, there are challenges in applying global personality frameworks to the Indian context, argue Ramaswamy et al. (2017). The existing western models of personality assessments may not fully capture the personality traits in the Indian workforce. For example, cultural differences may result in misinterpretation of personality assessment results & therefore accuracy of career success predictions may be affected. Hence, there is an increasing need for localized personality assessments that capture the essence of India's socio-cultural fabric.

How and Where to Apply Personality Tests Together Solutions and Guidelines

The problem of incorporating personality tests in the recruitment and career strategy in India is delicate one to deal with. One answer is to create culturally sensitive personality tests based on Indian values, like reverence for authority and group cohesion, according to Gupta and Mehta (2019). Besides, organizations can take the help of a combination of personality test and situational judgment tests to get a comprehensive idea of a candidate's career prospects (Jain & Sharma, 2020). These hybrid criterion tests are especially useful in dynamic and changing markets such as India.

Training HR managers to make sense of personality tests is also critical. (Thakur et al. (2015), HR managers must be prepared to work within the culture where these analyses are being carried out. There is also a need to guarantee reliability and accuracy of personality test results. This is where things such as Cronbach's Alpha come in.

Methodology:-

Data Collection:

It was conducted using a Quantitative method with a group of 275 HR managers in private sector companies in India. The managers were selected randomly from the IT Industries (Tata Consultancy & Infosys), Manufacturing Industries (Larsen & Toubro and Mahindra & Mahindra), and Finance Industries (Bajaj Finance limited and ICICI Bank). The information was gathered using a formal questionnaire with Likert scale items that evaluated the importance of personality traits for career success. The data was collected in questionnaires through mail, telephone and direct meetings where their details were kept confidential. This tool systematically addresses data collected through 15 questions, divided into four sections: Section A pertains to demographic information (Questions 1–4), Section B focuses on personality traits (Questions 5–9), Section C examines aspects of career success (Questions 10–12), and Section D gathers general feedback (Questions 13, 14). The final question, question 15 in Section D includes an open-ended format, combining Likert scale items with qualitative feedback to provide a comprehensive assessment. The majority of the questions (1–15) are rated on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), based on the respondent's level of agreement (Annexure-1).

Tools Employed:

In order to investigate the data, the mean, standard deviation, T-test and Cronbach's Alpha were used. The central tendency and variability of responses were defined using the mean and standard deviation. We used the T-test to compare sector-based response differences and Cronbach's Alpha to compare the internal consistency and validity of the personality measure. Chief statistical techniques applied in said study are explained further- descriptive statistics (Mean & SD) are used to evaluate the all-in-all traits of Personality. The T-test method is employed to collate the variance in Industries (IT, Manufacturing & Finance) feedback concerning the significance of traits of Personality in Career success. Cronbach's Alpha is used to examine the internal stability and accuracy, reliability in terms of research of personality assessment scale.

Results and Findings:-

The present work of research was undertaken by using qualitative and quantitative methods. By using four statistical tools for analysis namely mean, standard deviation, T-test and Cronbach's Alpha, we concluded the quantitative results. The Likert scale chosen for the survey had a range of five points as explained in the methodology to calculate quantifiable values to the qualitative attributes for analysis of subjective responses and to perceive significance of personality traits specifically.

Table 1:- Demographic Profile of Respondents (n=275 HR Managers).

Demographic Variable	Classification	Frequency (n)	Percentage (%)
Industry	IT	85	30.91%
	Manufacturing	90	32.73%
	Finance	100	36.36%
Age Groups (Years)	25-34	120	43.64%
	34-44	100	63.63%
	44 - Above	55	20.00%
Gender	Male	115	41.82%
	Female	160	58.18%
Educational Background	Bachelor's Degree	115	41.82%
	Master's Degree	140	50.91%
	Professional Qualifications	20	7.27%

Note: Self-Generated from the data collected with the help of a questionnaire.

Table 1 shows the comprehensive demographic profile of 275 HR Managers who engaged in the study. The categorizations of respondents are based on industry, age-group, gender, and educational qualifications. A fair balance is represented across the three industries with significant contributions from IT (30.91%), manufacturing (32.73%), and finance (36.36%). In terms of age distribution, the majority of participants belong to the 25–34 age group (43.64%), followed by the 35–44 age group (36.36%), and those aged 44 years and above are only 20.00%. Under gender distribution females (58.18%) scored a higher proportion compared to males (41.82%), showcasing a realistic view of HR professionals in the private sector in India. The educational background shows that notable respondent's hold master's qualifications (50.91%), followed by bachelor's (41.82%) and a very small number (7.27%) have professional degrees or certifications.

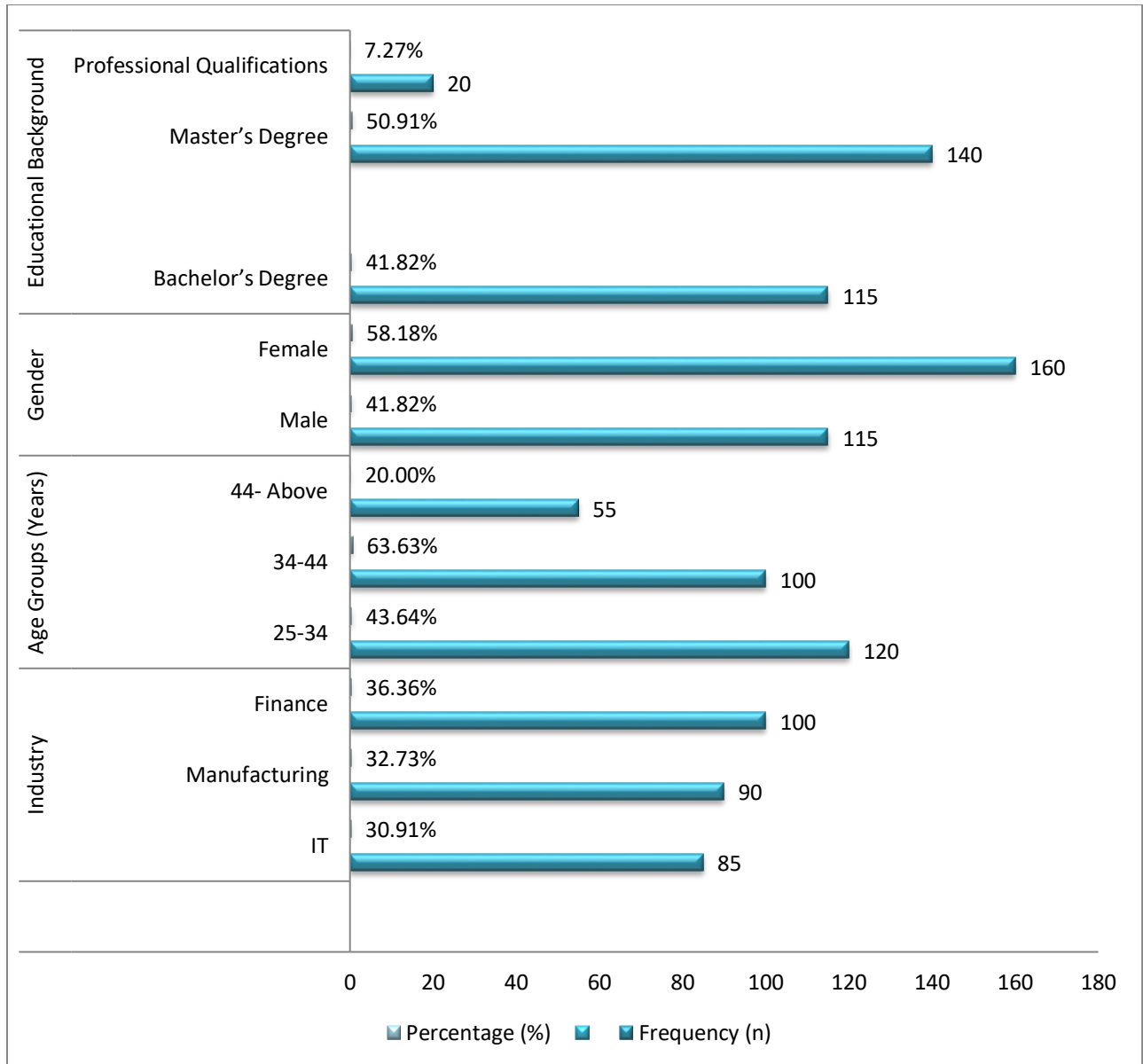


Figure 1:- Visual Representation for Respondents Demography.

(Self-Generated from the data collected with the help of questionnaire)

Figure 1 depicts a foundation for understanding the multiple backgrounds of the respondents, as per the detailed analysis done under table 1, making sure of the study’s findings of HR managers in the private sector in India.

Table 2:- Summary of Personality Traits – Statistical Analysis.

Personality Traits	Mean	Standard Deviation (SD)
	Conscientiousness (C)	4.3
0.6		Emotional Stability (ES)
4.1	0.7	
Extraversion (E)	4.2	0.5
	Openness to Experience (OE)	3.9

Note: Self-Generated from the data collected with the help of a questionnaire

Table 2 condenses the statistical analysis of five traits of personality mentioned above in table 2. The table yields the mean scores, SD, and Cronbach’s Alpha values for each trait. (C) Registered the highest mean score (4.3), that indicates it had strong commonness amidst HR managers, closely followed by (E) (4.2) as well as (ES) (4.1). The SD shows moderate variability which ranges between 0.5-0.8. Cronbach’s Alpha confirms high accuracy and internal consistency by showing values of all traits above 0.85. This investigation highlights the strength of the methodology applied and drawn attention to the important role of these traits in forecasting career success.

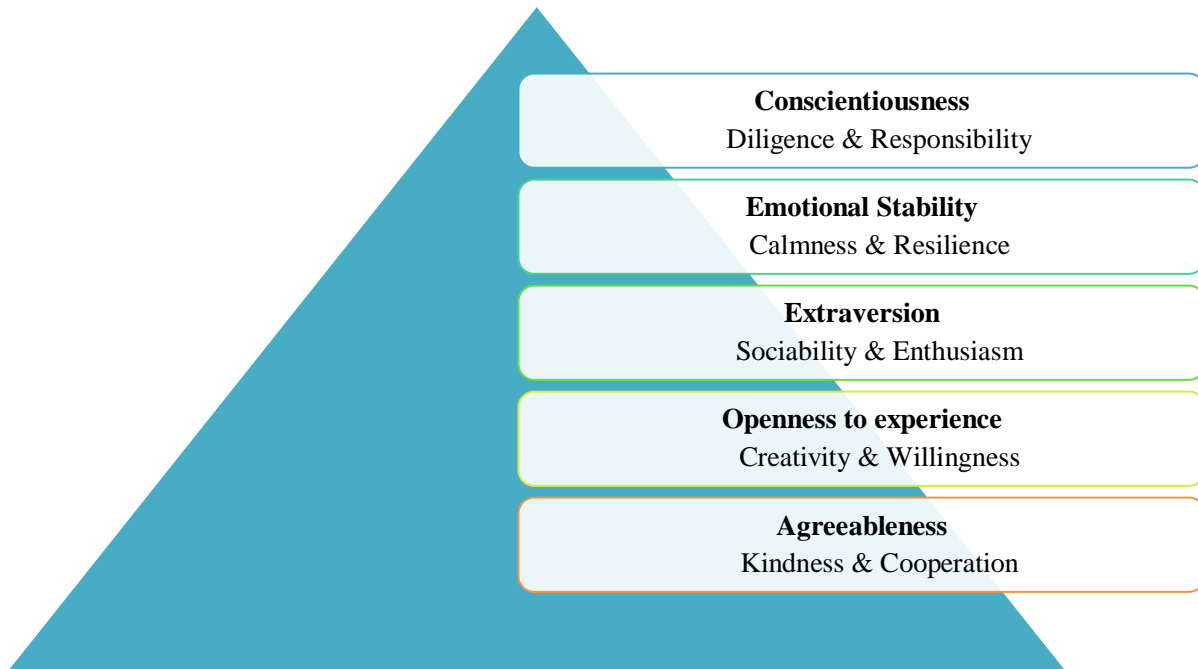


Figure 2:- Visual Presentation of Personality Traits.
(Self-Generated from the data collected with the help of questionnaire)

Five key traits of personality that are known from various types of research help in examining key behaviors of employees in any organization and that will be further used to trace the career success of employees. For basic understanding, they are briefly explained in the figure above, but to make things more clear, a short description of each is included. Conscientiousness highlights traits of diligence and responsibility. Emotional stability denotes mental calmness and resilience. Thirdly, extraversion represents an enthusiastic approach and social belongingness, and next. Openness to experience reflects a need to try their attributes of willingness to do things in their creative way. Agreeableness indicates a trait or familiarity by showing kindness and cooperation against everything.

Table 3:- Illustrating the Reliability Coefficients (Cronbach’s Alpha).

Traits	Cronbach’s Alpha
Conscientiousness (C)	0.89
Emotional Stability (ES)	0.88
Extraversion (E)	0.87
Openness to Experience (OE)	0.85
Agreeableness (A)	0.86

Note: Self-Generated from the data collected with the help of a questionnaire.

Table 3 depicts reliability analysis for Cronbach’s Alpha through a bar graph that illustrates the five traits of personality that are evaluated in the study mentioned as conscientiousness, emotional stability, extraversion, openness to speak and agreeableness. Each value exceeds 0.85 which indicates a high level of consistency internally.

Hence the outcome from this analysis validates the accuracy of the questionnaire and confirms it is a good fit for assessment of traits of personality in career success context. Figure 3 visually encourages the methodological diligence and strengthens the vitality of findings.

A statistical tool analyzes the accuracy in any survey or questionnaire of chosen set of items. The range value of Cronbach's alpha is between 0 to 1, where 1 implies better accuracy and vice versa with 0. In Figure 3, all values exceeding 0.8, which are close to 1, indicate high reliability. This suggests that the scale is strongly aligned as a measure of expected career success in relation to the mentioned five personality traits.

Discussions:-

The core area of this study focused on the importance of five traits of personality namely conscientiousness, emotional stability, extraversion, openness to speak and agreeableness in estimating career success amidst HR managers in the Indian private sector. An assessment tool "Cronbach's Alpha" showed high accuracy. It is highly reliable for forecasting career success with a blend of personality traits. It further supports its usability in emerging HR practices like talent management. With special reference to Indian context, this study focuses attention on the requirement of a robust system for cultural material assessments. Associating these traits with the recruitment process for training & development can bring employee efficiency together with organizational goals, enhancing overall potential. The research gives potent views for the betterment of HR practices while making way for future exploration into professional success and traits of personality.

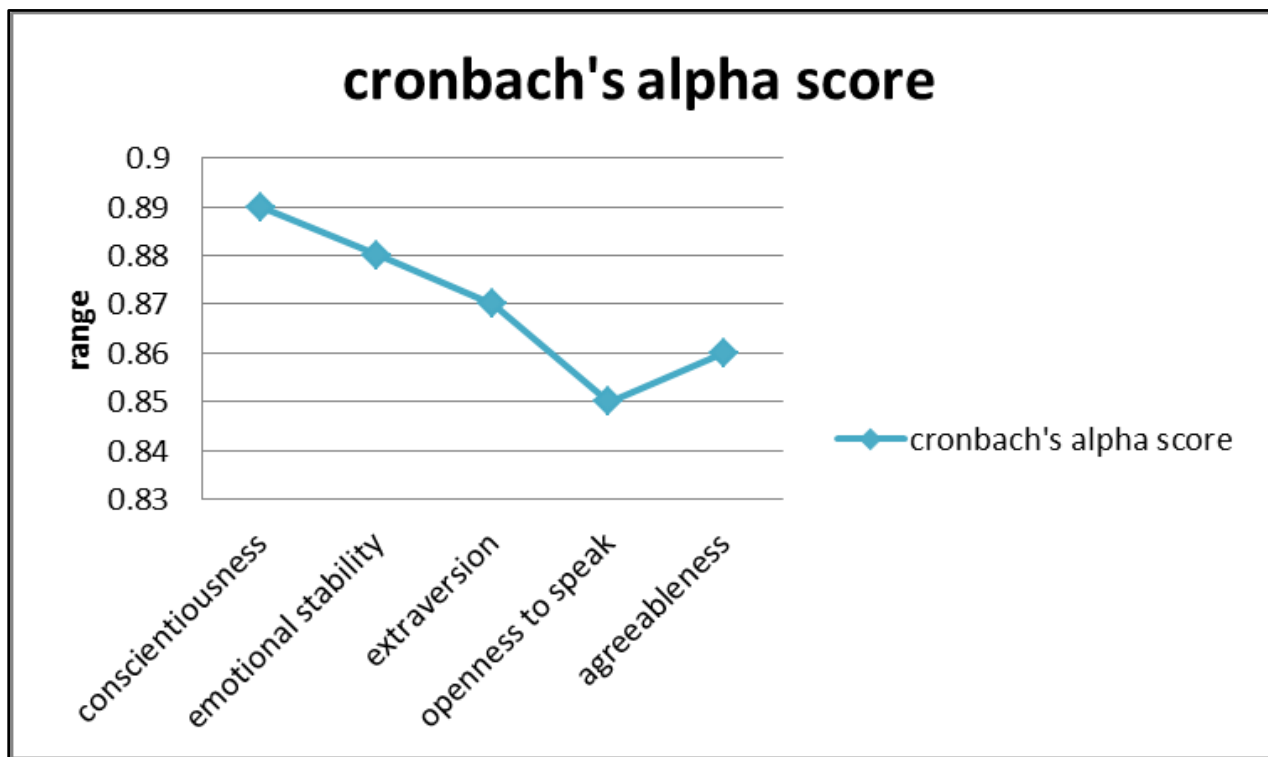


Figure 3: Trait wise Analysis of reliability
(Self-Generated from the data collected with the help of a questionnaire)

Conclusion:-

This study concludes that traits like conscientiousness, emotional stability, and extraversion are external which are important regressors for those who want to grow professionally as they hold higher significance over other industrial sectors. This study advocates a powerful connection between the two subject's personality traits and career success in private sector managers in India. The key findings of the study show how a blend of personality traits assessment into the process of recruitment can positively impact whole organizational efficiency and effectiveness resulting in

career success. Further, as India is a culture-based country, there a need for organizers to use evaluation tools that are associated with culture. By taking these insights, organizations can advance better decisions for HR managers, which helps in the development of staff and employees and helps managers achieve their organizational goals along with their personnel goals.

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(Annexure 1)

Section A: Demographics

1. Age group (Years) - (a) 25-34 (b) 35-44 (c) 44-Above
2. Gender - (a) Male (b) Female
3. Educational Background - (a) Bachelors (b) Masters (c) Advance Professional
4. Type of Industry- (a) IT (b) Manufacturing (c) Finance

Section B: Traits of Personality Analysis for (Likert Scale)

“Rate (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree) based on your consensus level”

5. I am diligent and responsible. (C) -
6. I am mentally calm and resilient. (ES)-
7. I am enthusiastic about society and love to keep social belongingness. (E)-
8. I have a willingness to be creative and like to try my own attributes. (OE) –
9. I am kind and keep cooperation t with my co-workers. (A) –

Section C: Career Success

10. I have already achieved my career goals.
11. My organization is appreciated and reward my performance.
12. I feel content with my professional evolution.

Section D: General Feedback

13. Do you consider traits of personality important for career success?
14. What is the frequency of personality evaluation at your company?
15. Any other thoughts on enhancement of career success with assessment of traits of personality. (Describe in Para) (This question is “Open-ended”)