

Personality Traits, Work Environment and Interpersonal Relationships

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Abstract: *Productive employees enhance organizational success when leaders establish and maintain healthy workplace relationships. Inclusive workplace policies enhance teamwork among employees to accomplish goals. Leaders who value and motivate employees enable them to avoid deviant behaviors to develop positive attitudes that enhance teamwork. Personality traits influence how employees react to situations and collaborate to achieve goals. This research paper involves the big five personality traits to determine how they impact interpersonal relationships and organizational outcomes.*

Keywords: organizational relationships, workplace environment, interpersonal relationships, personality traits, organizational performance, employee behavior

1. Introduction

The work environment can positively or negatively impact employees' personality traits, which in turn influence interpersonal relationships. Interpersonal skills such as negotiation and listening influence how employees behave and dedicate themselves to realizing personal and organizational goals (Hayes, 2002). Effective communication enhances employee relations and teamwork through intimate and open dialogues (Knapp, Vangelisti & Caughlin, 2014). Effective communication eliminates misunderstandings that hinder employees from meeting work expectations (Cuyler & Ackhart, 2009). Employees develop positive attitudes toward work when leaders adopt workable measures to address absenteeism, turnover, and job dissatisfaction (Judge & Robbins, 2017). Managers involve employees' concerns in decision-making to enhance job satisfaction by solving grievances (Chan, 2019; Singh, 2019). Traits such as agreeableness and neuroticism relate to employees' personalities and organizational performance (Feher & Vernon, 2021; Khattak et al., 2019). By developing inclusive work environments, managers influence employee attitudes, enabling them to develop positive behaviors that enhance interpersonal relationships.

This research paper investigates the relationship between work environment, personality traits, and employee interpersonal relations. In order to realize its objective, this research's nature is exploratory to involve various research findings to develop an evidence-based discussion. The researcher investigates how employees' perceptions of work environments influence their attitudes and behaviors toward productivity. The researcher also identifies the work environment as an aspect that facilitates workplace inclusion and cohesiveness among employees. This research paper is organized into different parts, whereby the literature survey is the immediate part after the introduction. In the literature survey, the researcher reviews different articles to organize

and summarize arguments linked to the research topic. Other parts that follow the literature survey include problem definition, hypothesis, methodology, results, and discussion. These parts are chronological before the researcher concludes to summarize this research paper's main ideas.

2. Literature Survey

Previous studies have extensively examined how personality traits and interpersonal relationships are linked to the work environment. As noted by Hayes (2002), employee training enhances awareness among employees about their behaviors' impacts on social interactions in organizations. Effective communication enables employees to meet interpersonal needs resulting in a commitment toward teamwork (Knapp, Vangelisti & Caughlin, 2014). Empathy and active listening influence effective communication by enabling individuals to reflect on repercussions before deciding on actions (Cuyler & Ackhart, 2009). Managers teach employees about teamwork to instill organizational behaviors and address workplace issues affecting productivity (Judge & Robbins, 2017). Managers ensure employees become enthusiastic about work by addressing grievances and involving their concerns in decision-making (Chan, 2019). Managers are problem solvers as they address work issues affecting employees to enhance job satisfaction (Singh, 2019). Job satisfaction among employees positively impacts organizational learning to adopt skills that enhance performance (Hendri, 2019).

Brown, Paz-Aparicio & Revilla (2019) suggest that leadership styles influence how supervisors develop interpersonal relationships with subordinates. Healthy relationships in an organization result in employee commitment and work engagement to realize goals (Farid et al., 2019). When leaders uphold organizational justice, there is enhanced work engagement among employees through organizational pride (Jia et al., 2019). Leaders communicate with team members to influence their perceptions about work

while meeting their interpersonal needs (Newman, Ford & Marshall, 2020). Positive perceptions toward work enhance employee commitment to improve work relations and meet expectations (Sarfraz et al., 2018). Leaders enforce appropriate work designs to create a work environment that enhances collaboration to meet team goals at the expense of individual autonomy (Theurer, Tumasjan & Welp, 2018). Leaders institute performance appraisal in work environments to enhance interpersonal compatibility among teams (Wang & Brower, 2019). Inclusive work environments result in positive moods among employees by influencing their perceptions of work engagement (Extremera et al., 2018).

Simha and Parboteeah's (2020) research reveals that employees with big five personality traits avoid unethical behaviors that hinder cooperation and teamwork. Personality styles influence emotional intelligence among employees, which in turn influences job performance (Feher & Vernon, 2021). Personalities influence human-human interactions through engaging and disengaging behaviors among people (Craenen et al., 2018). People have different personality traits, which can hinder organizations from realizing sustainability due to hostility and self-interests that deter teamwork (Zhang et al., 2019). Interpersonal interactions are desirable in work situations as they enable teams to share ideas and overcome unpleasant work experiences (Curşeu et al., 2019). Employees fit in teams by regulating emotions to adopt traits that favor interpersonal interactions at workplaces (Hughes et al., 2020). Positive traits among employees prevent workplace deviance by enabling them to adopt desirable behaviors that influence healthy work relationships (Khattak et al., 2019).

3. Problem Definition

Work-life issues hindering employees from achieving a work-life balance have been extensively researched. Yet, researchers have not combined work and non-work areas to establish how the work environment impacts employees. Research reveals that the work environment shapes employee perceptions and behaviors, influencing interpersonal relationships. Thus, this research paper investigates how the big five personality traits and interpersonal relations are linked to the work environment. This research paper is exploratory and builds on past research to investigate personality traits through non-work life domains such as behaviors and relationships.

4. Hypothesis

This research paper hypothesizes that inclusive work environments enable employees to adopt the big five personality traits, which in turn enhance interpersonal relationships in organizations. This hypothesis is based on the research question, "Does the work environment influence work-related attitudes, behaviors, and interpersonal relationships?"

5. Methodology

This exploratory research paper identifies research articles and journals linked to the hypothesis as various researchers have adequately explored the research topic. First, the researcher involves various databases to identify peer-reviewed articles linked to the research topic. The researcher will emphasize peer-reviewed literature from academia to understand the topic and its research underpinnings. As personality traits vary among employees, the researcher will emphasize the big five personality traits to narrow the research. The research population will be broad as the researcher examines the research topic through the information contained in various studies. The research population will comprise employees and managers due to their influence on organizational performance. The researcher will conduct a literature review to obtain credible information to answer the research question. The researcher will analyze the secondary data from different sources to ensure it is credible and accurate.

6. Results and Discussion

Curşeu et al. (2019) found that interpersonal relationships are linked to attitudes such as engagement, commitment, and satisfaction. Physical and psycho-social work environments influence productivity by enabling employees to adopt positive attitudes toward work. Leaders enforce inclusive policies to ensure employees are comfortable and safe while executing duties within work environments. In Chan's (2019) study, the author found that leaders' policies impact the psycho-social environment, which in turn influences employees' motivation and job performance. When leaders adopt inclusive work policies, they influence the psycho-social environment by instilling employee confidence and pride (Brown, Paz-Aparicio & Revilla, 2019). Inclusive environments also promote teamwork among employees as they have excellent interpersonal relationships (Hayes, 2002). Healthy organizational relationships facilitate quick information delivery for the management to solve problems. Leaders enforce policies about job design and teamwork to stimulate positive interpersonal relations among employees. A work environment that enables employees to seek meaningful relationships results in acceptable organizational behaviors that increase organizational output (Hendri, 2019).

Judge & Robbins (2017) found that the work environment is an integral aspect that influences organizational performance. In the authors' view, a workplace that promotes pride among employees enables them to adopt positive interpersonal relationships. Psychological predispositions, behaviors, and attitudes influence social relationships within an organization (Cuyler & Ackhart, 2009). Employees help establish desirable organizational behavior by accepting and upholding rules. Openness and agreeableness are desirable personality traits enabling employees to form positive interpersonal relationships (Zhang et al., 2019). Energetic and participative employees express concerns to the organizational

management, which in turn includes them in decision-making to reduce turnover. Employees enjoy socializing when the work environment favors social interactions and networks. Curşeu et al. (2019) found that agreeable employees are central to organizational networks through their longing for closeness and friendship. Employees become eager to enhance performance and solve mutual concerns when interpersonal relationships are based on kindness and friendship (Hughes et al., 2020).

Analysis suggests that employee attitudes and interpersonal relationships influence organizational success. Simha and Parboteeah's (2020) research reveals that extraversion is a personality trait enabling employees to direct their energies toward teamwork and production. Employees develop positive attitudes such as job commitment and engagement when there are healthy interpersonal relationships in an organization. Agreeableness is a trait that enables employees to become effective team players by maintaining interpersonal relationships with colleagues (Feher & Vernon, 2021). Flexible and open-minded employees can work and innovate in diverse environments as they are result oriented. Organizational relationships enable employees to value work resulting in increased institutional participation to reduce turnover and maximize performance (Craenen et al., 2018). Emotionally stable employees are confident and well-adjusted to work environments as they are unlikely to express anger and moodiness that harm performance (Khattak et al., 2019). Emotional stability is, therefore, a valuable trait among employees as it enables them to form healthy relationships to meet work expectations.

7. Conclusion

Managers influence employee attitudes through work policies that compel the workforce to develop positive behaviors that improve interpersonal relationships, teamwork, and productivity. Managers enforce policies about job design and cooperation to foster good employee interactions within inclusive work environments. Leaders interact with team members to address their interpersonal needs while influencing their attitudes toward work. Employees form teams by controlling their emotions and adopting personality attributes that promote workplace interpersonal interactions. Enthusiastic and engaged employees voice their concerns to the organization's management, who then incorporates them in decision-making to lower turnover. Employees acquire desirable attitudes such as devotion and engagement when there are positive interpersonal ties. Positive attitudes about the workplace increase commitment among employees to develop relationships and fulfill work expectations. This study contributes to knowledge by proving that interpersonal relationships affect employees' commitment and collaboration to realize productivity goals. Therefore, positive interpersonal relationships within an organization enhance employee belongingness, decreasing conflicts and enhancing performance.

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